

About Drew Brees:

He's been the quarterback for the New Orleans Saints, big 10 record holder in several passing categories, the first pick in the San Diego Chargers in the second round 2001 NFL draft, and the lead the first Super Bowl ever. He's got the greatest fans in the world. To get branded anywhere in the world then obviously you've got the Cajun culture right, you got that French influence, "Drew dat?" [modified from "Who dat say dey gonna beat dem Saints?"] It just kind of rolls off the tongue if you've been there for a while.

On his past season injury:

"Oh, so it was actually at Tampa. Sunday night game where we beat them 38-3. We crushed them. I got hit in the second quarter and broke or fractured eight ribs on this side. I didn't realize at the time. I knew something was wrong because I couldn't breathe. I broke eight on the left side in that game and did everything I could to come out and play the next game and I actually got to the point where it's like, 'Alright, I'm good to have it protected.' That I go out and play in the next game. And then in the second quarter of that game, I got hit on the right side, fractured three on the right side, punctured a lung. Finished the half and then decided, you know what, my body is not allowing me to play anymore. I could shot put the ball 10 yards, I went up and said, 'Listen coach, I'll play, I can shot put with the ball 10 yards but I don't know how I'm gonna be effective for you.'"

[Interviewer] I don't want to just talk about football, I want to talk about business. Okay, because this guy's a businessman. He's got a business mind, he's an entrepreneur, and he's a champion. How important is it, you know, how do you build a champion? Is there a way to do it? Is there something you did?

Surrounded yourself with great people:

"Well, there's so much that goes into that. **First and foremost I think you need to be surrounded by great people. I've always believed that to achieve any level of success, whether it be in business, whether it be sports, whether it be in life...that requires great people around you, that requires great mentorship, that requires great teammates, [and] that requires people that are willing to tell you when you're wrong, or that you need to do better.** There's accountability that goes into that. There's honesty, there's integrity, there's passion, there's perseverance, there's problem

solving, and there's developing a consistent mode, **a process that will allow you to succeed. I've always believed that when you focus on the process, the results will take care of itself."**

On process and structure:

"I'll give you an example. So the NFL season is not a sprint, it's a marathon. That's what we always say, it's not a sprint, it's a marathon. From the moment that you begin off-season training to win. The Super Bowl is played in early February. It's about nine months. So if you immediately jump to nine months from then it's overwhelming to think of the amount of work that's going to take place between that first weight workout in March all the way until you're playing the Super Bowl in February. So you have to basically narrow your sights to what is right in front of you. And once we get to the NFL season, I have such a structured plan for myself with each and every week. I know exactly to the minute what I'm doing on Monday, on Tuesday, on Wednesday. I know the type of film I'm studying. I know what I have to get done that day so that I can turn the page and move on to the next day. Right. Hey, Wednesday is base offense, meaning what are we doing on first and second down? What run plays are we running? What play's action are throwing in? And that's basically what consumes your thoughts and practice schedule that day. And then, at night, I'm memorizing every play, because I want to be in a position where if all of a sudden Sean Payton calls the play to me, and then the speaker goes out. I can still catch one word and I know what the play it's going to be because I can't waste the time out because I might need that timeout in the two minutes out to win the game in the end.

But that's the process and when you know each and every day when you're ready to build that you've done everything you can put yourself in the best position to win and your team. And then what do you have to worry about? So listen, I was stressed case all the way up until the kickoff on Sunday. But man when that ball gets kicked off, I am as confident as an individual as you'll ever meet."

"Well, because I'm sitting here playing the game over and over in my mind trying to anticipate anything that defense could do. And it's always expect the unexpected. This is what I found out about our offense. Everybody studies our offense in the

offseason. Everybody does. They're stealing our plays. They're trying to figure out everything that we're doing right. And I know that going into each week, studying a defense, we get all these line of reports just like you do. In your line of work...showing statistics, showing trends that are showing, this is what this defense does, on third down this is what coverage this defense plays in the red zone. These are the favorite pressures that this defense has. At the end of the day, though, I know that defense is going to totally change what they're doing when they play us. They're going to game plan differently because they know that we're studying them and they know that we know that they know that we know, right? One of those deals. So you immediately have to go to fall back on the rules that you have in place for your offense or for your business or whatever it might be. But I also know this, I have to pick about three or four different plays or situations where I know that if they do this, at any point in the game, I have to be ready to do that. And when I do that, that could be the difference in the game. That could be the explosive play, but all of a sudden was the same wide open."

