

# RIVAL NATIONS

A Revolutionary Sporting Spectacle



Presented to: Sony Sports Network  
June 23, 2025

# Brand Purpose



# Brand Pillar



PEACE THROUGH SPORT



Our foundational philosophy and social mission

# Brand Values

## *Guiding Principles*

- **Respect:** Honoring the distinct sporting traditions and cultural heritage of both nations while celebrating our shared passion for athletic excellence
- **Dialogue:** Creating meaningful exchanges that extend beyond competition, fostering understanding through shared experiences on and off the field
- **Connection:** Building bridges between athletes, fans, and communities that transcend historical tensions and political boundaries
- **Authenticity:** Embracing our complex history while genuinely working toward a more hopeful future through the universal language of sport



# Redefining the India-Pakistan Sporting Rivalry

## *Respect & Connection in Action*

- The biggest Indo-Pak sports spectacle outside ICC events, honoring our shared passion while celebrating our distinct sporting traditions
- 11 men's and 8 women's diverse sports across 6 months, creating multiple bridges for cultural exchange
- Three premier venues in UAE: Neutral ground fostering respectful competition for large local diaspora populations
- Unmatched viewership potential that connects fans across boundaries
- Comprehensive broadcast opportunity to showcase moments that transcend political tensions



# Expanding the Rivalry: A Multi-Sport Celebration

## *Balanced & Optimistic Approach*

- Elevating the historic India-Pakistan rivalry across diverse sports, acknowledging past tensions while focusing on future possibilities
- Building on cricket's popularity while showcasing excellence in multiple disciplines that reflect our shared pursuit of athletic greatness
- Creating year-round engagement for fans and sponsors through meaningful dialogue beyond competition
- Building a sustainable multi-sport ecosystem that confidently champions sport's power to unite
- Theme: **"Rivalry Reimagined"** — transforming athletic competition into a catalyst for cultural understanding



# Rival Nations 2026: At A Glance



- Duration: Jan – Feb, June – July, Nov - Dec 2026
- Locations: Sharjah, Abu Dhabi, Dubai
- Event Structure:
  - ✓ 21 sports competitions (12 men's, 9 women's)
  - ✓ 61 total competition days across 3 strategic seasons
- Broadcast Strategy:
  - ✓ Season 1: 15 event days aligned between India's Republic Day
  - ✓ Season 2: 15 event days during summer holiday window
  - ✓ Season 3: 21 event days overlapping with Diwali festival
  - ✓ Format designed for prime-time programming blocks
  - ✓ Sony's expertise welcome to determine sports selection and scheduling to optimize viewership and advertising potential



# Three-Season Format

## Year 1: 2026

- Season 1 (Sharjah): January-February 2026
- T20 Cricket, Weightlifting, Boxing, Badminton
  
- Season 2 (Abu Dhabi): June-July 2026
- Volleyball, Kabaddi, Wrestling, Judo
  
- Season 3 (Dubai): October-November 2026
- Basketball, Soccer, T20 Cricket, Hockey



# Three-Season Format

## Year 2: 2027

- Season 1 (Sharjah): January-February 2027
- T20 Cricket, Taekwondo, Boxing, Badminton
  
- Season 2 (Abu Dhabi): June-July 2027
- Volleyball, Kabaddi, Wrestling, Shooting
  
- Season 3 (Dubai): October-November 2027
- Basketball, Soccer, T20 Cricket, Hockey



# Three-Season Format

## Year 3: 2028

- Season 1 (Sharjah): January-February 2028
  - T20 Cricket, Wushu, Boxing, Badminton
- Season 2 (Abu Dhabi): June-July 2028
  - Volleyball, Kabaddi, Wrestling, Grappling, Judo
- Season 3 (Dubai): October-November 2028
  - Basketball, Soccer, T20 Cricket, Hockey



