### UNITED STATES SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

#### Form 8-K

# CURRENT REPORT Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): September 26, 2006

# Live Nation, Inc.

(Exact name of registrant as specified in its charter)

**Delaware** (State or other jurisdiction of incorporation)

001-32601 (Commission File Number) 20-3247759 (IRS Employer Identification No.)

9348 Civic Center Drive Beverly Hills, CA **90210** (Zip Code)

(Address of principal executive offices)

Registrant's telephone number, including area code: (310) 867-7000

ck the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under of the following provisions (see General Instruction A.2. below):
Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

#### Item 7.01 Regulation FD Disclosure.

On September 26, 2006, Michael Rapino, President and Chief Executive Officer and Alan Ridgeway, Chief Financial Officer of Live Nation, Inc. (the "Company") delivered a presentation at the Thomas Weisel Partners Consumer Conference 2006 held in New York, New York. A copy of the investor presentation is furnished herewith as Exhibit 99.1.

An audio webcast and the investor presentation are available under the "About Us" section of the Company's website, www.livenation.com, and will be archived on the website for 30 days.

The information in this Current Report, including the exhibit hereto, is being furnished and shall not be deemed to be "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section. The information in this Current Report shall not be deemed to be incorporated by reference into any registration statement or other document filed pursuant to the Securities Act of 1933, as amended, or the Exchange Act, regardless of the general incorporation language of such filing, except as shall be expressly set forth by specific reference in such filing.

#### Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

99.1 Investor Presentation for the Thomas Weisel Partners Consumer Conference 2006 in New York, New York.

#### **SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: September 26, 2006

LIVE NATION, INC.

By: /s/ Kathy Willard Kathy Willard

Executive Vice President and Chief Accounting Officer

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#### EXHIBIT INDEX

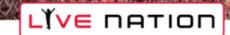
Exhibit Number	Description					
99.1	Investor Presentation for the Thomas Weisel Partners Consumer Conference 2006 in New York, New York					

# Transforming Live Nation Investor Presentation

**Thomas Weisel Partners Consumer Conference 2006** 

September 26, 2006





#### Forward-Looking Statements

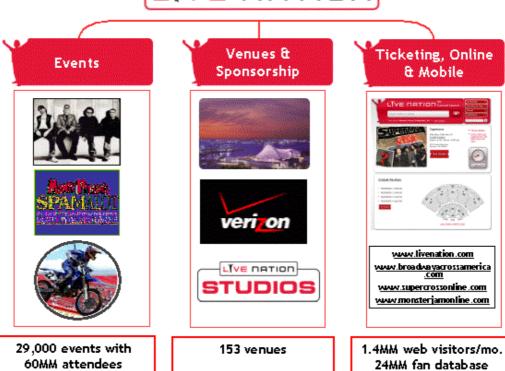
Certain statements made in this presentation may be forward-looking statements involving known and unknown risks and uncertainties that may cause the actual results or performance of the company to be materially different from those implied by such forward-looking statements. Given these risks and uncertainties, undue reliance should not be placed on such forward-looking statements. The factors that could cause actual results to differ are discussed in our 2005 Annual Report on Form 10-K and in our reports on Form 10-Q and Form 8-K. Such risks and uncertainties include both company-specific risks and industry/general economic risks. The company disclaims any obligation to update any forward-looking statements that may be made in this presentation.

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# Live Nation is the Premier Global Live Event Company



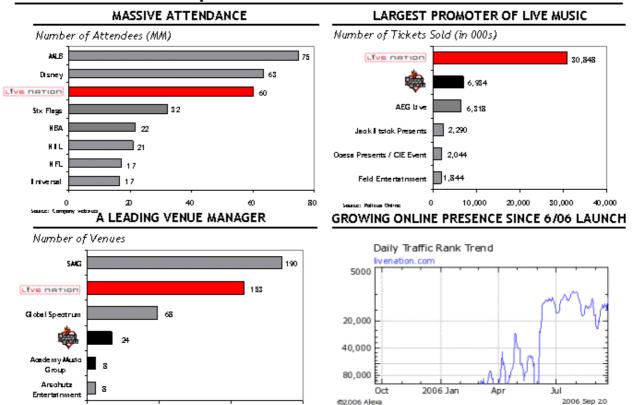


Note: Event, attendees no number of venues data as of 12/31/05; Web visitors per Neilsen for August 2006; Fain data base aument.

