

REQUEST FOR PROPOSAL

METRAPARK VENUE MANAGEMENT SERVICES



**GIVING FANS
SOMETHING TO
CHEER ABOUT!**

WELCOMING MILLIONS OF
GUESTS TO EVENTS ACROSS
THE GLOBE.

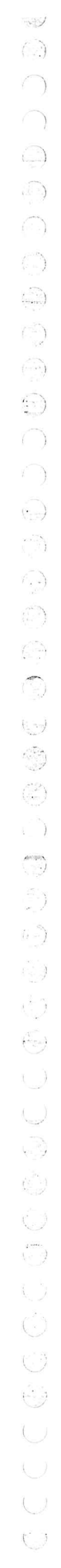


TABLE OF CONTENTS

| | |
|---------------------------------------|-----|
| 1. Transmittal Letter..... | 5 |
| Testimonials..... | 7 |
| 2. Executive Summary..... | 13 |
| Why ASM Global | 24 |
| 3. Qualifications and Experience..... | 43 |
| 4. Key Personnel | 53 |
| 5. Vendor History | 63 |
| 6. References | 79 |
| 7. Project Approach | 83 |
| Proposed Management Plan..... | 85 |
| Proposed Marketing Plan..... | 89 |
| Proposed Operations Plan..... | 97 |
| Financial Proposals | 115 |
| Subcontracting | 115 |
| Appendix..... | 117 |
| Additional Detailed Information..... | 120 |
| Sample Reports | 127 |

“I believe that ASM Global’s understanding of sports, entertainment, and convention venue management is extremely comprehensive and their ability to develop positive long-term relationships is exceptional.”

STEVE POPPEN
EXECUTIVE VICE PRESIDENT & CHIEF
BUSINESS ADMINISTRATION OFFICER



© 2013 ASM Global. All rights reserved. ASM Global is a registered trademark of ASM Global. All other trademarks are the property of their respective owners.

September 19, 2022

Board of County Commissioners
Stillwater Building
316 North 26th Street, Room 3101
Billings, MT 59101

IMAGINE THE EXPERIENCE



Re: Request for Proposals for MetraPark Management Services

Dear Commissioners,

On behalf of ASM Global, I am excited for the opportunity to provide private management and marketing services for the MetraPark Complex ("MetraPark") to benefit both the County and the Community. Our firm has the industry standing and professional resources that uniquely position us to exceed your goals for MetraPark.

ASM Global understands the pivotal role that MetraPark plays in the community, and we will work with all existing user groups to ensure that they continue to host their events while expanding other live event opportunities to increase economic impact to the County. A strategic partnership between Yellowstone County and ASM Global will ensure that highest levels of customer service, fiduciary stewardship, facility maintenance, and increased usage of the MetraPark venues will:

- **Maximize Financial Performance**
- **Increase Visibility for Billings as a Destination**

As you review our Executive Summary, credentials, resources, and plans, please know that ASM Global:

- **Has incorporated the County's and Community's goals and needs** into its approach
- **Professionally manages, markets, and programs more than 350 venues on five continents**, with more than 61,000 team members delivering the best possible service to our municipal clients and superlative experiences to our guests
- **Delivers a strategic management and booking plan and approach for MetraPark**, taking advantage of our industry-leading resources, footprint of venues in the regional marketplace, and all of our programming features
- **Understands and embraces the importance of MetraPark as a centerpiece asset for the people in the community**
- Brings **unparalleled experience with programming and hosting equine and livestock events and fairs** throughout our network
- **Provides a fully integrated, innovative, and award-winning hospitality and culinary approach**, through SAVOR, to create a locally branded culinary operation that showcases the "Best of Montana," including customized and local products, menus, and partnerships with local restaurateurs and brands
- **Supplies a full complement of industry best practices in facility and event operations** that have been successfully developed throughout the past 40+ years, supported by a full suite of national and regional support
- **Will honor all existing vendor contracts** and work with these vendors to provide the greatest benefit to MetraPark and the County
- **Offers an aggressive financial proposal** that rewards ASM Global for a high level of performance

ASM Global has received and reviewed all RFP addenda issued by the County and our response to the RFP shall remain valid for a period of ninety (90) days after the response deadline. As President and CEO of ASM Global, by my signature below on this page, I have authority to legally bind the company to the proposal terms.

We are committed to achieving the County's goals for MetraPark and always representing both the County's and Community's best interests. This opportunity is in ASM Global's "Sweet Spot" given the current mix of MetraPark venues, programming, and the Vision 2025 master planning initiatives already underway.

Thank you again for this opportunity and your consideration, we remain ready to engage immediately. Please let us know if there are any other questions or clarifications we can provide.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Bension".

Ron Bension
President and CEO

ASM GLOBAL
800 W. Olympic Blvd., 3rd Floor
Los Angeles, CA 90015
+1.213.799.2369 Phone
asmglobal.com



TESTIMONIALS





CITY OF
Los Angeles
DEPARTMENT OF
CONVENTION & TOURISM DEVELOPMENT

“The standards of operation at the LACC have been elevated across all major areas including building functionality, aesthetics, and customer service. Furthermore, ASM Global seeks out and embraces innovative technological solutions and has implemented new parking and security systems as well as invested in the latest online sales and marketing tools.”

JON VEIN
PRESIDENT, LOS ANGELES CONVENTION
AND TOURISM DEVELOPMENT BOARD OF
COMMISSIONERS



TESTIMONIALS

September 12, 2022

Board of County Commissioners
Room 3101, Stillwater Building
316 North 26th Street
Billings, MT 59101



Dear County Commissioners:

The purpose of this letter is to highly recommend ASM Global as the professional management company for the MetraPark Campus.

The Professional Bull Riders conduct marquee events in more than two dozen ASM Global venues, including Sioux Falls, SD; Tulsa, OK; Kansas City, MO; Oklahoma City, OK; Milwaukee, WI; Minneapolis, MN & Glendale, AZ. I can say without hesitation, those managed by ASM Global are in the upper echelon of Professional, Collegiate & Municipal facilities. It has been my experience that our ASM Global host venues provide superior logistical, marketing & administrative expertise. The knowledge and coordination exhibited by their staff nationwide consistently exceeds expectations.

We believe so highly of ASM Global that we recently formed a joint venture to revitalize the historic Cowtown Coliseum in the Ft. Worth Stockyards. ASM Global's industry leading approach to facility stewardship and food & beverage management made them the ideal partner to complement our event development and sponsorship endeavors in the district.

PBR has fantastic fans in Montana and Billings is our longest continuously held event, but PBR has largely operated with an annual event agreement with MetraPark. We believe so strongly in the opportunities arising under ASM Global's management that we would forego our annual analysis and commit to hosting a Premier Level Event at MetraPark in each year of ASM Global's involvement.

ASM Global consistently makes producing a world-class event seem effortless, and we look forward to growing the quality, quantity and success of our events in Billings under ASM Global's management of MetraPark.

Sincerely,



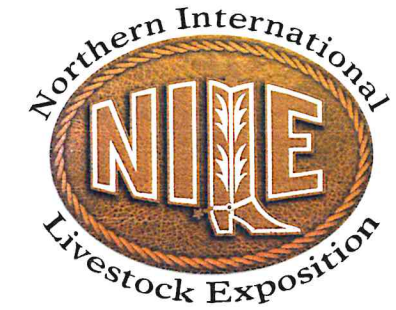
SEAN GLEASON

CHIEF EXECUTIVE OFFICER & COMMISSIONER
PROFESSIONAL BULL RIDERS, LLC

TESTIMONIALS

September 15, 2022

Board of County Commissioners
Room 3101, Stillwater Building
316 North 26th Street
Billings, MT 59101



To Don Jones, John Ostlund, and Dennis Pittman

I have attended many meetings regarding privatization of Metra Park and have met with both OVG and ASM Global. The discussions with both groups I can honestly say that ASM Global appears to have more experience with our type of venue. ASM Global seemed genuinely interested in our events and had constructive input on ways we could work together.

If you ultimately decide to go with privatization, I would like to encourage you to consider ASM Global's proposal.

Finally, I trust that you will decide what is best for Metra Park and we look forward to working with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Hamilton".



RICK HAMILTON

PRESIDENT

TESTIMONIALS

September 15, 2022

Board of County Commissioners
Room 3101, Stillwater Building
316 North 26th Street
Billings, MT 59101



Dear County Commissioners:

The purpose of this letter is to highly recommend ASM Global as the professional management company for the MetraPark Campus. In my position as Chief Administrative Officer, I have first-hand knowledge of the high level of professionalism of the firm and ASM Global's ability to manage and market multipurpose venues and complexes and provide the highest level of service.

ASM Global has successfully managed Osceola Heritage Park on behalf of the County since 2003. The venue hosts a wide variety of activity from nationally known performing artists and sporting events to our "Heritage" events the Silver Spurs Rodeo and the Osceola County Fair. A few major successes include nurturing the Mecum Auction over the past 17 years into the World's Largest Collector Car Auction, landing the Country Thunder Music Festival which will be hosting their 6th annual event later this year and, most recently, transforming a portion of our facilities into a soccer complex that now houses the MLS's Orlando City team that calls OHP their year-round training complex.

As operators, they have successfully met our high expectations as the complex is established as a successful centerpiece of Osceola County and the regional community. The team at ASM Global has ingratiated OHP into our community and are truly family. In particular, ASM Global' desire to work cooperatively with local stakeholders, businesses, vendors and not for profit organizations has greatly assisted in helping to raise the profile of Osceola County as a destination and improve the quality of life in the area. I truly appreciate the efforts and professionalism of the local ASM Global staff in addition to the outstanding corporate support staff and resources.

In summary, I recommend ASM Global with the highest degree of confidence, knowing that the company would be a tremendous asset to your operation and a true partner for Yellowstone County.

Sincerely,

A handwritten signature in cursive script that reads "Beth Anne Knight".



BETH ANNE KNIGHT
CHIEF ADMINISTRATIVE OFFICER

EXECUTIVE SUMMARY





LIVE NATION

“ASM Global is our largest partner in North America, and we are proud to grow our great work together. We are committed to supporting ASM Global’s efforts to provide fans with best-in-class ticketing and fan-engagement now and into the future.”

MICHAEL RAPINO
PRESIDENT & CEO, LIVE NATION





FULL TRANSPARENCY IS THE KEY TO SUCCESS!

The vast majority of venues operated and marketed by ASM Global are government owned. We are, at our core, a government contractor. As demonstrated over many years in stewardship of facilities and complexes similar to MetraPark, we understand and embrace government structures, including:

**OUR FIDUCIARY RESPONSIBILITY,
TRANPARENCY, TIMELY AND ACCURATE
REPORTING, COMPETITIVE PROCUREMENT,
AND OTHER EXPECTATIONS OF MUNICIPAL
ENTITIES.**

Central to our approach is always placing the County's mission and core values first and foremost. To achieve our mutual goals for MetraPark into the future, ASM Global will work hand-in-hand with the County. We will use our resources, subject matter experts, and industry-leading programs and systems to support our local staff to meet and exceed the County's goals for MetraPark.

OUR COMPREHENSIVE PLAN FOR METRAPARK

ASM Global professionally, manages, programs, and markets more than 350 venues on five continents. What this means for our valued municipal and destination partners is:

- More Resources
- More Leverage
- More Support

...all to maximize the potential of the venues in our network. Specific to our plan for Yellowstone County and MetraPark:

- We will embrace and incorporate our understanding of the goals and expectations of the County, the unique aspects of the MetraPark environment, and Billings as a destination, to provide exciting programming and marketing opportunities.
- We embrace the goals of Vision 2025 and **ASM Global will bring tremendous expertise, experience, and value** to the County's ongoing master planning process.
- Our strategic booking and programming approach for MetraPark will take advantage of our industry leading global resources and brand in the multiple industries that MetraPark operates in. This includes all our programming and event partners in the world of live entertainment.
- ASM Global's industry-leading, specialized operating divisions and vast network of subject matter experts will work in collaboration with the County – with an operator's eye on efficiency, flexibility, and marketability.

OUR MARKET RESEARCH

ASM Global has done extensive research in the market, meeting with many destination stakeholders, key users, business partners of MetraPark, and other community leaders. These discussions have guided the development of our initial operating and marketing plans for MetraPark, and established relationships with key organizations we look forward to partnering with for the betterment of Billings and achievement of our mutual goals. A partial list of organizations we have had the privilege to meet with includes:

- Billings Chamber of Commerce
- Visit Billings
- MetraPark Advisory Board
- 11:11 Presents
- Professional Bull Riders (PBR)
- Northern International Livestock Exhibition (NILE)
- Northern Broadcasting
- Best Western
- Northern hotel
- Chase Hawks Foundation
- Billings Hotel & Convention Center





WE WILL MAXIMIZE EVENTS AND REVENUE – IT’S IN OUR DNA!

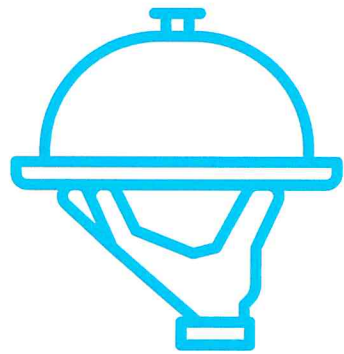
ASM Global’s expertise is in the management and marketing of multipurpose venues and complexes in strong secondary markets, where we use our industry position, leverage, resources, and expertise to elevate the municipally owned venues we are entrusted with. Many of these venues and complexes are similar to MetraPark in terms of:

- Capacity
- Size
- Market Dynamics
- Multi-Purpose Mission

These facilities benefit from both our geographic distribution and the support of our unique industry branding and event programming divisions across multiple industries.

We provide marketing expertise, ensuring that our client venues enjoy success with industry awareness, utilization rates, client satisfaction, and guest experience. No other company offers the depth of experienced industry professionals, focused exclusively on event bookings, effective and innovative marketing, revenue growth, and industry relations.

ASM Global manages and markets more than 90 convention, conference, and exposition centers worldwide and has no peer in this space. Of greater importance to the County, a significant number of the centers we manage are less than 80,000 square feet. Our regional footprint provides MetraPark with complementary booking and sales cooperation, and support for operations, event services, and food and beverage operations when needed.



INTEGRATED HOSPITALITY & CULINARY SERVICES WITH A LOCAL FLAVOR – SAVOR...BILLINGS

Our experience and expertise in providing culinary services instills creativity, local flare, and first-class service. SAVOR’s ability to target our culinary approach to the greater goals of MetraPark and the community are equally important. Our approach is anything but institutional, ensuring that the quality of the culinary experience for the guest exceeds their expectations. We believe that the destination is best showcased by:

• **Top Quality Food & Service**

• **A Hyper-Local Approach to Purchasing**

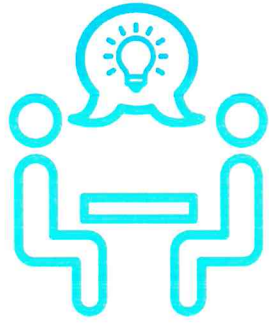
• **Partnering with Local Restaurants**

SAVOR understands the importance of local flavor and recognizes the value of supporting the many local farmers and purveyors throughout the region. Our culinary team will be focused on building a food and beverage program which highlights the best and most delicious flavors of Billings and the surrounding region, while delivering excellence and innovation in quality, service, and experience.

SAVOR...

Catering • Concessions • Special Events





STRENGTH OF THE CORPORATE TEAM

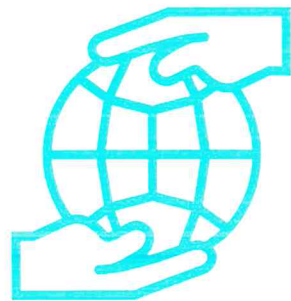
Taking on the challenges and opportunities at MetraPark will be a complex undertaking and we encourage you to look closely at the corporate resources of ASM Global versus any other proposer. The Venue Solutions Group study highlighted improvements needed for the current MetraPark operation, relative to:

- Internal Controls
- Systems
- Communication
- Operating Standards & Policies
- Best Practices

Supporting all ASM Global field operations is a team of more than 70 full-time professionals who provide:

- **Daily Management Oversight**
- **Development of Marketing Strategies**
- **Accounting & Cash Management Tools**
- **Operational Systems**
- **Maintenance Best Practices**
- **Communications Materials**

This team is completely dedicated to running the business of ASM Global's facilities, supporting our local teams to meet and exceed the expectations of our municipal clients.

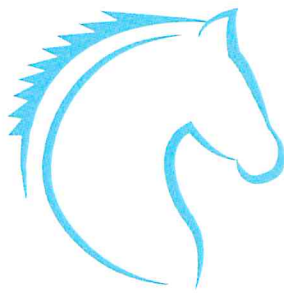


GLOBAL LEADER IN THE DEVELOPMENT OF ENTERTAINMENT & TRADE DISTRICTS

No company in the world is as experienced as ASM Global in supporting the development, management, and programming of multi-use entertainment destinations. This includes iconic development projects in Milwaukee, London, Hong Kong, Edmonton, and Berlin, and in strong secondary markets throughout North America and globally.

ASM Global will be a tremendous asset to the County throughout the Vision 2025 master planning process from pre-development to pre-construction, then pre-opening to ongoing management. Working with all stakeholders, ASM Global will provide leadership at every step, with the goal of achieving a complimentary and cohesive, interconnected Complex that maximizes commercial value and revenue potential.





AGRICULTURAL FAIR, MAJOR EQUINE & LIVESTOCK EVENT EXPERIENCE

ASM Global is the only professional management firm that brings the depth of experience and success with hosting, marketing, and providing support for major agricultural fairs and festivals, as well as expertise with equine and equestrian special events, parks, and centers. This includes, but is not limited to venues that host:

- The Osceola County Fair in Kissimmee, FL
- The Houston Livestock & Rodeo in Houston, TX
- The Cabarrus County Fair in Concord, NC

Additionally, ASM Global was recently awarded the management and marketing of the Los Angeles Equestrian Center, a 75-acre property that operates 365 days a year. Our equestrian, agriculture, and livestock subject matter experts will initiate immediate outreach to the equestrian community, including event organizers, and will support our ongoing customer service and maintenance initiatives.



BILLINGS REGIONAL COOPERATION & SUPPORT

ASM Global operates numerous regional facilities near Billings, including:

- accesso ShoWare Center, Kent, WA
- Denny Sanford PREMIER Center, Sioux Falls, SD
- Sioux Falls Convention Center, Sioux Falls, SD
- Pinnacle Bank Arena, Lincoln, NE

This provides ASM Global with a regional, value-added benefit of complementary support and cooperation for MetraPark across multiple industries. This includes block booking and rotation of events, the recommendation of alternate locations when space and dates are not available, and regional co-opportunities including assistance with sales and marketing blitzes, historical event data, creation of rotational patterns, and joint advertising and marketing for the region.

Leveraging our existing relationships and resources in the regional market will significantly enhance programming opportunities for MetraPark. ASM Global is perfectly positioned to provide staff, and support as needed for operations, servicing major events, food and beverage services, and other County and MetraPark needs.



OUR METRAPARK EVENT BOOKING & MARKETING PLAN

Conventions, Expos & Meetings: The **Billings Alliance**

Our experience in the convention and meetings industry has shown us the competitive nature of our business and the paramount importance of a cooperative approach and coordination of the goals and strategies with key destination partners to provide a unified message and identity! ASM Global will implement the **Billings Alliance**, combining the collection of talented professional teams to realize and maximize event activity through the development of key marketing strategies to cohesively meet and exceed our mutual goals.

The **Billings Alliance** is not just a slogan. It is typically established through a formal agreement with our hotel and destination partners to ensure we collaborate on sales and marketing initiatives for the common good of economic growth. Together with the Billings Chamber of Commerce, Visit Billings, hotels, and other hospitality partners, our sales and marketing plan will specifically be written for MetraPark and leverage our branded “co-ops” to complement the efforts of the County and destination **Alliance**.

METRAPARK PROGRAMMING TEAM

AS the world’s leader in live entertainment and sports, and the convention, meetings, and hospitality industries, and with the objective of maximizing events and programming for MetraPark, ASM Global has created, exclusively for our partnership with the County and local stakeholders, the MetraPark Programming Team.

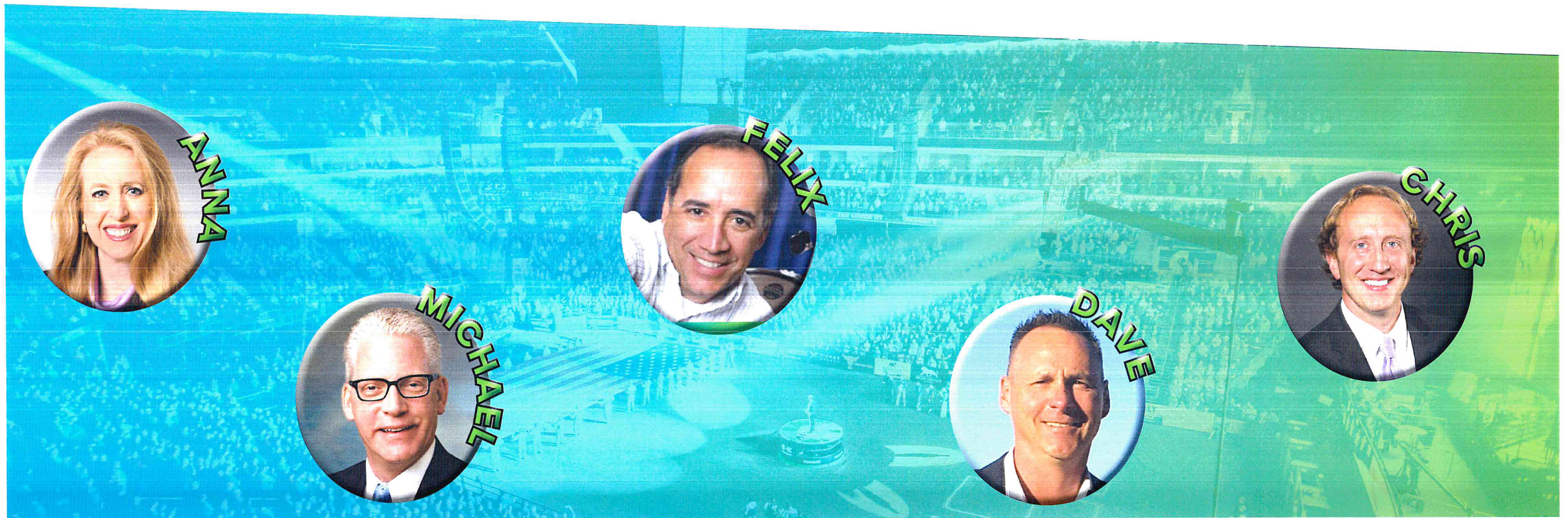
This experience group of ASM Global’s top booking and marketing executives across both industries will be assigned to support our local on-site General Manager and staff with specific, targeted sales and programming efforts and initiatives. In addition to other ASM Global regional and national support programs that will generate increased visibility and opportunities for MetraPark, the following Team Members will meet monthly, solely dedicated to maximizing usage and attracting visitors to Billings:

Meeting, Incentives, Conferences, and Exhibitions (MICE) Team Members:

- Anna Nash, Vice President, Convention Center Market Development
- Michael Krouse, Regional Vice President

Live Entertainment & Sports Team Members:

- Felix Mussenden, Senior Vice President, Arenas, Stadiums & Theaters
- Dave Jolette, Vice President, Arenas, Stadiums & Theaters
- Chris Semrau, Regional Booking Director



ASM GLOBAL PROMOTIONS

Adding to the incremental event activity and associated revenue increases from the implementation of our plan, ASM Global will act as promoter, co-promoter, presenter, and producer of events. ASM Global Promotions will deliver live entertainment programming for MetraPark, keeping the event pipeline full, providing quality options for the local community, and drive hotel room nights. ASM Global Promotions has presented entertainment across a broad spectrum of genres including:

- George Strait
- Def Leppard
- Alan Jackson
- Price is Right Live
- Usher
- Tim Allen
- Lindsey Stirling
- Kidz Bob Live!
- Willie Nelson

TICKET SALES WILL BE MAXIMIZED

ASM Global will support our local, on-site MetraPark marketing team and our promoter partners with tested, successful initiatives that will maximize ticket sales, MetraPark revenue, and economic benefit for the stakeholders and business community. This will include the guidance of ASM Global's Regional Marketing Directors who will support and assist the team with specific issues, exchange of ideas, website trends, use of apps and technology, new social media platforms, and other areas that will help maximize ticket sales and contribute to the overall success of MetraPark.





ASM Global

ACADEMY

EXPERIENCE

ASM GLOBAL ACADEMY

ASM Global partnered with SAP to develop the ASM Global Academy Learning Management System (LMS) for all our training needs. The LMS platform provides all our venues the delivery of consistent training content for compliance, tracking, and development which fits the needs of our operations.

Course modules include, but are not limited to:

- Experience Customer Service
- Sales
- Negotiation
- Prospecting
- Human Resources
- OSHA Best Practice Training

Managers can assign these modules as requirements for all staff or specific modules needed for various positions at MetraPark. All human resource and OSHA training modules are customized to meet local County, State, and Federal requirements.

The proprietary Experience Customer Service training was developed specifically for the live entertainment and hospitality industries. All ASM Global team members use the LMS platform regularly to ensure that our teams provide our customers, clients, and staff with the best possible service to create amazing live experiences that drive guest satisfaction and incremental revenue for our clients.

INDUSTRY PARTNERS

ASM Global has developed strategic partnerships with industry leaders to provide the best systems and technologies at our venues that will improve the value of the County's assets and lead to new revenue streams. These partnerships allow us to use the services and systems that enhance the guest experience. Enhanced technology, integrated building systems, improved security, and long-term safety all create competitive advantages for our clients by allowing us to manage and maintain your valuable assets at MetraPark, so they remain relevant for the long term.



ASM Global Acts

ASM Global's corporate social responsibility initiative, ASM Global Acts, is a renewed and refocused commitment to global sustainability and equity. Aligned with many of the United Nations Sustainable Development Goals, this initiative is an extension of ASM Global's long-standing commitments to:

- Creating a Better Workplace
- Developing a Diverse Workforce
- Serving the Communities where we Operate
- Contributing to a Healthier Environment & Planet

ASM Global Acts is an ambitious, intentional initiative structured around three pillars:

1. Invest in People
2. Protect the Environment
3. Strengthen our Communities

As part of our commitment to the People and Communities we serve, ASM Global meet with all MetraPark management, full-time and part-time staff that are interested in joining our team. People are at the heart of what we do and the services we provide. The MetraPark staff will be warmly welcomed and will have additional opportunities to grow and thrive with ASM Global training and support.

