

Los Angeles Times

Individual NFL Team Data and Rankings 1995 – 1999

The following pages contain individual team data for each revenue and expense category, along with the ranking of each category (in parentheses) among the 31 teams.

NOTE: These documents provided to the Los Angeles Times do not include a column that is on the far right of the originals showing the compounded annual growth for each category over the five-year period.

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National Football League Quartiles
Team Financial Performance
ARIZONA CARDINALS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 17,675 | (20) | 16,115 | (27) | 18,027 | (27) | 19,746 | (26) | 21,462 | (28) |
| Local TV and Radio | 739 | (30) | 414 | (30) | 515 | (30) | 619 | (30) | 211 | (31) |
| Loge Boxes | 2,183 | (12) | 2,185 | (16) | 2,105 | (18) | 2,209 | (19) | 1,822 | (24) |
| Concessions | 507 | (21) | 447 | (20) | 506 | (24) | 860 | (21) | 915 | (22) |
| Advertising/Parking/Other | 214 | (30) | 694 | (29) | 849 | (30) | 924 | (29) | 1,045 | (27) |
| Miscellaneous | 904 | (11) | 1,938 | (9) | 3,555 | (4) | 3,516 | (5) | 4,304 | (5) |
| Total Local Revenue | 22,222 | (28) | 21,793 | (28) | 25,557 | (28) | 27,874 | (28) | 29,759 | (30) |
| Common Revenues | 41,377 | | 43,172 | | 44,294 | | 63,818 | | 64,806 | |
| Total Revenues | 63,599 | (25) | 64,965 | (29) | 69,851 | (28) | 91,692 | (28) | 94,565 | (30) |
| Expenses | | | | | | | | | | |
| Player Costs | 38,730 | (25) | 45,233 | (14) | 43,484 | (25) | 58,174 | (22) | 62,935 | (23) |
| Team Expenses | 7,780 | (19) | 7,788 | (20) | 8,621 | (21) | 8,995 | (25) | 8,505 | (27) |
| Stadium Rental | 1,643 | (11) | 1,466 | (15) | 1,466 | (16) | 1,737 | (15) | 1,837 | (13) |
| Stadium Operations | - | | - | | - | | - | | 2,653 | (15) |
| G&A | 7,167 | (17) | 4,133 | (30) | 7,416 | (19) | 13,190 | (9) | 11,955 | (11) |
| PR | 940 | (14) | 890 | (15) | 1,685 | (8) | 1,759 | (11) | 1,529 | (14) |
| Total Operating Expenses | 56,260 | (24) | 59,510 | (26) | 62,672 | (27) | 83,855 | (16) | 89,414 | (21) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 5,339 | (21) | 2,145 | (21) | 4,399 | (19) | 4,507 | (27) | 1,511 | (27) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20650

National Football League Quartiles
Team Financial Performance
ATLANTA FALCONS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|----------------|-------------|---------------|-------------|---------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 16,558 | (24) | 15,839 | (28) | 15,470 | (29) | 17,826 | (29) | 20,888 | (30) |
| Local TV and Radio | 2,520 | (14) | 3,451 | (9) | 3,520 | (11) | 2,051 | (23) | 2,189 | (23) |
| Loge Boxes | - | (26) | - | (26) | - | (27) | - | (28) | - | (29) |
| Concessions | - | (28) | - | (28) | - | (28) | - | (26) | - | (28) |
| Advertising/Parking/Other | 7,017 | (4) | 6,633 | (5) | 7,109 | (6) | 9,405 | (6) | 7,957 | (10) |
| Miscellaneous | 240 | (23) | 41 | (26) | 144 | (26) | 2,041 | (11) | 2,706 | (11) |
| Total Local Revenue | 26,335 | (15) | 25,964 | (23) | 26,243 | (27) | 31,323 | (23) | 33,740 | (27) |
| Common Revenues | 40,867 | | 43,613 | | 44,318 | | 63,817 | | 65,342 | |
| Total Revenues | 67,202 | (16) | 69,577 | (22) | 70,561 | (27) | 95,140 | (23) | 99,082 | (26) |
| Expenses | | | | | | | | | | |
| Player Costs | 40,738 | (17) | 46,884 | (8) | 48,735 | (9) | 60,628 | (11) | 66,580 | (11) |
| Team Expenses | 5,523 | (29) | 7,419 | (23) | 9,817 | (17) | 8,030 | (28) | 13,083 | (6) |
| Stadium Rental | 1,553 | (14) | 1,359 | (16) | 1,290 | (18) | 1,482 | (19) | 1,927 | (12) |
| Stadium Operations | - | | - | | - | | - | | 1,017 | (22) |
| G&A | 7,982 | (8) | 7,052 | (15) | 8,045 | (15) | 7,686 | (21) | 9,319 | (18) |
| PR | 2,134 | (2) | 1,152 | (12) | 1,530 | (10) | 518 | (27) | 660 | (26) |
| Total Operating Expenses | 57,930 | (17) | 63,866 | (15) | 69,417 | (13) | 78,344 | (25) | 92,586 | (15) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 7,272 | (17) | 2,401 | (20) | (1,637) | (26) | 13,466 | (15) | 2,856 | (25) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20651

National Football League Quartiles
Team Financial Performance
BALTIMORE RAVENS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------|---------------|------|---------------|------|---------------|------|----------------|------|----------------|------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 19,812 | (14) | 22,665 | (10) | 21,537 | (19) | 30,915 | (4) | 30,174 | (6) |
| Local TV and Radio | 1,276 | (27) | 2,069 | (21) | 3,440 | (12) | 3,949 | (11) | 4,844 | (9) |
| Loge Boxes | 1,826 | (15) | 1,773 | (17) | 1,752 | (20) | 7,982 | (4) | 8,715 | (4) |
| Concessions | 1,573 | (6) | 1,572 | (8) | 1,246 | (13) | 3,135 | (4) | 2,789 | (8) |
| Advertising/Parking/Other | 760 | (25) | 3,676 | (11) | 3,133 | (15) | 5,638 | (12) | 6,551 | (12) |
| Miscellaneous | 810 | (12) | 446 | (13) | 330 | (20) | 75 | (25) | 3,365 | (8) |
| Total Local Revenue | <u>26,057</u> | (16) | <u>32,201</u> | (11) | <u>31,438</u> | (18) | <u>51,694</u> | (6) | <u>56,438</u> | (5) |
| | - | | | | | | | | | |
| Common Revenues | <u>41,336</u> | - | <u>43,572</u> | | <u>44,307</u> | | <u>63,859</u> | | <u>64,706</u> | |
| Total Revenues | <u>67,393</u> | (14) | <u>75,773</u> | (10) | <u>75,745</u> | (18) | <u>115,553</u> | (6) | <u>121,144</u> | (6) |
| Expenses | | | | | | | | | | |
| | - | | | | | | | | | |
| Player Costs | 40,667 | (18) | 48,366 | (4) | 40,571 | (28) | 60,774 | (9) | 70,212 | (8) |
| Team Expenses | 13,881 | (1) | 11,768 | (4) | 10,749 | (12) | 12,753 | (9) | 10,614 | (14) |
| Stadium Rental | - | (28) | - | (27) | - | (27) | - | (26) | - | (26) |
| Stadium Operations | - | | - | | - | | - | | 10,993 | (3) |
| G&A | 7,391 | (12) | 11,693 | (3) | 15,052 | (3) | 17,355 | (6) | 12,307 | (9) |
| PR | 1,530 | (5) | 697 | (21) | 799 | (22) | 10,422 | (1) | 3,984 | (8) |
| Total Operating Expenses | <u>63,469</u> | (6) | <u>72,524</u> | (5) | <u>67,171</u> | (21) | <u>101,304</u> | (3) | <u>108,110</u> | (4) |
| | - | | | | | | | | | |
| Common Expenses | 2,000 | - | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| | - | | | | | | | | | |
| Operating Profit | <u>1,924</u> | (28) | <u>(61)</u> | (27) | <u>5,794</u> | (17) | <u>10,919</u> | (18) | <u>9,394</u> | (16) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20652

National Football League Quartiles
Team Financial Performance
BUFFALO BILLS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 19,141 | (16) | 20,417 | (15) | 20,724 | (20) | 21,853 | (21) | 25,449 | (16) |
| Local TV and Radio | 1,451 | (25) | 1,448 | (24) | 1,413 | (25) | 1,291 | (28) | 1,428 | (29) |
| Loge Boxes | 1,544 | (17) | 3,070 | (8) | 2,151 | (17) | 1,225 | (23) | 5,844 | (7) |
| Concessions | 509 | (20) | 619 | (16) | 539 | (23) | 1,117 | (19) | 1,273 | (18) |
| Advertising/Parking/Other | 2,603 | (10) | 2,241 | (17) | 1,478 | (25) | 1,358 | (26) | (192) | (31) |
| Miscellaneous | 530 | (16) | 248 | (20) | 532 | (16) | 8,008 | (2) | 7,464 | (3) |
| Total Local Revenue | 25,778 | (18) | 28,043 | (19) | 26,837 | (26) | 34,852 | (18) | 41,266 | (17) |
| Common Revenues | 41,775 | | 43,694 | | 44,801 | | 63,858 | | 64,820 | |
| Total Revenues | 67,553 | (13) | 71,737 | (18) | 71,638 | (24) | 98,710 | (18) | 106,086 | (17) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,158 | (14) | 44,390 | (24) | 46,544 | (16) | 61,115 | (8) | 62,433 | (26) |
| Team Expenses | 12,973 | (2) | 13,406 | (2) | 14,511 | (2) | 19,000 | (1) | 10,143 | (20) |
| Stadium Rental | 538 | (25) | 1,178 | (17) | 1,041 | (19) | - | (27) | - | (26) |
| Stadium Operations | - | | - | | - | | - | | 7,852 | (5) |
| G&A | 7,207 | (15) | 5,386 | (24) | 6,011 | (24) | 8,943 | (18) | 9,604 | (17) |
| PR | 481 | (22) | 587 | (23) | 680 | (26) | 716 | (24) | 827 | (24) |
| Total Operating Expenses | 62,357 | (8) | 64,947 | (14) | 68,787 | (14) | 89,774 | (10) | 90,859 | (19) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 3,196 | (25) | 3,480 | (18) | 71 | (24) | 5,606 | (25) | 11,587 | (10) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20653