## 2026: Season 1 Schedule (Sharjah)

- T20 Cricket (Men's): January 18, 20, 22 | 7:00PM-11:00PM
- T20 Cricket (Women's): January 24, 26, 28 | 7:00PM-11:00PM
- Weightlifting (Men's): January 29, 31, February 2 | 8:00PM-9:30PM
- Weightlifting (Women's): January 28, 29, 30 | 8:00PM-9:30PM
- Boxing (Men's): February 4, 6, 8 | 8:00PM-11:00PM
- Boxing (Women's): February 4, 6, 8 | 8:00PM-11:00PM
- Badminton (Men's): February 9, 11,13 | 7:00PM-10:00PM
- Badminton (Women's): February 9, 11,13 | 7:00PM-10:00PM



## 2026: Season 2 Schedule (Abu Dhabi)

- Volleyball (Men's): June 20, 22, 24 | 8:00PM-10:00PM
- Volleyball (Women's): June 26, 28, 30 | 8:00PM-10:00PM
- Kabaddi: July 2, 4, 6 | 8:00PM-10:00PM
- Wrestling: July 8, 10, 12 | 7:00PM-9:00PM
- Judo (Men's): July 14, 16, 18 | 5:00PM-9:00PM
- Judo (Women's): July 14, 16, 18 | 5:00PM-9:00PM



## 2026: Season 3 Schedule (Dubai)

- Basketball (Men's): October 10, 12, 14 | 8:00PM-10:00PM
- Basketball (Women's): October 16, 18, 20 | 8:00PM-10:00PM
- Soccer (Men's): October 22, 24, 26 | 8:00PM-10:00PM
- Cricket T20 (Men's): November 1, 3, 5 | 7:00PM-11:00PM
- Cricket T20 (Women's): November 7, 9, 11 | 7:00PM-11:00PM
- Hockey (Men's): November 13, 15, 17 | 8:00PM-10:00PM
- Hockey (Women's): November 19, 21,23 | 8:00PM-10:00PM



# Programming Roadmap Snapshot

## Season One



### 2026 SEASON ONE – PRIME TIME PROGRAMMING SCHEDULE

January 16 – February 14, 2026

#### RIVAL NATIONS SEASON ONE - LAUNCH BUILD UP

Thursday, January 16, 2026

7:00-8:00 PM: "Rival Nations: A Revolutionary Sporting Spectacle"

- Competition concept introduction
- Format explanation
- Venue reveals
- Historical rivalry context
- Cultural impact stories
- Fan expectations
- Celebrity ambassadors

8:00-9:00 PM: "Team and Individual Sports Preview"

Friday, January 17, 2026

7:00-9:00 PM: "Cricket's Calling"

- Team arrivals



### 2026 SEASON ONE – PRIME TIME PROGRAMMING SCHEDULE

January 16 – February 14, 2026

- Practice access
- Captain interviews
- Coach strategies
- Tactical analysis
- Fan preparations
- Starting lineups
- Team meetings
- Security measures
- Opening ceremony preview

#### CRICKET MEN'S SERIES

Sunday, January 18, 2026

5:00-6:00 PM: "The History of the Rivalry" Documentary

6:00-6:30 PM: "Rising Stars" - Team Profiles

6:30-7:00 PM: Opening Ceremony Men's Cricket Series

7:00-11:00 PM: Cricket Men's (T20 Format) - Match 1

# Programming Roadmap Snapshot (cont'd)

## Season One



### 2026 SEASON ONE – PRIME TIME PROGRAMMING SCHEDULE

January 16 – February 14, 2026

11:00-11:30 PM: Post-match Analysis

#### **Monday, January 19, 2026 (Build Day)**

7:00-8:00 PM: "Captain's Journey" – (India and Pakistan Captain Profiles)

8:00-9:00 PM: "Rising Stars" – (Young Players Feature)