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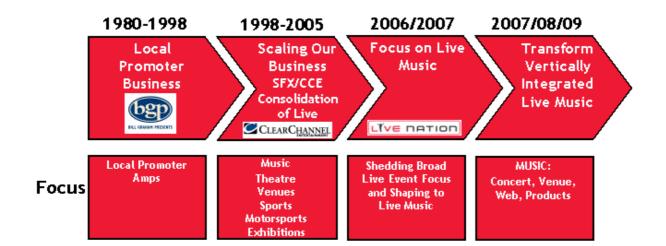


# **Unmatched and Unreplicatable Asset Portfolio**





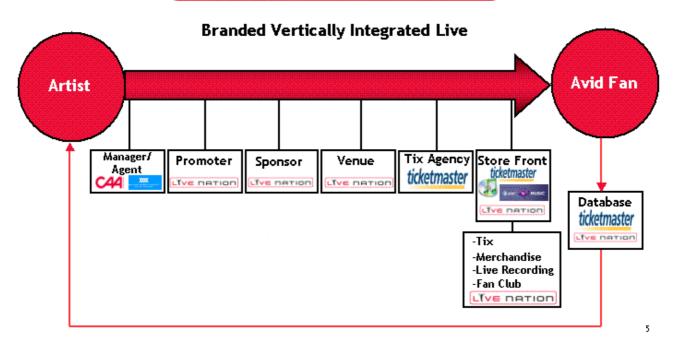
# **Transforming Our Business**





# Model Transformation







# **Industry Trends and Live Nation Challenges**

#### INDUSTRY TRENDS

- Recorded music industry is in flux
- Tours are more profitable for artists than record sales
  - Artists keep 70% of a ticket sale vs. 16% of an album sale
- Declining number of artists that can fill larger venues
- More competition for shows for outdoor amphitheaters from indoor arenas and casinos
- Increasing number of touring shows
- Increasing ticket prices
  - > Driven by quality of acts
  - > Rapidly growing secondary ticket market

#### LIVE NATION CHALLENGES

- Spun-off from Clear Channel in late 2005
  - New CEO and new vision
  - > Limited corporate infrastructure
  - Expansive "live event" business mix
  - No brand
  - No consolidated web presence
  - No cost focus
- Flawed North American venue mix
  - Overexposed to amphitheaters
  - Underexposed to clubs
- Flawed city mix
  - Underexposed to top population centers / recorded music markets worldwide
- No economies of scale for talent costs



# The First Nine Months: Focus, Consolidation and Investment

#### ESTABLISHED A MISSION / VISION

Focus on core music and complementary businesses

# REDUCED NON-ESSENTIAL HEADCOUNT

Eliminated 10% of original workforce across all divisions

# REORGANIZED BUSINESS SEGMENTS

 Reorganized business into (i) Events, (ii) Venues and Sponsorship and (iii) Digital Distribution

# CREATED A PUBLIC COMPANY CORPORATE HQ

 Hired, promoted and/or relocated approximately 50 executives



# The First Nine Months: Focus, Consolidation and Investment (cont'd)

ESTABLISHED A BRAND

ESTABLISHED A WEB PRESENCE

BEGAN TO DIVEST NON-CORE OPERATIONS

ANNOUNCED ACQUISITIONS TO EXPAND CORE BUSINESS Estimated 11BN advertising impressions of "Live Nation"



1.4MM uniques in August for livenation.com (launched 6/06)



- Sold non-core businesses
  - Vegas productions: Planet Hollywood and Phantom (49.9%)
  - > Sports: Tellem, Golf, Football, Tennis, TV Events, Baseball

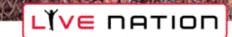












# The Next Twenty-Four Months...

# FIX

- Exit remaining non-core businesses
- Focus on largest / most profitable markets
- Increase food & beverage per head sales
- Improve economics of key contracts in 2009 (Ticketmaster, Aramark)

## **BUILD**

- Build live music venue/festival platform
- Build international promoter network
- Vertically integrate live products and services

#### **EXPAND**

- Create branded live store front to monetize "avid fan" relationship
- Repurpose content (i.e. digital distribution of live content)



## The Live Nation - Fan Relationship

- Live Nation sells 35MM <u>exclusive</u> tickets to live music events annually (60MM tickets in total)
- Improving sales per fan while keeping focus on costs will drive earnings per fan

#### **AVID FAN**



Receive emails from our database on shows

NA

Buy fan club membership

\$40/club

\$60/show

Buy Buy tickets parking and food

\$15/show

Buy concert t-shirt and other

merch.