On visualizing the worst:

"I'll say this, what I visualized during the week, is **I visualize the worst thing that can happen on any given play.** So think about that for a moment. It's easy. When we're gameplanning to think about the ideal scenario, right? Anybody can execute against the ideal coverage, or the ideal scenario, ideal match up. **What I want to visualize or what I want to be prepared for, is when it all goes wrong. You get the absolute worst look that you possibly can. If I can turn that worst look into something positive. What the heck do I have to be worried about on any different play? If I know I have the answers to the test before I take it then it allows me to take the field with extreme confidence.**"

[Interviewer] So business like in real estate, I'm looking at a deal and I'm like, "Hey, what's up?" I do that in every deal. Like what's the worst thing that could happen? What's the worst event or situation? How long do I need to get through that? How would you when you're looking at a business investment for you? Are you incorporating some of those same ideas?

"Absolutely. First off, I'll just say they're just in general, I'll give you an analogy. I kind of equate a business investment to like

On partnerships:

going to the horse racetrack. The first bit of advice is this, don't invest in owning racehorses. It is the worst investment there is. You do it for fun, but don't do it to make money. That's not, I hope I didn't just burst anybody's bubble in here, because I've been a part of a few racehorse ownership groups and we had fun, but man, we lost our butts. So I equate, I equate my analysis of an investment to that though, which is this. You get a group of buddies and you go to the racetrack. Those buddies are your partners. Right? In a business. **You better love your partners. You better be able to rely on each other, trust one another, enjoy being around one another.** And each one of you bring something unique to the table right? Those of your partners, then you're looking at a horse to bet on right. That's the business right? That's the market. That's the area of focus that you're trying to lock in and focus on right? You better like the horse, right? You better like its potential, you better like the growth trajectories, the trends, right? Most importantly, who's the jockey? Who's the leader? Right, who's the founder, who's driving the ship when it comes to this. So if you love the jockey, you love the horse. You love the people you're with. I like our chances."

Love the game:

"Yeah, love that. So once you put that team together once you get and these people are all winners in a room, just so you know, and they're looking for that magic sauces. Is there a sauce like when you're picking people picking a team? Like are there personality characteristics that you're looking for to avoid or to move toward? Well, I know that as I can tell you in a heartbeat like when I walk in a locker room when I think about a teammate in football, I want character toughness, intelligence, and you better love the game of football. **You've got to love the game. Because if you're not waking up and loving what you're doing everyday you're not going to last.** I will say this though. It doesn't mean that there's some days that don't suck, right. And there's sometimes you got to embrace that. Because what you're visualizing is where you're going. Not necessarily where you are right now. Like there's moments that I like playing through broken ribs know that every one of those days suck to get ready. Yes. **But man, I'm visualizing where we are going. And that makes it all worth it. So there's also that element of be the best at where you are right now. We all in this room. We all in this room have a goal or dream of visualization as to where we are going to be in the near**

future. And then you are working your tail off to get there. So even though you may not be there right now, just like as a member of our team, maybe you're a backup right now, but that doesn't mean you're not going to be a pro-bowl player, a championship caliber player down the road. So you be the best at where you are right now. You embrace your role on the team right now. And you're going to be as big a part of our success moving forward as anyone."

"I love sports. Growing up, I was a sports junkie. I played them all. I had a younger brother. That was all day, everyday. I did have aspirations to become a professional athlete. I remember when I was a kid I wanted to be the first professional athlete in three sports: football, basketball, baseball. I think Dave Winfield was the only guy to maybe like be drafted or have a chance to do that but obviously that would be something pretty exceptional. But when I kind of got to high school, it was really baseball/ I was a baseball player. One of my all time favorite players is Ted Williams. That's why we're the number nine. Ted Williams was a right-handed thrower and left-handed batter. That's who I wanted to be. I played football. I played basketball. My junior year of high school [I was] playing football. I went to a powerhouse high school. We were always going to the quarterfinals or beyond. I actually tore my ACL in my knee midway through the playoffs and it was devastating for a number of reasons. It was devastating because I had seen so many other athletes around me...teammates of mine that the same injury and they'd never come back the same. But more importantly, I was now going to miss the basketball season and I was going to miss the baseball season. So I didn't have a chance to get in front of any recruiters. And I just sat there. It was one of the toughest things I've ever had to do...at that moment in my life...to overcome that injury. But in the process, I gained so much mental toughness and mental fortitude having to overcome that because, in the back of my mind, I just kept hearing that you're not going to come back as good as you are. You're not going to come back as you were. I was like, 'I'm going to be better than I was before.' But to come back stronger. We went on to win a state championship that year. And so the positive of that was I started getting on people's radar for football. The bad thing was I was no longer on people's radar for baseball. So I got two scholarship offers: Purdue University and

University of Kentucky, and I chose Purdue University because of its academic reputation. So we went to Purdue as the dead last ranked recruiting class in the big 10 and we all looked at each other and said, by the time we leave here, we're going to be champions and we left this big 10 championships."