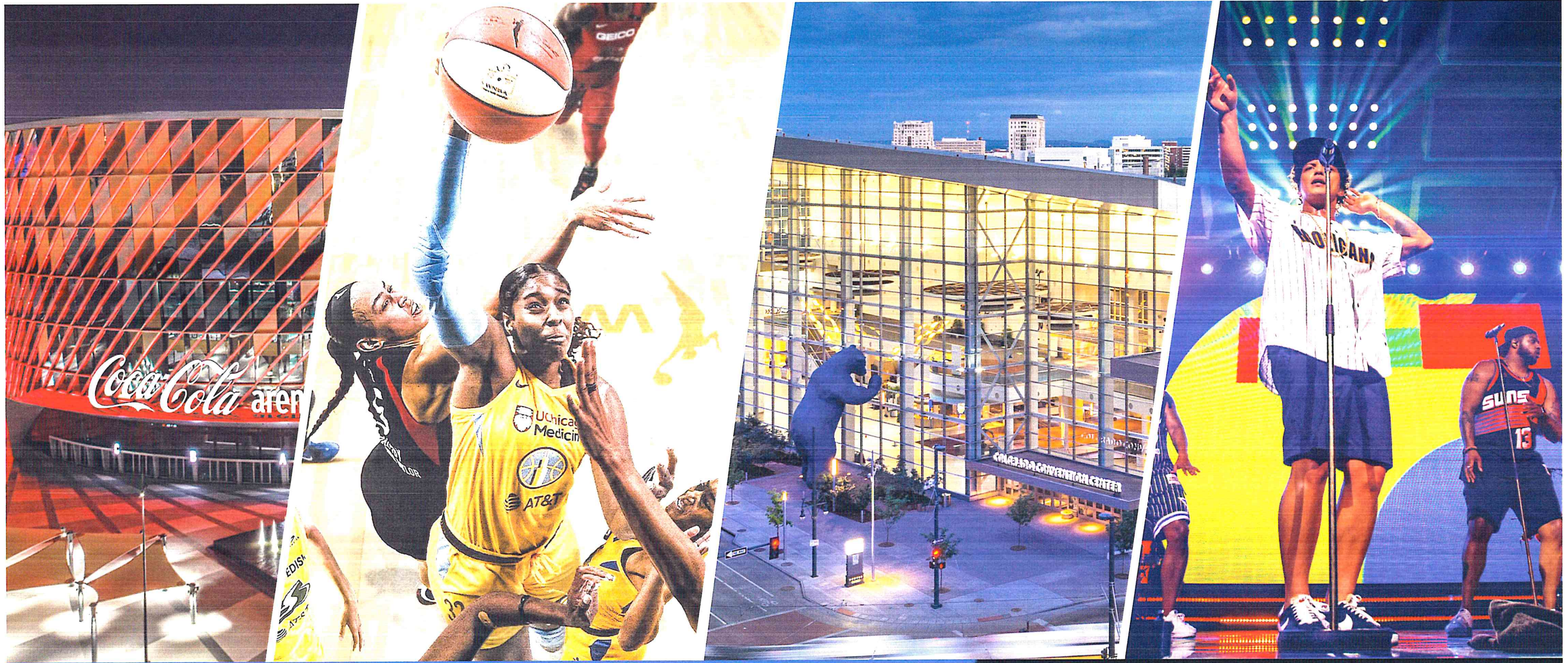
IN SUMMARY: THE COUNTY'S MISSION IS THE FOUNDATION OF OUR PARTNERSHIP

At the core of our "operating standards" is a strong belief in frequent and honest communications with all our clients and partners. ASM Global never loses sight of who we work for and will continually strive to meet and exceed the County's goals for MetraPark, the Billings destination, and surrounding region, with the foundation of embracing your mission and expectations.

The strength and experience of our management team, our leading position in multiple industries, and the opinion of our clients and industry programming partners are illustrated throughout our proposal. Beyond these tangible qualities and skills, it is our passion for the entertainment and hospitality business and our facilities that drives our performance. We will bring all this to MetraPark and work with the County to achieve your vision for the Complex and the destination.

This tremendous opportunity at MetraPark is right in our "sweet spot," with a mix of current venues, potential planned facilities, and long-term Complex initiatives that touch every facet of ASM Global's expertise and capabilities. We want to be a key partner to the County and Community, are confident in the value we bring, and know that the County's trust in ASM Global will benefit MetraPark, the people of Billings, and Yellowstone County.

Combining our unmatched industry resources, relationships, and leverage with our venue footprint and understanding of the regional marketplace, and the value we will bring to the Vision 2025 initiative, the ASM Global team is best positioned to achieve success for the County.



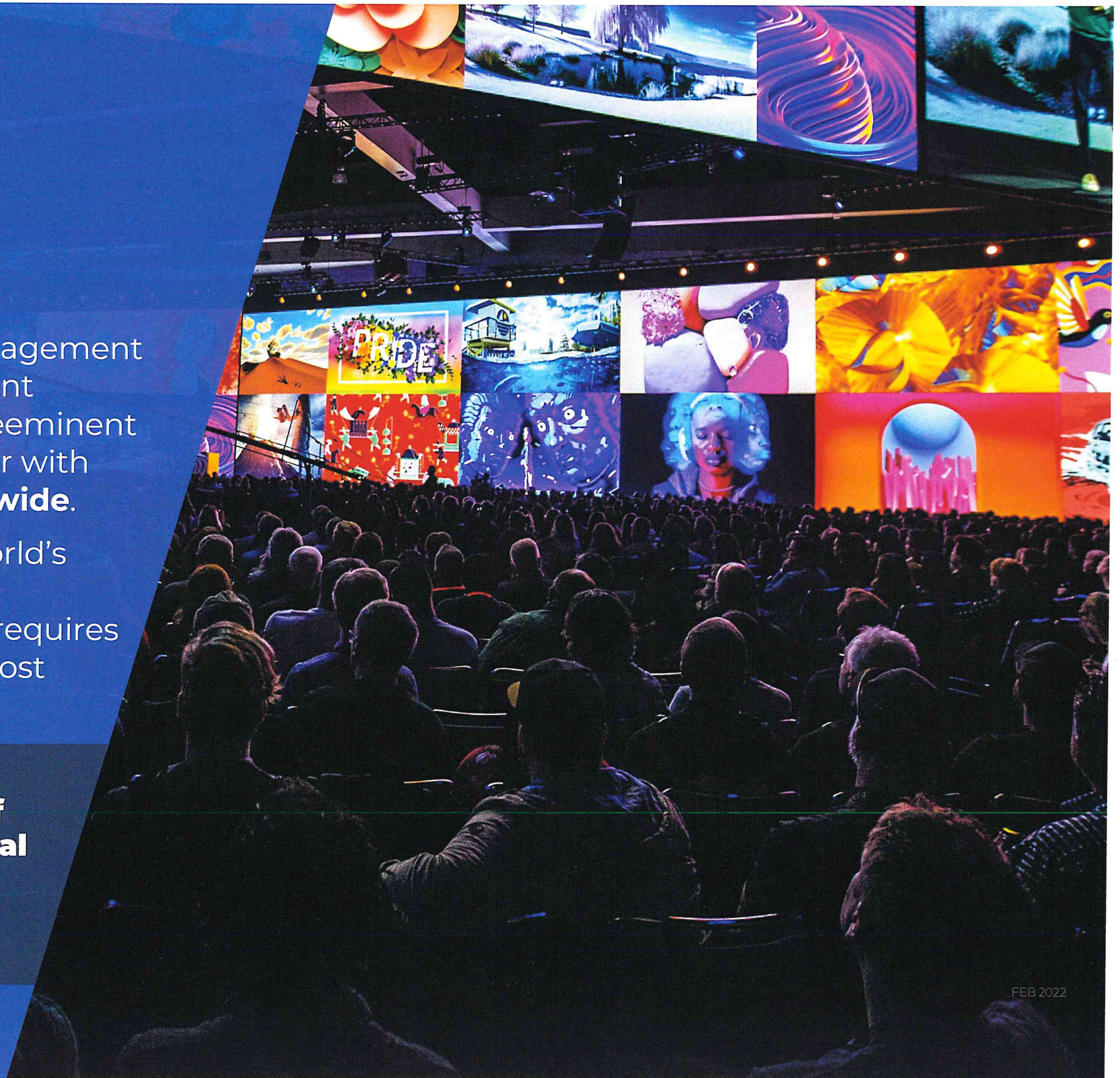
THE PREEMINENT VENUE &
LIVE EXPERIENCES COMPANY



As the world's leading venue management company and producer of live event experiences, ASCM Global is the preeminent management and content partner with over **350+ premier venues worldwide.**

Operating and investing in the world's most important stadiums, arenas, convention centers, and theaters requires unmatched dedication and the most profound expertise.

No one else offers the benefits of global scale and best-in-class local operational execution to create value and drive profitability.





ASM GLOBAL DELIVERS LIVE EXPERIENCES

164 MILLION GUESTS

20,000+

LIVE EVENTS ACROSS SPORTS,
MUSIC, ENTERTAINMENT
AND BUSINESS

350+

PREMIERE VENUES

5

CONTINENTS

GLOBAL PRESENCE & REACH PROVIDES UNLIMITED OPPORTUNITY



INTEGRATED NETWORK OF VENUES ACROSS 5 CONTINENTS:

27 STADIUMS | 116 ARENAS | 98 CONVENTION CENTERS | 84 THEATERS | 28 MUNICIPAL & SPECIAL USE

EXTRAORDINARY CAPABILITIES

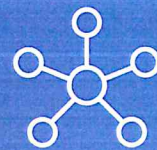
Best-in-Class Management



- OPERATIONS
- ASSET MANAGEMENT
- CONTENT & PROGRAMMING
- MARKETING
- SAFETY

Unmatched expertise across venue management, event procurement and a sophisticated, and intricate global marketing network.

Diversified Revenue Model



- GLOBAL PARTNERSHIPS
- REVENUE MANAGEMENT
- PREMIUM EXPERIENCES
- SAVOR F&B

Generating partner revenue is our priority; our platform offers multiple revenue streams to further enhance performance and solidify your place in the market.

Advisory & Investing



- INVESTMENT
- PLANNING & DESIGN
- FEASIBILITY STUDIES
- CONSULTING
- STRATEGIC PARTNERS
- THOUGHT LEADERSHIP

ASM Global provides access to capital, unlocks strategic partnerships and a wealth of expertise for planning and consulting needs across the entire spectrum of the industry.

Commitment to Innovation



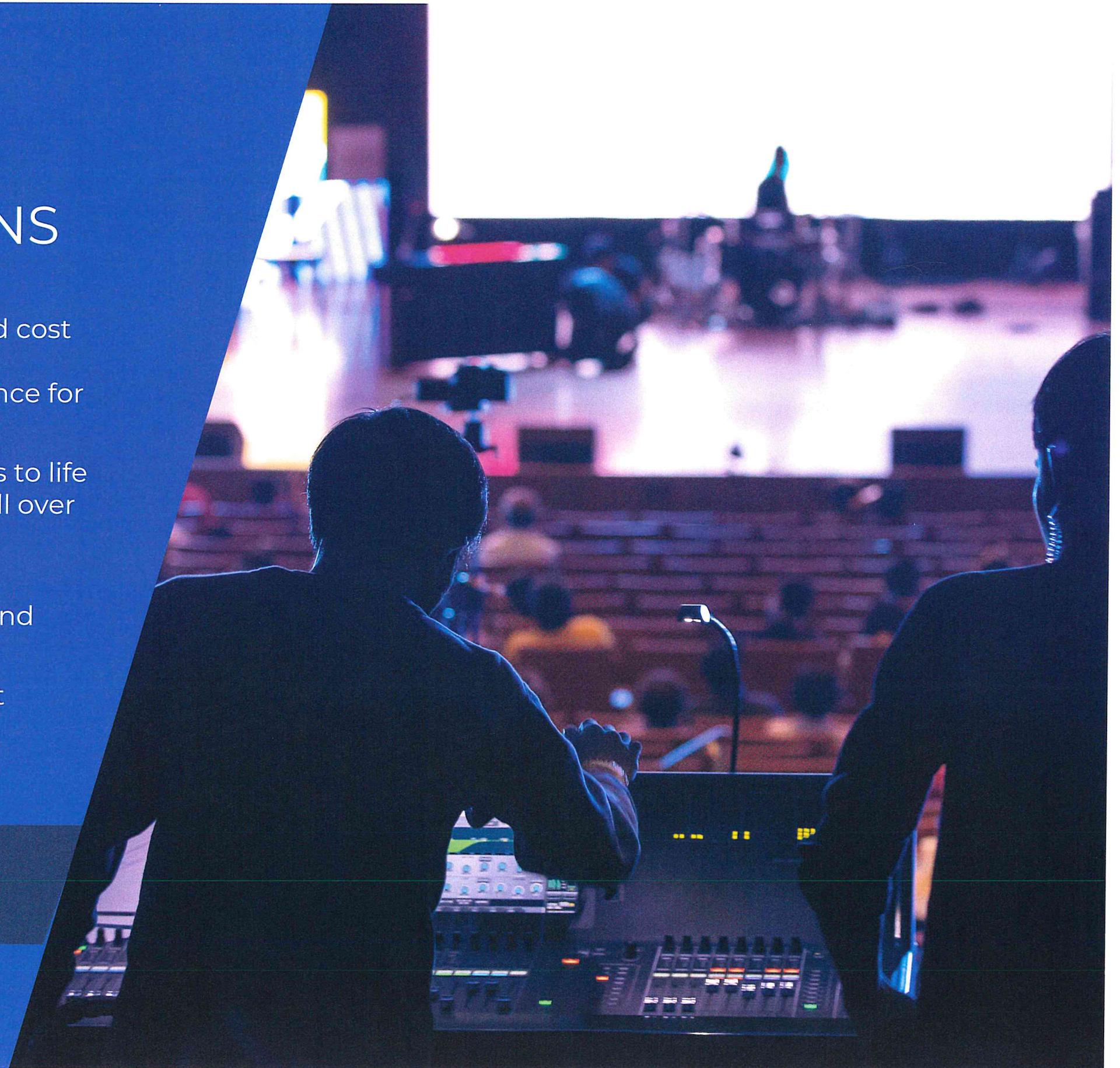
- TECHNOLOGY
- DATABASE INTEGRATION
- VENUESHIELD®
- SUSTAINABILITY
- PEOPLE
- COMMUNITY

ASM Global is redefining standards across technology and data analytics, and health, safety and sustainability, highlighting the importance of investing in our local communities.

BEST-IN-CLASS VENUE OPERATIONS

- Leaders in revenue optimization and cost management, our capabilities drive industry-leading financial performance for partners around the world
- Local leadership & experience brings to life successes and best practices from all over the world
- Frontline venue expertise provides unsurpassed execution on-the-ground
- 360° venue management includes industry-leading operations, content programming, and the latest data-driven marketing disciplines

**WORLDWIDE EXPERTISE
SCALES TO LOCAL RESULTS**



LEADERS IN LIVE

#1 partner of the world's leading event promoters, annually hosting more concerts, professional and minor league sports, family shows, conventions, exhibitions, and events

- Biggest content partner leveraging strategic partnerships with Live Nation, AEG, Feld Entertainment, SJM, Scorpio, TEG Live, Outback Presents, Loud & Live, PGL e-Sports, and more
- Preferred partnership and Industry-best ticketing deal with Ticketmaster, access to rich consumer data and incentive-based programs for venue portfolio
- Partner with the greatest sports brands including the NFL, NBA, WNBA, UFC, FIFA, UEFA, World Rugby, CSGO Major e-Sports, and Olympics
- Hosting the biggest events on the planet including Super Bowls, FIFA Women's World Cup, Summer Olympics, Winter Olympics, Rugby World Cup, Final Four, Wrestlemania, Rugby Sevens, and International Cricket

BRINGING MORE CONTENT TO YOUR VENUE



OVER
**20,000 LIVE
EVENTS
ANNUALLY**

**DELIVERING MORE CONTENT
OPPORTUNITIES THAN ANY
OTHER PARTNER**



MEETINGS & CONVENTIONS

ASM Global's Convention Center division leverages global business intelligence and industry trend analysis to drive significant revenue across the world's most important venues and events by being laser-focused on:

- **Experiences** – making memorable experiences for organizers, exhibitors, and visitors through a commitment to excellence
- **People** – creating diverse talented teams, known for their expertise, creativity, and leadership and recognized as the pinnacle of the industry
- **Impact** – maximizing positive business impact through strategic partnerships and associations:
 - Featuring the industry's only content development and strategic partnership program designed to maximize revenue with Marketplace Events, MCI Group, Feld Entertainment, Cirque du Soleil, and Mecum Auctions
 - Associations with key organizations including Meeting Planners International (MPI), International Association of Convention Centres (AIPC), and International Congress and Convention Association (ICCA)
- **Confidence** – delivering on the promise of first-class experience and safe and secure venues for the biggest events on the planet including G20, G7, and NATO

**THE POWER OF THE PORTFOLIO IS A
CATALYST FOR BUSINESS WORLDWIDE**

 **Maritz**
Global Events®

 **Reed Exhibitions®**

**MARKETPLACE
EVENTS**

 **EMERALD
EXPOSITIONS**

ASM DIGITAL DELIVERS ENGAGED AUDIENCES ACROSS AN INTEGRATED MARKETING NETWORK

Proprietary multi-channel digital platform leverages the world's largest live event marketing platform to create impactful campaigns driving ticket sales and engagement

- Subject matter experts leverage guest data with strategic email campaigns, digital and social engagement, and in-venue activation
- Integrated, data-driven network designed to drive revenue and engagement
- Infrastructure supports live events, premium experiences, private events, and global partnerships



GLOBAL BEST PRACTICES & DATA



AUTOMATED SOLUTIONS



OPTIMIZATION & A/B TESTING



SUSTAINABLE & SCALABLE DIGITAL PLATFORMS



LOCAL FOCUS & KNOWLEDGE



VENUE APPS

STRATEGY SELLS TICKETS, DRIVES ENGAGEMENT & REVENUES

COMMERCIAL PARTNERSHIPS

ASM Global leverages the power of scale to forge partnerships with industry-leading brands

- The world's largest LIVE event marketing platform
- ASM Global offers the only global, fully integrated sponsorship network
- Integrated activation opportunities designed to enhance the guest experience
- Customizable and flexible across geographies and event & venue types
- Proprietary technology and infrastructure connect brands with guests like no other

REVOLUTIONIZING BRAND ENGAGEMENT WORLDWIDE



T-Mobile™

TOYOTA

State Farm®

Coca-Cola

CREATING REVENUE OPPORTUNITIES

Our Global Revenue & Growth teams are entrenched in identifying and producing innovative opportunities to increase top line revenue

SIGNATURE EXPERIENCES

Creating high margin revenue streams to improve profitability and leverage non-event calendar dates

- Unlocking premiere venues and unforgettable moments for private events
- Centralized marketing campaigns and support drive leads and awareness
- Dedicated in-market expertise ensures execution and client satisfaction

GROWING A HIGH MARGIN BUSINESS

ELEVATED VIP EXPERIENCES

Ancillary revenue opportunity to optimize any guest experience

- Premier offerings include VIP lounge access, luxury suites, and group F&B packages and are proven to increase guest satisfaction scores
- Opportunity to further monetize early event access, pre- and post-event activities
- Creative sales efforts to maximize sale of remanent inventory

EXCLUSIVE ACCESS & PERSONALIZED SERVICES

SAVOR...

Integrated culinary expertise, delivering a complete experience anywhere in the world

- As ASM Global's culinary arm, SAVOR delivers unparalleled culinary services that drives profitability and overdelivers when combined with our venue management for a 360° solution
- Proven to drive year-over-year revenue growth by implementing cashless mobile ordering systems and new menu concepts
- On-going commitment to sustainability ranging from robust local purveyors programs to rooftop urban gardens, industry-leading waste management programs to shared community crops that establish a positive, long-lasting impact
- In-market partnerships enhance culinary communities and offerings by providing opportunities to showcase local flavors and brands

**ENRICHING THE GUEST EXPERIENCE
ENHANCING THE BOTTOM LINE**



ADVISORY AND INVESTING

Worldwide expertise and a deep commitment to success unlocks various opportunities:

- Finance and investment across various project levels
- Opportunity & Feasibility Analysis, from site to structure
- Planning & Design in partnership with the world's leading firms
- Established and preferred relationships with strategic partners solidifying a competitive edge
- Breakthrough sustainability standards, innovating and redefining the future of event venues

**UNRIVALED CONSULTING EXPERTISE
PREFERRED DEVELOPMENT PARTNER**

qualtrics^{XM}

ESMITH
LEGACY

Brookfield
Properties

ANTHONY
JAMES
PARTNERS



CUTTING EDGE TECHNOLOGY

ASM Global offers the only fully integrated, live events marketing platform that leverages guest actions, predictive analytics, and multi-touchpoint engagement to continuously enhance the guest experience and maximize profitability. This one-of-a-kind industry leading initiative is an example of ASM's commitment to technology in the live events arena that's redefining the industry standard.

FROM PROPRIETARY



Proprietary multi-channel digital platform leverages world's largest live event database to create impactful campaigns driving ticket sales and engagement



Our proprietary and intuitive customer experience platform that provides a holistic understanding of our guests' experiences through their event journey and allows for the right actions to drive meaningful impact



A network of in-venue digital displays allowing for implementation of strategic campaigns, optimizing brand visibility, and nurturing guest engagement across the entire venue portfolio

TO PARTNERSHIPS

Honeywell

Leader in connected buildings, creating smarter, safer, and more sustainable venue operations and more enjoyable audience experiences across ASM Global's international portfolio

mobilitie

Delivering optimal coverage in the most demanding and challenging environments, we engineer robust solutions that delivers the coverage and capacity needed today and anticipates the needs of tomorrow

ANTHONY JAMES PARTNERS

Technology & digital services consulting firm who sets the industry bar for digital media technology integration and large-scale project design & engineering

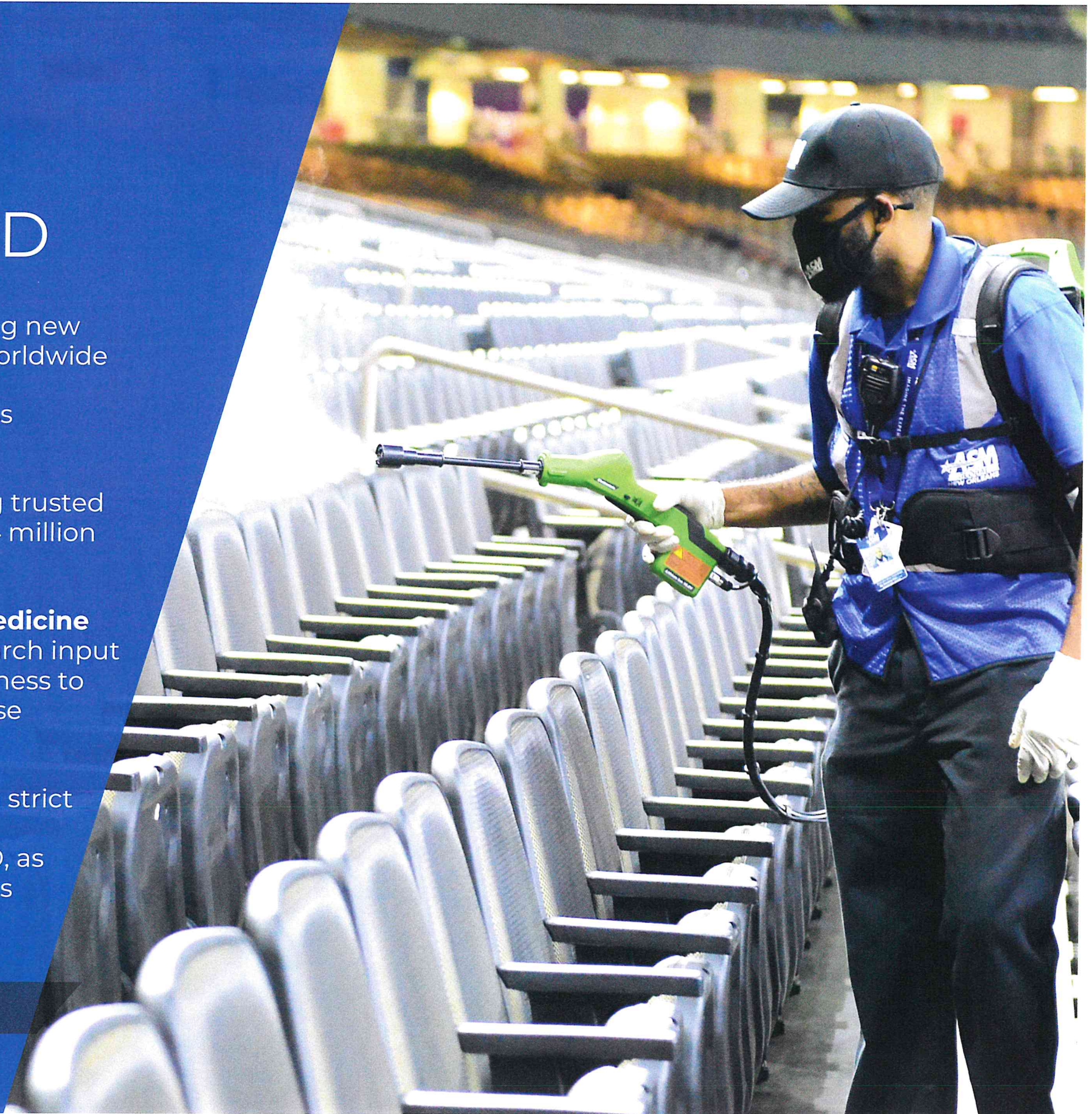
POP

Personalized face recognition platform matching encrypted images and keys to create faster and easier venue entry. A safer experience facilitating payments, increasing safety and loyalty, and improving operations