National Football League Quartiles
Team Financial Performance
CAROLINA PANTHERS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|-----------------|-------------|---------------|-------------|---------------|-------------|----------------|------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 20,042 | (12) | 31,813 | (1) | 33,499 | (2) | 32,557 | (3) | 33,981 | (3) |
| Local TV and Radio | 5,867 | (1) | 5,968 | (2) | 5,622 | (2) | 5,240 | (6) | 5,682 | (7) |
| Loge Boxes | 1,830 | (14) | 9,931 | (2) | 11,521 | (1) | 11,326 | (2) | 11,683 | (3) |
| Concessions | 1,245 | (9) | 300 | (25) | 300 | (26) | - | (27) | - | (28) |
| Advertising/Parking/Other | 3,402 | (7) | 10,969 | (2) | 3,338 | (13) | 2,390 | (22) | 4,073 | (19) |
| Miscellaneous | 147 | (25) | 175 | (21) | 171 | (25) | 206 | (21) | 227 | (26) |
| Total Local Revenue | 32,533 | (7) | 59,156 | (2) | 54,451 | (3) | 51,719 | (5) | 55,646 | (6) |
| Common Revenues | 16,636 | | 20,325 | | 21,972 | | 64,399 | | 64,809 | |
| Total Revenues | 49,169 | (30) | 79,481 | (6) | 76,423 | (16) | 116,118 | (5) | 120,455 | (7) |
| Expenses | | | | | | | | | | |
| Player Costs | 40,739 | (16) | 44,450 | (23) | 46,458 | (17) | 63,934 | (2) | 73,641 | (3) |
| Team Expenses | 11,570 | (4) | 9,165 | (12) | 9,488 | (19) | 12,217 | (11) | 10,573 | (15) |
| Stadium Rental | 1,584 | (12) | 100 | (26) | 100 | (26) | 4,500 | (2) | 9,700 | (1) |
| Stadium Operations | - | | - | | - | | - | | 1,337 | (20) |
| G&A | 6,101 | (20) | 7,335 | (14) | 7,910 | (16) | 8,851 | (19) | 10,236 | (16) |
| PR | 777 | (19) | 771 | (19) | 715 | (25) | 859 | (23) | 840 | (23) |
| Total Operating Expenses | 60,771 | (10) | 61,821 | (23) | 64,671 | (24) | 90,361 | (9) | 106,327 | (5) |
| Common Expenses | 2,000 | | 2,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | (13,602) | (30) | 15,350 | (3) | 8,972 | (11) | 22,427 | (8) | 10,488 | (12) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20654

National Football League Quartiles
Team Financial Performance
CHICAGO BEARS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 20,890 | (9) | 22,013 | (12) | 21,931 | (14) | 21,155 | (22) | 23,641 | (24) |
| Local TV and Radio | 4,881 | (3) | 6,132 | (1) | 4,874 | (5) | 5,522 | (5) | 5,723 | (6) |
| Loge Boxes | 3,704 | (4) | 3,819 | (5) | 3,506 | (8) | 3,824 | (10) | 3,540 | (15) |
| Concessions | - | (28) | - | (29) | - | (29) | - | (28) | - | (28) |
| Advertising/Parking/Other | 1,762 | (19) | 1,587 | (22) | 1,514 | (24) | 1,297 | (27) | 193 | (30) |
| Miscellaneous | 17 | (27) | 27 | (27) | (2) | (30) | 55 | (30) | 794 | (20) |
| Total Local Revenue | 31,254 | (10) | 33,578 | (9) | 31,823 | (17) | 31,853 | (21) | 33,891 | (26) |
| Common Revenues | 41,736 | | 44,052 | | 45,214 | | 63,872 | | 64,692 | |
| Total Revenues | 72,990 | (8) | 77,630 | (8) | 77,037 | (15) | 95,725 | (21) | 98,583 | (27) |
| Expenses | | | | | | | | | | |
| Player Costs | 39,689 | (23) | 46,644 | (9) | 48,688 | (10) | 59,021 | (14) | 66,156 | (14) |
| Team Expenses | 6,612 | (26) | 7,038 | (24) | 8,147 | (24) | 9,864 | (24) | 8,017 | (28) |
| Stadium Rental | 2,442 | (5) | 2,656 | (5) | 2,567 | (7) | 2,544 | (9) | 2,568 | (8) |
| Stadium Operations | - | | - | | - | | - | | 950 | (23) |
| G&A | 7,061 | (18) | 6,398 | (20) | 7,547 | (18) | 9,318 | (16) | 8,182 | (21) |
| PR | 507 | (21) | 543 | (24) | 717 | (24) | 671 | (25) | 1,139 | (18) |
| Total Operating Expenses | 56,311 | (23) | 63,279 | (17) | 67,666 | (19) | 81,418 | (20) | 87,012 | (28) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 14,679 | (4) | 11,041 | (7) | 6,591 | (14) | 10,977 | (17) | 7,931 | (20) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20655

National Football League Quartiles
Team Financial Performance
CINCINNATI BENGALS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 16,140 | (26) | 18,208 | (21) | 18,499 | (24) | 19,905 | (25) | 19,575 | (31) |
| Local TV and Radio | 1,130 | (29) | 1,247 | (27) | 1,350 | (26) | 1,405 | (26) | 1,490 | (28) |
| Loge Boxes | - | (26) | - | (27) | - | (28) | - | (29) | - | (29) |
| Concessions | 971 | (12) | 1,032 | (13) | 1,234 | (14) | 1,329 | (16) | 1,133 | (20) |
| Advertising/Parking/Other | 357 | (29) | 953 | (28) | 1,092 | (28) | 838 | (30) | 667 | (29) |
| Miscellaneous | 4,175 | (2) | 5,030 | (2) | 4,941 | (2) | 6,060 | (3) | 3,404 | (7) |
| Total Local Revenue | 22,773 | (25) | 26,470 | (21) | 27,116 | (24) | 29,537 | (27) | 26,269 | (31) |
| Common Revenues | 40,884 | | 43,172 | | 44,307 | | 63,817 | | 64,642 | |
| Total Revenues | 63,657 | (24) | 69,642 | (21) | 71,423 | (26) | 93,354 | (27) | 90,911 | (31) |
| Expenses | | | | | | | | | | |
| Player Costs | 38,807 | (24) | 41,379 | (29) | 40,800 | (27) | 58,575 | (18) | 61,136 | (28) |
| Team Expenses | 6,386 | (28) | 6,986 | (25) | 7,279 | (29) | 7,741 | (30) | 7,057 | (29) |
| Stadium Rental | 1,390 | (17) | 1,528 | (13) | 2,050 | (11) | 1,684 | (16) | 1,558 | (14) |
| Stadium Operations | - | | - | | - | | - | | 1,589 | (18) |
| G&A | 4,478 | (25) | 5,329 | (25) | 5,873 | (25) | 7,295 | (22) | 7,024 | (25) |
| PR | 253 | (28) | 260 | (29) | 428 | (29) | 317 | (29) | 314 | (30) |
| Total Operating Expenses | 51,314 | (29) | 55,482 | (29) | 56,430 | (29) | 75,612 | (29) | 78,678 | (31) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 10,343 | (10) | 10,850 | (8) | 12,213 | (9) | 14,412 | (14) | 8,593 | (18) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20656

National Football League Quartiles
 Team Financial Performance
 CLEVELAND BROWNS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|------|------|------|------|------|------|------|------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | | | | | | | | | 31,715 | (4) |
| Local TV and Radio | | | | | | | | | 6,783 | (3) |
| Loge Boxes | | | | | | | | | 2,604 | (19) |
| Concessions | | | | | | | | | 3,290 | (5) |
| Advertising/Parking/Other | | | | | | | | | 21,996 | (1) |
| Miscellaneous | | | | | | | | | 863 | (19) |
| Total Local Revenue | | | | | | | | | 67,251 | (3) |
| Common Revenues | | | | | | | | | 64,756 | - |
| Total Revenues | | | | | | | | | 132,007 | (3) |
| Expenses | | | | | | | | | | |
| Player Costs | | | | | | | | | 45,427 | (31) |
| Team Expenses | | | | | | | | | 12,494 | (8) |
| Stadium Rental | | | | | | | | | 57 | (24) |
| Stadium Operations | | | | | | | | | 10,104 | (4) |
| G&A | | | | | | | | | 16,444 | (3) |
| PR | | | | | | | | | 7,338 | (1) |
| Total Operating Expenses | | | | | | | | | 91,864 | (16) |
| Common Expenses | | | | | | | | | 3,640 | - |
| Operating Profit | | | | | | | | | 36,503 | (1) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20657

