

Talks at GS
Patrick Cantlay,
2021 PGA TOUR Player of the Year
David Solomon, Moderator
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Patrick Cantlay: Any time people care, and people are amped up and they're watching golf and I'm in the thick of it, that's exactly why I practice and exactly where I want to be.

[MUSIC INTRO]

David Solomon: Hello and welcome to Talks at GS. I'm super excited to be joined by Patrick, who obviously is one of the topped ranked golfers in the world. Patrick had quite a whirlwind year. You won four PGA Tour titles, including the 2021 FedEx Cup. He was named the PGA Tour Player of the Year, which is pretty cool. And he helped lead the US Trophy Team to victory at the Ryder Cup, which was also very, very cool.

This is really an incredible comeback after your back injury that sidelined you for three years. And we're super proud to have you as a brand ambassador and a real partner to

Goldman Sachs. And so, we're going to talk to Patrick about a whole range of things today. But let's start by welcoming Patrick to Goldman Sachs.

So, let's start. It's the Christmas holidays. You have no shortage of reasons to celebrate. Do you feel like this is just the culmination from an enormous, enormous amount of hard work over a long period of time? How do you feel?

Patrick Cantlay: Yeah, I'd say that's right. I think it's easy for people to see the results. And people are finally-- you win four times in a year and people, you know, start to take notice.

David Solomon: We would have taken notice if you'd won twice.

Patrick Cantlay: But, you know, there's obviously lots of hours I can remember as a junior golfer, as a high school golfer, in college. And it is the culmination of all that work paying off. And as I've been doing talks and people have been asking about what I'm thinking in those moments or how I react to a bad shot, et cetera, I notice that a lot of my

thoughts are, well, now I think about it this way. But that's in comparison to the mistakes I've made growing up playing tournament golf and applying what I've learned from failures. And so, it's really satisfying to be in similar situations, but take that old learned knowledge and apply it, and then having it be successful. So, it's been really satisfying and fun.

David Solomon: Yeah. One of the things that was interesting, we had dinner with a small group of clients last night with Patrick, and someone said, "How do you put up with all the pressure? You've got all this incredible pressure. You've got to hit this shot. You've got to hit that shot. You've got to make that putt. How do you put up with all the pressure?"

And, you know, your answer was really interesting to me. So, respond to that. I mean, because it was different than the way I would have thought you thought about it.

Patrick Cantlay: Yeah. I put so much internal pressure on myself, as I'm sure people do, what you're doing everyday is obviously the most important thing that you're doing. So, I

also do something where people watch and then, you know, occasionally now people are betting. So, they're so into it, even when I'm out there. And I can feel them, "Oh, you can take him. I've got 50 bucks on you." You know? But all that external pressure pales in comparison to the internal pressure that I'm putting on myself.

And so, how I usually answer that question is the pressure I feel coming down the stretch of a tournament now, whether it be the Tour Championship or a match on Sunday in the Ryder Cup, because it means so much to me, it feels similar to when I was leading a college event or when I was leading a junior event. Because at the time, the internal pressure I was putting on myself to play well was everything. You know? That junior golf tournament was everything for me. And so, it feels similar.

And being able to draw on previous successes and failures and learning from the failures and learning from the successes, is the best way that I've learned to deal with the pressure.

David Solomon: You know, you mentioned the Tour

Championship. The BMW and the Tour Championships had so many dramatic, you know, kind of high-pressure moments. You once told me that you get into a trance, and everything plays out like a movie in your head. Can you take us through your process of what's going on in your mind when you're standing over a putt that you have to make? And you know, just like you made that final shot at the Tour Championship, the Six-Hole Playoff at the BMW, there were a couple shots where you have to make, what's going on in your head? What's your process?

Patrick Cantlay: So, when I say that it's playing out like a movie, I think that's the power of routine. And so, it's also the power of visualization. And so, if you can combine those two together, it is as though you are watching yourself in a movie and you know what's going to happen. So, my routine takes a certain amount of time. I have a 20-footer. I know that what I'm doing right now is similar to what I was doing on the last hole. And in five seconds I'm going to strike the ball because that's what I do every time when I putt.