VENUESHIELD® THE NEW STANDARD

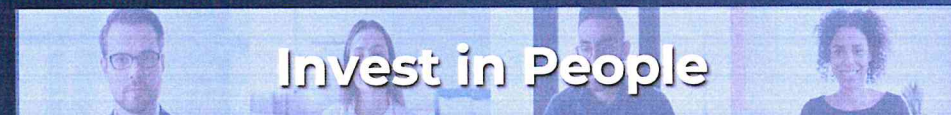
- Unmatched commitment to excellence, creating new standards in Health and Safety for live events worldwide
- Leveraging technology to adapt to the touchless experiences guests come to expect today
- This proprietary program is the industry-leading trusted voice to safely welcome back our more than 164 million annual guests
- Partnered with **Drexel University College of Medicine** and guided by their scientific and medical research input in infectious disease research and bio-preparedness to devise *VenueShield*® and leveraged the expertise provided by Honeywell, SERVPRO, and Clorox®
- This industry-leading initiative was developed in strict accordance with **international healthcare guidelines** from the CDC, NHS, PHAA, and WHO, as well as local government and health care experts

**LEADING THE INDUSTRY
THROUGH INNOVATION**



ASM Global **Acts** INVESTS IN COMMUNITY

A bold social responsibility platform committed to investing in people, protecting the environment, and strengthening communities around the globe, ASM Global Acts is committed to:



Invest in People

- Create an environment of inclusion and gender equity across our organization
- Grow the diversity of our business partners around the world
- Enable opportunities for our current and future workforce



Protect the Environment

- Reduce waste from the guest experience across our venues
- Enhance facility efficiency through capital investments
- Protect and preserve resources in and around our communities



Strengthen our Communities

- Engage in improving the vitality of our communities
- Increase philanthropic support through meaningful efforts
- Enhance the health and well-being of our co-workers, clients, and guests

In addition, this bold social responsibility platform includes:

- **ASM Global Acts Foundation** to support philanthropic and community-based endeavors guided by its sustainability and diversity pillars
- **ASM Global Acts Scholarship** will focus on serving diverse and under-resourced communities with educational and career-development opportunities

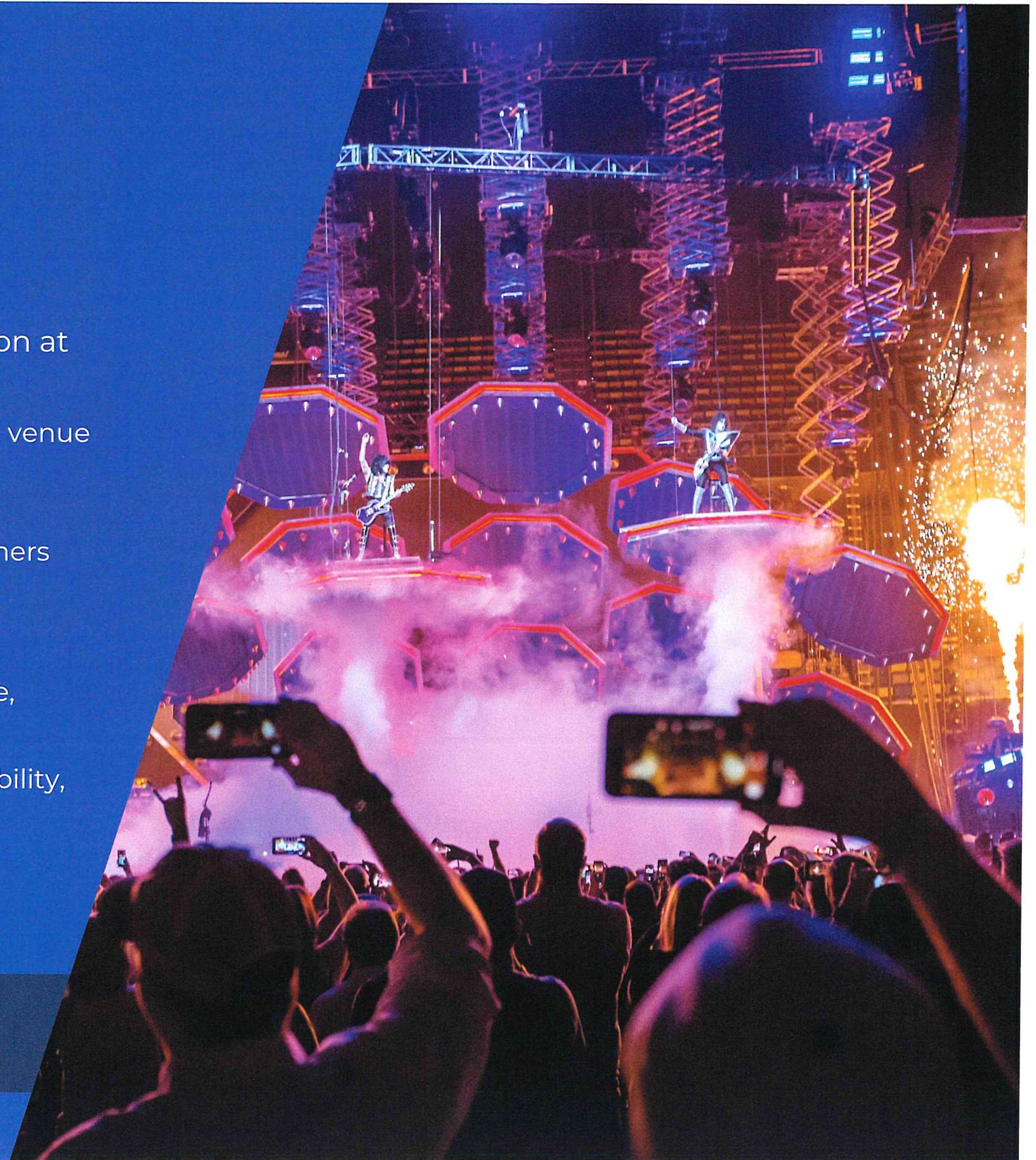
PRIORITIZING & INVESTING IN OUR LOCAL COMMUNITIES

WHY ASM GLOBAL

The Benefits of Global Scale & Business Intelligence with unmatched operational excellence and execution at the local level

- World's leading producer of entertainment experiences, venue strategy, programming, and management
- Delivering locally tailored solutions and cutting-edge technologies to achieve maximum results for venue owners
- Global network spans five continents and maximizes systemwide resources and local expertise
- Leverage investment, advisory, and operational expertise, along with industry-leading innovation
- Culture imbedded in a commitment to people, sustainability, and our communities
- Leading the industry in proprietary tech platforms, groundbreaking partnerships, and innovative marketing programs

**YOUR PARTNER IN CREATING
VALUE AND DRIVING RESULTS**





1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84
85
86
87
88
89
90
91
92
93
94
95
96
97
98
99
100

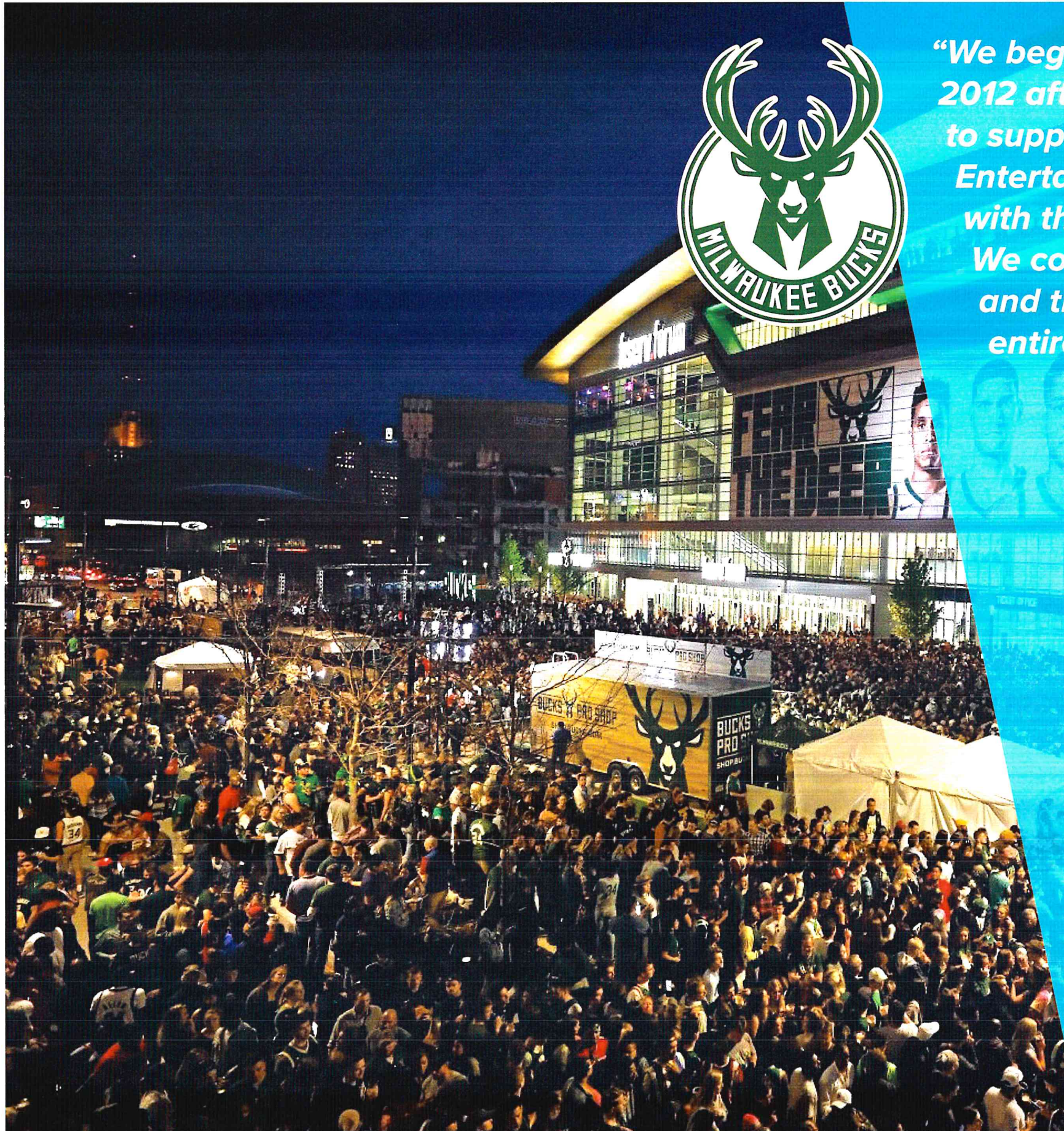
QUALIFICATIONS AND EXPERIENCE





“We began our partnership with ASM Global in 2012 after determining them as the best candidate to support our vision for our 30-acre Sports & Entertainment Mix-Use District and its involvement with the surrounding community in Milwaukee. We could not be more pleased with our selection and the support ASM Global has provided our entire organization.”

PETER FEIGIN
PRESIDENT, MILWAUKEE BUCKS &
FISERV FORUM



TEAM ORGANIZATION

EVERY DAY, EVERY HOUR, ASM GLOBAL DELIVERS AMAZING EXPERIENCES

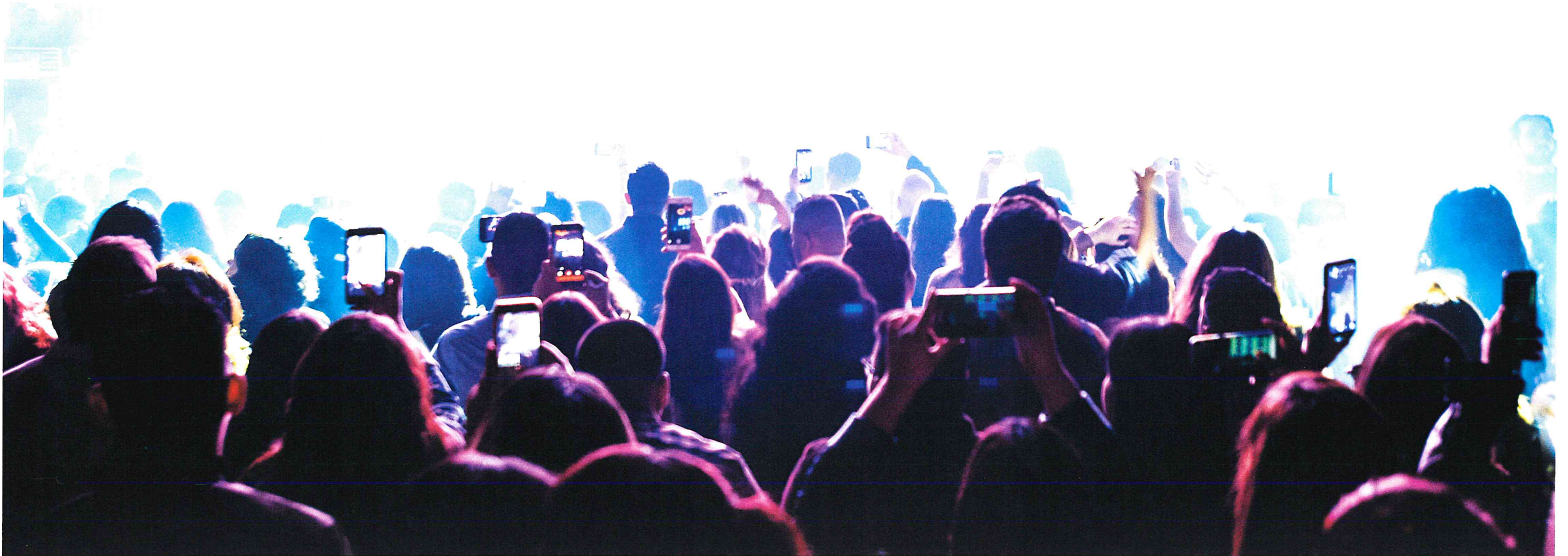
ASM Global is the world's leading venue management and services company. The company's elite venue network spans five continents, with a portfolio of more than 350 of the world's most prestigious arenas, stadiums, convention and exhibition centers, performing arts venues, and other municipally owned facilities and spaces. From Aberdeen to Anchorage, and Sydney to Stockholm, our venues connect people through the unique power of live experiences.

ASM Global's diverse portfolio of clients benefit from the company's depth of resources and unparalleled experience, expertise, and creative problem-solving. Each day, the company's 61,000 passionate employees around the world deliver locally tailored solutions and cutting-edge technologies to deliver maximum results for venue owners and amazing experiences for guests. By consistently looking for new ways to envision, innovate, and empower the spaces and places that bring people together, ASM Global elevates the human spirit while delivering the highest value for all stakeholders.

- **ASM Global has designed, planned, constructed, marketed, and supported a multitude of venues worldwide** from culture and arts entertainment districts to standalone arenas and theaters
- **Operating the best facilities in the world is our specialty.** From general management and operations to asset management, and safety and security, ASM Global's experience and unparalleled programs help create first-class facilities around the globe

ASM Global was formed in 2019 through a merger of SMG and AEG Facilities, carrying forward more than 50 years of combined venue management and live event experience expertise, with SMG's operations dating from 1977 and AEG Facilities forming in 2007.

ASM Global maintains its U.S. headquarters in Los Angeles, CA, with business development and operations support in its suburban Philadelphia, PA offices. ASM Global, LLC is a special purpose affiliate thereof, being a wholly owned, indirect subsidiary of ASM Global Parent, Inc.





CORPORATE ORGANIZATIONAL STRUCTURE



RON BENSON
PRESIDENT AND CEO



MARK ROZELLS
CHIEF FINANCIAL OFFICER



SHAUNA ELVIN
EVP, HUMAN RESOURCES



JASON OBERLANDER
CHIEF COMMERCIAL OFFICER



HARVEY LISTER
CHAIRMAN & CEO, APAC OPERATIONS



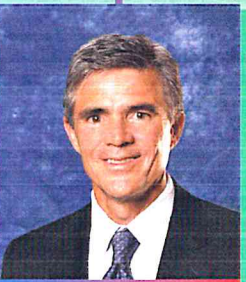
NATE WHITMAN
CHIEF STRATEGY OFFICER



BOB MCCLINTOCK
EVP, STRATEGIC INITIATIVES



DAN HOFFEND
EVP, CONVENTION CENTERS



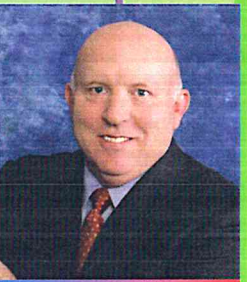
DOUG THORNTON
EVP, STADIUMS, ARENAS & THEATERS



CHRIS BRAY
EVP, EUROPE



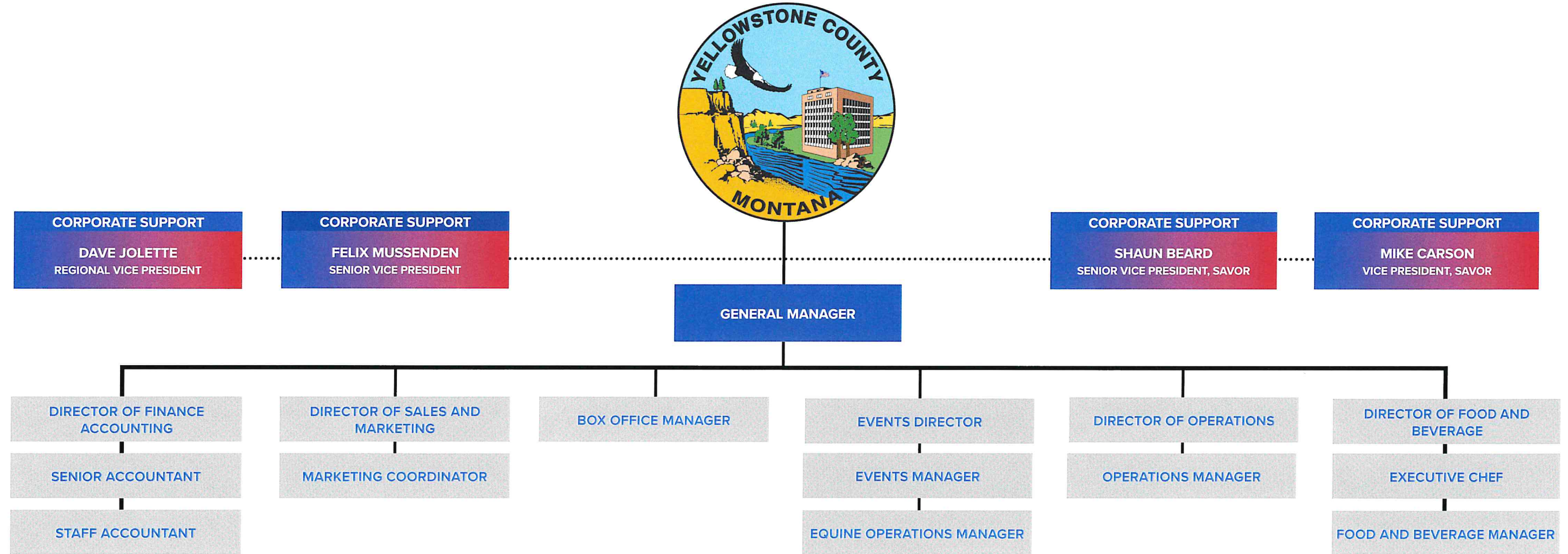
ALEX MERCHÁN
EVP, MARKETING



SHAUN BEARD
SVP, SAVOR

GLOBAL

PROPOSED METRAPARK MANAGEMENT STRUCTURE



PROJECT TEAM EXPERIENCE

ASM Global has dedicated national resources to support the on-site management team at MetraPark. Felix Mussenden and Dave Jollette, our dedicated executive team for the project, have more than 50 years of combined experience in venue operations, live entertainment, and management services. Shaun Beard and Mike Carson are nationally recognized experts in the food and beverage industry, specializing in fresh, local cuisine and service excellence. These executives will oversee the transition to private management and ongoing management of MetraPark, as it transitions to private management, if ASM Global is privileged to be selected as the management firm.

This team will be responsible for all of the day-to-day tasks associated with the operation of the venue:

- Event Operations
- Asset Management
- Sales and Marketing
- Financial Management
- Talent and Human Resources
- Food and Beverage Services
- Coordination and Communication with the County

The local executive team will be responsible for coordinating and communicating with the County. This effort takes many forms and will continue to be tailored to the needs and desires of the County including:

- Verbal Communication
- Regular Meetings with County Officials
- Quarterly Business Operations Report
- Monthly Financial Report Annual Communication
- Annual Budget

COMPARABLE PROJECTS

We have provided in our response the full list of venues ASM Global is entrusted with to provide management and professional services. Please know that most of these venues and complexes are multipurpose, with a mission, operation, and event mix very similar to MetraPark, hosting live entertainment, sports events, fairs and festivals, consumer and trade shows, community events and more. On the following pages, we have provided an overview of several of these complexes.



OPENING DATE

2003

FACILITY OWNER

Osceola County

ASM GLOBAL LENGTH OF SERVICE

Since 2003

SCOPE OF SERVICES

Full Management: Event Booking, Event Services and Staffing, Operations, Finance and Accounting, Box Office and Ticketing, Marketing, Public Relations and Media, Group Sales, Guest Services and Training, Advertising, Sponsorship and Premium Seating Sales, Food and Beverage

CAPACITY

90,000 sq. ft.

SEATING

10,500

EVENT TYPES

County fair, agricultural shows, consumer shows and trade shows, concerts, business meetings, social events, sporting events, assemblies, equestrian events, festivals, family shows



OSCEOLA HERITAGE PARK

- ➔ Opened in 2003, Osceola Heritage Park in Kissimmee, Florida is Central Florida's Event Complex and perfect for indoor and outdoor events of any size. ASM Global has been operating the venue since its opening. We welcome events on 150 wide open acres, in the 10,500+ seat Silver Spurs Arena, the 60,000 square foot Exhibition Building, and in the 5,400 seat Osceola County Stadium. More than 600,000 people annually attend a wide variety of our events such as concerts, festivals, professional and amateur sports, trade shows, conventions, and much more. Osceola Heritage Park attracts a vast audience of patrons from all over Central Florida and beyond.
- ➔ In 2014, Osceola County embarked on many improvements to Osceola Heritage Park and over the past three years nearly \$20 million in projects have been completed and more are in the works. ASM Global works in sync with the County consulting and assisting in coordination of all projects. Some of these projects include:
 - * The Heritage Club, a 3,400 square foot party space located inside the Silver Spurs Arena. This upscale club is open during events at the Arena and is also available for private parties, banquets, and corporate meetings. (\$1.2 million project)
 - * The addition of a center hung scoreboard and LED ribbon boards including software. (\$1.1 million project)
 - * Design and renovation of four arena concession stands (\$500,000 project)
 - * Development of a Festival Area (\$250,000 project)
 - * Addition of electronic message boards and directional signage throughout the property. (\$750,000 project)
 - * LED lighting replacement throughout the Arena and Exhibition Building. (\$3 million project)
 - * Freight Elevator and Walk in Refrigerator and Freezer. (\$1 Million project)

OPENING DATE

2002

FACILITY OWNER

Cabarrus County

ASM GLOBAL LENGTH OF SERVICE

Since 2005

SCOPE OF SERVICES

Full Management: Event Booking, Event Services and Staffing, Operations, Finance and Accounting, Box Office and Ticketing, Marketing, Public Relations and Media, Group Sales, Guest Services and Training, Advertising, Sponsorship and Premium Seating Sales, Food and Beverage

CAPACITY

175,000 sq. ft.

SEATING

5,500

EVENT TYPES

Agricultural fairs, agricultural shows, consumer shows and trade shows, concerts, business meetings, social events, cheerleading and dance competitions, sporting events, equestrian events



CABARRUS ARENA AND EVENT CENTER

- Opened in 2002 and operated by ASM Global since 2005, Cabarrus Arena and Events Center is a unique venue in the Charlotte, North Carolina market. Originally conceived as an equestrian complex and home of the Cabarrus County Agricultural Fair, it is located precisely on the border between the developed and rural areas of Concord, North Carolina. The complex consists of an arena, two exhibit halls, a banquet room, and a 10-acre outdoor festival space.
- Under ASM Global's management, Cabarrus Arena and Event Center has expanded well beyond its agricultural roots to host a wide range of events including concerts, cheer and dance competitions, consumer shows, athletic contests, corporate meetings, social events, nationally sanctioned dog shows, indoor football, developmental league basketball, and trade shows. WWE, Willie Nelson, Vince Gill, and Larry the Cable Guy are a few of the popular events brought to Concord through ASM Global.
- Cabarrus Arena has created, financed, and produced the largest wedding-themed consumer show in North Carolina, the Carolina Bridal Fair. It fully realized its entrepreneurial spirit by recently transferring ownership of that event to a privately owned company and will invest the proceeds to create other events
- It is a favorite of regional and national cheer and dance competitions and serves as the location for commencement ceremonies for all Cabarrus County Schools and 3 Union County High Schools. It was previously home to the Carolina Thunder of the American Basketball Association, the Carolina Speed of the American Indoor Football Association, and the Carolina Force of American Indoor Football.

* The Cabarrus Arena hosted Total Nonstop Action Wrestling's biggest event, Bound for Glory, on October 4, 2015.

OPENING DATE

Various

FACILITY OWNER

City of Knoxville

ASM GLOBAL LENGTH OF SERVICE

Since 2002

SCOPE OF SERVICES

Full Management: Operations, Booking, Event Services, Parking, Marketing and Sales, Finance, Ticketing, Food and Beverage

CAPACITY

Knoxville Convention Center – 500,000 sq. ft. facility

World's Fair Exhibition Hall – 66,000 sq. ft. facility

Knoxville Coliseum – 5,000 fixed seats

Knoxville Civic Auditorium – 2,500 seats

Chilhowee Park and Exposition Center – 81 acre park with 57,000 sq. ft. Jacob Building and 4,500 seat amphitheater.