"Alright I'm going to Purdue to play football on a football scholarship. I have that commitment. But I immediately sought out the baseball coach and said I can play baseball. I'm gonna be your shortstop. I'm gonna walk on the team, the spring of ice freshman year and I'm gonna play both. So now I was still fulfilling the dream even though it's a little roundabout way of being a multi-sport athlete. Well, I ended up not being able to do that because I had to compete for the starting job. I showed up to Purdue the very first day and there were seven quarterbacks in line and I was the dead last guy. I looked around I said, well, at least I'm gonna get a great education. And I'm gonna walk on the baseball team. So I had no idea how things were gonna shake out. At the end of the day. I felt like I'm going to get a business degree and I'm going to walk out of here with incredible contacts and an incredible degree to go and do something great in the business world. So that was my mindset for the first three years of college. Now we had a lot of success building up to that. And I remember the moment like it was yesterday. Still the NFL was nowhere on my radar. I was still thinking I'm getting a great degree going into business."

"I was in a press conference before my junior season, and somebody said, Hey, so what are the chances that you leave early from college after this year? I was like to go where? Like, for the NFL and that hit me like a ton of bricks. I played sports because I love the game. I didn't play it because I thought that I was going to be an NFL player. I had this wild dream as a kid that I was going to be a three sport athlete professional sports. But you know, at that point my parents had put such a strong emphasis on discipline and education. In my mind was I am getting a great degree and I'm going in the business world. So it wasn't until that moment that I felt like I have a chance to play the NFL. It's crazy."

Focus on winning the game of life:

"Here's, here's a lesson that I've learned. A really important one along the way, and that is: **when you focus...on winning the game of life, all the rest takes care of itself. Focus on surrounding yourself with great people and getting the best out of them and in turn getting the best out of yourself and strive to be the best that you can be at whatever you set your mind to or set your heart to. Be kind. Be generous. Be accepting. Be loving. When you focus on winning at the game of life, it's amazing what opportunities then come your way that you never expect.**"

"Nobody is looking for a six foot 190 to come out of high school a six foot buck 90 coming off of a major knee injury. Nobody's beating down the door for that guy. One reason I got offers from Purdue and Kentucky is because they had new coaching staffs that had come in late December, and they were scrambling to throw together a recruiting class. This guy just won a state championship and was the Player of the Year. He knows how to win. So that was the opportunity I got. I was a great athlete. I'll beat you at anything and I'll enjoy it. And so I was that competitive [and] that attracted people."

The intangibles:

"So I'd say it's tangibles versus intangibles. **What's more important? The intangibles. There's plenty of people with the tangibles. Intangibles: intelligence, toughness, leadership, competitive desire. Like which one would you rather have? The big guy who doesn't possess any of those, or the little guy who possesses all of those, right? That becomes your edge.** I've never entered into a business or sports to prove anybody wrong. **There were people on the way who believed in me. I'm out there to prove them right. And at the end of the day, I want to make them proud.** And you know what, if you didn't give me the time of day that's fine to sit back and watch. At the end of the day, I'm competing against myself, I want to see how good I can be right? God has blessed me with this opportunity with these abilities with these incredible people around me. And I want to see how good I can be. And so you know what, I'm really not doing this for you. For the people that I'm doing it, for the people that believe in me, for the people that are relying on counting on me, my teammates, you know, I want to be as good as I can be."

"We're all quarterbacks in this room, right? I just happen to be the quarterback for an NFL team. You're the quarterback in your house, households, your businesses, your communities. We're all quarterbacks. Leaders. People are looking [for someone] to lead them, to guide them, to inspire them. And I just always taken that role."

**The importance
of visualization:**

"Let me say this. **Every one of those moments. Every one of those drives had already been played out in my mind 100 times before it happened on TV for everybody else to see. And I say that with all sincerity and all seriousness from the perspective that visualization has been such an important part of my preparation and my process.** Every Saturday morning, we would go and we have meetings as a team. We would go out and walk through, you know the opening place of the game and maybe a few situations, but then everybody would leave and I would stay out on the field. And I would go through every no huddle package."