National Football League Quartiles
Team Financial Performance
DALLAS COWBOYS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------|----------------|------|----------------|------|----------------|------|----------------|------|----------------|------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 22,513 | (5) | 23,570 | (5) | 25,945 | (7) | 25,683 | (11) | 26,826 | (14) |
| Local TV and Radio | 4,762 | (4) | 5,192 | (4) | 5,617 | (3) | 5,985 | (3) | 6,596 | (4) |
| Loge Boxes | 9,810 | (1) | 10,371 | (1) | 10,810 | (3) | 10,006 | (3) | 11,725 | (2) |
| Concessions | 4,657 | (1) | 5,063 | (1) | 2,223 | (3) | 3,928 | (1) | 4,372 | (2) |
| Advertising/Parking/Other | 7,248 | (3) | 8,125 | (3) | 9,439 | (3) | 9,975 | (3) | 10,272 | (5) |
| Miscellaneous | 12,703 | (1) | 15,175 | (1) | 17,027 | (1) | 16,506 | (1) | 16,351 | (1) |
| Total Local Revenue | <u>61,693</u> | (1) | <u>67,496</u> | (1) | <u>71,061</u> | (1) | <u>72,083</u> | (1) | <u>76,142</u> | (2) |
| Common Revenues | 41,857 | | 44,492 | | 45,254 | | 64,940 | | 65,992 | |
| Total Revenues | <u>103,550</u> | (1) | <u>111,988</u> | (1) | <u>116,315</u> | (1) | <u>137,023</u> | (1) | <u>142,134</u> | (2) |
| Expenses | | | | | | | | | | |
| Player Costs | 43,025 | (6) | 48,284 | (5) | 50,789 | (3) | 61,222 | (7) | 66,235 | (13) |
| Team Expenses | 7,778 | (20) | 11,061 | (7) | 9,091 | (20) | 13,071 | (8) | 10,546 | (17) |
| Stadium Rental | - | (28) | - | (28) | 1,906 | (13) | 2,143 | (11) | 2,001 | (11) |
| Stadium Operations | - | | - | | - | | - | | 17,262 | (2) |
| G&A | 18,371 | (1) | 26,756 | (1) | 25,734 | (1) | 29,460 | (1) | 16,381 | (4) |
| PR | 365 | (25) | 277 | (28) | 824 | (21) | 147 | (30) | 225 | (31) |
| Total Operating Expenses | <u>69,539</u> | (1) | <u>86,378</u> | (1) | <u>88,344</u> | (1) | <u>106,043</u> | (1) | <u>112,650</u> | (2) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | <u>32,011</u> | (1) | <u>22,300</u> | (1) | <u>25,191</u> | (1) | <u>27,650</u> | (4) | <u>25,844</u> | (5) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20658

National Football League Quartiles
 Team Financial Performance
 DENVER BRONCOS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 21,628 | (7) | 23,104 | (8) | 24,103 | (10) | 25,437 | (12) | 29,787 | (8) |
| Local TV and Radio | 3,584 | (10) | 4,027 | (8) | 4,796 | (6) | 5,191 | (7) | 4,427 | (11) |
| Loge Boxes | 1,479 | (18) | 1,673 | (18) | 2,281 | (16) | 2,868 | (16) | 567 | (28) |
| Concessions | 100 | (26) | 117 | (26) | 1,077 | (18) | 1,105 | (20) | 1,008 | (21) |
| Advertising/Parking/Other | 768 | (24) | 1,659 | (20) | 1,973 | (22) | 3,854 | (18) | 2,075 | (25) |
| Miscellaneous | 619 | (13) | 396 | (16) | 412 | (19) | 204 | (22) | 341 | (25) |
| Total Local Revenue | 28,178 | (14) | 30,976 | (14) | 34,642 | (13) | 38,659 | (14) | 38,205 | (21) |
| Common Revenues | 41,798 | | 43,652 | | 45,668 | | 64,528 | | 66,476 | |
| Total Revenues | 69,976 | (12) | 74,628 | (13) | 80,310 | (11) | 103,187 | (13) | 104,681 | (18) |
| Expenses | | | | | | | | | | |
| Player Costs | 44,151 | (3) | 47,747 | (6) | 50,328 | (4) | 62,731 | (5) | 65,744 | (16) |
| Team Expenses | 8,894 | (12) | 8,747 | (16) | 7,357 | (28) | 10,993 | (19) | 13,494 | (5) |
| Stadium Rental | 1,406 | (16) | 1,740 | (9) | 1,571 | (15) | 1,560 | (18) | 2,042 | (10) |
| Stadium Operations | - | | - | | - | | - | | 1,021 | (21) |
| G&A | 4,965 | (23) | 6,876 | (17) | 12,806 | (5) | 17,683 | (5) | 12,609 | (8) |
| PR | 1,251 | (11) | 1,120 | (13) | 2,843 | (4) | 2,539 | (10) | 2,921 | (9) |
| Total Operating Expenses | 60,667 | (11) | 66,230 | (12) | 74,905 | (5) | 95,506 | (5) | 97,831 | (12) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 7,309 | (16) | 5,088 | (15) | 2,625 | (22) | 4,351 | (28) | 3,210 | (24) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20659

National Football League Quartiles
Team Financial Performance
DETROIT LIONS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|----------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 17,529 | (21) | 18,685 | (20) | 21,798 | (17) | 23,196 | (17) | 23,189 | (25) |
| Local TV and Radio | 1,942 | (20) | 2,487 | (19) | 3,137 | (17) | 4,352 | (10) | 4,380 | (12) |
| Loge Boxes | - | (26) | - | (28) | - | (29) | - | (30) | - | (29) |
| Concessions | - | (28) | - | (30) | - | (30) | - | (29) | - | (28) |
| Advertising/Parking/Other | 556 | (27) | 1,025 | (27) | 1,299 | (27) | 1,233 | (28) | 964 | (28) |
| Miscellaneous | 2,328 | (6) | 2,053 | (8) | 2,410 | (6) | 1,677 | (12) | 1,758 | (12) |
| Total Local Revenue | 22,355 | (26) | 24,250 | (26) | 28,644 | (21) | 30,458 | (25) | 30,291 | (29) |
| Common Revenues | 40,988 | | 43,292 | | 44,800 | | 63,978 | | 64,838 | |
| Total Revenues | 63,343 | (26) | 67,542 | (26) | 73,444 | (20) | 94,436 | (26) | 95,129 | (29) |
| Expenses | | | | | | | | | | |
| Player Costs | 40,411 | (21) | 44,700 | (22) | 46,326 | (18) | 60,755 | (10) | 62,478 | (25) |
| Team Expenses | 9,016 | (11) | 12,506 | (3) | 13,157 | (5) | 13,996 | (5) | 13,720 | (4) |
| Stadium Rental | 1,107 | (18) | 1,170 | (18) | 1,367 | (17) | 1,481 | (20) | 1,489 | (15) |
| Stadium Operations | - | | - | | - | | - | | 2,209 | (17) |
| G&A | 4,363 | (26) | 5,585 | (22) | 6,214 | (22) | 6,465 | (26) | 6,476 | (29) |
| PR | 1,508 | (6) | 1,598 | (7) | 915 | (19) | 891 | (22) | 1,011 | (21) |
| Total Operating Expenses | 56,405 | (22) | 65,559 | (13) | 67,979 | (16) | 83,588 | (18) | 87,383 | (26) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 4,938 | (22) | (1,327) | (28) | 2,685 | (21) | 7,518 | (23) | 4,106 | (23) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20660

National Football League Quartiles
 Team Financial Performance
 GREEN BAY PACKERS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------|---------------------|------|---------------------|------|---------------------|------|---------------------|------|-------------------|------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 16,071 | (28) | 19,287 | (19) | 21,910 | (15) | 21,916 | (20) | 25,285 | (17) |
| Local TV and Radio | 1,346 | (26) | 1,405 | (26) | 2,050 | (22) | 2,244 | (22) | 2,250 | (22) |
| Loge Boxes | 2,720 | (7) | 2,481 | (12) | 3,182 | (10) | 3,196 | (14) | 4,628 | (11) |
| Concessions | 1,586 | (5) | 1,635 | (6) | 1,697 | (9) | 1,799 | (11) | 1,778 | (13) |
| Advertising/Parking/Other | 1,882 | (17) | 2,816 | (15) | 5,231 | (11) | 5,024 | (13) | 6,184 | (13) |
| Miscellaneous | 2,410 | (4) | 3,710 | (3) | 1,887 | (10) | 1,400 | (13) | 1,696 | (13) |
| Total Local Revenue | <u>26,015</u> | (17) | <u>31,334</u> | (13) | <u>35,957</u> | (12) | <u>35,579</u> | (17) | <u>41,821</u> | (16) |
| Common Revenues | <u>41,377</u> | | <u>44,092</u> | | <u>45,306</u> | | <u>65,439</u> | | <u>65,842</u> | |
| Total Revenues | <u>67,392</u> | (15) | <u>75,426</u> | (11) | <u>81,263</u> | (9) | <u>101,018</u> | (17) | <u>107,663</u> | (15) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,637 | (9) | 46,971 | (7) | 48,243 | (13) | 65,742 | (1) | 75,849 | (2) |
| Team Expenses | 8,728 | (13) | 8,977 | (13) | 9,590 | (18) | 11,399 | (14) | 11,887 | (11) |
| Stadium Rental | 576 | (24) | 1,469 | (14) | 1,835 | (14) | 1,643 | (17) | 1,150 | (16) |
| Stadium Operations | - | | - | | - | | - | | 3,158 | (11) |
| G&A | 7,494 | (11) | 9,380 | (6) | 9,893 | (11) | 10,771 | (14) | 10,610 | (14) |
| PR | 922 | (15) | 867 | (16) | 1,259 | (14) | 1,356 | (18) | 1,081 | (19) |
| Total Operating Expenses | <u>59,357</u> | (13) | <u>67,664</u> | (8) | <u>70,820</u> | (12) | <u>90,911</u> | (8) | <u>103,735</u> | (6) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | <u><u>6,035</u></u> | (19) | <u><u>4,452</u></u> | (16) | <u><u>7,663</u></u> | (12) | <u><u>6,777</u></u> | (24) | <u><u>288</u></u> | (30) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20661