And so, because my brain has done it so many times, it

can put you at ease because I know in five seconds, I'm going to hit the ball. So, there's less anticipation. There's less nervousness. And when you really are in the zone and you get some confidence, you know, and then you also get all the people there that can create the atmosphere where, for me, it's even easier to focus. It would be hard for me to focus if you said, "Make a 20-footer" and we were just out on a practice putting green. But if you get 100, 1,000, 10,000 people and then you want to bet \$100,000 on me making a 20-footer, I like my chances in that scenario opposed to, "Hey, can you just make this 20-footer?"

And so, all those things working together is a beautiful thing because that's when your confidence is peak. And then you have less anticipation if it all is coming out of your routine because the routine never changes.

David Solomon: Yeah. I'm smiling because I know when I'm standing over a putt, I have no idea what's going to happen or not in five seconds, you know? Let alone whether or not I'm going to hit the ball.

You called the Ryder Cup the pinnacle of pressure for a

professional golfer. How is a team competition different than playing alone?

Patrick Cantlay: Well, for golfers, it's somewhat novel. So, it has the "I don't do this very often" component, which makes it fun and exciting and different. With that, I think the idea of playing for something larger than yourself, the other teammates, the captain, the country, if you really-- the Ryder Cup is so interesting because everyone turns it on and says, "I know who I'm rooting for." They may not know Scottie Scheffler. They may not know his game. But when he's playing Jon Rahm [PH] on Sunday and you're just channel surfing and you see Scottie Scheffler and Jon, you're like, "Come on Scottie," if you're American, right? And so, that's really cool about golf. Or really cool about team golf.

And that difference, I think, is an elevator. It makes it more exciting to play, more exciting to watch. And being able to play for something bigger than just your own accolades makes it that much more exciting and that much more fun.

David Solomon: Yeah, I mean, I must say, it's incredibly

exciting to watch. Incredibly exciting to watch. Is there a favorite moment for you this season that you just keep replaying over and over in your head?

Patrick Cantlay: Maybe not one moment. But I think taking a step back and the run from winning the playoff in BMW and then maintaining the lead and winning at the Tour Championship. And then the anticipation for the Ryder Cup. And then being able to play really well in the Ryder Cup and be on the winning team. When I think about all that--

David Solomon: Good run.

MALE VOICE:

-- Kind of compiled together, it's really satisfying because it's everything you dream about growing up. And I find it very rare where your expectations meet reality, or you can get reality to meet your expectations. And it was a month of expectations meeting reality. And so, it was awesome to be a part of.

David Solomon: That's awesome. You know, we're talking

about the season. I want to talk about the last few years and a little bit of the history because it's a remarkable story. You really didn't know if you'd ever be able to play golf again after the stress fracture in your spine sidelined you. And those were really challenging times. And you've talked about it with me. You've talked about it with the partners down in Florida.

You, obviously, made an unbelievable comeback. But I'm really interested to kind of have you talk about a little bit about kind of that process. And, you know, what's been interesting to me is kind of talking to the doctors and what the doctors said and what you ultimately decided to do, kind of how you got through all that. So, talk a little bit about that if you don't mind.

Patrick Cantlay: Sure. Well, let's see. I turned pro in 2012. And I was first on the Web.com money list when I got hurt. And if you're top 25 on the Web.com money list, you'll get your card. It's now called the Korn Ferry Tour. So, I was one on the list when I got hurt. Out for six months. I played the last two events of the Web.com that year to try and keep inside the top 25. I missed the cuts because my back

was really hurt. It was still broken. And I missed cuts in the last two regular season events and fell to 26. Didn't get my card.

Fortunately, there was a playoff, you know, there are three or four end of season Web.com events. I lost by a shot in the first won and wrapped up my PGA Tour card.

Then I was out for eight months. I played on the tour for, maybe, four months on a medical. Played five events. And then I was out for three years.

And so, during that three years off time, it was by far the darkest period for my life because everything I'd worked so hard at was just nothing. Couldn't golf. And for someone that spent so much time trying to be the best golfer in the world, not being able to golf was just-- it was earth shattering. And so, not only that, after a year and a half being off, my best buddy passed away. He got hit by a car and I was there, and it was very traumatic.