EVENT TYPES

Tradeshows, conventions, meetings, banquets, conferences, concerts, family shows, hockey, symphony performances, comedy shows, youth sports, county fairs, equine and agricultural events



KNOXVILLE COMPLEX

- The Convention Center's professional management team proudly offers a full range of turnkey services for event planners. Since opening its doors in 2002, the facility has hosted more than 4,500 events, including conventions, conferences, trade shows, public shows, and sporting events. The Center has welcomed those events and their attendees with its 120,000 square feet of exhibition hall space, a 30,000-square foot ballroom, and 15 meeting rooms.
- Each year, some 275,000 fans gather to enjoy a wide range of events at the Knoxville Civic Auditorium & Coliseum (KCAC). The Civic Auditorium is the largest theater in the area, offering a comfortable, intimate experience for performances of all sorts. The Coliseum is Knoxville's second largest arena and a truly multi-purpose venue, with several staging options for presenting performances. The Coliseum is the largest space for public events and can expand to accommodate up to 6,500 seats for shows.
- The Park covers 81 acres, with attractions including a 57,000-square foot exposition center, a 1910-era bandstand, a 4,500-seat amphitheater, a 14-acre tractor pull, and 70,000-square feet of covered/open air barns.
- Knoxville Convention Center specializes in giving event planners and guests an exceptional experience with in-house catering, production, lighting and event services. Our 500,000-square-foot facility is perfectly positioned alongside the picturesque landscape of the World's Fair Park between the urban core of the city and the campus of the University of Tennessee.
- Knoxville Convention Center is the first convention center in Tennessee to be certified LEED Silver for Existing Buildings from the USGBC and Green Certified through the TN Green Hospitality Certification program and our sustainable practices are intricately woven into our everyday operations.



KEY PERSONNEL





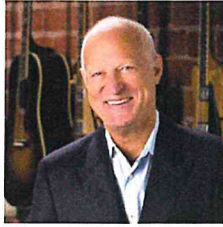
ticketmaster[®]

“Like Ticketmaster, ASM Global cares deeply about the customer journey and the value of building strong relationships with their guests.”

MARK YOVICH
PRESIDENT, TICKETMASTER



KEY PERSONNEL



RON BENSON

PRESIDENT & CHIEF EXECUTIVE OFFICER

EXPERIENCE:

Ron's 40+ year history of creating growth and value for hospitality, entertainment, and recreational companies has left an indelible imprint on the companies he has grown and the teams he has led. Since joining ASM Global in March of 2021, he has added resources and talent to the organization for the sole purpose of driving growth and new revenue streams at all ASM Global venues worldwide.

Through 2020 Ron was the President of Venue Nation, a division of Live Nation Entertainment, where he oversaw the operation of 120 clubs, theaters, and amphitheaters around the US, creating the largest portfolio of music venues in the world. Immediately prior to this role, Ron was President of Live Nation's 85+ clubs and theaters, and CEO of TicketsNow where he restructured the resale site's operations and business initiatives and drove the business to profitability.

As the CEO of Tickets.com, Ron restructured the publicly traded on-line ticketing technology and service provider and raised more than \$20 million in new capital, installed a marquee management team, and implemented multiple leading-edge digital ticketing technologies. He then negotiated the sale of the company to Major League Baseball.

From 1990 – 1996, Ron served as the Chairman and CEO of Universal Studios Recreational Group, where he oversaw the global leisure recreation company through its \$4 billion expansion program in Hollywood, Orlando, FL, and Osaka, Japan. He later transitioned to President and CEO at Sega GameWorks where he engineered a massive increase in the number of venues, revenue, and profitability. Ron's business successes are a result of his expertise in:

- Executive Leadership
- Strategic Planning
- Ventures & Acquisitions
- Product Development
- Facility Management
- Turn Around Management
- Driving Revenue & Profit
- Marketing

Ron is a member of the Board of Directors of Sea World Entertainment and a Trustee at Art Center College of Design in Pasadena, CA.



MARK ROZELLS

CHIEF FINANCIAL OFFICER

EDUCATION:

B.A. Economics, Yale University

EXPERIENCE:

Mark is a 25+ year Hospitality and Entertainment executive with extensive experience in finance, corporate strategy, and operations, scaling businesses to drive profitable growth. Prior to joining ASM Global, he has held multiple C-Suite positions including Executive Vice President & Chief Financial Officer at Fairmont Raffles Hotels, and President & Chief Executive Officer at DMX/Liberty Digital, a division of Liberty Media Corporation, and in senior finance and strategy roles at Starwood hotels and The Walt Disney Company.

Mark has a proven ability to drive value creation in rapid growth, change, and transformation environments. As Chief Financial Officer at ASM Global he oversees the company's global finance organization including all financial planning and analysis, accounting and reporting, tax and internal audit, legal, and information technology. Mark leads the ASM Global's corporate development and strategy, including mergers and acquisitions activities, and new revenue generation.



BOB MCCLINTOCK

**EXECUTIVE VICE PRESIDENT
STRATEGIC INITIATIVES**

EDUCATION:

B.A. Government, College of William and Mary

EXPERIENCE:

Responsible for the delivery of high-quality experiences in ASM Global's network of 98 convention and exhibition facilities around the world. Bob is a 36-year hospitality veteran with extensive experience in the operations, management, and marketing of convention centers, including 32 years' experience as an operator and executive with ASM Global.

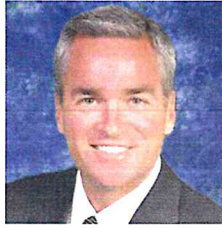
He has developed and implemented the innovative approach to cooperation between Convention Centers and Convention and Tourism Bureaus. After the successful debut of the Denver Alliance, his team has led the implementation of this model in multiple cities worldwide.

Bob leads ASM Global's proprietary asset-based management system to maximize the return from public facilities. Additionally, he has a proven track record of:

- Increasing Revenue and Decreasing Operating Costs
- Developing Destination Marketing Alliances
- Creating innovative management and customer satisfaction agreements with organized labor, resulting in reducing exhibitor's show costs and increasing events and tourism
- Partnering with Municipal and Government Clients to meet and exceed their objectives
- Increasing operational efficiencies to enhance the maintenance and upkeep of major assets

IMAGINE THE EXPERIENCE





DAN HOFFEND

EXECUTIVE VICE PRESIDENT
CONVENTION & EXHIBITION CENTERS

EDUCATION:

B.B.A. Marketing, Villanova University

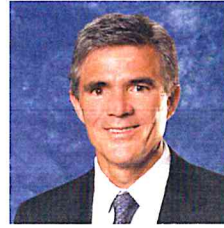
EXPERIENCE:

Dan has spent his entire career in the exposition and convention center business. He has more than 30 years' experience, starting with the expansion of his family business, Hoffend Xposition, where he led the growth of the business from \$6M to \$45M. Dan comes to ASM Global from Freeman, where he served as the President of its corporate account division. During his 18-year tenure, Dan's teams drove new business activity from \$30M to more than \$475M. Dan has worked with countless fortune 500 firms developing their live event strategies and delivery on their objectives.

Dan's focus at ASM Global will be to lead the innovative convention CENTER growth plan, serve as an industry spokesperson on behalf of ASM Global, and to design and implement long-term business strategies for existing clients. He will also be heavily involved with new account development and driving new revenue streams to drive growth. Dan is an accomplished author, recently co-authoring the international best-selling book "Who Gets it?!" that outlines how to find, motivate, and retain top talent. He has extensive experience in:

- Driving Revenue
- Relationship Building
- Event Production
- Creating Dynamic Experiences

Asset Management



DOUG THORNTON

EXECUTIVE VICE PRESIDENT
STADIUM, ARENA & THEATER DIVISION

EDUCATION:

B.S. Business Administration, McNeese State University

B.S. Petroleum Land Management, University of Houston

EXPERIENCE:

Doug is a 35-year industry veteran who oversees ASM Global's portfolio of more than 200 Stadiums, Arenas, and Theaters worldwide. His experience in managing and operating public assembly facilities in markets of all sizes is unsurpassed.

Doug has deep industry relationships with event organizers, live entertainment producers, and sports National Governing Bodies (NGBs) which has played a significant role in attracting, hosting, and producing major special events including NFL Super Bowls and NCAA Final Four tournaments. He is the **Executive in Charge** of ASM Global's new construction planning, pre-development, and opening of major projects. Doug's extensive experience includes:

- Sports teams negotiations
- Facility development
- Leading the State of Louisiana's efforts to relocate the Charlotte Hornets to New Orleans
- Leading the \$225 million reconstruction of Caesar's Superdome after Hurricane Katrina in 2006
- Implementation of business strategies, policy directives, and planned initiatives



JOHN BOYLE

CHIEF CONTENT OFFICER

EDUCATION:

M.B.A. Columbia University

M.B.A. Haas School of Business, University of California Berkeley

B.A. Economics, University of California Los Angeles

EXPERIENCE:

John is a 30-year sports and entertainment industry executive. His focus has been on content production and promotion with an emphasis on concerts and music festivals, action sports events, consumer facing pop culture exhibitions, industry specific trade events, private corporate events, and IP acquisitions.

John is building out our content development department and growing ASM Global's content platform to include more consumer exhibitions, trade shows, festivals, concerts, sporting events, and emerging pop culture and mass gathering events. He has a proven track record of:

- Improving and growing established content platforms
- Discovering, pursuing, and launching new content opportunities
- Business development and partnerships
- Maximizing media opportunities forging strong media partnerships
- Driving attendance, maximizing revenue, and managing costs

IMAGINE THE EXPERIENCE





ALEX MERCHÁN

EXECUTIVE VICE PRESIDENT
MARKETING

EDUCATION:

M.B.A. International Business, University of Miami

B.B. International Finance & Marketing, University of Miami

EXPERIENCE:

Responsible for creating and implementing results-driven marketing programs, leveraging ASM Digital, the industry-leading digital marketing network, and systemwide best practices to enhance business across the ASM Global portfolio.

A 25-year global hospitality marketing veteran with experience in destination marketing, entertainment, public relations, sponsorships, and live events. Extensive experience in developing powerful and engaging brand campaigns, best-in-class marketing organizations, and traffic-driving initiatives to support business objectives, with a proven track record of:

- Developing programs to generate awareness and grow revenue
- Managing and executing large scale, high profile live events
- Successfully leading dynamic digital transformation initiatives and PR strategies
- Experience in tour & travel, meetings & conventions, international tourism, and group sales
- Creating various B2B partnerships with DOMs, regional and local attractions, and partners



JASON OBERLANDER

CHIEF COMMERCIAL OFFICER

EDUCATION:

M.B.A. Columbia Business School

B.A. English Literature, McGill University, Canada

EXPERIENCE:

Jason has 25 years of experience in driving revenue through marketing partnerships, sponsorships, media, and advertising. He is responsible for ASM Global's sponsorship program, with a proven track record in:

- Leading sales, business development, and marketing teams at media and sports properties including Viacom, CBS, National Basketball Association, IMG, and Learfield
- Creating B2B and B2C solutions and partnerships for Fortune 100 companies and emerging brands
- Developing and selling through new marketing platforms and inventory
- Activating and executing on partnerships that drive results and retention



ARICH BERGHAMMER

SENIOR VICE PRESIDENT
REVENUE AND GROWTH

EDUCATION:

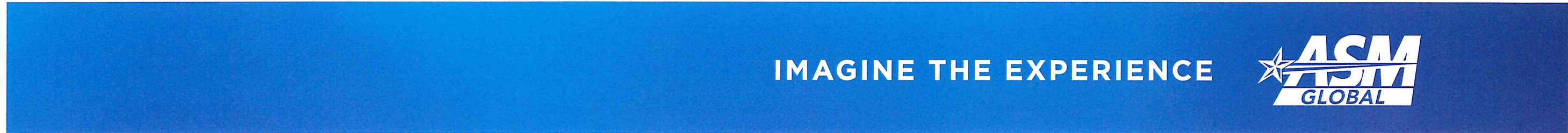
Marshall School of Business, University of Southern California

EXPERIENCE:

Arich is a 31-year hospitality executive with extensive experience in the operations, management, and marketing of entertainment facilities worldwide. Prior to joining ASM Global, he served as Executive Vice President for Live Nation Entertainment Worldwide, President for Morton Family Business, Chief Operating Officer for SBE Entertainment, and Chief of Staff for House of Blues Entertainment.

Arich is responsible for the delivery of quality programming that increases revenue and growth for our ASM Global clients. He has a strong track record of:

- Developing programs that drive revenue and visibility
- Increasing digital network footprint
- Developing unique opportunities for lounge and new space activation
- Implementing special events structure and strategy
- Partnering with Municipal and Government Clients to meet and exceed their objectives





SHAUNA ELVIN

**EXECUTIVE VICE PRESIDENT
HUMAN RESOURCES**

EDUCATION:

B.A. Psychology and Business Administration, Westminster College

EXPERIENCE:

Shauna is a human resources executive with 34 years' experience, 27 in the hospitality industry. Her department works closely with each ASM Global venue daily to ensure human resources practices are in place to provide exceptional team member experiences throughout their tenure with the company. Shauna has global responsibility for all aspects of human resources management including:

- Employee Relations
- Diversity, Equity, and Inclusion initiatives
- Training
- Compensation and Benefits
- Recruitment
- Policies and Procedures for all full and part-time team members



JEFFREY WONG

**SENIOR VICE PRESIDENT
FINANCE | AMERICAS**

EDUCATION:

B.S. Business and Finance, Cornell University Nolan School of Hotel Administration, SC Johnson College of Business

EXPERIENCE:

Jeffrey has 25 years of hospitality experience and a decade in senior finance leadership roles across various publicly listed and privately owned companies including InterContinental Hotels Group, Accor Hotels and Rosewood Hotel Group.

He recently joined ASM Global as SVP Finance, responsible for finance and accounting in ASM Global's network of 200+ venues including convention, exhibition facilities, arenas, stadiums and theaters within US and Canada. Focus and Oversight including:

- Performance Management and Analysis, partnering with Operations
- Talent management, planning, and development in Finance within ASM Global network
- Internal Control and Compliances across ASM Global venues
- Financial systems, policies, and processes



FELIX MUSSENDEN

**SENIOR VICE PRESIDENT
ARENAS, STADIUMS & THEATERS**

EXPERIENCE:

Felix is an experienced leader in the Entertainment, Hospitality, Leisure, Restaurant, and Theme Park industry. Prior to joining ASM Global, he worked in C-Suite positions at Live Nation, Universal Studios and Resorts, and as the Owner and Principal of Hard Rock Park.

As the Executive Vice President at Live Nation Entertainment, Clubs, and Theaters, Felix was responsible for operations at all House of Blues venues across the US. Under his leadership, the venues increased profitability by more than 31%.

Felix began his career at Universal Studios as the Executive Vice President and General Manager of Universal Studios Hollywood, Los Angeles's number one tourist attraction from 1992 – 96. He later moved on to Executive Vice President of attractions where he oversaw the \$2 billion expansion of Universal Studios Orlando through the addition of Islands of Adventure. Felix has extensive experience in:

- Teambuilding
- Marketing
- Creative Programming
- Guest Experiences
- Construction, Pre-Opening & Operations
- Finance & Driving Profitability

IMAGINE THE EXPERIENCE





DAVE JOLETTE

REGIONAL VICE PRESIDENT,
ARENAS, STADIUMS & THEATERS

EDUCATION:

M.S. Sports Management, University of Michigan

B.S. Biology & Exercise Physiology, California State University, Chico

EXPERIENCE:

Dave began his career in the City of Denver working multiple venues and has worked in venue management and operations for more than 25 years, prior to joining ASM Global in 2019 to provide corporate oversight to live entertainment venues in the US and Canada. He has extensive experience in working with NBA, NHL, and MLS sports tenants, balancing team schedules with live entertainment.

Dave's experience in the entertainment industry spans an array of venue types including arenas, theaters, amphitheaters, and stadiums, and various events. He has worked with multiple professional and political leaders and has provided experience and leadership for major events including:

- Two Stanley Cup Championship Series
- Multiple NBA & NHL All-Star Games
- The 2008 Democratic National Convention



CHRIS SEMARU

REGIONAL BOOKING DIRECTOR | GENERAL MANGER PAYCOM
CENTER

EDUCATION:

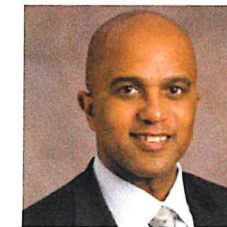
B.B.A. Marketing, University of North Dakota

EXPERIENCE:

Chris is a hospitality professional who oversees all aspects of management, marketing, and operations at the Paycom Center in Oklahoma City. Since assuming leadership of this venue, his leadership has resulted in significant increases in touring events and record-breaking shows, by attracting some of the biggest artists in the world to Oklahoma City.

Chris is one of the youngest General Managers of a major professional sports facility in North America and was a finalist for **Venue Executive of the Year** by the International Entertainment Buyers Association. He has also been selected as finalist for **Booking Achievement** by Venue's Today Magazine four times. In addition to overseeing the overall operations and management at Paycom Center, Chris is a Regional Booking Director for the western region of North America.

Prior to assuming the General Manager position, Chris was a member of the construction and opening team at the Denny Sanford PREMIER Center in Sioux Falls, ND. During his tenure, the PREMIER Center was a finalist for an Academy of Country Music Award for **Venue of the Year** three times, and a finalist for **Pollstar's Best New Concert Venue**.



CHARLES BURNS

ASM GLOBAL VICE PRESIDENT | SECURITY

EDUCATION:

Purdue University and Milligan College, Criminal Justice Major

EXPERIENCE:

Charles is a 30-year law enforcement and corporate security veteran and served as a member of the United States Marine Corp and 10 years as an Indiana State Trooper. He has extensive experience in operations, risk management, investigations, security, and has extensive security, military, and law enforcement experience. Charles has a proven track record of:

- Leading and building security teams for large, multi-use facilities
- Creating innovative security solutions through technology
- Partnering with local and state law enforcement teams and government leaders

IMAGINE THE EXPERIENCE





MATT MUSCELLA, CFM

ASM GLOBAL VICE PRESIDENT | OPERATIONS

EDUCATION:

M.S. Public Administration, Bellevue University
B.S. Business Information, Central Michigan University

EXPERIENCE:

Matt is a highly accomplished professional with 27-years of progressive experience. He has demonstrated success in of corporate real estate including facilities design, construction, industrial and economic development, data center operations management, and environmental health and safety.

Matt is responsible for corporate oversight of operations for all 325+ venues that ASM Global operates worldwide. He has extensive experience in:

- Venue operations management
- Corporate real estate development
- Sustainability and energy conservation
- Facilities and plant management
- Budgeting and strategic capital planning
- Policy and procedure development



LUISA NUNEZ

ASM GLOBAL VICE PRESIDENT | FINANCE AND STRATEGIC PLANNING

EDUCATION:

M.B.A. Finance, La Salle University
B.S. Economics, Canisius College/La Salle University

EXPERIENCE:

Luisa is a financial services professional involved in new business development and strategic planning. Prior to joining ASM Global, she worked as a VP of Financial Planning and Analysis for Allied Universal Security Services and in leadership positions at Aramark corporation.

Luisa sits on the foundation board of Bryn Mawr Rehabilitation Hospital outside of Philadelphia and has extensive experience in:

- Developing financial agreements
- Transitioning private equity turns
- New business development



JESSICA RAGSDALE

VICE PRESIDENT
DIVERSITY, EQUITY & INCLUSION

EDUCATION:

B.S. Communications, Eastern Michigan University
Diversity & Inclusion Certification, Cornell University

EXPERIENCE:

Jessica is a strategic, self-motivated, collaborative, and accountable people leader with a 20-year employment history. She distills complex concepts into clear recommendations, supports culture focuses that identify and hire diverse candidates offering unique experiences and perspectives, and builds operating processes to advance D&I initiatives.

Jessica is responsible for driving and establishing strategic plans that promote and support the ASM Global mission and vision by developing awareness, access, cultural understanding, and trends regarding D&I best practices. She has a proven track record of:

- Designing, implementing, and executing organization-wide diversity and inclusion strategies
- Supporting employee engagement efforts across the organization
- Implementing trainings around D&I topics
- Managing D&I budget
- Participating in ongoing communication across the global business to engage all global employees in initiatives, processes, and updates

IMAGINE THE EXPERIENCE





JENNIFER BYERS

**DIRECTOR
CORPORATE SOCIAL RESPONSIBILITY**

**VICE PRESIDENT
ASM GLOBAL ACTS FOUNDATION**

EDUCATION:

M.B.A, Finance, Loyola University, MD

B.S., Business Administration, Towson University

Certificate, Institute for Corporate Social Responsibility,
Johns Hopkins University

Certificate, Diversity, Equity, and Inclusion in the Workplace, University of South Florida

EXPERIENCE:

Jennifer is an accomplished and purpose-driven corporate social responsibility leader with a proven track record of generating shared value for companies and global communities. She has extensive experience in building brands and enhancing organizational reputation and culture through strategic philanthropy, community and stakeholder engagement, employee experience, and effective communication while having a positive impact on nonprofits and communities.

Jennifer began her career in the financial services industry and spent 17 years with Legg Mason Global Asset Management, managing their corporate responsibility efforts for a decade. Since 2021, she is responsible for leading and developing efforts that advance ASM Global's dedication to be a responsible corporate citizen through commitments to create a better workplace, more diverse workforce, serve communities and contribute to a healthier planet. Her areas of focus include:

- Social Impact
- Community & Employee Engagement
- Sustainability
- Diversity & Inclusion



SHAUN BEARD

**SENIOR VICE PRESIDENT
FOOD AND BEVERAGE**

EDUCATION:

B.A. Business Administration, University of Colorado – Boulder

EXPERIENCE:

Shaun is responsible for the delivery of high-quality experiences in ASM Global's network of 211 food and beverage operations worldwide. He is a member of the Board of Directors for the National Restaurant Association – Educational Foundation.

As a 36-year hospitality veteran with extensive experience in the food and beverage operations, culinary management, and marketing of food and beverage experiences Shaun has over 13 years' experience as an executive with ASM Global - SAVOR. He has a proven track record of:

- Expanding the Guest/Fan Experience
- Increasing Revenue/Decreasing Operating Costs
- Developing Destination Experiences
- Creating innovative management and customer satisfaction agreements with organized labor resulting in reducing exhibitor's show costs and increasing events and tourism
- Partnering with Municipal and Government Clients to meet and exceed their objectives
- Established local community-based programs to create and support educational opportunities for youth in hospitality
- Support and incubate local food and beverage businesses to expand their businesses



MIKE CARSON

**VICE PRESIDENT FOOD AND BEVERAGE
ARENAS, STADIUMS & THEATERS**

EDUCATION:

B.S. Syracuse University

M.B.A. Drexel University's LeBow College of Business

EXPERIENCE:

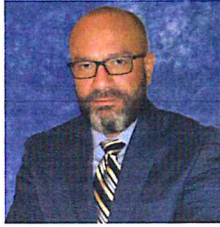
Mike leads the Arena, Stadium & Theater division for SAVOR and is responsible for locations across North America. He is hospitality industry veteran with more than 20 years' experience and has helped execute some of the largest events in the world including multiple World Series, Stanley Cup Finals, and NHL's Winter Classic.

Mike led SAVOR's efforts to provide food service for the 2018 NCAA Men's Basketball Final Four Championship, which helped the City of San Antonio in being awarded another Men's Final Four in 2025. He has successfully opened, operated, and consulted on properties ranging from NFL Stadiums to performing arts venues to minor league baseball parks.

Prior to joining SAVOR, Mike held leadership positions in the sports and entertainment field including controller and director for the Philadelphia Phillies and as a regional finance manager with Aramark. His background provides a unique blend of both concessionaire and client-side experiences allowing him to understand the unique needs of our clients and partners.

IMAGINE THE EXPERIENCE





JORGE ADAMES

REGIONAL DIRECTOR
FOOD AND BEVERAGE | SAVOR

EDUCATION:

A.A.S. Hospitality and Business, Community College of Philadelphia

EXPERIENCE:

Jorge is responsible for the delivery of high-quality hospitality experiences in ASM Global /SAVOR assigned portfolio. He provides operational and financial support and addresses opportunities within his region and provides assistance in monitoring overall customer satisfaction. As a 30-year industry veteran in the food and beverage industry, Jorge has a proven track record of:

- Sales Account evaluation
- Menu development
- Increasing Revenue / Sale Strategies
- Increasing operational efficiencies
- Decreasing Operating Costs
- Training & Mentorship
- Implementing operational procedures and policies
- New accounts Openings



ANNA NASH

VICE PRESIDENT
MARKET DEVELOPMENT – CONVENTION & EXHIBITION
CENTERS

EDUCATION:

B.S Communications, University of Kentucky

EXPERIENCE:

Responsible for National Sales and Partnership development to support content generation across the ASM Global portfolio of 98 convention and exhibition centers. Anna is a 28-year hospitality veteran with extensive experience in luxury hotels. She spent 20 years leading Sales & Service departments for two DMOs and has spent the past five years with ASM Global. Anna has a proven track record of:

- Collaborating with key hospitality stakeholders to increase destination marketing, economic impact, and visitor direct spend in destinations
- Developing sales processes to increase lead generation and closure rates
- Identifying and cultivating sales training modules to ensure we attract, retain, and train our venue sales and marketing teams



MICHAEL KROUSE, CMP, CHME, CASE

REGIONAL VICE PRESIDENT
CONVENTION & EXHIBITION CENTERS

EDUCATION:

Business Administration, California State University – Long Beach

EXPERIENCE:

Michael is responsible for the oversight of convention centers, arenas, and convention and visitors’ bureaus in the Western United States. In this capacity, he directs business development, marketing, and destination sales for conventions, meetings and events, national and international visitors, and overall operations at the venues.

Prior to joining ASM Global, Michael served as the Senior Vice President of Sales and Client Services for the Los Angeles Tourism and Convention Board (LATCB), where he was responsible for managing a number of departments including Meetings and Convention Sales, Client Services, Research, and Membership. Under his leadership, the LATCB generated substantial annual gains of up to 318% in economic impact for Los Angeles, resulting in an overall net gain of \$5.8 billion during his term.