9:00-10:00 PM: Match 1 Extended Highlights & Analysis

#### **Tuesday, January 20, 2026**

6:00-7:00 PM: Pre-match Coverage

7:00-11:00 PM: Cricket Men's - Match 2

11:00-11:30 PM: Post-match Analysis

#### **Wednesday, January 21, 2026 (Build Day)**

7:00-8:00 PM: "Personal Journeys" – (Player Profiles)

8:00-9:00 PM: "Fan Zone Special" (Fan reactions, Social media highlights, expert predictions)

9:00-10:00 PM: Match 2 Extended Highlights & Analysis



### 2026 SEASON ONE – PRIME TIME PROGRAMMING SCHEDULE

January 16 – February 14, 2026

#### **Thursday, January 22, 2026**

6:00-6:30 PM: "Final Countdown" Special

6:30-7:00 PM: Pre-match Coverage

7:00-11:00 PM: Cricket Men's - Match 3

11:00-11:30 PM: Championship Celebration

#### **Friday, January 23, 2026 (Transition Day)**

7:00-7:30 PM: Men's Series Championship Celebration

7:30-8:30 PM: "Tournament Highlights"

8:30-9:00 PM: "Women's Cricket Preview"

9:00-10:00 PM: "Breaking Boundaries" – (Women's Cricket Documentary)

#### **CRICKET WOMEN'S SERIES**

#### **Saturday, January 24, 2026**

6:00-6:30 PM: "Women's Cricket Revolution" Special



# Why Partner with Rival Nations?

## *A Broadcast Partnership with Purpose*

- **Premium Content With Purpose:** Exclusive broadcast rights across all sports competitions that embody our shared values of respect and excellence
- **Engagement Beyond Competition:** Premium live content featuring structured moments of dialogue between athletes and fans
- **Cultural Bridge Building:** Prime-time slots designed for maximum viewership and connection across borders, generations, and communities
- **Multi-Platform Opportunities:** Comprehensive digital strategy through SonyLIV that extends the conversation beyond match day
- **Diverse Audience Reach:** Content that extends beyond cricket to capture audience segments across multiple sports and cultural interests



# Target Audience & Viewership Potential

## Pan-Demographic Appeal Across South Asia

- India: 980 million viewers across all age groups<sup>1</sup>
  - ✓ 65% multi-generational household sports viewing<sup>2</sup>
  - ✓ 83% of households engage with major India-Pakistan matches<sup>3</sup>
- Pakistan: 175 million viewers across all age groups<sup>1</sup>
  - ✓ 71% multi-generational household sports viewing<sup>2</sup>
  - ✓ 88% of households engage with major India-Pakistan matches<sup>3</sup>



## Age Segment Breakdown (India & Pakistan specifically)

- Youth (13-24): 290M combined potential viewers<sup>4</sup>
  - ✓ India: 230M / Pakistan: 60M
  - ✓ 94% engagement with short-form content<sup>5</sup>
- Core Adults (25-49): 420M combined potential viewers<sup>4</sup>
  - ✓ India: 330M / Pakistan: 90M
  - ✓ 76% follow multiple sports beyond cricket<sup>6</sup>
- Senior Viewers (50+): 265M combined potential viewers<sup>4</sup>
  - ✓ India: 210M / Pakistan: 55M
  - ✓ Highest emotional investment in cross-border matches<sup>7</sup>



# Target Audience & Viewership Potential (cont'd)

## Diaspora Markets Specifically for India & Pakistan

- Indian Diaspora: 13.5 million globally<sup>8</sup>
  - ✓ UAE: 2.8M / UK: 1.8M / US: 2.7M / Canada: 1.2M
  - ✓ 76% regularly watch Indian sporting events<sup>9</sup>
- Pakistani Diaspora: 4.7 million globally<sup>8</sup>
  - ✓ UAE: 1.5M / UK: 1.2M / US: 0.5M / Canada: 0.3M
  - ✓ 81% regularly watch Pakistani sporting events<sup>10</sup>