That was two weeks after I had gone to the spine doc. And the spine doc is Robert Watkins in LA. Really respected.

And has become a good friend of mine. And he sits-- you know, he's an old guy. White hair. And he sits perfectly straight in the perfect back doctor posture. And he's, you know, very "What's your problem, Patrick?" "Well, my back hurts." And he goes, "Well, you know, what do you want me to do about it? You're not a surgical candidate. I've injected you with all this stuff to make it feel better. It hasn't worked. And you've completed all the physical therapy with my best physical therapists. And you're saying that golf is the only thing that still hurts your back. Don't golf."

Well, for someone that's seen a spine doctor ten, 11 times. My tenth, eleventh time in his office. Tried everything I could possibly try. Flown all over to all the different people that say they can help. No one's really helped. The doc's saying you're going to have to take a year off from golf. That's what he said. He said, "You should take a year off from golf," was just even more of a blow. And so, combine that with the death of my friend, I mean, I was in the dumps.

But I ended up taking 11 months off, completely off from golf. No putts. No chips. No nothing. Just physical therapy

and rehab. And then when I came back, I started really slow. Hit some putts for 30 minutes.

David Solomon: Did your back not hurt through that whole period because you weren't playing? Was it literally only that golf hurt your back if you're just living day to day?

Patrick Cantlay: Yeah. The golf rotation. So, just rotating my back was what caused it. But for the most part I felt fine not doing anything. I just had to have lots of time doing nothing, which felt like I wasn't getting any closer towards my goal.

And then when I came back, I started back really slow. And each month I felt a little better, a little better, a little better. Still hurt when I came back to play golf. But, you know, after about 18 months or two years with the right team in place and the right protocols and process, I mean, I don't have any left sided back pain ever now. Which is hard for me to imagine because I lived with it every single day for a long time. So, that's that story. And I'm a better person for having gone through that.

David Solomon: Well, you count a lot of PGA Tour veterans as mentors. You've played with a lot of them when you were in high school. You come from a family of golfers. Your grandfather had a putting green in his backyard. Your father is a former Club Champion at Virginia Country Club in Long Beach, which is where you grew up playing golf. Talk a little bit about how a variety of these mentors kind of influenced you, your father, your grandfather, Jamie, you know, your coach. How did they help you as a young kid? How has that affected you?

Patrick Cantlay: Well, I was very fortunate in that I never knew what it was like not to know how to golf. I had always golfed. I was two, my grandpa handed me a putter, said, "Go in the backyard and hit some putts." You know, he still mows the putting green every day. And he'll get it fast for Christmas when everyone comes over. So, I kind of just woke up one day, went to school. I was maybe 12 or 13. I remember looking around the classroom and thinking, you know, all these guys play football, and all these guys play baseball, and all these guys play basketball. There's only, maybe, two out of the 40 boys in sixth grade that even

know how to golf.

David Solomon: And this is southern California.

Patrick Cantlay: Right. So, I think it clicked when I was around 12 or 13 that if I work really hard at golf, I have a better chance of being good at golf than I do football. Not to mention I'm very slow.

David Solomon: I don't know if that logic is exactly the right logic, but if it works for you, that's great.

Patrick Cantlay: I remember that clicked when I was young. So, I was very fortunate that I'd always played golf. And I kind of took it for granted that I was good, not knowing that it takes lots of-- there's a big barrier to entry. It's hard to get good because there's not a lot of coaching and it's very expensive.

And then Jamie taking over at Virginia Country Club in 2000/2001, he had already coached people that were playing on the PGA Tour. And so, the fact that he took over my golf instruction at, like, eight, nine, ten years old, I

mean, that's just a dream scenario for being able to play good. And I remember being 14, 15, 16, again, with not very good logic, but thinking, oh, "Jamie's taken guys to the Tour before. If I just listen to what Jamie says, you know, I'll make it to the Tour." Which is so silly to think now looking back on it, but that's how I felt. And so, having that ecosystem of knowledgeable people really gave me the opportunity to be good.