Michael is an industry veteran and has earned certifications from the following organizations:

- Certified Association Sales Executive (CASE)
- Professional Convention Management Association (PCMA)
- Certified Hospitality Marketing Executive (CHME) from the Hospitality Sales and Marketing Association International

IMAGINE THE EXPERIENCE



VENDOR HISTORY

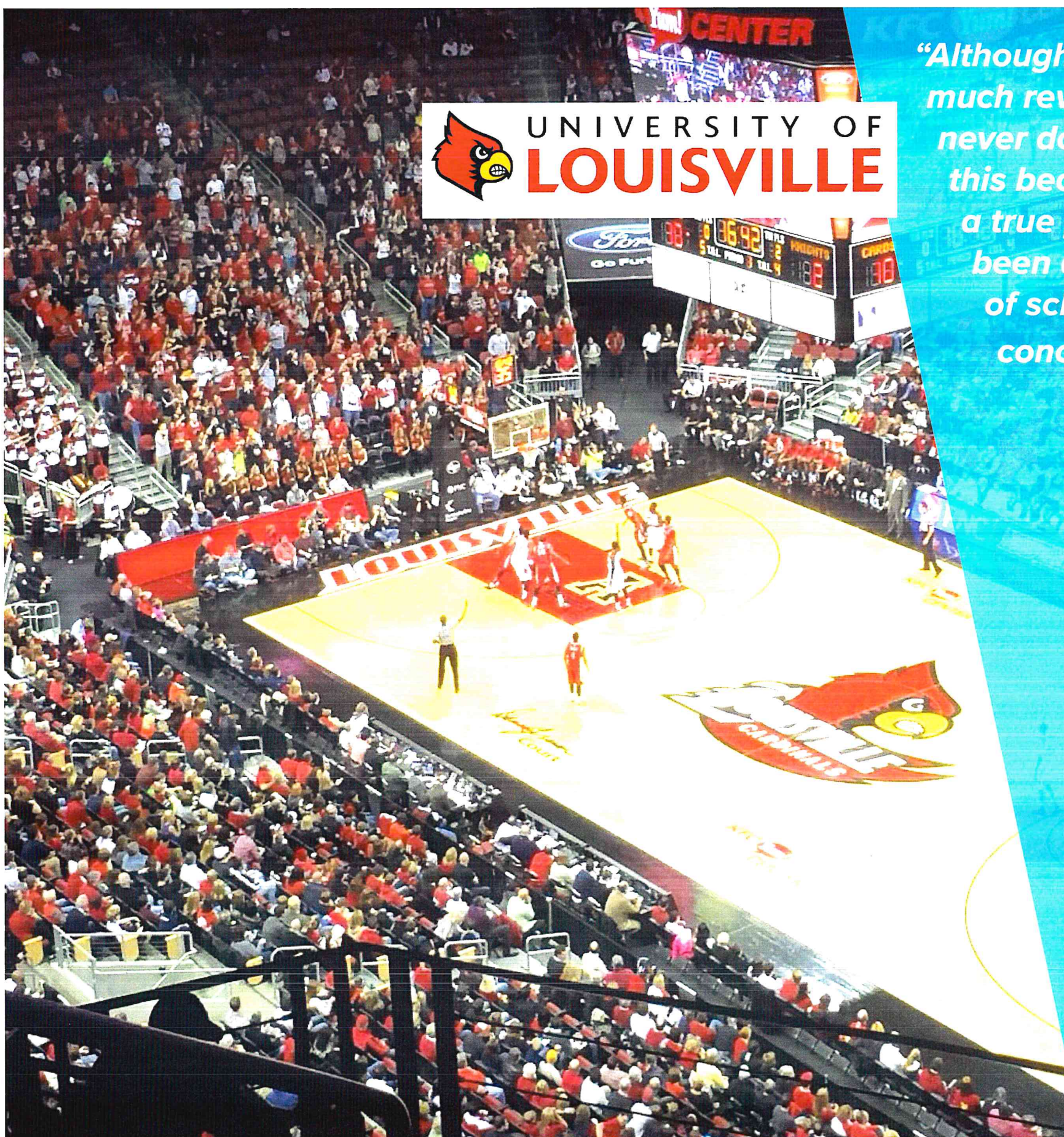




UNIVERSITY OF
LOUISVILLE

“Although ASM Global is tasked with generating as much revenue as possible for the venue, they have never done it at the detriment of the University. I say this because it shows ASM Global has always been a true partner with the University. We have always been able to work through the tough undertaking of scheduling two full basketball seasons, concerts, and other events in the building.”

JOSH HEIRD
DEPUTY ATHLETIC DIRECTOR
UNIVERSITY OF LOUISVILLE



VENDOR HISTORY

ASM Global was formed in 2019 through the merger of SMG and AEG Facilities, establishing a new company with the operational expertise of SMG coupled with the revenue generation and marketing expertise of AEG Facilities. ASM Global has more than 40 years of venue management experience, with SMG commencing operation in 1977 and AEG Facilities beginning operations in 2007.

ASM Global maintains its global headquarters in Los Angeles, CA and corporate offices in West Conshohocken, PA, a suburb of Philadelphia. Please refer to page 46 for our corporate organizational structure. Additional offices are in:

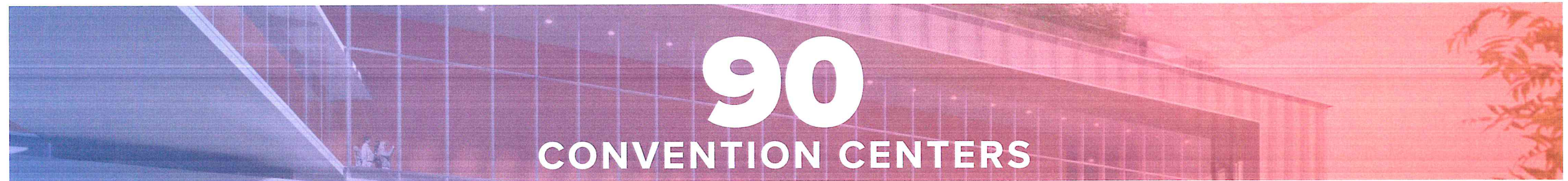
- Manchester, England
- Brisbane, Australia
- Sao Paulo, Brazil
- Singapore



ASM GLOBAL: THE INDUSTRY'S WORLD LEADER IN VENUE MANAGEMENT

ASM Global has defined a management philosophy and style that has led to its industry leading position. Each year more than 30 million people attend thousands of events at our facilities. We operate in markets across the country that vary in size and represent a diverse array of clients ranging from:

- Publicly-Owned Facilities
- Professional Sports Teams
- Privately-Owned Facilities
- Collegiate Administrations and Athletic Departments

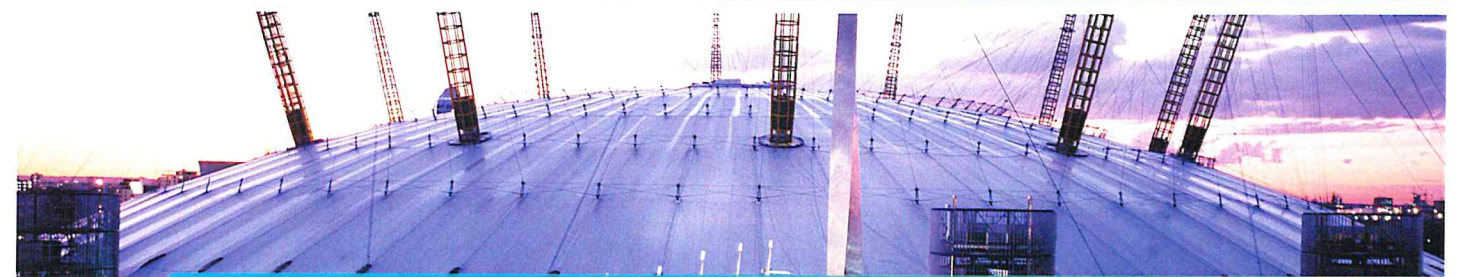




MORE THAN **23M** SQUARE FEET OF CONVENTION AND EXHIBIT SPACE



MORE THAN **160M** GUESTS HOSTED ANNUALLY



350+ ELITE VENUES IN THE WORLD'S GREATEST CITIES, ON FIVE CONTINENTS



MORE THAN **2.7M SEATS** IN OUR FAMILY OF VENUES

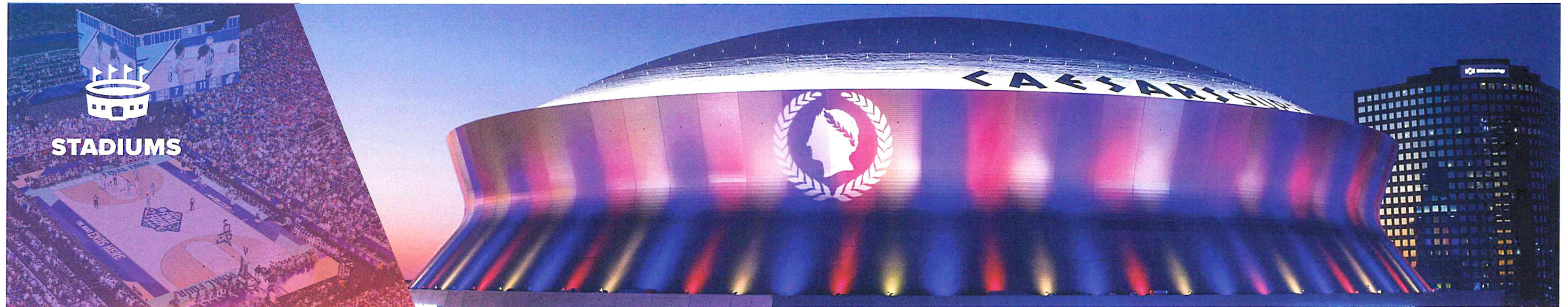


61,000 TEAM MEMBERS

WORLDWIDE PRESENCE

FACILITY LISTINGS - SEPTEMBER 2022





| Venue | City/State | Country | Capacity |
|--|--------------|-----------|----------|
| ASIA - PACIFIC | | | |
| National Stadium | Kuala Lumpur | Malaysia | 87,400 |
| Accor Stadium | Sydney | Australia | 83,500 |
| Optus Stadium | Perth | Australia | 60,000 |
| Suncorp Stadium | Brisbane | Australia | 52,500 |
| Kai Tak Sports Park Main Stadium (Opens Q4 2024) | Hong Kong | HK | 50,000 |
| CommBank Stadium | Sydney | Australia | 30,000 |
| Kai Tak Athletics Stadium - Public Sports Ground (Opens Q3 2023) | Hong Kong | HK | 5,000 |
| UK & EUROPE | | | |
| Friends Arena | Stockholm | Sweden | 65,000 |
| Tele2 Arena | Stockholm | Sweden | 40,000 |
| LNER Community Stadium | York | UK | 8,500 |

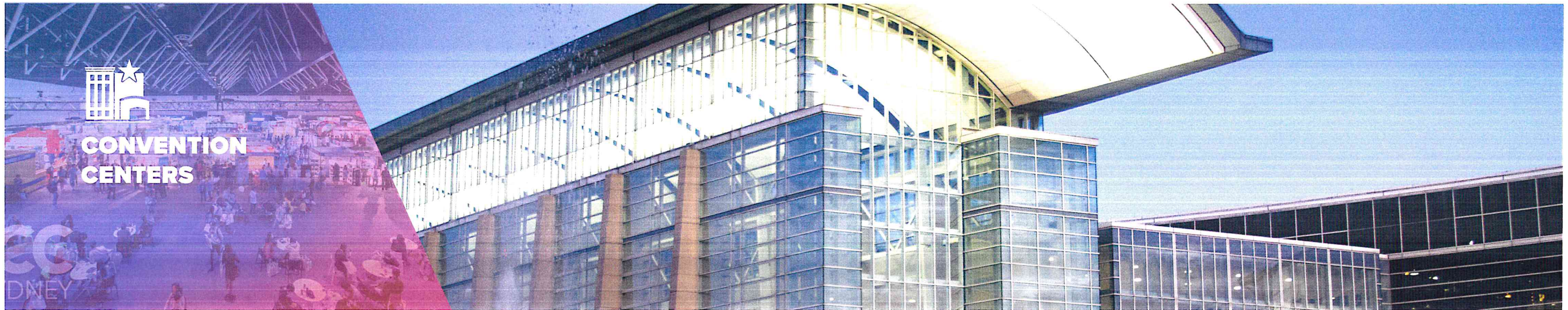
| Venue | City/State | Country | Capacity |
|---|-----------------|---------|----------|
| AMERICAS | | | |
| Kyle Field Stadium @ Texas A&M | College Station | TX | 102,700 |
| Caesars Superdome | New Orleans | LA | 76,000 |
| TIAA Bank Field | Jacksonville | FL | 73,000 |
| U.S. Bank Stadium | Minneapolis | MN | 73,000 |
| NRG Stadium | Houston | TX | 71,500 |
| NRG Astrodome | Houston | TX | 70,000 |
| Allegiant Stadium | Las Vegas | NV | 65,000 |
| State Farm Stadium | Glendale | AZ | 63,400 |
| Ring Central Coliseum | Oakland | CA | 63,100 |
| Soldier Field | Chicago | IL | 61,500 |
| SHI Stadium @ Rutgers University | New Brunswick | NJ | 52,000 |
| Folsom Field @ CU Boulder | Boulder | CO | 50,000 |
| Truist Field @ Wake Forest University | Winston Salem | NC | 31,500 |
| Yulman Stadium @ Tulane University | New Orleans | LA | 30,000 |
| Dignity Health Sports Park | Carson | CA | 27,000 |
| Hall of Fame Village Stadium | Canton | OH | 23,000 |
| Lynn Family Stadium | Louisville | KY | 15,000 |
| 121 Financial Ballpark | Jacksonville | FL | 11,000 |
| Dignity Health Sports Park Track & Field Facility | Carson | CA | 10,000 |
| Shrine on Airline | Metairie | LA | 10,000 |
| Dignity Health Sports Park Center Tennis Stadium | Carson | CA | 8,000 |
| Banner Island Ballpark | Stockton | CA | 5,200 |
| Sioux Falls Stadium | Sioux Falls | SD | 4,500 |
| Humana Outdoor Track & Field Stadium | Louisville | KY | 5,000 |



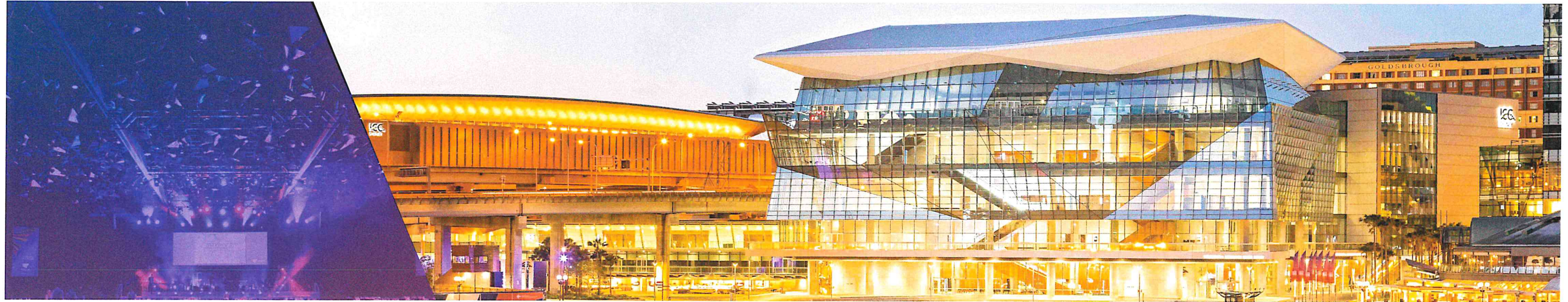
| Venue | City/State | Country | Capacity | Venue | City/State | Country | Capacity |
|--|--------------|----------------|----------|--|---------------|----------------|----------|
| ASIA - PACIFIC | | | | | | | |
| Qudos Bank Arena | Sydney | Australia | 21,000 | Rudolf Weber Arena | Oberhausen | Germany | 13,000 |
| Coca-Cola Arena | Dubai | UAE | 20,000 | The OVO Hydro | Glasgow | Scotland | 13,000 |
| Jeddah Arena (Opening 2026) | Jeddah | Saudi Arabia | 20,000 | Newcastle Gateshead Quays Arena (Opening 2023) | Newcastle | United Kingdom | 12,500 |
| Cadillac Arena | Beijing | China | 19,000 | The OVO Arena at Wembley | London | United Kingdom | 12,500 |
| Shenzhen World Arena | Shenzhen | China | 17,000 | Vaudoise Arena | Lausanne | Switzerland | 11,500 |
| Axiata Arena Bukit Jalil | Kuala Lumpur | Malaysia | 16,000 | The Sage (Opening 2024) | Gateshead | United Kingdom | 11,500 |
| RAC Arena | Perth | Australia | 15,000 | Utilita Arena | Newcastle | United Kingdom | 11,400 |
| Brisbane Entertainment Centre | Brisbane | Australia | 14,500 | Hovet Arena | Stockholm | Sweden | 9,000 |
| Bangkok Arena @ Bangkok Mall (Opening 2026) | Bangkok | Thailand | 12,000 | Cantu Arena (Opening 2024) | Cantu | Italy | 6,000 |
| Kai Tak Sports Park Indoor Sports Centre (Opens Q4 2024) | Hong Kong | HK | 10,000 | Bonus Arena | Hull | United Kingdom | 3,500 |
| EM Live @ the Emsphere (Opening 2024) | Bangkok | Thailand | 8,000 | Becketwell Arena (Opening 2024) | Derby | United Kingdom | 3,500 |
| Newcastle Entertainment Centre | Newcastle | Australia | 7,500 | Annexet | Stockholm | Sweden | 2,200 |
| Wynn Palace Event Center | Macau | China | 5,000 | AMERICAS | | | |
| Cairns Arena | Cairns | Australia | 5,000 | KFC Yum! Center | Louisville | KY | 22,000 |
| Great Hall @ Brisbane Entertainment Centre | Brisbane | Australia | 4,000 | FTX Arena | Miami | FL | 21,000 |
| UK & EUROPE | | | | Crypto.com Arena | Los Angeles | CA | 20,000 |
| AO Arena | Manchester | United Kingdom | 21,000 | Smoothie King Center | New Orleans | LA | 19,700 |
| The O2 | London | United Kingdom | 20,000 | Oakland Arena | Oakland | CA | 19,500 |
| Mercedes-Benz Arena | Berlin | Germany | 17,000 | Target Center | Minneapolis | MN | 19,300 |
| Rotterdam Ahoy | Rotterdam | Netherlands | 16,400 | BOK Center | Tulsa | OK | 19,200 |
| Barclaycard Arena | Hamburg | Germany | 16,000 | Barclays Center | Brooklyn | NY | 19,000 |
| P&J Live Arena | Aberdeen | Scotland | 16,000 | Paycom Center | Oklahoma City | OK | 19,000 |
| Avicii Arena | Stockholm | Sweden | 16,000 | Videotron Centre | Quebec City | Canada | 19,000 |
| First Direct Arena | Leeds | United Kingdom | 13,000 | T-Mobile Center | Kansas City | MO | 18,900 |
| | | | | AT&T Center | San Antonio | TX | 18,500 |



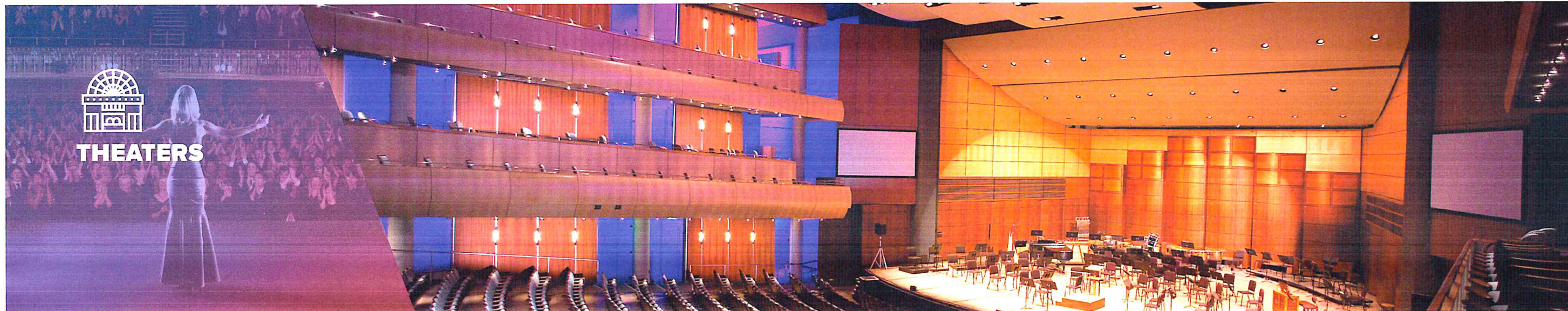
| Venue | City/State | Country | Capacity | Venue | City/State | Country | Capacity |
|--|------------------|-------------|----------|--|------------------|---------|----------|
| Gila River Arena | Glendale | AZ | 18,300 | Mobile Civic Center | Mobile | AL | 10,100 |
| Coliseo de Puerto Rico | San Juan | Puerto Rico | 18,000 | Rapides Parish Coliseum | Alexandria | LA | 10,000 |
| Heritage Bank Center | Cincinnati | OH | 17,500 | Wintrust Arena | Chicago | IL | 10,000 |
| MVP Arena | Albany | NY | 17,500 | Florence Center Arena | Florence | SC | 10,000 |
| Fiserv Forum | Milwaukee | WI | 17,500 | Sames Auto Arena | Laredo | TX | 10,000 |
| Save Mart Center | Fresno | CA | 16,100 | Pensacola Bay Center | Pensacola | FL | 10,000 |
| Pechanga Arena | San Diego | CA | 16,100 | BMO Harris Bank Center | Rockford | IL | 10,000 |
| John Paul Jones Arena | Charlottesville | VA | 16,000 | Truist Arena @ Northern Kentucky University | Highland Heights | KY | 9,400 |
| Pinnacle Bank Arena | Lincoln | NE | 15,000 | Santander Arena | Reading | PA | 9,000 |
| INTRUST Bank Arena | Wichita | KS | 15,000 | Mountain Health Arena | Huntington | WV | 9,000 |
| Antel Arena | Montevideo | Uruguay | 15,000 | Tucson Arena | Tucson | AZ | 8,900 |
| DCU Center Arena | Worcester | MA | 14,800 | Avenir Centre | Moncton, NB | Canada | 8,500 |
| Vystar Veterans Memorial Arena | Jacksonville | FL | 14,500 | Mohegan Sun Arena @ Casey Plaza | Wilkes-Barre | PA | 8,500 |
| Nassau Veterans Memorial Coliseum | Long Island | NY | 14,500 | Broadmoor World Arena | Colorado Springs | CO | 8,100 |
| Brookshire Grocery Arena | Bossier City | LA | 14,000 | H-E-B Center @ Cedar Park | Cedar Park | TX | 8,000 |
| Dunkin' Donuts Center | Providence | RI | 14,000 | Huntington Center | Toledo | OH | 8,000 |
| LJVM Coliseum @ Wake Forest University | Winston Salem | NC | 14,000 | Jersey Mike's Arena @ Rutgers University | New Brunswick | NJ | 8,000 |
| Long Beach Arena | Long Beach | CA | 14,500 | Sioux Falls Arena | Sioux Falls | SD | 8,000 |
| North Charleston Coliseum | North Charleston | SC | 13,300 | Thunder Ridge Arena (Opening 2022) | Ridgedale | MO | 8,000 |
| Reed Arena @ Texas A&M | College Station | TX | 13,000 | NRG Arena | Houston | TX | 7,800 |
| Petersen Events Center | Pittsburgh | PA | 12,500 | The Arena @ Dow Event Center | Saginaw | MI | 7,600 |
| Van Andel Arena | Grand Rapids | MI | 12,100 | Mayo Civic Center Arena | Rochester | MN | 7,200 |
| Raising Cane's River Arena | Baton Rouge | LA | 12,000 | Upstate Medical University Arena @ the Oncenter War Memorial | Syracuse | NY | 7,000 |
| Peoria Civic Center Arena | Peoria | IL | 12,000 | Knoxville Civic Coliseum | Knoxville | TN | 6,500 |
| Denny Sanford Premier Center | Sioux Falls | SD | 12,000 | accesso ShoWare Center | Kent | WA | 6,000 |
| Stockton Arena | Stockton | CA | 12,000 | Meridian Centre | Ontario | Canada | 6,000 |
| SNHU Arena | Manchester | NH | 11,770 | Canton Memorial Civic Center | Canton | OH | 5,500 |
| Freeman Coliseum | San Antonio | TX | 11,700 | Cabarrus Arena & Events Center | Concord | NC | 5,200 |
| Movistar Arena | Buenos Aires | Argentina | 11,500 | Leon's Centre | Kingston, ON | Canada | 5,200 |
| Selland Arena | Fresno | CA | 11,300 | Five Flags Arena | Dubuque | IA | 4,800 |
| Toyota Arena | Ontario | CA | 11,000 | Sanford Center | Bemidji | MN | 4,700 |
| CU Events Center @ CU Boulder | Boulder | CO | 11,000 | 1st Summit Bank Arena @ The Cambria County War Memorial | Johnstown | PA | 4,000 |
| Silver Spurs Arena @ Osceola Heritage Park | Kissimmee | FL | 10,500 | Cowtown Coliseum | Fort Worth | TX | 3,400 |
| Mechanics Bank Arena | Bakersfield | CA | 10,400 | Toyota Sports Center | El Segundo | CA | 1,000 |
| Nutter Center @ Wright State University | Fairborn | OH | 10,400 | | | | |