National Football League Quartiles
Team Financial Performance
INDIANAPOLIS COLTS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|----------------|-------------|---------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 16,002 | (29) | 17,284 | (23) | 18,258 | (26) | 18,292 | (28) | 21,722 | (27) |
| Local TV and Radio | 1,238 | (28) | 1,429 | (25) | 1,079 | (28) | 3,016 | (16) | 1,836 | (26) |
| Loge Boxes | 500 | (24) | 1,447 | (19) | 1,455 | (23) | 1,437 | (22) | 5,488 | (9) |
| Concessions | 51 | (27) | 59 | (27) | 45 | (27) | 98 | (25) | 177 | (27) |
| Advertising/Parking/Other | 670 | (26) | 1,157 | (26) | 2,071 | (21) | 1,848 | (24) | 2,548 | (23) |
| Miscellaneous | 3,224 | (3) | 2,742 | (5) | 1,962 | (9) | 2,929 | (6) | 13,007 | (2) |
| Total Local Revenue | 21,685 | (29) | 24,118 | (27) | 24,870 | (29) | 27,620 | (29) | 44,778 | (13) |
| Common Revenues | 40,857 | | 43,702 | | 44,334 | | 63,818 | | 64,642 | |
| Total Revenues | 62,542 | (28) | 67,820 | (25) | 69,204 | (29) | 91,438 | (29) | 109,420 | (13) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,091 | (15) | 45,667 | (12) | 45,905 | (19) | 58,176 | (21) | 66,396 | (12) |
| Team Expenses | 7,332 | (22) | 8,010 | (18) | 10,980 | (11) | 12,743 | (10) | 10,340 | (19) |
| Stadium Rental | 250 | (26) | 250 | (25) | 250 | (25) | 250 | (24) | 250 | (22) |
| Stadium Operations | - | | - | | - | | - | | 2,741 | (13) |
| G&A | 6,664 | (19) | 8,981 | (7) | 12,248 | (6) | 12,057 | (12) | 17,196 | (2) |
| PR | 755 | (20) | 896 | (14) | 1,889 | (7) | 5,207 | (3) | 4,662 | (6) |
| Total Operating Expenses | 56,092 | (25) | 63,804 | (16) | 71,272 | (11) | 88,433 | (12) | 101,585 | (7) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 4,450 | (23) | 706 | (23) | (4,848) | (30) | (325) | (30) | 4,195 | (22) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 200662

National Football League Quartiles
 Team Financial Performance
 JACKSONVILLE JAGUARS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 30,336 | (1) | 30,353 | (2) | 32,385 | (3) | 33,456 | (2) | 34,349 | (2) |
| Local TV and Radio | 2,358 | (15) | 2,484 | (20) | 2,055 | (21) | 2,572 | (19) | 2,520 | (20) |
| Loge Boxes | 2,293 | (9) | 3,008 | (9) | 3,217 | (9) | 3,628 | (12) | 3,894 | (14) |
| Concessions | 2,009 | (3) | 2,701 | (2) | 3,114 | (1) | 3,798 | (2) | 4,089 | (3) |
| Advertising/Parking/Other | 8,928 | (2) | 7,354 | (4) | 10,355 | (2) | 8,462 | (8) | 8,940 | (8) |
| Miscellaneous | 256 | (22) | 737 | (12) | 2,154 | (8) | 909 | (14) | 680 | (21) |
| Total Local Revenue | 46,180 | (2) | 46,637 | (3) | 53,280 | (4) | 52,825 | (4) | 54,472 | (7) |
| Common Revenues | 17,077 | | 20,725 | | 24,687 | | 64,520 | | 65,423 | |
| Total Revenues | 63,257 | (27) | 67,362 | (27) | 77,967 | (13) | 117,345 | (4) | 119,895 | (8) |
| Expenses | | | | | | | | | | |
| Player Costs | 34,632 | (29) | 43,669 | (27) | 45,873 | (21) | 58,407 | (19) | 59,960 | (29) |
| Team Expenses | 7,840 | (18) | 6,346 | (28) | 10,398 | (15) | 10,479 | (21) | 10,572 | (16) |
| Stadium Rental | 1,644 | (10) | 1,700 | (10) | 2,657 | (6) | 1,795 | (14) | 279 | (21) |
| Stadium Operations | - | | - | | - | | - | | 4,959 | (7) |
| G&A | 9,148 | (5) | 7,009 | (16) | 8,347 | (13) | 12,184 | (10) | 12,167 | (10) |
| PR | 401 | (24) | 459 | (26) | 622 | (27) | 985 | (20) | 652 | (27) |
| Total Operating Expenses | 53,665 | (28) | 59,183 | (27) | 67,897 | (17) | 83,850 | (17) | 88,589 | (25) |
| Common Expenses | 2,000 | | 2,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 7,592 | (15) | 5,869 | (14) | 7,290 | (13) | 30,165 | (2) | 27,666 | (4) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20663

National Football League Quartiles
 Team Financial Performance
 KANSAS CITY CHIEFS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 21,594 | (8) | 23,408 | (7) | 26,435 | (5) | 28,098 | (9) | 28,901 | (12) |
| Local TV and Radio | 1,560 | (23) | 1,561 | (22) | 1,782 | (23) | 1,911 | (24) | 1,948 | (25) |
| Loge Boxes | 2,485 | (8) | 3,004 | (10) | 3,732 | (7) | 4,052 | (9) | 4,439 | (12) |
| Concessions | 2,828 | (2) | 2,320 | (5) | 2,632 | (2) | 3,148 | (3) | 2,648 | (10) |
| Advertising/Parking/Other | 4,380 | (5) | 5,018 | (9) | 7,562 | (5) | 8,474 | (7) | 8,352 | (9) |
| Miscellaneous | 406 | (18) | 397 | (15) | 445 | (17) | 522 | (15) | 953 | (18) |
| Total Local Revenue | 33,253 | (6) | 35,708 | (7) | 42,588 | (6) | 46,205 | (9) | 47,241 | (11) |
| Common Revenues | 41,776 | | 44,092 | | 44,773 | | 64,479 | | 65,292 | |
| Total Revenues | 75,029 | (5) | 79,800 | (5) | 87,361 | (4) | 110,684 | (9) | 112,533 | (11) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,368 | (11) | 51,247 | (2) | 47,765 | (14) | 58,733 | (17) | 76,824 | (1) |
| Team Expenses | 7,284 | (23) | 7,503 | (22) | 7,986 | (25) | 8,932 | (26) | 9,154 | (24) |
| Stadium Rental | 2,043 | (8) | 2,321 | (7) | 2,115 | (10) | 2,698 | (7) | 3,632 | (4) |
| Stadium Operations | - | | - | | - | | - | | - | (28) |
| G&A | 8,186 | (6) | 8,314 | (10) | 8,763 | (12) | 9,822 | (15) | 9,239 | (20) |
| PR | 83 | (30) | (315) | (30) | 794 | (23) | 916 | (21) | 1,037 | (20) |
| Total Operating Expenses | 58,964 | (14) | 69,070 | (7) | 67,423 | (20) | 81,101 | (22) | 99,886 | (9) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 14,065 | (6) | 7,420 | (10) | 17,158 | (4) | 26,253 | (6) | 9,007 | (17) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20664

National Football League Quartiles
Team Financial Performance
MIAMI DOLPHINS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|----------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 20,713 | (10) | 21,554 | (13) | 22,096 | (13) | 26,402 | (10) | 27,371 | (13) |
| Local TV and Radio | 2,587 | (12) | 2,627 | (16) | 3,252 | (14) | 3,230 | (15) | 3,739 | (16) |
| Loge Boxes | 1,180 | (20) | 2,603 | (11) | 2,908 | (12) | 1,730 | (21) | 1,886 | (23) |
| Concessions | 683 | (17) | 644 | (15) | 1,679 | (10) | 2,298 | (6) | 2,324 | (11) |
| Advertising/Parking/Other | 3,803 | (6) | 5,728 | (6) | 7,944 | (4) | 9,795 | (5) | 11,484 | (3) |
| Miscellaneous | 261 | (21) | 74 | (25) | 424 | (18) | 459 | (16) | 1,672 | (14) |
| Total Local Revenue | 29,227 | (13) | 33,230 | (10) | 38,303 | (9) | 43,914 | (10) | 48,476 | (9) |
| Common Revenues | 40,976 | | 44,092 | | 45,627 | | 64,979 | | 64,948 | |
| Total Revenues | 70,203 | (11) | 77,322 | (9) | 83,930 | (7) | 108,893 | (10) | 113,424 | (10) |
| Expenses | | | | | | | | | | |
| Player Costs | 36,414 | (28) | 49,631 | (3) | 43,022 | (26) | 57,185 | (24) | 71,541 | (5) |
| Team Expenses | 9,187 | (10) | 14,027 | (1) | 11,983 | (7) | 11,307 | (16) | 12,173 | (10) |
| Stadium Rental | 2,568 | (3) | 2,770 | (4) | 2,831 | (4) | 2,958 | (5) | 3,509 | (5) |
| Stadium Operations | - | | - | | - | | - | | 441 | (27) |
| G&A | 7,225 | (14) | 8,394 | (9) | 5,496 | (27) | 6,226 | (27) | 6,964 | (26) |
| PR | 2,019 | (3) | 3,766 | (1) | 3,806 | (1) | 4,601 | (4) | 5,492 | (3) |
| Total Operating Expenses | 57,413 | (18) | 78,588 | (2) | 67,138 | (22) | 82,277 | (19) | 100,120 | (8) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 10,790 | (9) | (4,576) | (30) | 14,012 | (8) | 23,286 | (7) | 9,664 | (15) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20665