David Solomon: You know, one of the things that I know you had to do is you had to adjust your swing at one point. And make changes to your swing. When was that? And how difficult is that? Because that, to me, for somebody that's really good and has gotten really good, then for working with a coach to be adjusting your swing, that's got to be a very hard thing to do.

Patrick Cantlay: Yeah, that was after taking the 11 months off or 12 months off. And I give a lot of credit to Jamie because he really helped me change the patterns in my swing to take stress off my back.

David Solomon: Yeah. And it really made a difference.

Patrick Cantlay: Yeah. I think if golf is hurting, do your best-- Watkins would always tell me, "Well, you've got to do your best to make golf hurt you less if golf is what's hurting you." And so, Jamie and I worked hard on that, and I've been successful.

David Solomon: Xander Schauffele, your partner at the Presidents Cup in 2019 and also an incredible friend said it's almost impossible to rattle you because you don't have any real weaknesses. By the way, I don't have a lot of friends that say that about me.

Patrick Cantlay: He's talking golf only. I've got plenty of weaknesses.

David Solomon: Paul Azinger said that you're his favorite player to watch. He said, "What everyone else sees as a kind of-- as incredibly boring, I see as I wouldn't want him breathing down my neck." Does that align with how you see yourself? No weakness? Impossible to rattle? How do you see yourself?

Patrick Cantlay: I think the boring side resonates with me. I mean, to take a game like golf and make it boring is actually, you know, if you're hitting fairways and greens and two putting and doing everything just right down the middle and you're never in trouble and someone says, "Man, I watched you play golf. I thought you shot 71 and you shot 68," that's like music to my ears. Like, yeah, I made it look easy.

David Solomon: Yeah. No volatility.

Patrick Cantlay: So, I think that's what Azinger's getting at. And definitely part of my process is what parts of my game are lacking or where am I struggling? And if I have 100 percent of time, why don't I just block off a chunk to get really good at the part of my game that I am struggling? And at that point it becomes a time management/technique problem. I either have a wrong technique that's not allowing me to be effective at this part of the game or I just simply haven't put enough time. With time it will most likely get better. With time and the right technique, it will definitely get better.

David Solomon: Well, do you remember what it was like the first time you played and there were fans and so people were watching you?

Patrick Cantlay: Other than my mom or dad, yeah.

David Solomon: Other than your mom and dad and a couple of friends?

Patrick Cantlay: Yeah. I played-- first time I really had fans was 2011 when I qualified for the US Open. And the first tee shot is at Congressional in DC. And I was teeing off the tenth hole, which is right by the clubhouse. And there are so many people there I can't even tell you. And to this day, I still remember being on the tee box and being like [NOISES] nervous. And I ended up hitting it to, like, four feet, 220 yards over water and made birdie on the first hole. But then I proceeded to make, like, eight bogies or whatever on that front nine. I shot 42 or whatever.

And I drank the most amount of water bottles you've ever seen anybody drink on the tenth hole. It's still the most water you could drink on a par three because I was that

nervous from being jacked up about being around all those people. And it's funny to think back on that moment now because I really relish being able to play in front of lots of people.

David Solomon: It adds to you.

Patrick Cantlay: It makes it easier.

David Solomon: Yeah. Now. That's so interesting. You also said that it was fun playing in front of fans rooting against you, like at the Presidents Club in Australia. How did that impact your mindset? And what made it fun?

Patrick Cantlay: It's fun when you're playing golf and the people watching and the people there care. That's fun. So, it's-- granted, it's more fun to be in Wisconsin with the home crowd and making the Europeans not be able to travel, so it's 99 percent American fans.

David Solomon: That's a good deal.

Patrick Cantlay: It's much nicer to have a putt to win in

front of that crowd. But it's almost equally as fun to have 10,000 Australians having you have a ten-footer, everyone wanting you to miss. And then you make it. That's really fun. That's like one of the best parts of my job. It's like so satisfying. You know? And so, any time people care, and people are amped up and they're watching golf and I'm in the thick of it, that's exactly why I practice and exactly where I want to be.