## Historical India-Pakistan Matchup Viewership

- Cricket World Cup 2023 (India vs Pakistan): 283M viewers<sup>11</sup>
  - ✓ India: 229M / Pakistan: 54M
- Asian Games final (combined sports): 178M viewers<sup>12</sup>
  - ✓ India: 132M / Pakistan: 46M



## Combined Potential Reach: 800M+ viewers

*Based on aggregated audience across India and Pakistan domestic markets plus dedicated Indian and Pakistani diaspora viewership matches<sup>12</sup>*

# Marketing Collaboration with Sony

- 360-degree integrated marketing approach
- Co-branded digital campaigns across social media
- Traditional media promotion
- Celebrity & influencer partnerships
- Unique interactive content for SonyLIV



# Digital & Social Media Strategy

- Hashtag campaigns: #RivalNations2026, #PeaceThroughSport
- Live social media integration during broadcasts
- Behind-the-scenes exclusive content
- Player interviews and documentaries
- Real-time engagement with viewers
- Cross-promotion with Sony's existing properties



# Rival Nations: 5-Year Growth Plan

- 2026: Inaugural Rival Nations (11 sports, UAE venues)
- 2027: Taekwondo and Shooting Introduced (11 sports, UAE venues)
- 2028: MMA Expanded: Wushu and Grappling (12 sports, UAE venues)
- 2029: Add Two New Rivals: Bangladesh and Nepal
- 2030: Add Two More Rivals: Sri Lanka and Maldives

## 2029 EXPANSION



**BANGLADESH**



**NEPAL**



# Unmatched Access to Elite Athletes & IP Rights

## *What Rival Nations Brings to Sony*

- **Exclusive Talent Pipeline:**
  - ✓ Collegiate Sports India: Rights agreements with 111 Indian universities
  - ✓ Pakistan University Sports Federation: Partnerships with 96 Pakistani universities
  - ✓ Guaranteed access to top emerging athletes before they reach national teams
- **Contractual Advantages:**
  - ✓ Pre-negotiated athlete participation agreements
  - ✓ Media rights cleared for all platforms
  - ✓ Name, image, and likeness rights secured
  - ✓ Media obligations, merchandising rights cleared, liability waivers
- **Sony Integration Opportunities:**
  - ✓ PlayStation collegiate championships feeding into Rival Nations
  - ✓ University-sports content for Sony platforms – Elite 4 Conferences (India)
  - ✓ Campus activation events with Sony products

# Strategic Partnership Model



- Joint Venture Structure:

- ✓ 50/50 partnership between Rival Nations and Sony Sports Network
- ✓ New entity: "Rival Nations Sports Ventures"
- ✓ Shared operational control and decision-making
- ✓ Combined expertise in sports property development and broadcasting
- ✓ Integrated approach to value creation



# Investment Framework

## Joint Venture Structure

- Equity Investment:
  - ✓ Sony contribution: \$13 million (50% ownership stake)
  - ✓ Rival Nations contribution: IP rights, contracts, infrastructure (50% ownership stake)
  - ✓ New entity: Rival Nations Sports Ventures Ltd.

## Broadcast Rights Agreement (Separate)

- 5-Year Exclusive Media Rights:
  - ✓ Territory: Indian Subcontinent
  - ✓ Term: 2026-2030
  - ✓ Rights fee: \$21.5 million total: \$3.9 million in '26 > \$4.7 million in '30
  - ✓ Annual escalator: 5% year-over-year
  - ✓ Platforms: Linear TV + Digital (SonyLIV)
  - ✓ First right of renewal for subsequent terms

# Investment Framework

## Return Framework

- JV Returns:
  - ✓ 50% share of all JV profits
  - ✓ Brand value appreciation
  - ✓ Equity appreciation
- Broadcast Rights Returns:
  - ✓ Advertising revenue
  - ✓ Subscription revenue (SonyLIV)
  - ✓ Sponsorship integration
  - ✓ Content monetization