\$40/show

Buy live recording of concert

\$15/CD

Download mobile live events

\$2/event

LĬv∈ nation









and

beverage





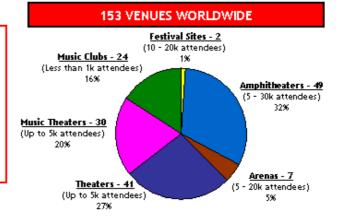


**SERVICES** 

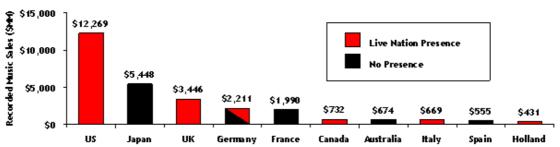


## Global Venue / Promoter Strategy - Mix and City

- Increase presence in largest / most profitable markets in the United States and internationally
- Increase festival and club presence
- Decrease amphitheater dependence
- Continue to focus on and expand venue management presence



#### TOP 10 RECORDED MUSIC MARKETS WORLDWIDE



Source: International Federation of the Phorographic Industry for 2005

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## Food and Beverage Strategy

#### Live Nation's goal is to increase food and beverage sold per patron

#### Improve speed of service:

- Value pricing: \$5.00 beer, \$2.50 water, \$6.00 value meal
- Even dollar pricing: All prices end in \$0.00 or \$0.50
- Separate lines for credit card transactions

#### Expand food and beverage options:

- Increased beer and other beverage selection
- Added healthier items to the menu

#### Increase access to food and beverage:

- Hawking: beer, water, soda now sold in the plazas and on the lawn
- Hawk on the out: sell water and soda as people leave the venues
- SWS (text message) ordering: being tested

#### Heighten awareness of food and beverage:

- Improved signage

Initiatives have improved food and beverage per patron takes by 9%

Further improvements
expected by
renegotiation /
replacement of
Aramark contract in
2008/9





# **Online Strategy**

LIVEDATION.com

- Live Nation's goal is to be a leading online live music destination site
- Significant demand for live content online
  - Almost 50% broadband penetration in the U.S.
  - Increasing popularity of online video viewership with live performance a key factor
- Live Nation website to offer:
  - Concert information / reviews
  - Tickets
  - Instant Live recording
  - Artist fan-clubs
  - Artist / tour merchandise





# Live Content Strategy





- Wiring 120 venues to record live performances
  - More than 600 shows captured and distributed since last year
  - Total capital cost of less than \$10/WW
- Significant demand from traditional and new media
- Partner with distribution companies
  - Significant traffic / sponsorship benefit to partners from access to live content





- Live concert downloads
- Utilizes 3G network of Verizon, Cingular & Amp'd









- Instant Live
- Per download / sale
- Motorsports downloads
- Revenue share with Google Video





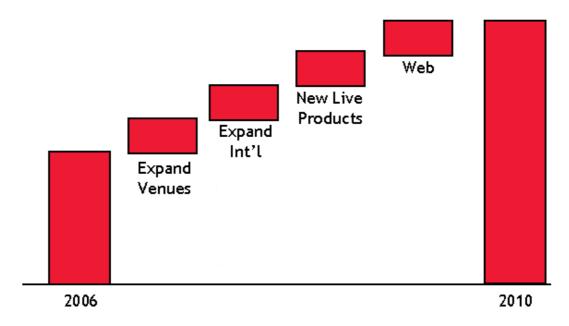


- Live concert events
- Revenue share / fee for service





# **Top-Line Growth**



Drivers that we believe will extend our business



## FINANCIAL OVERVIEW



#### Use of Non-GAAP Financial Measures

This presentation includes certain non-GAAP financial measures. A reconciliation of each of these non-GAAP financial measures to its most directly comparable GAAP measure(s) is available on the investor relations portion of the company's website under the tab, "Financial Reports."