National Football League Quartiles
 Team Financial Performance
 MINNESOTA VIKINGS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 17,098 | (22) | 17,001 | (25) | 19,292 | (21) | 20,578 | (23) | 25,561 | (15) |
| Local TV and Radio | 1,632 | (22) | 811 | (28) | 1,161 | (27) | 1,342 | (27) | 1,971 | (24) |
| Loge Boxes | 1,761 | (16) | 2,306 | (15) | 2,557 | (14) | 3,273 | (13) | 2,511 | (20) |
| Concessions | 298 | (25) | 305 | (24) | 332 | (25) | 501 | (24) | 504 | (26) |
| Advertising/Parking/Other | 454 | (28) | 662 | (30) | 1,319 | (26) | 3,002 | (21) | 5,163 | (17) |
| Miscellaneous | 1,052 | (10) | 431 | (14) | 2,349 | (7) | 2,642 | (7) | 1,382 | (15) |
| Total Local Revenue | 22,295 | (27) | 21,516 | (29) | 27,010 | (25) | 31,338 | (22) | 37,092 | (24) |
| Common Revenues | 42,239 | | 44,052 | | 44,423 | | 63,978 | | 65,440 | |
| Total Revenues | 64,534 | (21) | 65,568 | (28) | 71,433 | (25) | 95,316 | (22) | 102,532 | (24) |
| Expenses | | | | | | | | | | |
| Player Costs | 40,070 | (22) | 43,488 | (28) | 45,346 | (22) | 58,869 | (15) | 68,928 | (9) |
| Team Expenses | 9,206 | (9) | 9,852 | (11) | 10,476 | (14) | 11,783 | (13) | 10,405 | (18) |
| Stadium Rental | 1,579 | (13) | 1,562 | (12) | 1,969 | (12) | 1,883 | (12) | - | (26) |
| Stadium Operations | - | | - | | - | | - | | 3,293 | (10) |
| G&A | 4,333 | (27) | 4,261 | (28) | 4,357 | (30) | 5,685 | (30) | 5,656 | (30) |
| PR | 1,494 | (7) | 1,167 | (11) | 1,336 | (12) | 1,547 | (14) | 770 | (25) |
| Total Operating Expenses | 56,682 | (20) | 60,330 | (24) | 63,484 | (25) | 79,767 | (24) | 89,052 | (23) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 5,852 | (20) | 1,928 | (22) | 5,169 | (18) | 12,219 | (16) | 9,840 | (13) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20666

National Football League Quartiles
Team Financial Performance
NEW ENGLAND PATRIOTS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|------------|---------------|------------|---------------|------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 19,907 | (13) | 20,270 | (16) | 22,953 | (12) | 23,426 | (16) | 23,793 | (23) |
| Local TV and Radio | 5,588 | (2) | 5,371 | (3) | 5,703 | (1) | 7,373 | (2) | 8,614 | (1) |
| Loge Boxes | 2,190 | (11) | 2,315 | (14) | 2,466 | (15) | 2,488 | (17) | 3,048 | (18) |
| Concessions | 1,780 | (4) | 2,387 | (4) | 1,931 | (7) | 2,190 | (7) | 1,880 | (12) |
| Advertising/Parking/Other | 13,665 | (1) | 14,390 | (1) | 16,107 | (1) | 10,649 | (2) | 10,636 | (4) |
| Miscellaneous | 327 | (19) | 281 | (19) | 711 | (15) | 209 | (20) | 210 | (27) |
| Total Local Revenue | 43,457 | (3) | 45,014 | (4) | 49,871 | (5) | 46,335 | (8) | 48,181 | (10) |
| Common Revenues | 41,417 | | 44,053 | | 45,254 | | 64,438 | | 65,292 | |
| Total Revenues | 84,874 | (2) | 89,067 | (2) | 95,125 | (3) | 110,773 | (8) | 113,473 | (9) |
| Expenses | | | | | | | | | | |
| Player Costs | 42,136 | (7) | 45,140 | (16) | 44,853 | (24) | 59,610 | (13) | 71,209 | (6) |
| Team Expenses | 8,414 | (15) | 6,511 | (27) | 7,472 | (27) | 8,394 | (27) | 12,494 | (9) |
| Stadium Rental | 4,672 | (1) | 5,124 | (1) | 5,217 | (1) | - | (28) | - | (26) |
| Stadium Operations | - | | - | | - | | - | | 3,325 | (9) |
| G&A | 9,633 | (4) | 11,800 | (2) | 17,018 | (2) | 26,262 | (2) | 18,276 | (1) |
| PR | 2,671 | (1) | 2,101 | (5) | 2,832 | (5) | 3,546 | (7) | 4,175 | (7) |
| Total Operating Expenses | 67,526 | (3) | 70,676 | (6) | 77,392 | (4) | 97,812 | (4) | 109,479 | (3) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 15,348 | (3) | 15,081 | (4) | 14,953 | (7) | 9,631 | (22) | 354 | (29) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20667

National Football League Quartiles
 Team Financial Performance
 NEW ORLEANS SAINTS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------|--------|------|--------|------|--------|------|--------|------|---------|------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 17,773 | (19) | 16,380 | (26) | 18,411 | (25) | 18,856 | (27) | 21,042 | (29) |
| Local TV and Radio | 1,498 | (24) | 1,498 | (23) | 1,662 | (24) | 1,742 | (25) | 1,806 | (27) |
| Loge Boxes | 5,067 | (3) | 5,082 | (4) | 4,496 | (5) | 4,210 | (8) | 4,977 | (10) |
| Concessions | 1,381 | (8) | 1,102 | (12) | 1,213 | (15) | 1,460 | (14) | 1,388 | (15) |
| Advertising/Parking/Other | 1,822 | (18) | 3,934 | (10) | 2,158 | (20) | 1,983 | (23) | 2,935 | (22) |
| Miscellaneous | 2,407 | (5) | 1,068 | (11) | 1,098 | (13) | 2,604 | (8) | 3,495 | (6) |
| Total Local Revenue | 29,948 | (11) | 29,064 | (16) | 29,038 | (20) | 30,855 | (24) | 35,643 | (25) |
| Common Revenues | 40,858 | | 43,262 | | 44,294 | | 63,818 | | 64,756 | |
| Total Revenues | 70,806 | (10) | 72,326 | (16) | 73,332 | (21) | 94,673 | (25) | 100,399 | (25) |
| Expenses | | | | | | | | | | |
| Player Costs | 38,414 | (27) | 45,186 | (15) | 52,276 | (2) | 55,667 | (27) | 64,768 | (18) |
| Team Expenses | 8,088 | (17) | 8,366 | (17) | 10,000 | (16) | 11,039 | (18) | 18,899 | (2) |
| Stadium Rental | 800 | (22) | 716 | (22) | 713 | (21) | 796 | (22) | 800 | (18) |
| Stadium Operations | - | | - | | - | | - | | 2,445 | (16) |
| G&A | 7,776 | (10) | 5,564 | (23) | 4,639 | (29) | 7,028 | (24) | 9,313 | (19) |
| PR | 1,378 | (8) | 2,030 | (6) | 833 | (20) | 1,493 | (17) | 1,383 | (16) |
| Total Operating Expenses | 56,456 | (21) | 61,862 | (22) | 68,461 | (15) | 76,023 | (27) | 97,608 | (13) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 12,350 | (7) | 7,154 | (11) | 2,091 | (23) | 15,320 | (12) | (849) | (31) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20668

National Football League Quartiles
 Team Financial Performance
 NEW YORK GIANTS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 23,183 | (3) | 24,004 | (4) | 26,632 | (4) | 28,285 | (7) | 30,203 | (5) |
| Local TV and Radio | 3,678 | (8) | 2,869 | (14) | 4,171 | (8) | 4,763 | (8) | 5,123 | (8) |
| Loge Boxes | 1,058 | (22) | 1,071 | (24) | 1,120 | (25) | 1,135 | (24) | 1,169 | (25) |
| Concessions | 854 | (16) | 944 | (14) | 1,304 | (12) | 1,465 | (13) | 1,371 | (17) |
| Advertising/Parking/Other | 2,530 | (11) | 1,598 | (21) | 3,171 | (14) | 4,085 | (16) | 5,583 | (15) |
| Miscellaneous | - | (29) | - | (29) | - | (28) | 57 | (26) | 125 | (30) |
| Total Local Revenue | 31,303 | (9) | 30,486 | (15) | 36,398 | (11) | 39,790 | (12) | 43,574 | (14) |
| Common Revenues | 41,777 | | 43,652 | | 44,334 | | 64,438 | | 65,283 | |
| Total Revenues | 73,080 | (7) | 74,138 | (14) | 80,732 | (10) | 104,228 | (12) | 108,857 | (14) |
| Expenses | | | | | | | | | | |
| Player Costs | 40,631 | (19) | 45,812 | (11) | 49,854 | (5) | 58,852 | (16) | 63,778 | (21) |
| Team Expenses | 11,309 | (5) | 10,601 | (10) | 11,549 | (9) | 11,313 | (15) | 11,115 | (13) |
| Stadium Rental | 3,801 | (2) | 3,279 | (2) | 3,175 | (2) | 2,941 | (6) | 3,306 | (7) |
| Stadium Operations | - | | - | | - | | - | | 500 | (26) |
| G&A | 4,980 | (22) | 6,207 | (21) | 6,207 | (23) | 6,512 | (25) | 6,484 | (28) |
| PR | 1,288 | (10) | 1,320 | (8) | 1,340 | (11) | 1,498 | (16) | 1,663 | (12) |
| Total Operating Expenses | 62,009 | (9) | 67,219 | (9) | 72,125 | (10) | 81,116 | (21) | 86,846 | (29) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 9,071 | (11) | 3,609 | (17) | 5,827 | (16) | 19,782 | (9) | 18,371 | (8) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20669