| Venue | City | Country | Square Feet | Venue | City/State | Country | Square Feet |
|---|---------------|----------------|-------------|---|-----------------|-------------|-------------|
| ASIA - PACIFIC | | | | | | | |
| Shenzhen World Exhibition & Convention Center | Shenzhen | China | 4,300,000 | Colorado Convention Center | Denver | CO | 584,000 |
| Exhibition World Bahrain | Manama | Bahrain | 1,045,000 | Salt Palace Convention Center | Salt Lake City | UT | 515,000 |
| International Convention Centre Sydney (ICC Sydney) | Sydney | Australia | 557,400 | Greater Columbus Convention Center | Columbus | OH | 426,000 |
| Cairns Convention Centre | Cairns | Australia | 449,900 | Greenville Convention Center | Greenville | SC | 368,000 |
| Kuala Lumpur Convention Centre | Kuala Lumpur | Malaysia | 243,900 | David L. Lawrence Convention Center | Pittsburgh | PA | 313,400 |
| Oman Convention & Exhibition Centre | Muscat | Oman | 236,800 | Mountain America Expo Center | Sandy | UT | 243,000 |
| Brisbane Convention and Exhibition Centre | Brisbane | Australia | 215,300 | Broward County Convention Center | Fort Lauderdale | FL | 600,000 |
| International Convention Centre, Jeddah Airport City (Opening 2026) | Jeddah | Saudi Arabia | 165,000 | Huntington Convention Center of Cleveland | Cleveland | OH | 230,000 |
| Darwin Convention Centre | Darwin | Australia | 42,000 | Long Beach Convention Center | Long Beach | CA | 224,000 |
| Te Pae Christchurch Convention Centre | Christchurch | New Zealand | 38,750 | Tucson Convention Center | Tucson | AZ | 205,000 |
| Great Hall Brisbane | Brisbane | Australia | 20,000 | DeVos Place | Grand Rapids | MI | 202,000 |
| | | | | Hawaii Convention Center | Honolulu | HI | 200,000 |
| UK & EUROPE | | | | Mayo Civic Center | Rochester | MN | 200,000 |
| P&J Live Exhibition Center | Aberdeen | Scotland | 538,000 | Oklahoma City Convention Center | Oklahoma City | OK | 200,000 |
| The Sage (Opening 2024) | Gateshead | United Kingdom | 25,000 | Century II Convention Center | Wichita | KS | 187,500 |
| Olympia | London | United Kingdom | 9,800 | Albuquerque Convention Center | Albuquerque | NM | 167,000 |
| | | | | Panama Convention Center | Panama City | Panama | 167,000 |
| | | | | Caesars Superdome Convention Center | New Orleans | LA | 166,000 |
| | | | | State Farm Stadium Exhibit Hall | Glendale | AZ | 160,000 |
| | | | | Dayton Convention Center | Dayton | OH | 150,000 |
| | | | | Puerto Rico Convention Center | San Juan | Puerto Rico | 135,000 |
| | | | | North Charleston Convention Center | Charleston | SC | 135,000 |
| | | | | Cox Business Convention Center | Tulsa | OK | 128,000 |
| | | | | Global Center for Health Innovation | Cleveland | OH | 120,000 |
| | | | | Cabarrus Events Center | Concord | NC | 113,000 |
| | | | | Palm Springs Convention Center | Palm Springs | CA | 112,500 |
| | | | | | | | |
| Venue | City | State | Square Feet | | | | |
| AMERICAS | | | | | | | |
| McCormick Place | Chicago | IL | 2,670,000 | | | | |
| NRG Center | Houston | TX | 1,484,000 | | | | |
| Energycare Centre | Toronto | Canada | 1,000,000 | | | | |
| Moscone Center | San Francisco | CA | 742,000 | | | | |
| Huntington Place | Detroit | MI | 722,000 | | | | |
| Los Angeles Convention Center | Los Angeles | CA | 700,000 | | | | |
| Pennsylvania Convention Center | Philadelphia | PA | 679,000 | | | | |



| Venue | City | State | Square Feet | Venue | City | State | Square Feet |
|--|----------------|-------|-------------|--|---------------|--------|-------------|
| Peoria Civic Center | Peoria | IL | 110,000 | Chilhowee Park & Exposition Center | Knoxville | TN | 57,000 |
| Hampton Roads Convention Center | Hampton | VA | 102,000 | Albany Capital Center | Albany | NY | 50,000 |
| Arthur R. Outlaw Mobile Convention Center | Mobile | AL | 100,000 | Sioux Falls Convention Center | Sioux Falls | SD | 50,000 |
| DCU Center | Worcester | MA | 100,000 | Events Center @ Osceola Heritage Park | Kissimmee | FL | 48,000 |
| Raising Cane's River Center | Baton Rouge | LA | 100,000 | George W. Nelson Convention Center | Bemidji | MN | 13,400 |
| Rhode Island Convention Center | Providence | RI | 100,000 | Beanfield Centre | Toronto | Canada | 110,000 |
| Fresno Convention Center | Fresno | CA | 96,000 | Florence Center | Florence | SC | 79,000 |
| Shreveport Convention Center | Shreveport | LA | 95,000 | Las Cruces Convention Center | Las Cruces | NM | 55,300 |
| Ontario Convention Center | Ontario | CA | 90,000 | Branson Convention Center | Branson | MO | 47,200 |
| Judson F. Williams Convention Center | El Paso | TX | 80,000 | Pontchartrain Center | Kenner | LA | 47,000 |
| Prime F. Osborn III Convention Center | Jacksonville | FL | 78,500 | Jekyll Island Convention Center | Jekyll Island | GA | 45,200 |
| Abilene Convention Center | Abilene | TX | 78,000 | William A. Egan Civic & Convention Center | Anchorage | AK | 45,000 |
| Mechanics Bank Convention Center | Bakersfield | CA | 76,000 | Dow Event Center | Saginaw | MI | 44,719 |
| SeaGate Convention Centre | Toledo | OH | 75,000 | Wilmington Convention Center | Wilmington | NC | 42,000 |
| Dena'ina Civic and Convention Center | Anchorage | AK | 74,400 | Blue Water Convention Center | Port Huron | MI | 35,000 |
| Wildwoods Convention Center | Wildwood | NJ | 73,000 | Valdez Hall | Fresno | CA | 32,000 |
| Miami Convention Center | Miami | FL | 72,000 | Charlotte Harbor Event and Conference Center | Punta Gorda | FL | 20,000 |
| Charles F. Dodge City Center | Pembroke Pines | FL | 70,000 | Ithaca Conference Center (Opening 2024) | Ithaca | NY | 17,000 |
| Irving Convention Center | Irving | TX | 70,000 | Knoxville Convention Center | Knoxville | TN | 2,600 |
| World's Fair Exhibition Hall | Knoxville | TN | 67,000 | | | | |
| Century Center | South Bend | IN | 66,300 | | | | |
| The Oncenter Nicholas J. Pirro Convention Center | Syracuse | NY | 65,000 | | | | |
| Meadowlands Exposition Center | Secaucus | NJ | 61,000 | | | | |



| Venue | City | Country | Seats |
|-------------------------------------|-----------|-----------|-------|
| ASIA - PACIFIC | | | |
| Aware Super Theatre @ ICC Sydney | Sydney | Australia | 9,000 |
| Newcastle Entertainment Centre | Newcastle | Australia | 6,500 |
| Exhibition World Bahrain Auditorium | Manama | Bahrain | 4,000 |

| Venue | City | Country | Seats |
|--|---------------|----------------|-------|
| UK & EUROPE | | | |
| Amphion/Moscow Theatre | Moscow | Russia | 8,500 |
| Wolverhampton Civic Halls (Opening 2023) | Wolverhampton | United Kingdom | 3,408 |
| Bridgewater Hall | Manchester | United Kingdom | 2,400 |
| York Barbican | York | United Kingdom | 1,900 |
| Playhouse Whitley Bay | Whitley Bay | United Kingdom | 630 |
| Sodra Teatern | Stockholm | Sweden | 600 |

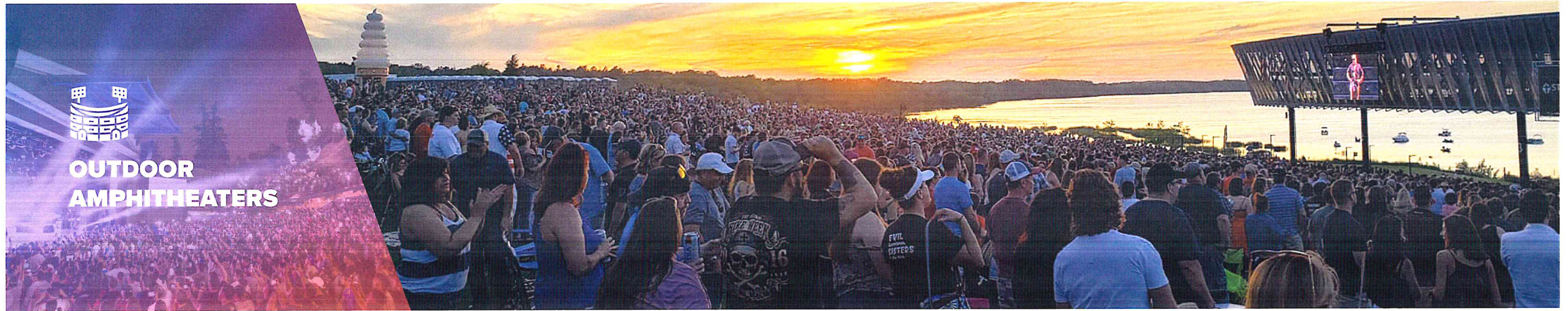
| Venue | City | State | Seats |
|---------------------------------|----------------|-------------|-------|
| AMERICAS | | | |
| Microsoft Theater | Los Angeles | CA | 7,100 |
| Five Flags Theater | Dubuque | IA | 5,200 |
| Bellco Theatre | Denver | CO | 5,096 |
| James L Knight Center | Miami | FL | 4,600 |
| Arie Crown Theater | Chicago | IL | 4,249 |
| Coca-Cola Music Hall | San Juan | Puerto Rico | 4,000 |
| Altria Theater | Richmond | VA | 3,565 |
| Charles F. Dodge City Center | Pembroke Pines | FL | 3,500 |
| Whitney Hall @ Terrace Theater | Long Beach | CA | 3,051 |
| Shreveport Municipal Auditorium | Shreveport | LA | 3,007 |
| Mechanics Bank Theatre | Bakersfield | CA | 3,000 |

| Venue | City | State | Seats |
|--|--------------|-------|-------|
| Mayo Civic Center Auditorium | Rochester | MN | 3,000 |
| Tech Port San Antonio | San Antonio | TX | 3,000 |
| Moran Theater | Jacksonville | FL | 2,979 |
| Akron Civic Theatre | Akron | OH | 2,572 |
| Lyric Theater | Baltimore | MD | 2,564 |
| Abraham Chavez Theatre | El Paso | TX | 2,525 |
| Knoxville Civic Auditorium | Knoxville | TN | 2,500 |
| Wellmount Theater | Montclair | NJ | 2,500 |
| DeVos Performance Hall | Grand Rapids | MI | 2,446 |
| Stranahan Theatre | Toledo | OH | 2,424 |
| Great Hall @ The Kentucky Center | Louisville | KY | 2,377 |
| Saroyan Theatre | Fresno | CA | 2,349 |
| Kiva Auditorium | Albuquerque | NM | 2,338 |
| Coronado Performing Arts Center | Rockford | IL | 2,300 |
| Helen DeVitt Jones Theater @ Buddy Holly Hall | Lubbock | TX | 2,290 |
| Tucson Music Hall | Tucson | AZ | 2,289 |
| Heritage Theater @ the Dow Event Center | Saginaw | MI | 2,276 |
| North Charleston Performing Arts Center | Charleston | SC | 2,268 |
| Century II Concert Hall | Wichita | KS | 2,197 |
| Peoria Civic Center Theater | Peoria | IL | 2,127 |
| Crouse Hinds Theatre | Syracuse | NY | 2,117 |
| Plaza Theatre | El Paso | TX | 2,049 |
| Bob Hope Theatre | Stockton | CA | 2,049 |
| Maxwell C. King Center for the Performing Arts L3Harris Technologies Theatre | Melbourne | FL | 2,016 |
| The River Center Performing Arts Theatre | Baton Rouge | LA | 2,000 |

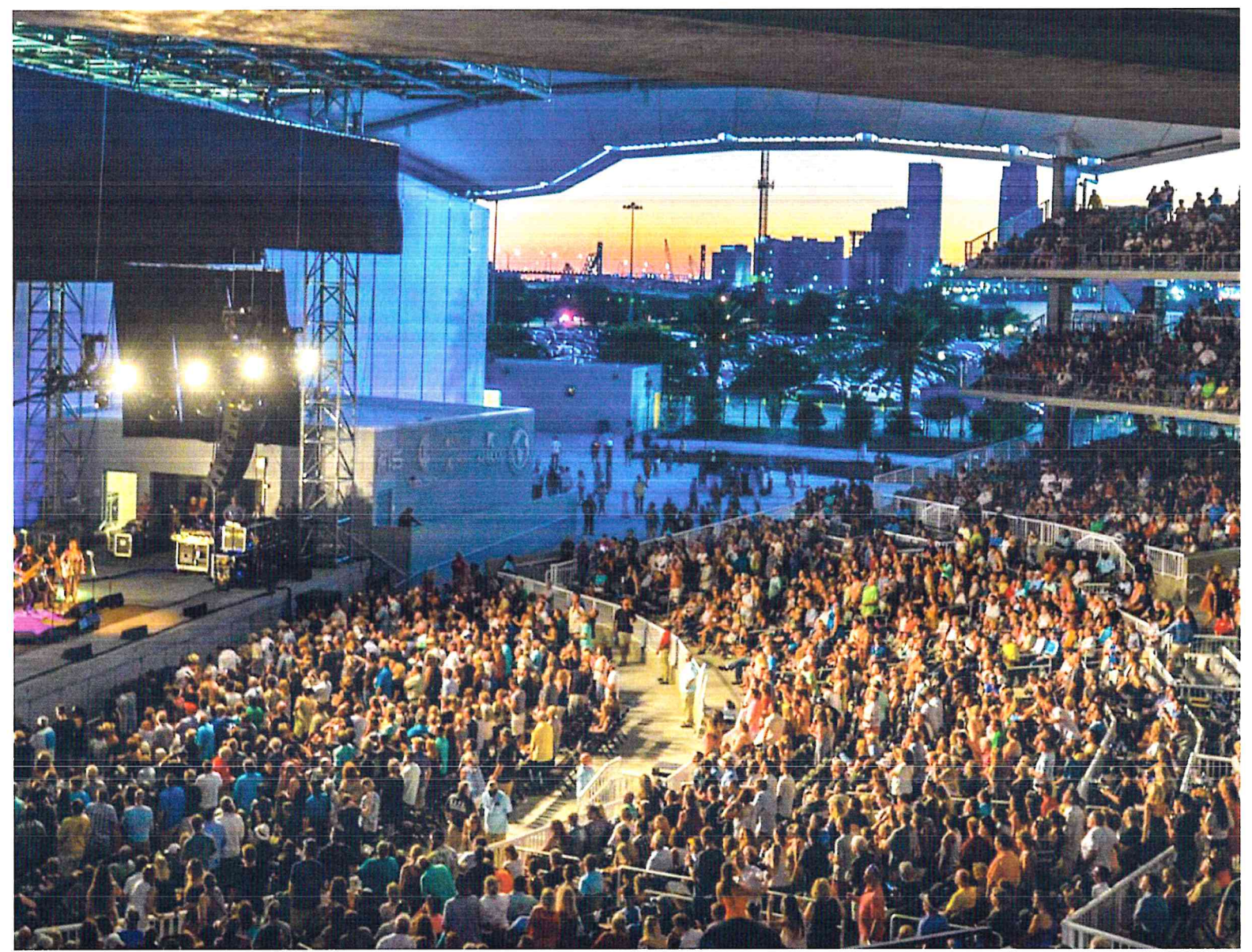


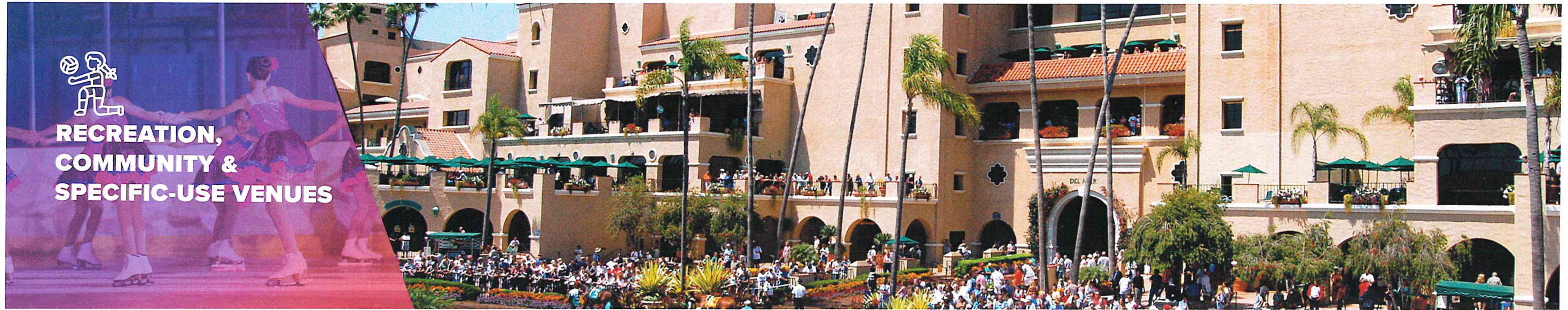
| Venue | City | State | Seats |
|--|------------------|-------|-------|
| Pikes Peak Center for the Performing Arts | Colorado Springs | CO | 1,989 |
| Kodak Center for the Performing Arts | Rochester | NY | 1,978 |
| Mobile Civic Center Theater | Mobile | AL | 1,940 |
| Saenger Theater | Mobile | AL | 1,921 |
| FM Kirby Center for the Performing Arts | Wilkes Barre | PA | 1,832 |
| Wagner Noël Theater @ Wagner Noël Performing Arts Center | Midland | TX | 1,819 |
| Santander Performing Arts Center | Reading | PA | 1,819 |
| Dominion Arts Center Carpenter Theatre | Richmond | VA | 1,800 |
| Jacoby Symphony Hall | Jacksonville | FL | 1,724 |
| Pensacola Saenger Theatre | Pensacola | FL | 1,630 |
| Charlotte Harbor Event and Conference Center | Punta Gorda | FL | 1,500 |
| Capital One Hall | McLean | VA | 1,500 |
| Spreckels Theater (Opening 2023) | San Diego | CA | 1,400 |
| The Orpheum Theater | Wichita | KS | 1,281 |
| Red Room @ the Dow Events Center | Saginaw | MI | 1,200 |
| Pantages Theater | Tacoma | WA | 1,170 |
| Dr. Charles H. Mayo Presentation Hall | Rochester | MN | 1,084 |
| Beverly O'Neill Theater | Long Beach | CA | 825 |
| Rialto Theater | Tacoma | WA | 780 |
| Bendix Theater | South Bend | IN | 694 |

| Venue | City | State | Seats |
|---|--------------|-------|-------|
| Dayton Convention Center Theater | Dayton | OH | 672 |
| Mary Jane Teral Theater at Century II | Wichita | KS | 650 |
| Bomhard Theater | Louisville | KY | 619 |
| Terry Theater | Jacksonville | FL | 600 |
| Leo Rich Theater | Tucson | AZ | 511 |
| Carrier Theater @ the Oncenter | Syracuse | NY | 463 |
| Ashe Auditorium @ James L. Knight Center | Miami | FL | 444 |
| Ritz Theatre | Jacksonville | FL | 402 |
| Crickets Theater @ Buddy Holly Hall | Lubbock | TX | 386 |
| Theatre on The Square | Tacoma | WA | 302 |
| The Vault @ Capital One Hall | Tysons | VA | 225 |
| Gottwald Playhouse | Richmond | VA | 200 |
| Maxwell C. King Center for the Performing Arts Studio Theatre | Melbourne | FL | 200 |
| REA Greathouse Hall @ Wagner Noël Performing Arts Center | Midland | TX | 200 |
| BeVARD Studio @ the Oncenter | Syracuse | NY | 160 |
| Rhythm Hall | Richmond | VA | 160 |
| Garden Room @ the Dow Events Center | Saginaw | MI | 150 |



| Venue | City | State | Seats |
|---|--------------|-------|--------|
| AMERICAS | | | |
| St. Joseph's Health Amphitheater at Lakeview | Syracuse | NY | 17,500 |
| Pinewood Bowl Theater | Lincoln | NE | 8,000 |
| Champions Square | New Orleans | LA | 8,000 |
| Koka Booth Amphitheatre | Cary | NC | 7,000 |
| The Greek Theatre | Los Angeles | CA | 5,900 |
| Jolt Credit Union Event Park | Saginaw | MI | 5,500 |
| Daily's Place Amphitheater | Jacksonville | FL | 5,500 |
| Davis Park at Founders Landing | Rockford | IL | 5,000 |
| The Homer Hamilton Amphitheater at Chilhowee Park | Knoxville | TN | 4,500 |
| MECU Pavilion | Baltimore | MD | 4,400 |
| Dignity Health Amphitheatre | Bakersfield | CA | 4,000 |
| McKelligon Canyon Amphitheatre | El Paso | TX | 1,500 |





| Venue | City | Country | Venue | City | State |
|---|----------------|----------------|---|---------------|-------|
| ASIA - PACIFIC | | | | | |
| Newcastle Entertainment Centre Showground | Newcastle | Australia | Louisville Urban League Sports and Learning Complex | Louisville | KY |
| Kai Tak Outdoor - Public Open Space - (Opens Q4 2024) | Hong Kong | HK | Meadowlands Decorating Services | Secaucus | NJ |
| UK & EUROPE | | | | | |
| Utilita Car Park | Newcastle | United Kingdom | McFetridge Sports Center | Chicago | IL |
| AMERICAS | | | | | |
| Albuquerque Regional Sports Complex | Albuquerque | NM | Millennium Youth Entertainment Complex | Austin | TX |
| Antiguo Casino | San Juan | PR | Monroe Park Conservancy | Richmond | VA |
| Baseball Stadium at Devon & Kedzie | Chicago | IL | Morgan Park Sports Center | Chicago | IL |
| Bon Secours Training Center | Richmond | VA | Nashville Fairgrounds Speedway | Nashville | TN |
| Cabarrus Midway | Concord | NC | NRG Park Outdoor Spaces | Houston | TX |
| Canada Games Park | St. Catharines | Canada | North Central Recreation Center | Johnstown | PA |
| Chilhowee Park and Exposition Center | Knoxville | TN | Norton Healthcare Sports & Learning Center | Louisville | KY |
| Civic Plaza @ Albuquerque Convention Center | Albuquerque | NM | Oak Park Ice Rink | Stockton | CA |
| ComEd Recreation Center @ Addams Park | Chicago | IL | Ontario Visitor's Bureau | Ontario | CA |
| Daily's Place Flex Field | Jacksonville | FL | Osceola Heritage Park | Kissimmee | FL |
| David F. Couch Ballpark @ Wake Forest University | Winston Salem, | NC | Phoenix Mart | Phoenix | AZ |
| Dignity Health Sports Park | Carson | CA | Prairie Surf Studios | Oklahoma City | OK |
| Distrito T-Mobile | San Juan | Puerto Rico | San Joaquin Community Hospital Ice Center | Bakersfield | CA |
| El Paso Convention & Visitors Bureau | El Paso | TX | Stadium at Devon and Kedzie | Chicago | IL |
| El Paso Waterparks | El Paso | TX | Stockton Downtown Marina | Stockton | CA |
| Gately Park Indoor Track & Field Facility | Chicago | IL | Stockyards District | Fort Worth | TX |
| Global Center for Health Innovation | Cleveland | OH | Prairie Surf Studios | Oklahoma City | OK |
| KVLS Pavillion @ Osceola Heritage Park | Kissimmee | FL | Westgate Entertainment District | Glendale | AZ |
| Los Angeles Equestrian Center | Los Angeles | CA | | | |



REFERENCES

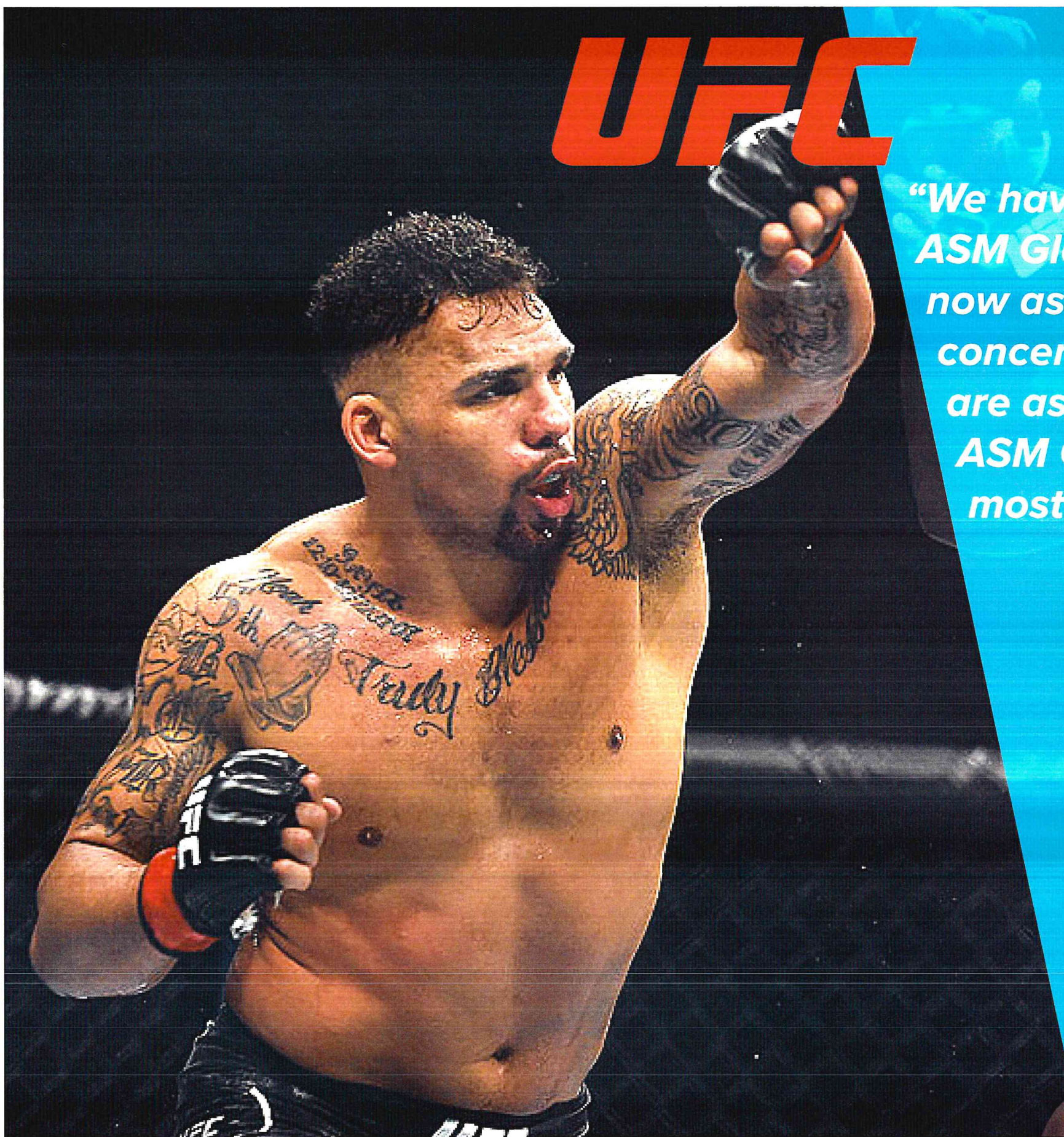
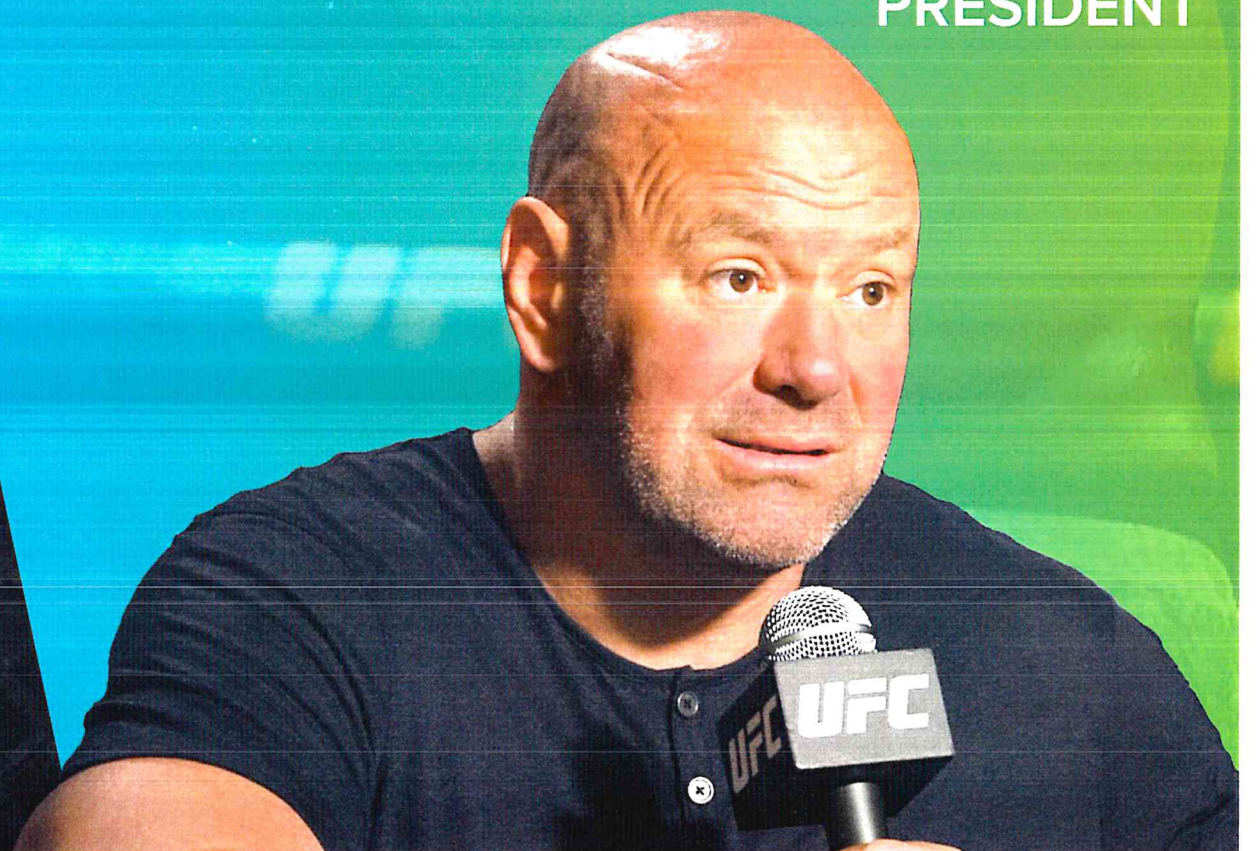




UFC

“We have a great relationship with ASM Global and they are committed right now as we start getting back to sports, concerts and live events that the venues are as safe as can possibly be. ASM Global is the group we trust with our most important events.”