David Solomon: So, I was up at my desk a little while ago and I came across a tape that Tiger Woods is returning to golf next week alongside his son at the PNC Championship. I know you've been very supportive of him. He was capped at the Presidents Cup two years ago. You're both members of the same golf club in Florida. And you borrowed his caddy for the FedEx Cup in August. So, how will it feel to watch him compete again? How do you feel about all this?

Patrick Cantlay: Well, I think I owe a lot to Tiger for making golf as mainstream as it is and growing it to where it has been. I think all professional golfers owe him a debt of gratitude. So, I'm very happy, also having been someone that's gone through an injury, to see him go through

something like that and then be able to play. I think that's fantastic. And I think it's fantastic for the game. And I hope that he makes a full, complete recovery. And I hope he's out there competing against me.

David Solomon: The highest level, yeah.

Patrick Cantlay: 100 percent. Because it's so great for the game and he loves golf as much as anybody as I know. And so, I know he wants to get back to play. So, I'd like to see him succeed.

David Solomon: Well, it's going to be fascinating to watch for sure. I know you listen to certain songs just ahead of a match and you play them in your head.

Patrick Cantlay: Yeah, I like to get a song stuck in my head during a round of golf.

David Solomon: Your coach said your musical taste is stuck in the '60s and '70s and classic rock. And you probably haven't listened to a full song written after 1979. That's at least--

Patrick Cantlay: Maybe a stretch. But he's mostly right.

David Solomon: What song did you listen to just before the Tour Championship?

Patrick Cantlay: You know, I can't tell. I've had Zeppelin songs stuck in my head and I'll just keep playing them over. Even like a poppy Simon and Garfunkel song I'll get stuck in my head and just go with it. My musical taste is mainly summed up as, like, Bob Dylan, Beatles, Rolling Stones, and Zeppelin. Zeppelin being my favorite.

David Solomon: Well, that's pretty good taste.

Patrick Cantlay: I am stuck in the '60s and '70s.

David Solomon: You're stuck in the '60s and '70s. How would you complete the following sentence? People may be surprised to learn that Patrick is a big fan of --?

Patrick Cantlay: I don't know about surprise, but I'm a big fan of learning. I'm a big fan of not only learning

different subjects, but learning things about myself. If I can learn myself better, if I can learn my weaknesses, it gives me a chance at improving them. And I try to really ask myself tough questions like did I do the best job I could have? Was I as engaged as possible? So, self improvement, something I'm always working towards.

David Solomon: So, I know why we decided to sponsor you. But can I flip it around? Why'd you pick up?

Patrick Cantlay: Well, at the time, Marcus was just taking off. And I felt like I was in a similar position. And we've grown together. Not only that, I mean, Goldman Sachs has a reputation for being the absolute best. And so, that was something that I thought fit what I'm striving towards. And I thought if I could hold up my end of the bargain, it would be a cool story to be able to have that synergy of we are trying to be the best. And we are leaving no stone unturned. And we are going full bore towards the future to be the best we can be. That's a powerful story and I think people gravitate towards institutions and individuals that are thinking that way.

David Solomon: Well, I like that story a lot. So, we're going to keep working on that for sure. You know, when we last spoke, you said to me that you get excited and revitalized by asking people what they're working on in their life. So, let me ask you, what's the next mountain to climb for Patrick Cantlay?

Patrick Cantlay: I think it's obviously majors. You know? I think before this year some people may have said majors and some people may have just said tournament wins in general. I think golfers, professional golfers are measured by tournament wins. First, majors and second, tournament wins. And so, I think I was saying the other day, I finally feel like I have a process that has a track record of working. And so, I want to double down on that. Keep the blinders on and stay focused and keep my team rolling. I feel like I have a great team. And so, keep the team rolling and go in the same direction and, you know, kind of double down on everything that's been working.

David Solomon: What are you most excited about on the course for 2022?

Patrick Cantlay: The major championship venues this year are off the charts. Saint Andrews for the British Open. I mean, circle that one as one I'm really looking forward to. It's the home of golf. And with all the history it's just if you could win-- if there was a tournament you wanted to win that wasn't the Masters, it would be maybe the British Open at Saint Andrews. And maybe for me the US Open at Pebble Beach. So, whenever one of those comes on the schedule it's easy to look forward to.