National Football League Quartiles
 Team Financial Performance
 NEW YORK JETS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 16,393 | (25) | 18,147 | (22) | 18,925 | (22) | 24,919 | (13) | 29,466 | (9) |
| Local TV and Radio | 2,342 | (16) | 3,334 | (10) | 3,187 | (15) | 3,331 | (14) | 3,871 | (15) |
| Loge Boxes | - | (26) | - | (29) | - | (30) | 1,135 | (25) | 1,168 | (26) |
| Concessions | 346 | (24) | 402 | (21) | 576 | (22) | 830 | (22) | 643 | (24) |
| Advertising/Parking/Other | 2,140 | (13) | 2,603 | (16) | 2,960 | (17) | 4,090 | (15) | 3,757 | (20) |
| Miscellaneous | 2,065 | (7) | 3,274 | (4) | 2,480 | (5) | 2,389 | (9) | 205 | (28) |
| Total Local Revenue | 23,286 | (22) | 27,760 | (20) | 28,128 | (23) | 36,694 | (16) | 39,110 | (19) |
| Common Revenues | 40,857 | | 43,212 | | 44,359 | | 64,425 | | 65,370 | |
| Total Revenues | 64,143 | (23) | 70,972 | (19) | 72,487 | (23) | 101,119 | (16) | 104,480 | (19) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,822 | (8) | 45,545 | (13) | 49,426 | (6) | 61,322 | (6) | 64,394 | (19) |
| Team Expenses | 9,964 | (8) | 11,505 | (6) | 15,605 | (1) | 14,693 | (4) | 15,377 | (3) |
| Stadium Rental | 2,194 | (6) | 2,437 | (6) | 2,755 | (5) | 3,904 | (3) | 4,519 | (2) |
| Stadium Operations | - | | - | | - | | - | | 906 | (24) |
| G&A | 4,660 | (24) | 6,732 | (18) | 5,690 | (26) | 6,038 | (28) | 4,709 | (31) |
| PR | 1,064 | (12) | 854 | (17) | 956 | (18) | 1,247 | (19) | 1,172 | (17) |
| Total Operating Expenses | 59,704 | (12) | 67,073 | (10) | 74,432 | (8) | 87,204 | (13) | 91,077 | (18) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 2,439 | (26) | 589 | (24) | (4,725) | (29) | 10,585 | (20) | 9,763 | (14) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20670

National Football League Quartiles
Team Financial Performance
OAKLAND RAIDERS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|----------------|-------------|----------------|-------------|---------------|-------------|---------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 22,724 | (4) | 22,886 | (9) | 21,740 | (18) | 22,693 | (18) | 24,034 | (20) |
| Local TV and Radio | 2,558 | (13) | 3,205 | (13) | 2,178 | (20) | 2,401 | (21) | 1,382 | (30) |
| Loge Boxes | 1,930 | (13) | 2,344 | (13) | 2,782 | (13) | 2,214 | (18) | 2,510 | (21) |
| Concessions | 1,029 | (10) | 1,222 | (10) | 1,135 | (17) | 1,190 | (17) | 1,385 | (16) |
| Advertising/Parking/Other | 2,035 | (15) | 1,788 | (18) | 1,542 | (23) | 1,450 | (25) | 1,949 | (26) |
| Miscellaneous | 1,768 | (8) | 1 | (28) | 42 | (27) | 395 | (17) | 532 | (24) |
| Total Local Revenue | 32,044 | (8) | 31,446 | (12) | 29,419 | (19) | 30,343 | (26) | 31,792 | (28) |
| Common Revenues | 41,432 | | 43,692 | | 44,775 | | 64,399 | | 65,320 | |
| Total Revenues | 73,476 | (6) | 75,138 | (12) | 74,194 | (19) | 94,742 | (24) | 97,112 | (28) |
| Expenses | | | | | | | | | | |
| Player Costs | 44,354 | (2) | 53,876 | (1) | 49,411 | (7) | 63,859 | (3) | 64,389 | (20) |
| Team Expenses | 10,295 | (7) | 10,683 | (8) | 11,069 | (10) | 11,963 | (12) | 11,873 | (12) |
| Stadium Rental | - | (28) | - | (29) | - | (28) | - | (29) | - | (26) |
| Stadium Operations | - | | - | | - | | - | | - | (28) |
| G&A | 8,114 | (7) | 9,974 | (5) | 12,973 | (4) | 12,123 | (11) | 13,737 | (6) |
| PR | 782 | (18) | 1,289 | (9) | 1,126 | (16) | 1,526 | (15) | 1,557 | (13) |
| Total Operating Expenses | 63,545 | (4) | 75,822 | (3) | 74,579 | (7) | 89,471 | (11) | 91,556 | (17) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 7,931 | (14) | (3,994) | (29) | (3,165) | (27) | 1,941 | (29) | 1,916 | (26) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20671

National Football League Quartiles
 Team Financial Performance
 PHILADELPHIA EAGLES

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 20,175 | (11) | 22,120 | (11) | 23,515 | (11) | 23,563 | (15) | 24,226 | (19) |
| Local TV and Radio | 2,826 | (11) | 4,701 | (6) | 4,171 | (9) | 4,384 | (9) | 4,592 | (10) |
| Loge Boxes | 2,952 | (6) | 3,188 | (7) | 3,081 | (11) | 2,972 | (15) | 3,198 | (17) |
| Concessions | 864 | (15) | 607 | (18) | 757 | (20) | 551 | (23) | 576 | (25) |
| Advertising/Parking/Other | 1,927 | (16) | 3,047 | (14) | 5,195 | (12) | 5,840 | (10) | 5,853 | (14) |
| Miscellaneous | 589 | (15) | 283 | (18) | 301 | (22) | 331 | (19) | 556 | (23) |
| Total Local Revenue | 29,333 | (12) | 33,946 | (8) | 37,020 | (10) | 37,641 | (15) | 39,001 | (20) |
| Common Revenues | 41,800 | | 43,732 | | 44,787 | | 63,912 | | 64,656 | |
| Total Revenues | 71,133 | (9) | 77,678 | (7) | 81,807 | (8) | 101,553 | (15) | 103,657 | (21) |
| Expenses | | | | | | | | | | |
| Player Costs | 38,535 | (26) | 44,962 | (19) | 44,967 | (23) | 58,150 | (23) | 64,893 | (17) |
| Team Expenses | 6,487 | (27) | 7,895 | (19) | 8,184 | (23) | 10,084 | (22) | 8,569 | (26) |
| Stadium Rental | 2,115 | (7) | 375 | (23) | 2,383 | (8) | 2,349 | (10) | 2,335 | (9) |
| Stadium Operations | - | | - | | - | | - | | 2,662 | (14) |
| G&A | 7,187 | (16) | 6,698 | (19) | 7,385 | (20) | 9,095 | (17) | 10,381 | (15) |
| PR | 351 | (26) | 2,388 | (4) | 394 | (30) | 336 | (28) | 351 | (29) |
| Total Operating Expenses | 54,675 | (26) | 62,318 | (20) | 63,313 | (26) | 80,014 | (23) | 89,191 | (22) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 14,458 | (5) | 12,050 | (6) | 15,714 | (6) | 18,209 | (10) | 10,826 | (11) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20672

National Football League Quartiles
 Team Financial Performance
 PITTSBURGH STEELERS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 18,166 | (17) | 20,971 | (14) | 21,852 | (16) | 22,172 | (19) | 23,884 | (22) |
| Local TV and Radio | 1,789 | (21) | 2,583 | (17) | 3,162 | (16) | 2,932 | (17) | 3,326 | (19) |
| Loge Boxes | 213 | (25) | 205 | (25) | 252 | (26) | 748 | (26) | 886 | (27) |
| Concessions | 911 | (13) | 1,160 | (11) | 2,214 | (4) | 2,049 | (10) | 3,072 | (6) |
| Advertising/Parking/Other | 2,119 | (14) | 3,554 | (12) | 5,274 | (10) | 6,052 | (9) | 6,864 | (11) |
| Miscellaneous | 3 | (28) | 124 | (23) | 237 | (23) | 56 | (29) | 126 | (29) |
| Total Local Revenue | 23,201 | (23) | 28,597 | (18) | 32,991 | (14) | 34,009 | (19) | 38,158 | (22) |
| Common Revenues | 41,775 | | 44,052 | | 45,597 | | 64,488 | | 64,842 | |
| Total Revenues | 64,976 | (20) | 72,649 | (15) | 78,588 | (12) | 98,497 | (19) | 103,000 | (23) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,192 | (13) | 45,022 | (18) | 45,892 | (20) | 56,024 | (26) | 63,184 | (22) |
| Team Expenses | 5,313 | (30) | 5,710 | (29) | 8,421 | (22) | 9,897 | (23) | 8,950 | (25) |
| Stadium Rental | 852 | (21) | 853 | (20) | 852 | (20) | 852 | (21) | 852 | (17) |
| Stadium Operations | - | | - | | - | | - | | 819 | (25) |
| G&A | 5,757 | (21) | 8,177 | (11) | 6,613 | (21) | 7,207 | (23) | 7,884 | (22) |
| PR | 1,346 | (9) | 2,531 | (3) | 3,635 | (2) | 3,804 | (6) | 5,490 | (4) |
| Total Operating Expenses | 54,460 | (27) | 62,293 | (21) | 65,413 | (23) | 77,784 | (26) | 87,179 | (27) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 8,516 | (12) | 7,046 | (12) | 10,395 | (10) | 17,383 | (11) | 12,181 | (9) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20673