# Revenue and Adjusted EBITDA Contribution and Margin

#### BY BUSINESS SEGMENT

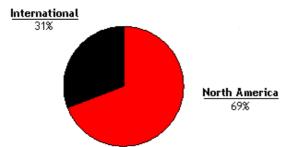
#### Last Twelve Months Ended 6/30/06

(\$ in millions)

	Revenue	Composition	Adjusted EBITDA	Compo sition	Margin
Events	\$2,362.1	77.8%	(\$42.2)	(30.8%)	(1.8%)
Venues and Sponsorship	546.7	18.0%	138.1	100.6%	25.3%
Digital Distribution	76.2	2.5%	66.7	48.6%	87.6%
Other	60.0	2.0%	3.0	2.2%	5.0%
Corporate and Elim	(9.6)	(0.3%)	(28.4)	(20.7%)	295.6%
Total	3,035.5	100.0%	137.2	100.0%	4.5%

#### **BY GEOGRAPHY**

#### 2005 REVENUE



 International operations generally generate higher margins than North American operations

Note: EBITDA adjusted for costs associated with the reorganization and spin-off incurred in 2005.



# Cash Cycle, Free Cash Balance and Pro Forma FCF Calculation

### **CASH CYCLE** Cash <u>Flow</u> Artist Deposit TOUR CONFIRMED Tour Pre-Production Corporate Sponsorship + TICKETS ON SALE Marketing 3 - 6 Months Ticketing Sales Concessions & Merchandise + CONCERT Artist Settlement Other Show Costs

FREE CASH BALANCE						
As of June 30, 2006 (\$ in millions)						
Cash Outstanding	\$603.4					
Plus: Prepaid Expenses	322.9					
Less: Deferred Income	(622.2)					
Less: Collections on Behalf of Others (12/05)	(71.8)					
Free Cash	232.3					

#### PRO FORMA 6/30/06 LTM FREE CASH FLOW

For the Twelve Months Ended 6/30/06	
Adjusted EBITDA	\$137.2
Less: Pro Form a Net Interest Expense "	(20.4)
Less: Cash Taxes (2)	(20.2)
Less: Maintenance Capital Expenditures	(53.7)
Free Cash Flow	42.9

(A) Cub indecember and a first their months was falled the services for their months was falled base of professional september (B) to graph the (B) to form reasons opened as a 160 to size.



# Capitalization as of June 30, 2006

(\$ in millions)

Cash	\$603.4
Less: Def. Inc. net and Collections for Others of Prepaid Exp.	(371.1)
Free Cash	232.3
Debt & Preferred:	
Revolver (\$285/WW.Capacity; \$101/WW.LC's Outstanding)	0.0
Term Loan B	323.4
Other Debt	43.5
Total Debt	366.9
Preferred Stock	40.0
Total Debt & Preferred	406.9
Total Debt & Pfd / LTM 6/30/06 Adjusted EBITDA	3.0×
Net Debt & Pfd / LTM 6/30/06 Adjusted EBITDA	1.3×
Note:	
LTM 6/30/06 Adjusted EBITDA	\$137.2

Note: EBITDA adjusted for assts associated with the reorganization and spin-off incurred in 2005.