David Solomon: And how about off the course?

Patrick Cantlay: Off the course, I think it's for me about finding balance. So, I tilt towards the golf. I'll do almost anything to make myself a better golfer. But there's a tipping point where if I go down that road too hard and I don't look for the balance at home, then I'm not as effective at the golf. So, being able to maintain a balance and have fun and have things to look forward to is really valuable for me.

David Solomon: That's great. So, just to wrap up, I want to talk courses and clubs. You've said that the course at

Augusta is so incredible that you learn something every time you go there. Give us some examples of what you've learned at Augusta.

Patrick Cantlay: Yeah, not only that but it changes almost every year that we play it. They've redone a hole. They've redone a green.

David Solomon: Put a tee back.

Patrick Cantlay: Put a tee back. And so, it's not necessarily noticeable on TV. But Augusta, more than the other majors, totally different than the other majors at the same course every year. And so, the more you can learn that golf course, and you're going to go back year after year after year.

I think of Augusta as a series of red lights, green lights for easy talking. There are hole locations out there that are in bowls. Those are green lights. Fire in the bowl. At all costs, hit it in the 20-foot circle so it can feed towards the hole. And there are red lights. They'll put them on top of shelves on the green, the hole locations. And then you might as

well just hit it in the bowl for the easy hole location and putt up the shelf 'cause the shelf is so hard to get your ball there.

David Solomon: Par 3-6. Be on the right side of the green.

Patrick Cantlay: Exactly right.

David Solomon: Bends all the way back on the right corner.

Patrick Cantlay: So, after going back year after year and you get burned trying to put it on one of the little shelves and you make a bogie, you realize, enh, it's not worth it. And so, I'll just wait for the green lights to come around.

David Solomon: That's interesting. What's your all-time favorite course? The one that best fits your game?

Patrick Cantlay: Hard not to say Memorial. You know, I've won twice there now in, maybe, four - five years of playing the tournament. And it's always fun to go back to Jack's course. And he does such a great job with that

tournament. It's a little bit of an elevated status. And I like going there.

David Solomon: You've always said, and you said it just a couple of minutes ago, that you let your clubs do the talking. And you've used the same clubs for quite some time. The 718 AP2 Titleist Irons. What do you look for in a club? Is it feel? Is it flight? Is there science? Is there a look, how it looks when it sits in your hand and sits on the ground? What matters when you choose a club?

Patrick Cantlay: Look is a big thing. It has to look right first. If it doesn't look right, it's really hard to ever make its way into the bag. For me, I'm very much a I'd rather I know exactly how it works and carry the club for a long time than I would put a brand-new club in and not know exactly what it's going to do. Golf is very much about if I need to miss it right, I'd better not miss it left. And so, you'd better know exactly what the club feels like, what it looks like, what every little thing you do it will change what happens to the golf ball. So, I'm very much a, if it gets in the bag, it's in the bag for a reason. And it's probably not coming out unless something is definitely better.

David Solomon: What's your favorite go-to shot?

Patrick Cantlay: So, it changes. I've had tournaments where I come down the stretch and I'm hitting only left to right shots. And I'm doing it by, you know, you just get this feeling of holding off the club. You never let the club face turn over. You never let it turn over. You're just holding it. Holding it. Holding it.

You know, when I won at Sherwood at the ZOZO about a year ago, I came down the stretch and I was just hitting all kind of hold pulled off fades. But then I down to Memorial and the shot looks really good for a draw. And I've been hitting a really nice draw all week. And I'll just get up there on the 16th or 17th hole and rip a draw. So, it's very much what is going right that day.

And if you do get in a pinch, you know, trying to play a shot-- so, if you are in a pinch or you're really nervous, it's almost easier to try and play *a* specific shot than get up there and make a driving range swing because it really focuses your brain on being able to paint the picture. So, if

I get into a pressure situation, I really like to visualize exactly what I want the golf ball to do. And usually, it's one way or the other. It's not, "Okay, I'm just going to pick a target and try and hit a straight one."