National Football League Quartiles
Team Financial Performance
SAN DIEGO CHARGERS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 19,708 | (15) | 19,927 | (17) | 24,529 | (9) | 28,119 | (8) | 28,495 | (11) |
| Local TV and Radio | 2,342 | (16) | 2,822 | (15) | 2,512 | (19) | 2,405 | (20) | 2,502 | (21) |
| Loge Boxes | 944 | (23) | 1,125 | (23) | 1,878 | (19) | 3,786 | (11) | 3,341 | (16) |
| Concessions | 626 | (18) | 368 | (23) | 995 | (19) | 1,123 | (18) | 1,214 | (19) |
| Advertising/Parking/Other | 1,559 | (20) | 1,741 | (19) | 2,760 | (18) | 3,214 | (20) | 2,544 | (24) |
| Miscellaneous | 179 | (24) | 162 | (22) | 237 | (24) | 334 | (18) | 1,214 | (16) |
| Total Local Revenue | 25,358 | (19) | 26,145 | (22) | 32,911 | (15) | 38,981 | (13) | 39,310 | (18) |
| Common Revenues | 41,817 | | 44,132 | | 44,374 | | 63,818 | | 65,142 | |
| Total Revenues | 67,175 | (17) | 70,277 | (20) | 77,285 | (14) | 102,799 | (14) | 104,452 | (20) |
| Expenses | | | | | | | | | | |
| Player Costs | 43,107 | (4) | 45,855 | (10) | 48,399 | (12) | 63,323 | (4) | 65,889 | (15) |
| Team Expenses | 10,305 | (6) | 10,615 | (9) | 11,645 | (8) | 14,773 | (3) | 10,091 | (21) |
| Stadium Rental | 1,912 | (9) | 1,622 | (11) | 2,216 | (9) | 2,688 | (8) | 3,377 | (6) |
| Stadium Operations | - | | - | | - | | - | | 2,772 | (12) |
| G&A | 7,343 | (13) | 7,830 | (12) | 12,035 | (7) | 13,262 | (8) | 11,137 | (13) |
| PR | 452 | (23) | 499 | (25) | 465 | (28) | 635 | (26) | 610 | (28) |
| Total Operating Expenses | 63,119 | (7) | 66,421 | (11) | 74,760 | (6) | 94,681 | (7) | 93,876 | (14) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 2,056 | (27) | 546 | (25) | (255) | (25) | 4,788 | (26) | 6,936 | (21) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20674

National Football League Quartiles
 Team Financial Performance
 SAN FRANCISCO 49ERS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 23,826 | (2) | 25,832 | (3) | 26,385 | (6) | 29,296 | (6) | 29,800 | (7) |
| Local TV and Radio | 4,286 | (6) | 4,484 | (7) | 4,735 | (7) | 7,932 | (1) | 5,795 | (5) |
| Loge Boxes | 3,465 | (5) | 3,360 | (6) | 4,216 | (6) | 4,615 | (7) | 3,984 | (13) |
| Concessions | 1,517 | (7) | 1,433 | (9) | 1,637 | (11) | 1,434 | (15) | 855 | (23) |
| Advertising/Parking/Other | 2,438 | (12) | 3,480 | (13) | 3,102 | (16) | 4,313 | (14) | 4,115 | (18) |
| Miscellaneous | 594 | (14) | 353 | (17) | 307 | (21) | 180 | (23) | 620 | (22) |
| Total Local Revenue | 36,126 | (5) | 38,942 | (6) | 40,382 | (8) | 47,770 | (7) | 45,169 | (12) |
| Common Revenues | 42,177 | | 44,092 | | 45,213 | | 64,938 | | 65,892 | |
| Total Revenues | 78,303 | (3) | 83,034 | (4) | 85,595 | (6) | 112,708 | (7) | 111,061 | (12) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,392 | (10) | 44,749 | (20) | 48,994 | (8) | 58,204 | (20) | 71,038 | (7) |
| Team Expenses | 12,507 | (3) | 11,617 | (5) | 13,884 | (4) | 13,413 | (7) | 12,877 | (7) |
| Stadium Rental | 2,566 | (4) | 2,935 | (3) | 2,895 | (3) | 3,243 | (4) | 3,827 | (3) |
| Stadium Operations | - | | - | | - | | - | | 3,330 | (8) |
| G&A | 10,442 | (3) | 10,880 | (4) | 10,154 | (10) | 18,268 | (4) | 7,217 | (24) |
| PR | 1,006 | (13) | 2,601 | (2) | 2,611 | (6) | 1,703 | (12) | 865 | (22) |
| Total Operating Expenses | 67,913 | (2) | 72,782 | (4) | 78,538 | (3) | 94,831 | (6) | 99,154 | (10) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 8,390 | (13) | 6,942 | (13) | 4,276 | (20) | 14,547 | (13) | 8,267 | (19) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20676

National Football League Quartiles
 Team Financial Performance
 SEATTLE SEAHAWKS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|----------------|-------------|---------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 16,707 | (23) | 17,237 | (24) | 17,864 | (28) | 20,308 | (24) | 22,901 | (26) |
| Local TV and Radio | 3,614 | (9) | 3,273 | (11) | 3,928 | (10) | 3,684 | (13) | 3,979 | (14) |
| Loge Boxes | 1,169 | (21) | 1,257 | (22) | 1,598 | (22) | 1,852 | (20) | 2,361 | (22) |
| Concessions | 580 | (19) | 616 | (17) | 1,179 | (16) | 1,523 | (12) | 1,773 | (14) |
| Advertising/Parking/Other | 961 | (23) | 1,467 | (23) | 2,189 | (19) | 3,909 | (17) | 3,720 | (21) |
| Miscellaneous | - | (29) | 1,864 | (10) | 1,826 | (11) | 2,055 | (10) | 3,203 | (9) |
| Total Local Revenue | 23,031 | (24) | 25,714 | (24) | 28,584 | (22) | 33,331 | (20) | 37,937 | (23) |
| Common Revenues | 41,257 | | 43,212 | | 44,343 | | 64,358 | | 65,292 | |
| Total Revenues | 64,288 | (22) | 68,926 | (23) | 72,927 | (22) | 97,689 | (20) | 103,229 | (22) |
| Expenses | | | | | | | | | | |
| Player Costs | 41,238 | (12) | 44,267 | (25) | 48,494 | (11) | 47,529 | (30) | 59,813 | (30) |
| Team Expenses | 7,777 | (21) | 8,824 | (15) | 12,289 | (6) | 18,299 | (2) | 19,115 | (1) |
| Stadium Rental | 1,049 | (20) | 1,150 | (19) | 380 | (23) | 207 | (25) | 208 | (23) |
| Stadium Operations | - | | - | | - | | - | | - | (28) |
| G&A | 7,789 | (9) | 7,598 | (13) | 10,613 | (9) | 13,898 | (7) | 14,474 | (5) |
| PR | 815 | (17) | 654 | (22) | 1,575 | (9) | 4,274 | (5) | 5,435 | (5) |
| Total Operating Expenses | 58,668 | (15) | 62,493 | (19) | 73,351 | (9) | 84,207 | (15) | 99,045 | (11) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 3,620 | (24) | 3,123 | (19) | (3,204) | (28) | 10,152 | (21) | 544 | (28) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20675