## **APPENDIX**



# Reconciliation of Adjusted EBITDA to Operating Income (loss) (unaudited)

(in thousands)	<u>Events</u>	Venues and Sponsorship	Digital Distribution	Other	Corporate	Eliminations	Consolidated and Combined
Three months ended March 31, 2005							
Adjusted EBITDA	\$4,965	\$2,487	\$8,720	\$3,174	(\$6,381)	(\$28)	\$12,937
Adjustments for certain litigation and reorganization costs (i)	12,500				12,500		25,000
Depreciation and amortization	2,324	11,307	76	641	1,129		15,477
Loss (gain) on sale of operating assets	(42)	(129)		(183)	(3)		(357)
Non-cash compensation expenses	-	. <u>-</u>	_	-	343	_	343
Operating income (loss)	(\$9,817)	(\$8,691)	\$8,644	\$2,716	(\$20,350)	(\$28)	(\$27,526)
Three months ended June 30, 2005							
Adjusted EBITDA	(\$18,845)	\$41,505	\$16,263	(\$777)	(\$7,506)	ş -	\$30,640
Adjustments for certain litigation and reorganization costs 100							
Depreciation and amortization	2,187	11,288	87	623	1,097	-	15,282
Loss (gain) on sale of operating assets	(68)	(174)		7	(25)		(260)
Non-cash compensation expenses	-		<u>-</u>	<u>-</u>	360	-	360
Operating income (loss)	(\$20,964)	\$30,391	\$16,176	(\$1,407)	(\$8,938)	<u>\$ -</u>	\$15,258
Three months ended September 30, 2005							
Adjusted EBITDA	(\$21,098)	\$85,571	\$27,283	\$5,594	(\$6,569)	\$43	\$90,824
Adjustments for certain litigation and reorganization costs (0)	422	113		7,865	3,700		12,100
Depreciation and amortization	2,566	11,646	63	456	902		15,633
Loss (gain) on sale of operating assets	(12)	203					191
Non-cash compensation expenses	-	. <u>-</u>	<u>-</u>	-	1,032		1,032
Operating income (loss)	(\$24,074)	\$73,609	\$27,220	(\$2,727)	(\$12,203)	\$43	\$61,868



# Reconciliation of Adjusted EBITDA to Operating Income (loss) (unaudited)

(in thousands)	Events	Venues and Sponsorship	Digital Distribution	Other	Corporate	Eliminations	Consolidated and Combined
Three months ended December 31, 2005							
Adjusted EBITDA	(\$15,801)	\$15,594	\$14,098	(\$3,402)	(\$7,349)	\$13	\$3,153
Adjustments for certain litigation and reorganization costs (6)	33,689	7,680		(3,923)	5,454		42,900
Depreciation and amortization	2,554	14,361	52	395	868		18,230
Loss (gain) on sale of operating assets	2,283	(5)		914	2,093	-	5,285
Non-cash compensation expenses	-	<u>-</u>	<u>-</u>	-	(479)	_	
Operating income (loss)	(\$54,327)	(\$6,442)	\$14,046	(\$788)	(\$15,285)	\$13	(\$62,783)
Year ended December 31, 2005							
Adjusted EBITDA	(\$50,779)	\$145,157	\$66,364	\$4,589	(\$27,805)	\$28	\$137,554
Adjustments for certain litigation and reorganization costs **	46,611	7,793	-	3,942	21,654	-	80,000
Depreciation and amortization	9,631	48,602	278	2,115	3,996	-	64,622
Loss (gain) on sale of operating assets	2,161	(105)		738	2,065		4,859
Non-cash compensation expenses	-		-	-	1,256	_	1,256
Operating income (loss)	(\$109,182)	\$88,867	\$66,086	(\$2,206)	(\$56,776)	\$28	(\$13,183)

#### Note:

(a) This line represents actual adjustments made or management's approximation of adjustments made during the period stated that were related to costs associated with the reorganization and spin-off for the period. This does not necessarily represent the variance of such expense items between the period noted herein and the comparable period before or after the period noted.

#### Definition and Use of Non-GAAP Measure

Adjusted EBITDA is a non-GAAP financial measure that the company defines as operating income (loss) before depreciation, amortization, loss (gain) on sale of operating assets and non-cash compensation expense. The company uses Adjusted EBITDA to evaluate the performance of its operating segments. The company believes that information about Adjusted EBITDA assists investors by allowing them to evaluate changes in the operating results of the company's portfolio of businesses separate from non-operational factors that affect net income, thus providing insights into both operations and the other factors that affect reported results. Adjusted EBITDA is not calculated or presented in accordance with U.S. generally accepted accounting principles. A limitation of the use of Adjusted EBITDA as a performance measure is that it does not reflect the periodic costs of certain capitalized tangible and intangible assets used in generating revenues in the company's business. Accordingly, Adjusted EBITDA should be considered in addition to, and not as a substitute for, operating income (loss), net income (loss), and other measures of financial performance reported in accordance with U.S. GAAP. Furthermore, this measure may vary among other companies; thus, Adjusted EBITDA as presented above may not be comparable to similarly titled measures of other companies.