DANA WHITE
PRESIDENT



REFERENCES

| Venue Name | Venue Description | Team Members Involved | Dates of Services Performed | Reference Contact |
|---|---|--|--|--|
| Denny Sanford Premier Center Sioux Falls Convention Center Sioux Falls Arena Sioux Falls Stadium | 12,000 seat arena 50,000 sq. ft. convention center 8,000 seat arena 4,500 seat stadium | General Manager: Mike Krewson Regional Oversight: Felix Mussenden, Senior Vice President Arenas, Stadiums, Theaters Dave Jollette, Regional Vice President, Stadiums and Arenas | Since 2014 Since 2013 Since 1989 Since 2014 | SHAWN PRITCHETT Director of Finance City of Sioux Falls 224 W. Ninth Street Sioux Falls, SD 57104 605-367-8837 • spritchett@siouxfalls.org |
| Van Andel Arena Devos Place Devos Performance Hall | 12,000 seat arena 202,000 sq. ft. convention center 2,400 seat theater | Regional Oversight: Tony Cima, Senior Vice President, Operations Rich MacKeigan, Regional General Manager | All facilities since 1994 | RICK WINN Chairman of the Board Grand Rapids-Kent County Convention/Arena Authority 303 Monroe Ave • Grand Rapids, MI 49503 616-742-6594 • rwinn@ahchospitality.com |
| Silver Spurs Arena Osceola Heritage Park | 10,500 seat arena 48,000 sq. ft. exhibition/equestrian center | General Manager: Robb Larson Regional Oversight: Tony Cima, Senior Vice President, Operations Les Crooks, Regional General Manager | Since 2001 Since 2002 | BETH ANNE KNIGHT Chief Administrative Officer Osceola County 1 Courthouse Square • Suite 4700 Kissimmee, FL 34741 407-742-2000 • beth.knight@osceola.org |
| Irving Convention Center | 70,000 sq. ft. convention center | General Manager: Tom Meehan Regional Oversight: Bob McClintock, Executive Vice President, Convention Centers John Adams, Regional Vice President | Since 2007 | MAURA GAST Executive Director Irving Convention & Visitors Bureau City of Irving 500 W Las Colinas Blvd Irving, TX 75039 972-401-7706 • mgast@irvingtexas.com |
| Cabarrus Arena and Event Center | 113,000 sq. ft. event center and 5,200 seat arena | General Manager: Kenny Robinson Regional Oversight: Tony Cima, Senior Vice President, Operations Les Crooks, Regional General Manager | Since 2005 | MICHAEL K. DOWNS County Manager Cabarrus County Government 704.920.2139 • mkdowns@cabarruscounty.us |

ASM Global grants its consent for Yellowstone County to contact the references provided above for purposes of evaluating ASM Global for this Contract and we acknowledge that any information obtained from our provided references will not be disclosed to ASM Global.

PROJECT APPROACH



The AEG logo is displayed in a large, bold, blue font. The letter 'A' is stylized with a white star inside its upper left portion. The letters 'E' and 'G' are solid blue. The logo is positioned in the upper left quadrant of the page, set against a background of a sunset sky and stage lights.

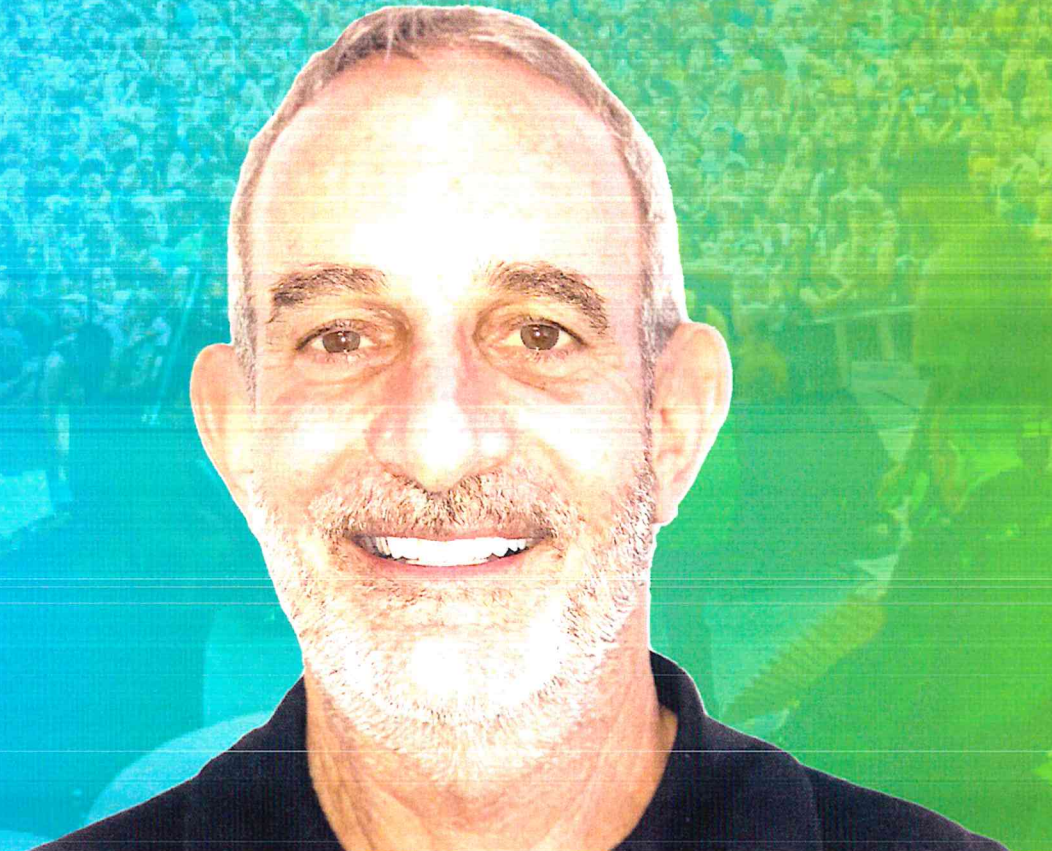
AEG

PRESENTS

“We have seen firsthand that ASM Global venues always put a priority on first class operations and guest service for our fans attending the show, along with the artist performing at the venue.”

GARY GERSH

**PRESIDENT, GLOBAL TOURING AND TALENT,
AEG PRESENTS**



MANAGEMENT PLAN

OVERALL PHILOSOPHY: ASM GLOBAL FOLLOWS THE GOALS AND OBJECTIVES OF YELLOWSTONE COUNTY

ASM Global's vision and philosophy for MetraPark is simple, we will bring the County's Vision 2025 mission and goals to life. The County sets the mission and goals, and we use our combined experience, resources, regional understanding, and industry leverage to meet and exceed all expectations for this important centerpiece asset. We understand and embrace the County's goals, objectives, and scope of services, as detailed in the RFP, and as outlined and summarized on the following pages. This is the foundation for our management plan and approach at MetraPark.

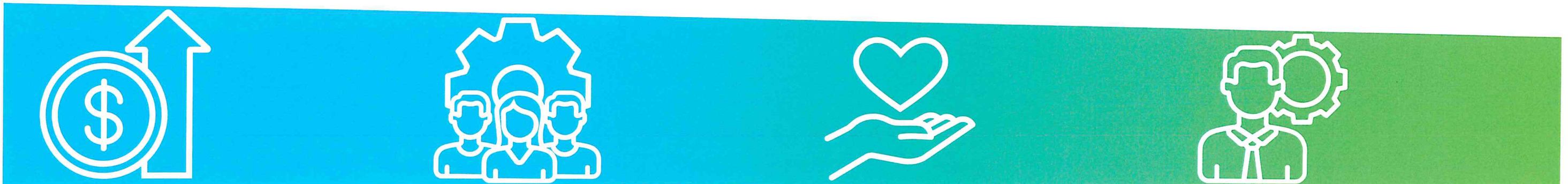
COUNTY OBJECTIVES

- Professional Management that Delivers High-Quality Corporate Services & **Operating Systems to Maximize Efficiency**
- **Aggressive Marketing & Branding of MetraPark and Destination**
- **Increased Economic Impact & Community Activity**
- **Highest Level of Customer Service** to Tenants, Clients & Guests
- Contract Procurement, Negotiation & Administration in **Alignment with County Policies and Interests**
- **Commitment to Diversity** & Contracting Opportunities and Programs
- **Effective Subcontractor Oversight & Measurement of Performance**
- **Fiscal Responsibility & Transparency** Including:
 - Professional Budgeting
 - Controls
 - Reporting
- **Community Engagement in all Aspects of the Operation at MetraPark**
- **Highest Levels of Maintenance**, Asset Protection & Capital Replacement Planning

The structure of ASM Global's management team, our communication with the County, and support that MetraPark will receive from the ASM Global network will follow a series of guiding principles:

- **MetraPark Belongs to the County** & all Business Decisions are Made in Concurrence with the Mission and Goals of the County in Mind
- **Communication & Coordination with the County is Key**
- The Entire Management Team – Local, Regional & Corporate – is Responsible for **Maximizing the Achievement of the County's Mission and Goals**
- **ASM Global Supports Each Member of the Local Team** with Regional & Corporate Resources to Increase Their Ability to Exceed the County's Goals

Throughout our response we provide detail regarding resources, industry best practices, professionals, and customized strategic marketing and operating plans we will use and implement to maximize programming and event activity in a professional manner, and achieve and exceed the County's goals. Central to our approach is placing the County's mission and core values first and foremost. To achieve these mutual goals at MetraPark, ASM Global will work together with the County, taking direction from and implementing the County's policies. Yellowstone County is about to embark on an exciting journey as MetraPark approaches its 50th Anniversary. With ASM Global as a partner, this centerpiece asset will be transformed, creating quality-of-life enjoyment for residents and visitors, and generate increased economic impact for Yellowstone County.



EMPLOYEE & MANAGEMENT STRUCTURE

The success of MetraPark is dependent on the ability to hire, train, and retain the best employees who provide a first class guest experience while ensuring a safe environment. ASM Global makes a comprehensive effort to hire and place management and administrative personnel based upon their talents and the needs of the facility. We have a track record of retaining competent, highly skilled, service-oriented employees during our transitions and then promoting from within.

For MetraPark we would expect and hope that the majority of current County employees based at MetraPark would continue on as ASM Global employees. Our unique and proprietary programs will enable them to excel and achieve greater success with the tools and support that ASM Global offers.

THERE ARE THREE LEVELS OF MANAGEMENT AT ASM GLOBAL VENUES

1. LOCAL MANAGEMENT TEAM

This management team is selected and resident at MetraPark. They are responsible for all day-to-day tasks associated with the operation of the facilities:

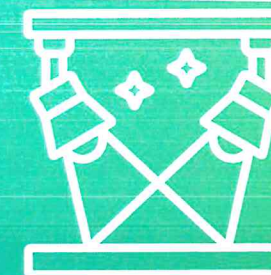
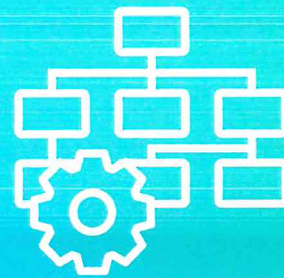
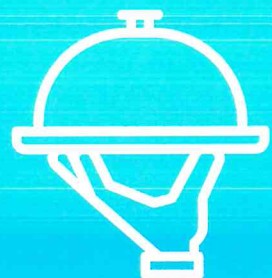
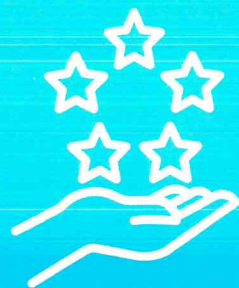
- Event Operations
- Asset Management
- Sales & Marketing
- Financial Management
- Talent & Human Resources
- Food & Beverage services
- Coordination & Communication with the County

The MetraPark Management team is expected to be made up of six operating departments and is projected to be staffed as such:

- **Executive Department**
 - General Manager
 - HR Generalist
- **Finance Department**
 - Accounting Manager
 - AP/AR Clerk
- **Sales & Marketing Department**
 - Director of Sales and Marketing
 - Sales Manager
- **Operations Department**
 - Operations Manager
 - Engineer
 - Utility Workers
- **Event Services Department**
 - Senior Event Manager
 - Event Coordinator
- **Food & Beverage Department**
 - Director of Food & Beverage
 - Executive Chef
 - Catering Sales Manager

ASM Global, as a government contractor, has extensive experience with all types of reporting structures. While we expect and embrace a formal, regular reporting schedule, in most all our operations, a client representative is designated as the “Contract Administrator” through which regular day-to-day communication takes place. The local executive team will be responsible for coordinating and communicating with the County. This effort will take many forms and will be tailored to the County but may include:

- **Verbal communication**
 - Regular Meetings with the County
 - Reports to the County
- **Written Communication**
 - Monthly Center Business Operations report
 - Monthly Financial report
 - Monthly Facilities report
 - Monthly Sales report
- **Annual Communication**
 - Annual Business Plan
 - Annual Sales & Marketing Plan
 - Annual Budget



2. REGIONAL SUPPORT TEAM

The local management team will be directly supported by a Regional support team. They will work directly with the local team, ensuring that they have the direction and resources to maximize their performance in achieving the goals of the County.

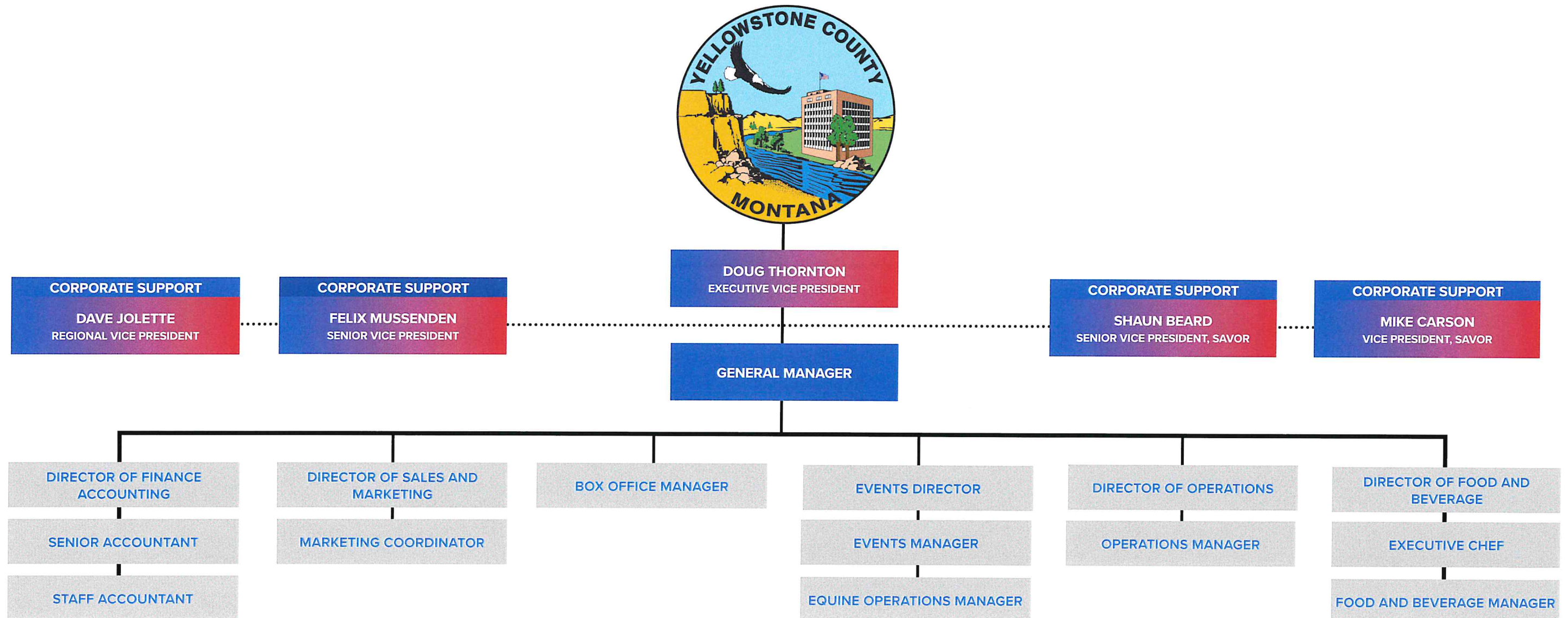
ASM Global will assign Regional Directors to the account to provide:

- **Oversight & Support of Senior Managers** on the MetraPark Team
- Ensure all **ASM Global Best Practices are Implemented & Adhered to**
- Make Certain that all **Communications with the County are Complete & Timely**

This regional team is charged with supporting gaps in the local management team as may occur through absence or vacancy. ASM Global calls upon its network of professionals nationwide in cases where the vacancy calls for long term coverage. This capability is of intrinsic value when MetraPark will host major events that require additional resources to ensure an outstanding event.

3. CORPORATE SUPPORT TEAM

All ASM Global local and regional management teams are supported by a team of full-time professionals whose sole responsibility is working with the MetraPark team to maximize their performance and exceed the goals of the County. This team will be led by Doug Thornton, Executive Vice President, Arenas, Stadiums, and Theaters, who brings more than 30 years of experience working with venue operators. He is supported in each discipline by executives with similar backgrounds.



MONTANA FINANCE LAWS

While ASM Global has no specific operating history in the State of Montana to date, ASM Global is a government contractor and embraces the requirements of public administration. As such, our operation of County and municipally-owned venues across the country must always adhere to local and state laws relative to finance, procurement and other areas. This commitment will be incorporated into the formal management agreement with Yellowstone County, as with all our municipal partners.

EXAMPLES OF MANAGEMENT & FINANCIAL REPORTS

We have provided samples of ASM Global reports in the Appendix section of this response.

HISTORIC PROFIT & LOSS INFORMATION

With more than 350 venues under management worldwide and because this document is subject to open disclosure, we are protecting the proprietary nature of our contracts and other documents that have been requested. ASM Global notes that disclosure of our municipal clients profit and loss statements is deemed commercial-in-confidence and we are not able to share financial statements, budgets, or policy documents under the terms of ASM Global's Management Agreement with the respective owner and local law.



MARKETING PLAN

MARKETING APPROACH

ASM Global's existing programming and event partnerships and alliances will be utilized on both the national and regional levels. Our local ASM Global Team will have the support of our Corporate and Regional programming and marketing personnel, a team that will be engaged daily to maximize the quantity and quality of events at MetraPark.

The Sales and Marketing Plan for MetraPark will correlate directly with the County's objectives including, but not limited to:

- **Promoting the Complex for Community Use & Public Service**
- **Generating Greater Economic Impact** for the Region
- Developing the "**Billings Alliance**"

ASM Global has reached out to local destination partners in Billings to discuss and share cooperative opportunities to work together to generate leads and industry visibility for MetraPark and the destination. Through our Conventions & Meetings Marketing Division, ASM Global participates in 15 tradeshows and meetings annually, representing our venues in a variety of markets such as consumer shows, meetings and conventions, sport shows, esports events, and direct selling. We invite our venues and destination partners to attend these events at a fraction of what it would cost if they were to attend individually.

We specifically attend annual industry shows that plan events in markets and venues of all sizes. For example, we will be attending Small Market Meetings in Wichita later this year which is for meeting and event planners that only utilize smaller venues. ASM Global not only attends these shows, but is a major sponsor at many trade shows, offering additional exposure to our family of venues.

ASM Global is a member of major associations with regional business opportunities, including:

- Professional Conference Management Association (PCMA)
- Religious Conference Management Association (RCMA)
- Meeting Professional International (MPI)
- Association of Chief Executives in Sport (ACES)
- Sports Events & Tourism Association (Sports ETA)
- National Association of Consumer Shows (NACS)

We will work collaboratively with Visit Billings and the local Chamber of Commerce to develop a **Billings Alliance** that will include representatives from local hotels and other hospitality stakeholders. Together we will work to supplement the existing annual events such as NILE, Chase Hawks, and Vendor Events with major events for entertainment, meetings, and festivals to fill the balance of the calendar. Through the introduction of the Billings Alliance, ASM Global will:

- **Increase Economic Impact** & Collaborative, Efficient Relationship for all Hospitality Stakeholders
- **Expand Bookings** through the Establishment of a Specific Booking Policy for all Events
- **Elevate Billings as a Highly Desirable Destination** for Live Entertainment, Sports, Meetings, Conventions & Festivals

The **Billings Alliance** will develop new concepts, strategies, and ideas that will evolve to meet the group's changing needs. The **Billings Alliance** will support a collaborative relationship with increased efficiencies created by reducing duplicate efforts from each partner while presenting a cohesive message. The **Billings Alliance** will save each partner marketing and advertising dollars.



At our Annual Sales Meeting each December, the day before IAEE, ASM Global provides our venues and sales teams the opportunity for peer-to-peer learning and mentorship. ASM Global conducts regular virtual sales meetings with similar sized venues hosted by a Regional Director of Sales, with the goal of discussing and sharing rotational business. The ASM Global managed Denny Sanford Center in Sioux Falls, SD, is a great example of a venue, along with our destination partners, that regularly take full advantage of ASM Global's cooperative tradeshow and advertising opportunities to generate leads and business.

EVENT MARKETING & PROMOTION

The MetraPark Complex operates in two very distinct and separate industries – live entertainment and sports, and conventions, meetings, and hospitality. Central to our marketing approach are our resources, relationships, leverage, and brand in both industries to provide MetraPark the visibility and a “voice” with decision makers and event organizers. Working closely with Visit Billings, the soon-to-be-developed **Billings Alliance**, and other local partners, our plans will drive business to Billings. Our targeted plan will incorporate the homework we have done to “hit the ground running.” ASM Global understands the uniqueness of the Billings destination, its tremendous opportunities, and the challenges to overcome.

At our Annual Sales Meeting each December, the day before IAEE, ASM Global provides our venues and sales teams the opportunity for peer-to-peer learning and mentorship. ASM Global conducts regular virtual sales meetings with similar sized venues hosted by a Regional Director of Sales, with the goal of discussing and sharing rotational business. The ASM Global managed Denny Sanford Center in Sioux Falls, SD, is a great example of a venue, along with our destination partners, that regularly take full advantage of ASM Global’s cooperative tradeshow and advertising opportunities to generate leads and business.

ASM Global is a member of major associations with regional business opportunities such as:

- Professional Convention Management Association (PCMA)
- Religious Conference Management Association (RCMA)
- Meeting Professionals International (MPI)
- Association of Chief Executives for Sport (ACES)
- Sports Events & Tourism Association (Sports ETA)
- National Association of Consumer Shows (NACS), to name a few.