# Financial Framework

- Revenue Sharing Structure:
  - ✓ Equal profit distribution (50/50)
- Revenue Streams (Joint Operation):
  - ✓ Media Rights & Distribution
  - ✓ Sponsorship & Advertising
  - ✓ Event Experience
  - ✓ Merchandise Licensing
- Cost Sharing:
  - ✓ Production costs
  - ✓ Marketing expenses
  - ✓ Operational overhead
  - ✓ Technology investment



## Financial Framework (cont'd)

- Projected Valuation Growth:
  - Year 1 (2026): \$26.0 million
  - Year 3 (2028): \$45.2 million
  - Year 5 (2030): \$56.5 million
  - 4.3x revenue multiple
- Capital Requirements:
  - \$13 million for 50% equity stake + \$3.9 million for year 1 media rights
- Return Metrics:
  - EBITDA: \$3.7M (2026), \$4.0M (2027), \$5.3M (2028), \$6.4M (2029), \$7.3M (2030)
  - Cash payback in year 5 (assuming most cash distributed to both parties)



# Strategic Advantages for Sony

- Content Differentiation:
  - ✓ Exclusive India-Pakistan rivalry content across 20+ sports
  - ✓ 100+ prime-time broadcast days annually
- Platform Growth:
  - ✓ SonyLIV subscription driver
  - ✓ New advertiser relationships
- Long-term Value:
  - ✓ Equity appreciation in premium sports property
  - ✓ First-mover advantage in multi-sport rivalry events
  - ✓ Expansion opportunities to other regional rivalries

# Partnership Structure

- Joint Venture Governance:
  - ✓ Equal board representation (4 members each)
  - ✓ Rotating chairperson
  - ✓ Joint management committee
- Operational Control:
  - ✓ Rival Nations: Sports operations, athlete relations
  - ✓ Sony: Broadcasting, production, digital platforms
- Shared Responsibilities:
  - ✓ Strategic planning
  - ✓ Budget approval
  - ✓ Marketing strategy
  - ✓ Content development



# Path Forward

- JV agreement finalization (July 2025)
- Joint venture formation (August 2025)
- Joint announcement (August 2025)
- Operational integration (September 2025)
- Combined team formation (September 2025)
- Season 1 preparations (October-December 2025)
- Event launch (January 2026)

# Alternative: Traditional Broadcast Rights Partnership



## Broadcast Rights Structure

- Term: 5-year exclusive media rights (2026-2030)
- Territory: Indian Subcontinent
- Platforms: All Sony platforms (Linear TV + SonyLIV)

## Rights Fee Framework

- Annual Base Fee: \$4.3 million per year average
- Annual Escalator: 5% year-over-year
- Performance Bonuses: Based on viewership targets (TBD)
- Revenue Share: % of advertising revenue above threshold (TBD)



# Thank You

- Sudhir Dalal, Chief Executive Officer, m: 925-336-9211
- Michael Hubert, Universus Advisors, m: 404-909-6721
- Q&A Session

"Join Us in Reimagining the Greatest Rivalry in Sports"

