

STATEMENT OF PETER LUUKKO

**PRESIDENT AND CHIEF OPERATING OFFICER
COMCAST-SPECTACOR, L.P.**

**HEARING ON COMPETITION AND IN THE TICKETING AND
PROMOTION INDUSTRY**

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My name is Peter Luukko. I have spent my entire career in the sports management and facilities management industries, and I have done business with both Ticketmaster and Live Nation for many years. Since 2005, I have been the President and Chief Operating Officer of Comcast-Spectacor, a Philadelphia-based sports and entertainment firm which includes the Philadelphia Flyers hockey team, the Philadelphia 76ers basketball team, the Philadelphia Phantoms hockey team and the two South Philadelphia arenas in which the teams play – the Wachovia Center and the Wachovia Spectrum.

In my current position, I am also responsible for oversight of Comcast-Spectacor's other business interests which include *Global Spectrum*, a company that manages and operates public facilities throughout the United States and Canada, *Ovations Food Services*, a food and concession company, *New Era Tickets*, a full-service ticketing company, *Flyers Skate Zone*, a series of community skating and hockey rinks in the Greater Philadelphia Region, and *Disson Skating*, the developer and promoter of a series of ice skating and music shows performed live and distributed to a national television audience. Also within the Comcast-Spectacor family of companies is *Front Row Marketing Services*, which provides consulting services to help develop effective sports and entertainment marketing, sponsorship and advertising strategies.

My duties include serving as the Chairman of Global Spectrum, and I am responsible for creating new business opportunities for Comcast-Spectacor in the fields of facility management, sports ownership, and operations, food and concessions. Prior to joining Comcast-Spectacor and ultimately becoming the company's President and COO, I worked in various aspects of facility management, event organization and hospitality services including in such positions as Vice President of Spectacor Management Group's (SMG) Western Region and facility manager for SMG's Los Angeles Coliseum and Sports Arena.

Vertical Integration

In my positions at SMG, Comcast-Spectacor and Global Spectrum, I have come to understand the benefits of having a vertically integrated live entertainment business. By being part of a company that owns, manages, and/or operates venues,

owns several sports teams and other content, and provides its own ticketing solution and food and beverage services to arenas, stadiums and amphitheatres throughout the country, we have the ability to cross-promote among these different levels in the vertical distribution chain and to touch the fan directly at multiple points in his or her sports/entertainment experience. Additionally, because we have more assets in some cities like Philadelphia, we have the ability to create unique packages to offer to sponsors and fans alike. This is where the industry trend is clearly moving—in large part because content providers want to have more direct control of the connection to their fans.

We believe that one of the reasons Comcast-Spectacor has been so successful is its ability to vertically integrate all of the resources of its related companies, as well as those supplied by its parent company Comcast Corporation, to create synergistic opportunities to grow our business. We provide a unique and excellent opportunity for our teams and facilities to utilize the relationships in the Comcast Family of Companies, including Comcast Cable, Comcast SportsNet, the Versus Network and E! Entertainment Television to increase market visibility. But don't just take my word for it, look at other competitors like MLBAM/Tickets.com and Kroenke Sports in Denver—they're doing the same thing.

The Merger

I believe that the merger of Ticketmaster and Live Nation is an exciting combination that has the potential to reinvigorate the industry at a time when change of direction is drastically needed. The economy is distressed right now, and as a result, many sports teams and other live entertainment acts are struggling to sell event tickets. This industry needs some new and fresh ideas—especially now—so that we can provide consumers with the much needed leisure activities that keep their spirits up and our economy moving in the right direction.

I think the merger will bring welcome change. If together Ticketmaster and Live Nation can sell more tickets, and thereby provide more content to venues and consumers, this will be a huge improvement over the status quo. I also believe that this type of strategic combination will encourage other competitors (like myself) to be more creative in their offerings and to compete more effectively overall. I certainly don't have any reason to believe that the combination will in any way stifle competition. There are a lot of ticketing companies (our own included), promoters, venues and artist managers out there eager to do business. Nor do I think that my buildings will be less likely to attract or secure the same level of concert talent that Live Nation and many others have offered us before. At the end

of the day, the artist has the ultimate control over where he or she wants to play. And in a city like Philadelphia, we know that artists want to be at the Wachovia Center, regardless of the fact that Ticketmaster doesn't provide ticketing services to that venue. In fact, we currently have a Live Nation promoted band—Nickleback—scheduled to play there next month.

Again, I think this combination with breathe much needed life into an industry that is hurting. I look forward to the challenges and rewards it will bring. I'm happy to take your questions.

Thank you very much.