David Solomon: Last question just to finish up and it's a big, complicated question. You know, the game keeps getting longer and longer. People keep hitting the ball farther and further. There's a whole debate about whether the science of the ball should be changed. Obviously, a very complicated debate. But we're running out of real estate. Not every golf course in the world can buy all the real estate around it so that you can keep growing the course, growing the game. There are some great golf courses that are 6,200 yards long. And there's not an inch of room for them to be any longer. And, you know, obviously today, you know, great golf courses for guys that hit the ball so far need well, well, well north of 7,200 - 7,400 yards. Should the ball technology change? Should there be a stop to that? To change, kind of, the dynamic of that trend? Or is that bad for the game of golf?

Patrick Cantlay: That's not a lightning round question.

David Solomon: I know it's not. But it's been burning in my head, and it wasn't in my notes. And I've been wanting to ask you it for the last two days. And so, I figured this is as good a time as any.

Patrick Cantlay: Well done. That's an extremely difficult question. And I'll answer it theoretically with the caveat being I'm not even going to go start talking about the implementation.

David Solomon: Yeah, because implementation is crazy hard.

Patrick Cantlay: Is the hardest part of it, which makes your knee jerk reaction to be, like, don't do anything because they might mess up the implementation, so it won't be worth it.

Theoretically, the golf ball needs to go shorter. Every golf course I go to has different tee boxes farther back than even four - five years ago when I visited the golf courses. And it's getting to the point where the tee boxes are already

to the perimeter of the property, so much so that Augusta's been buying up all the adjacent pieces of property so they can put more tee boxes and change the holes. That's not sustainable.

Not only that, if pace of play is one of your biggest concerns--

David Solomon: You're adding.

Patrick Cantlay: I mean, how many golf courses do I go to on tour where I walk off the green and the tee box for the next hole is 100 yards back?

David Solomon: You have to take a hyper loop.

Patrick Cantlay: They didn't build the golf courses to do that. It should be green to tee. You see that at Colonial. They have no space in Fort Worth. All the tee boxes are green to tee. The rounds take 15 or 20 minutes shorter at Colonial than they do at Memorial. It can't keep going this direction. Guys are not only-- the technology is not only better, young guys are trying to hit it farther and farther

because the stats say the farther I hit it, the better I'll play.

David Solomon: That's why you took 350.

Patrick Cantlay: 100 percent.

David Solomon: And so, something has to give. And I think the biggest shame is that I can't go to Cyprus Point and play the golf course how the designer of the golf course designed the golf course to be played. So, once guys start to hit it over bunkers, I don't know if you guys watched Bay Hill this year, it's the tournament Bryson won. There's a par five. And there's a lake in the middle. And the hole, if you just follow the grass, goes like this. All the way around the lake. But the cover to the green, if you just go across the lake is, like, 340 yards or something like that. And you can cut out the whole par five. And most of the guys hit it over part of the lake and then over part of the lake to the green. He got it down wind and he hits it farther than anyone on tour. And he hit it in the green side bunker. Instead of going like this, everyone else was hitting it this way, he hit it this way. And he, literally, chipped it onto the green on a par five.

When they designed the hole, that was supposed to be absolutely, no matter what impossible. And so, the biggest problem for me is when you lose the architectural integrity of the golf course. And we're to the point where that's where we are. So, something has to give.

David Solomon: Yeah, it'll be really interesting. It's a hugely complicated problem. And as you say, to say nothing about the implementation. Super complicated.

Patrick Cantlay: Which could be everything. Right? It renders everything I'm saying irrelevant.

David Solomon: Well, you have to start moving traps. You have to start moving greens. You have to start moving tees. You've got to remake golf courses, basically, to accommodate it.

Patrick Cantlay: You have to change the design.

David Solomon: Change the design of the courses.

Patrick Cantlay: Which not every golf course can do it. Not only real estate, but it's very expensive.

David Solomon: Yeah. Very difficult. Well, look, Patrick, great having you. As I said at the beginning, we're proud to be your partner. We're excited for the year ahead. We're incredibly proud of what you accomplished this year. And so, we look forward to good things in the future. And thanks for being here today.

Patrick Cantlay: Thank you very much. I enjoy being your partner very much.

David Solomon: Thank you.

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