The best teams:

"I'm very laser focused, especially during the week I don't really allow myself too often to just relax, Enjoy the moment. Smell the roses. I would say that over the last four to five years, I've tried to become more of that person because I felt that the end was near and that I just wanted to soak in every ounce of what I was experiencing. Listen, you still have to work your tail off during the week to prepare and to put your team and yourself in the best position to succeed and win. But when that part is done, let's celebrate a little more in the locker room. Let's be a little bit more carefree, let's dance with the fellas, let's hang out on the plane a little bit more. Just engage and just soak that in a little more because that's what you worked so hard for and that's how you build those relationships as well. You know **I've always felt like the teams that were the most successful that I've been a part of were the teams that cared about each other on a personal level. And I think that goes for any walk of life. You're not just talking about sports teams, you're talking about businesses.** When everyone knows that they have just as important a role as anybody else, and they are just as appreciated as anyone else that develops a love and a kinship and a bond that carries on forever and that will allow you to achieve some pretty incredible things."

“What I’ve done for 20 seasons takes an incredible woman and that is my wife. Absolutely she’s an angel, and I would equate her to the Spartan wife. She’s like, ‘You’re going to battle. Come back with your shield or on it.’ Like she’s as fiery and competitive as anybody. She’s like, ‘You got work to do. Go get that work done. Don’t worry, I’ll take care of your house, the kids and all the homework.’ We had such a great system and she was so supportive and just, like, so protective too, and just allowed me to be my very best with no worries, no concern about what was happening in the house. She’s got it taken care of and that really freed me to be my very best at being a quarterback.”

“Well, the thing that we have that I think that is very unique with the Saints organization is we have an incredible group of veteran leaders. Guys that have paid their dues and made their way into a position of leadership where they’ve been through it all. And so no matter what a young guy may be going through, or if a young guy gets out of line, or whatever it may be we’ve got guys in just about every position group that can pull them aside and very quickly relate. And I think that’s something that you realize very quickly and listen the key word here is culture, right? It’s culture in our locker room. It’s culture in the workplace. It’s culture with your businesses, right? And it’s culture in your households, right? There is a level of expectation that everyone, when you see the leadership, working a certain way, acting a certain way, focused a certain way, you immediately say well that’s the way that it’s done around there. And I find that every young player, every free agent, who steps in our locker room very quickly realizes the way that we do things. And you can see why the results are the way they are as well.”

On franchising:

“But I really I love franchising. I started off being a Jimmy John’s franchisee actually 11 years ago in New Orleans. We now have 25 units in the Midwest throughout the Gulf Coast. The thing I love about franchising is you’re taking a model, proven brand, with a support structure behind it, and now empowering someone to be their own business owner and to achieve financial success. It is hard to be an entrepreneur, as many of you know, and it’s hard to take your own idea and bring it to execution. I mean, let’s just be honest so what is franchising? Dude, that puts so many people in a position to take a proven model, a proven concept, a proven support structure, business

owner and go and achieve financial success. That's one of the things I've loved about it. And then now I feel like I get the opportunity, so many incredible emerging brands out there and I've recently aligned with two that I cannot be more excited about. One is Stretch Zone, they're actually based right here in Fort Lauderdale. I actually did that during my last few years in the NFL, and I felt like it completely maximized my training. It really helped me to play a few more years, to be quite honest with you. And it's, as we know, with the aging process, we lose flexibility. So I think for so many people that have lost something and have not been able to regain it, this becomes a method to get that back. And so I think that's going to be transformational, a game changer for so many. The other is Everybowl which is a craft superfood concept coming out of San Diego, California. It's you build your own bowls, it's healthy, nutritious but for the franchisee it's a small space. There's efficiencies built into the operational model that are so easy. So I love being aligned with these emerging brands that have so much passion, so much resilience and so much opportunity, because the end of the day what is it doing? It's creating jobs for people, it's creating financial security for people that otherwise wouldn't happen."

On philanthropy:

"Philanthropy takes a ton of my time. My wife Brittany, we have our own foundation, the Restream Foundation. Over the last 17 years we've been able to raise over \$45 million. You know much of that is in New Orleans. It started off with working with a lot of pediatric cancer organizations. Children's hospitals to improve the quality of life for patients with cancer. When we got to New Orleans, we broaden the scope of that to include all the rebuilding efforts...after Katrina...so we were rebuilding schools, parks, playgrounds, athletic fields but it was so much focused on young people and providing the type of atmosphere that gave young people hope and an opportunity to truly achieve anything they want to achieve in life."