National Football League Quartiles
Team Financial Performance
ST. LOUIS RAMS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------|---------------|------|---------------|------|---------------|------|----------------|------|----------------|------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 22,040 | (6) | 23,425 | (6) | 24,890 | (8) | 24,482 | (14) | 23,920 | (21) |
| Local TV and Radio | 3,906 | (7) | 3,216 | (12) | 3,385 | (13) | 3,757 | (12) | 3,727 | (17) |
| Loge Boxes | 6,362 | (2) | 5,848 | (3) | 6,007 | (4) | 6,052 | (5) | 5,802 | (8) |
| Concessions | 1,010 | (11) | 2,420 | (3) | 2,079 | (6) | 2,117 | (8) | 3,035 | (7) |
| Advertising/Parking/Other | 2,785 | (8) | 5,219 | (7) | 6,082 | (9) | 5,723 | (11) | 5,353 | (16) |
| Miscellaneous | 50 | (26) | - | (30) | - | (29) | 57 | (27) | 972 | (17) |
| Total Local Revenue | <u>36,153</u> | (4) | <u>40,128</u> | (5) | <u>42,443</u> | (7) | <u>42,188</u> | (11) | <u>42,809</u> | (15) |
| Common Revenues | <u>40,857</u> | | <u>43,212</u> | | <u>44,760</u> | | <u>63,818</u> | | <u>64,642</u> | |
| Total Revenues | <u>77,010</u> | (4) | <u>83,340</u> | (3) | <u>87,203</u> | (5) | <u>106,006</u> | (11) | <u>107,451</u> | (16) |
| Expenses | | | | | | | | | | |
| Player Costs | 40,494 | (20) | 45,046 | (17) | 47,428 | (15) | 54,325 | (28) | 61,670 | (27) |
| Team Expenses | 8,499 | (14) | 7,575 | (21) | 10,689 | (13) | 11,201 | (17) | 5,639 | (30) |
| Stadium Rental | 100 | (27) | 323 | (24) | 335 | (24) | 339 | (23) | 351 | (20) |
| Stadium Operations | - | | - | | - | | - | | 1,354 | (19) |
| G&A | 12,816 | (2) | 8,499 | (8) | 8,145 | (14) | 8,159 | (20) | 12,911 | (7) |
| PR | 1,588 | (4) | 1,262 | (10) | 1,070 | (17) | 1,653 | (13) | 1,885 | (11) |
| Total Operating Expenses | <u>63,497</u> | (5) | <u>62,705</u> | (18) | <u>67,667</u> | (18) | <u>75,677</u> | (28) | <u>83,810</u> | (30) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | <u>11,513</u> | (8) | <u>17,325</u> | (2) | <u>16,756</u> | (5) | <u>26,999</u> | (5) | <u>20,001</u> | (7) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20677

National Football League Quartiles
Team Financial Performance
TAMPA BAY BUCCANEERS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 16,124 | (27) | 14,874 | (29) | 18,725 | (23) | 30,127 | (5) | 25,283 | (18) |
| Local TV and Radio | 2,050 | (19) | 2,544 | (18) | 2,728 | (18) | 2,691 | (18) | 4,181 | (13) |
| Loge Boxes | 1,402 | (19) | 1,295 | (20) | 1,134 | (24) | 5,862 | (6) | 7,458 | (6) |
| Concessions | 868 | (14) | 1,624 | (7) | 2,131 | (5) | 2,674 | (5) | 4,655 | (1) |
| Advertising/Parking/Other | 2,641 | (9) | 5,134 | (8) | 6,200 | (8) | 18,274 | (1) | 15,833 | (2) |
| Miscellaneous | 1,757 | (9) | 109 | (24) | 1,155 | (12) | 57 | (28) | 74 | (31) |
| Total Local Revenue | 24,842 | (20) | 25,580 | (25) | 32,073 | (16) | 59,685 | (3) | 57,484 | (8) |
| Common Revenues | 40,898 | | 43,172 | | 44,320 | | 64,487 | | 64,792 | |
| Total Revenues | 65,740 | (18) | 68,752 | (24) | 76,393 | (17) | 124,172 | (3) | 122,276 | (5) |
| Expenses | | | | | | | | | | |
| Player Costs | 33,602 | (30) | 39,557 | (30) | 39,684 | (30) | 52,794 | (29) | 62,775 | (24) |
| Team Expenses | 6,717 | (25) | 5,675 | (30) | 7,253 | (30) | 10,946 | (20) | 9,634 | (23) |
| Stadium Rental | 699 | (23) | - | (30) | - | (29) | 5,800 | (1) | 3,900 | (25) |
| Stadium Operations | - | | - | | - | | - | | - | (31) |
| G&A | 4,222 | (28) | 4,747 | (26) | 5,058 | (28) | 11,706 | (13) | 11,752 | (12) |
| PR | 278 | (27) | 779 | (18) | 3,125 | (3) | 5,638 | (2) | 5,983 | (2) |
| Total Operating Expenses | 45,518 | (30) | 50,758 | (30) | 55,120 | (30) | 86,884 | (14) | 94,044 | (20) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 18,222 | (2) | 14,684 | (5) | 18,493 | (3) | 33,958 | (1) | 24,592 | (6) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20678

National Football League Quartiles
 Team Financial Performance
 TENNESSEE TITANS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|----------------|-------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 14,827 | (30) | 11,776 | (30) | 13,659 | (30) | 16,481 | (30) | 28,543 | (12) |
| Local TV and Radio | 2,054 | (18) | 431 | (29) | 808 | (29) | 1,267 | (29) | 3,449 | (18) |
| Loge Boxes | 2,268 | (10) | 1,276 | (21) | 1,607 | (21) | 324 | (27) | 8,345 | (5) |
| Concessions | 445 | (23) | 384 | (22) | 596 | (21) | - | (30) | 2,763 | (9) |
| Advertising/Parking/Other | 1,496 | (21) | 1,332 | (25) | 1,009 | (29) | 3,280 | (19) | 9,781 | (7) |
| Miscellaneous | 283 | (20) | 2,367 | (6) | 3,744 | (3) | 3,533 | (4) | 6,518 | (4) |
| Total Local Revenue | 21,373 | (30) | 17,566 | (30) | 21,423 | (30) | 24,885 | (30) | 59,399 | (4) |
| Common Revenues | 40,857 | | 43,172 | | 44,334 | | 63,857 | | 65,242 | |
| Total Revenues | 62,230 | (29) | 60,738 | (30) | 65,757 | (30) | 88,742 | (30) | 124,641 | (4) |
| Expenses | | | | | | | | | | |
| Player Costs | 45,279 | (1) | 44,704 | (21) | 39,845 | (29) | 56,305 | (25) | 66,626 | (10) |
| Team Expenses | 6,885 | (24) | 6,675 | (26) | 7,598 | (26) | 7,804 | (29) | 5,061 | (31) |
| Stadium Rental | 1,090 | (19) | 717 | (21) | 511 | (22) | 1,882 | (13) | 362 | (19) |
| Stadium Operations | | | | | | | | | 7,168 | (6) |
| G&A | 4,222 | (28) | 4,249 | (29) | 7,860 | (17) | 6,006 | (29) | 6,908 | (27) |
| PR | 852 | (16) | 762 | (20) | 1,279 | (13) | 2,569 | (9) | 2,768 | (10) |
| Total Operating Expenses | 58,328 | (16) | 57,107 | (28) | 57,093 | (28) | 74,566 | (30) | 88,893 | (24) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 1,902 | (29) | 321 | (26) | 5,884 | (15) | 10,846 | (19) | 32,108 | (3) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
 Common expenses include League Office and Management Council expenses.
 Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
 PURSUANT TO
 PROTECTIVE ORDER

NFL 20679

National Football League Quartiles
Team Financial Performance
WASHINGTON REDSKINS

| | 1995 | | 1996 | | 1997 | | 1998 | | 1999 | |
|---------------------------------|---------------|-------------|---------------|-------------|----------------|------------|----------------|------------|----------------|------------|
| | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank | \$ | Rank |
| Revenues | | | | | | | | | | |
| Ticket Sales | 18,100 | (18) | 19,790 | (18) | 36,929 | (1) | 40,324 | (1) | 44,463 | (1) |
| Local TV and Radio | 4,375 | (5) | 5,055 | (5) | 5,110 | (4) | 5,956 | (4) | 8,549 | (2) |
| Loge Boxes | - | (26) | - | (30) | 10,952 | (2) | 12,662 | (1) | 14,642 | (1) |
| Concessions | 447 | (22) | 527 | (19) | 1,741 | (8) | 2,063 | (9) | 3,547 | (4) |
| Advertising/Parking/Other | 1,208 | (22) | 1,439 | (24) | 6,213 | (7) | 9,864 | (4) | 9,914 | (6) |
| Miscellaneous | 451 | (17) | 2,072 | (7) | 915 | (14) | 141 | (24) | 2,812 | (10) |
| Total Local Revenue | 24,581 | (21) | 28,883 | (17) | 61,860 | (2) | 71,010 | (2) | 83,927 | (1) |
| Common Revenues | 40,880 | | 43,212 | | 44,853 | | 63,932 | | 64,784 | |
| Total Revenues | 65,461 | (19) | 72,095 | (17) | 106,713 | (2) | 134,942 | (2) | 148,711 | (1) |
| Expenses | | | | | | | | | | |
| Player Costs | 43,050 | (5) | 43,849 | (26) | 53,931 | (1) | 59,879 | (12) | 73,207 | (4) |
| Team Expenses | 8,107 | (16) | 8,831 | (14) | 14,280 | (3) | 13,776 | (6) | 10,068 | (22) |
| Stadium Rental | 1,496 | (15) | 1,915 | (8) | - | (30) | - | (30) | - | (31) |
| Stadium Operations | - | | - | | - | | - | | 20,367 | (1) |
| G&A | 4,056 | (30) | 4,676 | (27) | 10,890 | (8) | 25,878 | (3) | 7,553 | (23) |
| PR | 243 | (29) | 425 | (27) | 1,202 | (15) | 3,100 | (8) | 1,518 | (15) |
| Total Operating Expenses | 56,952 | (19) | 59,696 | (25) | 80,303 | (2) | 102,633 | (2) | 112,713 | (1) |
| Common Expenses | 2,000 | | 3,310 | | 2,780 | | 3,330 | | 3,640 | |
| Operating Profit | 6,509 | (18) | 9,089 | (9) | 23,630 | (2) | 28,979 | (3) | 32,358 | (2) |

Notes: Common revenues include National Television and Radio, International Television, NFL Properties, Enterprises, and Films.
Common expenses include League Office and Management Council expenses.
Stadium Operations Expense broken out for first time; classified in the other expense lines in prior years.

HIGHLY CONFIDENTIAL
PURSUANT TO
PROTECTIVE ORDER

NFL 20680