# Appendix



## Cashflow Forecast Rival Nations

	2025	2026	2027	2028	2029	2030
<b>Revenues</b>						
Media Rights	\$0	\$3,895,760	\$4,090,548	\$4,295,075	\$4,509,829	\$4,735,321
Title Sponsor	\$0	\$1,753,092	\$1,928,401	\$2,121,241	\$2,227,303	\$2,338,669
Team Sponsorships	\$0	\$584,364	\$1,051,855	\$1,869,965	\$2,629,638	\$3,214,002
Ticket Sales	\$0	\$584,364	\$730,455	\$840,023	\$924,026	\$970,227
In-Stadium Ads	\$0	\$175,309	\$219,137	\$262,964	\$302,408	\$332,649
Merchandise Sales	\$0	\$116,873	\$175,309	\$210,371	\$231,408	\$242,979
Gambling & Fantasy Sports	\$0	\$0	\$584,364	\$759,673	\$911,608	\$1,048,349
Spin-off Content	\$0	\$0	\$100,000	\$150,000	\$200,000	\$250,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,109,762</b>	<b>\$8,880,069</b>	<b>\$10,509,313</b>	<b>\$11,936,220</b>	<b>\$13,132,195</b>
<i>Growth %</i>	<i>n/a</i>	<i>n/a</i>	<i>24.9%</i>	<i>18.3%</i>	<i>13.6%</i>	<i>10.0%</i>
<b>Event Expenses</b>						
Events	\$329,420	\$874,580	\$1,267,884	\$1,354,630	\$1,422,361	\$1,493,479
Marketing	\$360,000	\$878,500	\$1,273,567	\$1,360,701	\$1,428,736	\$1,500,173
Production	\$462,000	\$1,014,000	\$1,470,002	\$1,570,576	\$1,649,105	\$1,731,560
General & Admin	\$108,076	\$312,542	\$366,111	\$391,159	\$410,717	\$431,253
<b>Total</b>	<b>\$1,259,496</b>	<b>\$3,079,622</b>	<b>\$4,464,546</b>	<b>\$4,770,000</b>	<b>\$5,008,500</b>	<b>\$5,258,925</b>
<b>Gross Profit</b>	<b>(\$1,259,496)</b>	<b>\$4,030,141</b>	<b>\$4,415,523</b>	<b>\$5,739,313</b>	<b>\$6,927,720</b>	<b>\$7,873,270</b>
<i>Gross Profit %</i>		<i>56.7%</i>	<i>49.7%</i>	<i>54.6%</i>	<i>58.0%</i>	<i>60.0%</i>
<b>Corporate Operating Expenses</b>						
Salaries and G&A	\$205,000	\$360,000	\$427,000	\$456,550	\$503,418	\$556,984
<i>% of Revenue</i>		<i>5.06%</i>	<i>4.81%</i>	<i>4.34%</i>	<i>4.22%</i>	<i>4.24%</i>
<b>EBITDA</b>	<b>(\$1,464,496)</b>	<b>\$3,670,141</b>	<b>\$3,988,523</b>	<b>\$5,282,763</b>	<b>\$6,424,303</b>	<b>\$7,316,285</b>
<i>EBITDA %</i>		<i>51.6%</i>	<i>44.9%</i>	<i>50.3%</i>	<i>53.8%</i>	<i>55.7%</i>
<b>Taxes</b>						
Corporate tax (@35%)	\$0	\$1,284,549	\$1,395,983	\$1,848,967	\$2,248,506	\$2,560,700
<b>Net Cash Flow</b>	<b>(\$1,464,496)</b>	<b>\$15,385,591</b>	<b>\$2,592,540</b>	<b>\$3,433,796</b>	<b>\$4,175,797</b>	<b>\$4,755,586</b>

# References

- <sup>1</sup> Census data from India and Pakistan, 2021-2022
- <sup>2</sup> BARC India and Gallup Pakistan, 2023
- <sup>3</sup> ICC India-Pakistan Match Analysis, 2023
- <sup>4</sup> Combined demographic data from both nations, 2022Nielsen Sports Global Fan Insights 2023
- <sup>5</sup> Kantar Media Youth Sports Consumption, 2023
- <sup>6</sup> YouGov Sports Interest Survey, 2022-2023
- <sup>7</sup> Nielsen Emotional Response Metrics, 2022
- <sup>8</sup> ICC Cross-Border Match Motivation Study, 2023
- <sup>9</sup> Ministry of External Affairs (India) and Bureau of Emigration (Pakistan), 2023
- <sup>10</sup> Diaspora Viewership Survey (India/Pakistan specific), 2022
- <sup>11</sup> Cross-Border Sports Interest Analysis, 2023
- <sup>12</sup> Official broadcaster viewership data (Star Sports/PTV), 2023