"I've got something I'm working on right now, though, that I'm so excited about and we're still pulling together. But this could create a model that can be replicated throughout the country. I'm working with an organization, I'm a co-founder of an organization called Shield One. And basically what we've done is we've identified an urban farming initiative that could be transformational for so many communities. It involves

building a structure that is vertical farming. It's hydroponics, it's aquaponics, it's a fish farm. It basically will solve the food insecurity problems in so many communities. It's job creation and STEAM education. We're about to build one of these in Minneapolis, Minnesota about two miles from where George Floyd was killed in a community that desperately needs it. And that model kit will be replicated in New Orleans. It will be replicated throughout the country. I cannot tell you how excited I am about that."

[Interviewer] So when you're looking at when you're looking at investing, either your money, your name, your brand, or your time, there's rules that you follow, but there's some things you won't violate. What are they called? Non-negotiables?

The non-negotiables:

"I've got to love it. I have to love the people that I'm working with. I'm at the point now I think in my life and career where I just want to be around people that are like-minded and have the same passion and energy and emotion. I want to see persistence...resilience. Because in this day and age, and especially coming out of COVID, people have had to be nimble businesses. You had to find a way through extraordinary circumstances, unprecedented circumstances and so that has actually allowed me to sift through a lot of potential opportunities and find the right ones because of that passion, that resilience and that problem-solving ability."

[Interviewer] Since you brought up COVID, how did you play through it with an empty stadium? How much different was that?

"It was weird. I guess we kind of got used to it. But I mean, I remember stepping into the Superdome week one we played the Bucks. Fans give you so much energy and momentum and I can remember a few plays in that game that were momentum changing plays. There always are. And that's usually when you feel the crowd the most."

"We intercept the ball beginning of the third quarter. George Jameson Jenkins returned for a touchdown and that was a moment when the lid would have just blown off the roof at the dome with fans just going crazy. And yet it's like that's just a pin drop. And then we complete a long pass to our tight end in

the fourth quarter to basically seal the game. Another moment when the place would have erupted. So those moments where you felt it you looked around, you realize that I wish the fans can be a part of this.”

“So life lesson, worry about what you can control. It was the worst call in the history. We can throw a fit and we can kick and scream and whatever else but you know, at the end of the day, that was out of our control. It was very unfortunate because that sends us to the Super Bowl and who knows what happens. But you have to take those moments...you have to find growth opportunity with everything that happens in your life.”

What 10X means to him:

“Exactly what I said which is everything that happens in your life is a growth opportunity. You have to visualize and feel that. My goal is to get here. So every step along the way, there will be growth opportunities. There will be defining moments. I can promise you that 99% of those are going to be because of failure or tragedy or something that at the moment. You thought why is this happening to me? Why now? I look at every defining moment in my career and my life. And [they came] very soon after...on the heels of that...came a moment of triumph. A moment of growth, a moment of WOW. I would not be here, I would have not been able to experience this without what just happened. Perfect example, I had a major shoulder injury the very last game of my career with the San Diego Chargers...the very last game of the season in 2005. I was going into an off-season where I did not have a contract but it was held. But the expectation is that I’m about to get a long term deal with the stadium. I’ve done enough. I’ve fought hard. I’ve been benched three times bought back from that and now. I finally proven myself as the starting quarterback of this team. They’re gonna sign into a long-term deal. I’m gonna be here my whole career and I’m gonna lead them to a championship and in an instant, I probably have one of the worst injuries you could have as a quarterback. I dislocated my right shoulder—my throwing shoulder. It was according to the doctor that it was a 1 in 500 injury. It dislocated out of the bottom, it twisted, I tore my labrum 360 degrees all the way around. I tore my rotator cuff. So 13 anchors in my shoulder. I basically have to learn how to use my shoulder to learn how to throw again. I came here to the Miami Dolphins they told me I had a 25% chance to ever come

back and play anywhere. I go to New Orleans and they say we'll take you as you are and we know that you're going to come back and we know that you're going to lead this team."

On growth opportunities:

"This is what I tell myself every day and this is what I tell my kids every day. Number one, everything is a growth opportunity. Everything that happens to you is a growth opportunity. But you have to have a growth mindset to see that. Number two, focus on the process and the result will take care of itself. Even though you may not be right now where you want to be, you have a vision of where you're going. So be the best at where you are right now. And lastly, winning the game of life, be a Hall of Fame person and all those opportunities will come. Thank you."