BUSINESS-TO-BUSINESS EVENT MARKETING

Through our network of industry experts, these groups identify new opportunities to highlight our venues through leadership positions in key live entertainment industry events in North America:

- Billboard Live Music Summit
- International Entertainment Buyers Association (IEBA)
- The Event and Arena Marketing Conference (EAMC)
- International Association of Venue Managers (IAVM)

In these organizations and at these events, ASM Global representatives hold organizational and leadership positions in addition to advancing our venues’ brands by participating in speaker panels and seminars. We showcase sold-out shows at our venues by placing ads in industry publications. These ads are seen by promoters and agents and demonstrate why events should be hosted at ASM Global venues.

Specific to MetraPark and through our extensive corporate B2B Marketing resources, we have developed sales materials that include:

- Industry Sales Deck
- Social Media Accounts
- Mobile Optimized Websites
- E-mail Marketing

MetraPark is perfectly positioned with other regional venues we manage in the United States, allowing us to maximize the potential of the venue. **Our network, supported by the senior regional management team, will provide operational resources, event services support, booking and programming synergies that present key opportunities, and marketing and promotional support to MetraPark.**



BUSINESS-TO-CONSUMER EVENT & VENUE MARKETING

What every event organizer and entertainment promoter wants to hear is that your facility will help drive attendance and/or sales. Once an event is booked, ASM Global:

- Engages the Local Market Through Various Marketing & Engagement Mediums
- Conducts Independent Outreach for ASM Global Produced Events & Collaboratively for Third-Party Promoted Events
- Develops Marketing Plans Specific to Each Event to Create an Effective Campaign, Considering:
 - Market Conditions
 - Demographics
 - Relationships that can be Leveraged

ASM Global analyzes our budgets, making sure we are getting the most value for our dollar. We will negotiate added value trades and promotions. This has been proven more effective than just standard media (print, outdoor, radio, TV) purchases alone. Areas of subject matter expertise of our B2C marketing team include (but certainly are not limited to):

- Digital Marketing
- Traditional Media
- Grassroots
- Database Management
- Publicity
- Partnerships

ASM Global Corporate Marketing will provide support and marketing innovations to the local on-site team for the local community. With our family of venues, we have developed a network of marketing experts. Our marketing professionals have expanded outreach across all platforms at ASM Global venues.

ASM Global's local on-site marketing team works with each promoter to establish their announcement and "on sale" dates in conjunction with the Box Office, and obtains the proper graphics needed to activate all complimentary promotional opportunities for events held throughout the Venues. Complimentary promotional opportunities include:

- Media Planning & Purchasing Assistance
- Press Release Distribution
- Coordination of Applicable Interviews
- Social Media & Email Marketing
- Website Calendar of Events
- Exterior Marquees

No other company maintains the same depth and breadth of industry entertainment relationships with event promoters, artists, and managers as ASM Global. The following is a short list of the things we deliver to each of our facility managers:

- **Daily Contact with the Industry's Key Decision Makers**, Agents, Managers & National Touring Promoters to Assist in Routing Events and Advocate for Dates in ASM Global Venues
- Regularly Scheduled Conference Calls with our General Managers on Both a Regional & National Basis to Share Information on Upcoming Tours and Events
- Exchange Booking Leads and Deals & Compare Event Experiences and Best Practices
- **Private, ASM Global-Only Meetings at National Conferences** such as International Entertainment Buyers Association & Billboard Music Conference
- Guest Speakers from Leading Talent Agencies
- Senior Executives from National & Regional Promoters
- Industry-Leading Website Development & Management
- **Marketing Automation Including E-Blasts** to Subscribers Featuring Enter-to-Win Promotions, Pre-Sale Offers, Event Announcements & Other MetraPark-Related News
- All-Inclusive Social Media Campaign Planning & Management
- Quarterly and Ad-Hoc **Market Data Reporting & Analysis**
- Search Engine Marketing

ASM Global understands and embraces the importance of strong local partnerships with key destination partners, stakeholders, and tenants. We will share and introduce sales and marketing models, initiatives, and creative techniques that have been proven successful elsewhere to support our mutual goals for each organization, MetraPark, the Community, and the County.

APPROACH TO BOOKING & EVENTS

ASM Global's unmatched positioning and footprint in the worldwide live entertainment, sports, and events industries will elevate the awareness and platform of MetraPark with key decision makers. Highlights of ASM Global's dominant position in the live entertainment industry are provided below, showcasing the entrenched relationships, leverage, and resources that will be utilized to the benefit of MetraPark.

Live Entertainment Programming Support

Relative to guidance and assistance to MetraPark staff for event scheduling, show setup, ticket management, marketing efforts, event contract settlement, and other areas, ASM Global is prepared and best positioned to support all these functions and event requirements. On a national and regional level, ASM Global has specialized divisions and subject matter experts that can be engaged as needed or on an ongoing basis to support the local MetraPark staff.

Programming and Booking Experience

ASM Global is the market leader in programming and booking public assembly venues worldwide. It has the industry leverage, background, and experience to deliver a diverse mix of events to MetraPark. It maximizes its relationships and partnerships with leading content and programming providers to deliver a rich variety of must-see performances and events and must-attend trade show exhibits for every ASM Global venue around the world.

Additionally, ASM Global has unique access to the vast resources of AEG, the world's leading sports and live entertainment company, to provide world-class entertainment, shows, and sports in every community it serves.

Full-Time Dedicated Corporate Booking Resources

No other company has the strength to provide block booking power and leverage as ASM Global. Our domestic and international venues provide the market position, capacity, and ability to deliver the best possible leverage to secure world-class content. This powerful network creates maximum programming opportunities with special events and artists that tour throughout the country (and the world). It allows ASM Global to leverage and promote our arenas and negotiate the best possible deals for events.

Our approach includes establishing a strong local marketing team focused on maximizing programming opportunities, which are supported by a dedicated team of professionals in our Live Entertainment Division. We leverage our large scale through industry relationships and internal resources to provide you an advocate, a 'voice,' in the live event marketplace – whether concerts or family shows – we deliver it. We establish a structured system to support these efforts at the local level in a way that utilizes our proven resources and experience for our and large in-group network of facilities. The following summarizes our approach to live event booking and what ASM Global will deliver to the MetraPark Complex:

Dedicated Live Entertainment Team

- Full-Time Dedicated Corporate Staff that Focuses Solely on Live Entertainment Booking. ASM Global Utilizes Its Regional Booking Directors to Support Live Entertainment Booking Efforts in Each of the ASM Global Managed Facilities in Regions Throughout the United States
- Dedicated Professionals Working Each Day, ASM Global is Able to Deliver a Large Venue Network that Coordinates Tour Routing, Upcoming Shows, Artist Information, and Event Organizer Networking Opportunities

National Promoter Relationships

Because of our unrivaled experience and portfolio, ASM Global's Live Entertainment Division has strong relationships with a wide variety of product and content providers — more than any other company. These relationships are a product of ASM Global's position as a 'neutral' facility operator, meaning that we are not exclusively contracted with any one single live music promoter in our facilities — we do business with them all. Our ability to secure new and distinctive live music events through our combination of resources and partnerships will be a key element for the success of MetraPark.

ASM Global has strong relationships with major promoters including:



Collectively, our facilities book more events than any other private management firm. ASM Global will use national and international relationships with event organizers, promoters, sports properties, and others to expand event opportunities for MetraPark.

Creating Innovative Event Concepts For Consideration

During the past two years, ASM Global team members around the world have excelled in developing alternative revenue streams outside of the normal event mix, including, but not limited to:

- Drive-in Entertainment in our Parking Lots
- Holiday Light Festivals
- Sporting Events
- Consumer Shows
- **VIP Experiences at Events including a VIP Members Only Program for an Annual Fee including:**
 - Access to a VIP Lounge
 - Preferred Parking
 - Guaranteed Seats
 - Priority Service on Event Sales
 - Backstage Tours
 - VIP Meet & Greet with Select Artists

There will be naming rights and sponsorship opportunities available for VIP events. **The additional revenue opportunities from a fully realized VIP program are significant.**

EVENT BOOKING & SCHEDULING

ASM Global will provide ongoing communication with market territory agents, national and local promoters, and artist managers to identify booking opportunities for MetraPark. ASM Global identifies additional business opportunities such as award shows, dance recitals, television and film shoots, festivals, family content, multicultural events, and corporate events. Our marketing and booking teams aim to create new and distinctive event ideas to maximize revenue and capitalize on MetraPark's unique amenities and location.

Specific event booking and scheduling services we provide from a corporate level include:

- Comprehensive National Booking & Routing Services
- Corporate Bi-Weekly Booking Status Reporting
- Personal Meetings with Event Producers & Meeting Organizers
- Facility License Agreement Preparation & Execution
- Up-to-Date Computerized Booking System Management & Reporting to be Shared with Partners and Stakeholders
- Policy & Procedure Oversight for all Events
- Sales Proposal Preparation for Solicitation of Events, Meetings, Conventions, Trade Shows, Conferences, Banquets & Other Events at the facility



EVENT SCHEDULING GOALS

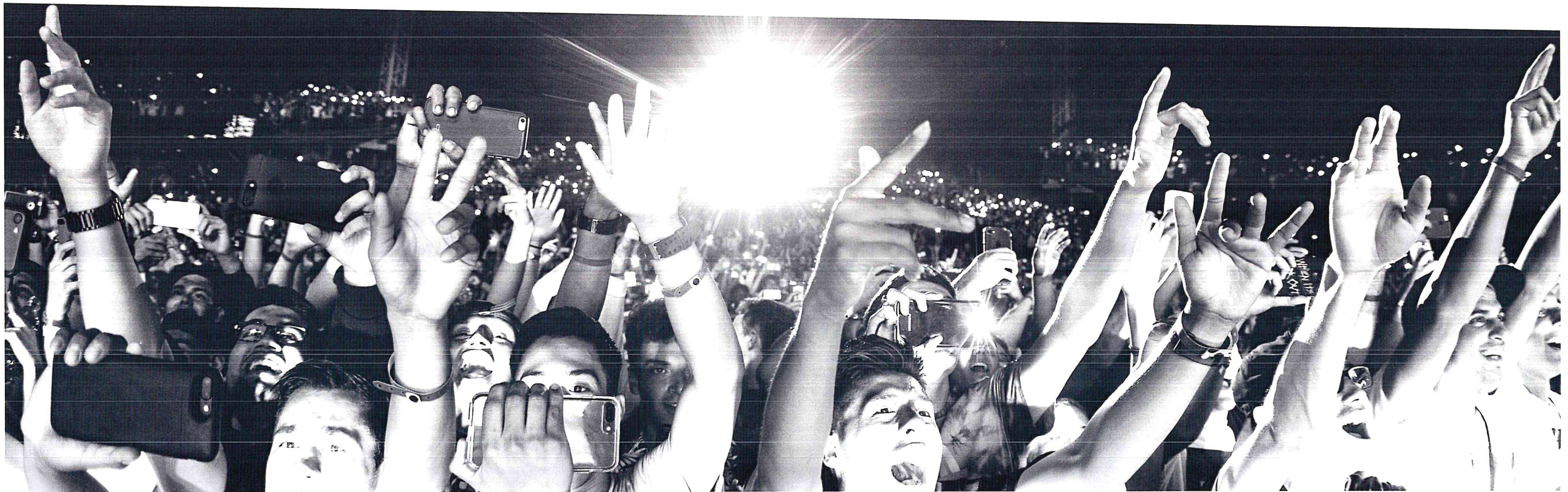
ASM Global's event scheduling goals for the MetraPark Complex will be to grow overall event days and attendance levels while embracing the multipurpose mission of the Complex for Billings and the destination. MetraPark hosts a diverse annual events schedule covering multiple industries - a current event mix that appeals to all segments of the community which is tremendous.

Based on our initial research and conversation with both local stakeholders and our national programming partners, we feel strongly there is room for expansion across all event types. Through proactive marketing plans and the introduction of our industry leading best practices for event scheduling, changeovers, and improvements in other areas, ASM Global expects to exceed the annual pre-COVID (2017-2019) average of 364 event days and attendance of 730,000.

ASM Global will work to expand the partnerships with current local users and the introduction of new programming partners, heightening MetraPark's position as an anchor for the community, both as an economic driver and as an enhancement to the quality of life in the region, that will become eagerly awaited annual cornerstone events for the Billings community.

CALENDAR MANAGEMENT:

- ASM Global Has Extensive Experience in Booking & Calendar Management at Venues of all Size
- ASM Global Has Mastered the Art-Form of Managing Venue Calendars with Holds, Challenges & Releases, Ensuring it is Filled with the Best Touring Acts & Local Events While Maintaining Transparency for our Clients and Fairness for all Promoters, Agents & Producers
- ASM Global Establishes General Booking Policy Guidelines with Prospective Promoters & User Groups, Remaining Fair & Neutral to all Parties
- ASM Global Follows a Challenge & Confirmation Process to Ensure these Policies are Communicated to all Interested Users



ASM GLOBAL IN-HOUSE PROMOTIONS

To drive more content to the venues with whom we partner, ASM Global frequently will undertake promoter risk. Our ability to self-promote major events is a skill that differentiates ASM Global from other firms. We provide significant scale:

- ASM Global Manages Millions of Seats in our Arenas & Venues, Providing Us the Ability to Influence Agent & Promoter Decisions
- ASM Global Hosts more than 1,500 Concerts in our Arenas
- ASM Global's Large Network of Facilities Allow Us to Provide Live Content Produced Through a Variety of Event Organizers, Producers & Presenters

NON-EXCLUSIVE VENUE POLICY

ASM Global operates under a non-exclusive or 'neutral host' venue policy. That means we are an open access venue and work with all promoters and content providers to generate live event opportunities. Under this operating model, ASM Global is best able to serve its venue owners and is not conflicted in the market, nor compromised by industry dynamics. The open venue policy allows for maximum utilization of the facility and allows ASM Global to avoid conflicts between certain live event user groups. This operating model puts the venue in control of the booking calendar, not a single promoter.

PAST EVENT EXPERIENCE

ASM Global has extensive experience collaborating with users and hosting events that currently fill MetraPark's annual event schedule. Throughout our network of event venues, we regularly host events such as, but not limited to:

- Professional Bull Riding
- Monster Truck & Dirt Events
- Rodeos
- County Fairs
- High School & College Athletic Events
- Dance & Cheer Competitions
- Gun Shows
- Agricultural Events
- Consumer & Trade Shows

If we are privileged to be awarded the management contract for MetraPark, our management team will review the event calendar to understand where there are opportunities to book additional events. All new events will be booked and promoted so that there is no conflict with existing events or user groups.

MARKETING INNOVATION

Through a combination of executive leadership and hands-on business and relationship development, ASM Global consistently brings in the right resources, at the right times, to fuel growth and innovation while supporting resonance with the individuals and communities that interact with our facilities. Our core values of collaboration, ingenuity, and adaptability are demonstrated daily throughout our programs and partnerships.

Recognizing the importance of building meaningful engagement throughout customer lifecycles, we are committed to seamlessly expanding event touch points into ongoing digital engagement. ASM Global's 360-degree marketing solutions offer brands the ability to engage attendees, show organizers, and exhibitors pre-, during-, and post-event. From content and programming to technology and infrastructure development, we leverage both existing and newly proposed touch points/assets to grow sponsorships, engagement, and sales.

Our philosophy marries brand and venue objectives to prioritize initiatives that drive revenue while also adding value to attendees, show organizers, and exhibitors by enhancing their overall experience.

COMPETING FACILITIES

ASM Global does not have any conflict of interest with any of the facilities it operates in the Upper Northwest.

ASM GLOBAL NAMING RIGHTS & SPONSORSHIPS

Below is an overview of ASM Global's national sponsorship team and resources that will support our efforts at MetraPark. While we look forward to working with First Interstate Bank and other key MetraPark business partners and sponsors, ASM Global knows there are significant opportunities for growth in generating commercial sponsorships and maximizing revenue across the MetraPark Complex.

Partnership Development

ASM Global's sponsorship team, led by Jason Oberlander, Chief Commercial Officer, is fully powered and integrated with our affiliate company, AEG Global Sponsorships ("Global Partnerships"). Our full-service team of more than 150 sales and service professionals across the globe supports sales and brand activations across the AEG and ASM Global asset portfolio of more than 350 convention centers, stadiums, arenas, venues, sports teams, music festivals & tours, ticketing, and digital media. A few of our notable assets include Crypto.com Arena (Formerly Staples Center), Toyota Arena (Ontario CA), T-Mobile Center (Kansas City, MO), Coca Cola Music Hall, (San Juan, PR) LA Kings & LA Galaxy, Coachella, Stagecoach, New Orleans Jazz & Heritage Festival, and AXS.com. Our end-to-end services include prospecting, ideation, valuation, sell-through, contract negotiation, partnership activation, and renewal.

Global Partnerships negotiates and delivers more than \$600 million in annual property sales and is the authoritative voice when it comes to Naming Rights transactions, having negotiated more naming rights deals than any agency of its kind.

Valuation & Package Development

ASM Global is uniquely positioned to identify new, and optimize existing, sponsorship commitments across physical and digital landscapes. We are always looking to build upon the base level benefits of a naming rights or founding sponsorship package with opportunities to leverage new technology and experiential platforms that create value for the brand, convention center, and audiences.

We have strategic valuation partnership with Wasserman, POV Sports Marketing, and others that utilize scorecard and ratio analyses to properly evaluate, strategize, and price an offering to the marketplace. From exposure and resonance to impressions and results, the compelling benefits of the package will be effectively communicated to prospects through content developed by ASM Global Creative Services and marketed through our experienced sales teams.

Sales & Negotiations

ASM Global drives commercial partnerships through a diverse client roster of brands from Fortune 500 to modern and innovative start-ups. Our expertise in the creation, development, and positioning of sponsorship packages is applied to attract, retain, and optimize sponsor relationships. Once the key business terms are finalized with legal counsel, our dedicated activation manager ensures all terms for the Naming Rights are fulfilled annually. Global Partnerships amplifies brands with unforgettable fan experiences and engagements that provide partners with the tangible and measurable ROI that is critical to upsell and renew the contract.

ASM Global prides itself on the relentless pursuit of aligning best-in-class brands with best-in-class properties. Through our local, regional, national, and global representation, we will balance business goals with community objectives, focusing on prospects that are connected to and invested in the economics of the Pacific Northwest.



OPERATIONS PLAN

THE ASM GLOBAL MANAGEMENT ADVANTAGE

ASM Global has a proven track record of achieving and exceeding the goals for the venues that we are entrusted with across the country. Our local team, along with our supporting industry professionals and subject matter experts, fully understand and embrace your goals for MetraPark as clearly defined in the RFP document. We have no doubt that with ASM Global as your partner, the County will achieve its goals and objectives for the MetraPark, properly positioning the venue as a true centerpiece asset for expanded economic and cultural opportunity for the County and the region.

Throughout our response, we have provided detail regarding our approach to managing MetraPark at a high level of stewardship. Stewardship means we approach the management of the County's resources – buildings, capital, equipment, land, and people – with diligence and zeal. It means that at ASM Global, we apply our industry best practices, our experience, our proprietary systems, and our best people to work for the best interests of MetraPark. Our philosophy of stewardship informs our targeted, customized approach to meeting each of the County's goals and objectives.

Our depth of experience and quality control sets us apart from our competitors and helps meet the needs of our clients and tenants. ASM Global understands the importance of proper scheduling, event services, space requirements, staffing, security, housekeeping, conversions, premium seating, overseeing food service, and guest services.

Below are a few attributes which distinguish ASM Global from its competition:

- **Quality Operating Standards**
- **Event Management Expertise**
- **Broad Network of Theaters and Performing Arts Centers**
- **Live Entertainment Partners**
- **Depth of Corporate Resources, Personnel and Experience**
- **Broad Network of Facilities**

OPERATING POLICIES AND PROCEDURES

With 40+ years' experience hosting, servicing, coordinating, and producing a wide range of events across our network of multipurpose complexes, arenas, convention centers, special use facilities, and amphitheaters, we have established industry-leading best practices and programs that form the baseline of our approach. We implement these programs which are constantly updated to evolve and change with local laws, industry dynamics, and related opportunities. Our procedures, staff, forms, and overall professional support are designed and structured to maximize service, revenues, and the overall event experience for users and guests. We take ownership of the events we host and our event services model reflects this mindset.

Being the industry leader in the venue management and live events industries over many years, we have developed and implemented systems, protocols, best practices, and reporting that is customized specifically for public gathering facilities. These programs cover:

- **Meeting OSHA Requirements**
- **Industry-Leading Maintenance Practices**
- **Calendar & Event Management**
- **Venue Security**
- **Customer Service Initiatives**

CREATING SAFE SPACES – VENUESHIELD®

In the spring of 2020, facing the uncertainty of being able to open given the ongoing pandemic, ASM Global worked to create VenueShield® standards to re-open safely. During this same period the International Sanitary and Supply association (ISSA) teamed up with the Global Biorisk Advisory Council (GBAC) to also create cleaning protocols to return events safely during the pandemic. The ASM Global VenueShield® program is a comprehensive approach to re-opening and is based on more than just cleaning protocols. It was established with worldwide input from arenas, stadiums, special use facilities, convention centers, and theaters.

ASM Global plans to maintain VenueShield® protocols to maintain safety, sanitation, and cleanliness at its venues into the future. The VenueShield® program provides important guidance on how to open safely and is flexible enough to guide all venues at any stage on the road to recovery.



SECURITY

The safety and security of our guests, users, employees, contractors, and partners has always been a top priority. ASM Global has enhanced our security protocols and will continue to evaluate and evolve them to meet the changing needs of the world we live in. Every facility has a custom emergency response plan tailored for that venue and access to a dedicated corporate security team.

EVENT & SHOW MANAGEMENT

Key to ASM Global's success is the role we play in event management. Event management requires the necessary coordination between the show organizers who bring events to the venue, in-house production staff, and the third-party contractors who service events in the facility. ASM Global corporate and regional managers provide the local management team with any assistance they might need to manage this coordinated activity and execute events and shows flawlessly.

CUSTOMER SERVICE

Our approach to customer service starts with our Sales Department, working closely with each client to determine the appropriate space that works best for their event, continuing to work with them through their event, and post event. We assign an Event Manager to each show or event, up to one year before it occurs, which provides the clients with a dedicated working partner who will coordinate all aspects of the facility-provided services. This includes:

- Seating and Event Set-Up Directions
- Associates to Assist Clients, Exhibitors, and Attendees with Complex navigational assistance
- Coordination of Traffic Services to Ensure Optimal Traffic Flow In and Out of the Complex

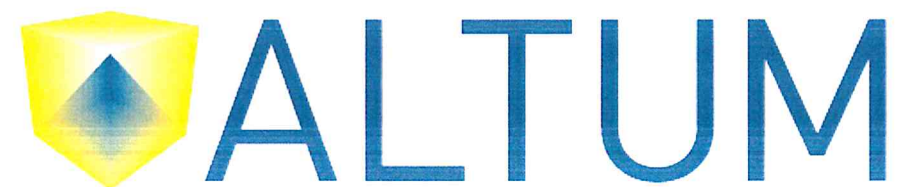
MAINTENANCE AND MONITORING

Operations Excellence - Property and Asset Management

ASM Global provides all necessary support for day-to-day operations of the facilities it manages. As presented earlier in our response, ALTUM is the exclusive ASM Global facility maintenance software solution in use at ASM Global-managed venues. It is used for many different tasks such as inventory of all assets, tools, and equipment, and documenting maintenance records and work orders. It also stores inspections, best practice safety protocols, and safety training records.

ASM Global is well known for its proprietary, industry-leading programs, and exceptional team. Knowledge and capabilities are leveraged to ensure the overall management, maintenance, and operation of our venues is cost effective, efficient, and maximizes all revenue opportunities.

ASM Global's comprehensive asset management programs have extended the life of many of ASM Global's theaters, amphitheaters, arenas, stadiums, and convention centers. ASM Global Asset Management creates operational efficiency and longevity of the venue through day-to-day maintenance and preventive maintenance to ensure a clean and well-maintained environment.



Designed specifically for ASM Global operations personnel, O.S.C.A.R. is an easy-to-use intracompany web-based platform containing operating best practices, master service agreements, procurement templates, and much more. The program offers a live chat room for operations personnel to get answers to frequently asked questions in real-time, 24 hours a day, 7 days a week.

ALTUM is ASM Global's proprietary computerized maintenance management system. It provides the best real time preventative maintenance and work order tracking program available. ALTUM is 100% customizable not only to the specialized equipment in sports, entertainment, and public assembly facilities but also around the unpredictable schedules by which these venues operate. Through the implementation of ALTUM, ASM Global's preventative maintenance software, the operation of the venue equipment and plant systems are maintained at the highest standards.

The ASM Global management team tracks all mechanical systems and equipment in the ALTUM system. The team will provide the County with a monthly list of upcoming scheduled maintenance to be performed, which they then schedule with contractors. Once the maintenance is complete, it is updated in ALTUM and the next scheduled maintenance date is added.

STRATEGIC SOURCING AND PROCUREMENT

ASM Global Strategic Sourcing & Procurement is a centralized, internal shared service organization. This team supports stakeholders and clients throughout the supply management lifecycle. Strategic Sourcing & Procurement has established supply management methodologies and disciplines proven to optimize ASM Global venue operations. Dedicated subject matter experts focus on sourcing, procurement, supply chain management, risk mitigation, and operational excellence.

ASM Global's tactical sourcing efforts aims to increase representation across a variety of business enterprises:

- Minority Business Enterprise (MBE)
- Disabled Business Enterprise (DBE)
- Small Business Enterprise (SBE)
- Emerging Business Enterprise (EBE)
- Women's Business Enterprise (WBE),
- Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)
- Disabled Veteran Business Enterprise (DVBE)

We partner with various certifying bodies to identify potential suppliers including:

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- National Gay & Lesbian Chamber of Commerce (NGLCC).

APPROACH TO INFORMATION TECHNOLOGY

ASM Global is actively enhancing its digital presence to be more commercially aggressive and enable self-serve bookings for smaller events, upsell capabilities, and to drive content during slower periods. ASM Global's technology platform will enable deep integrations with hotel companies' booking engines to drive community value.

With our Event Management System platform, we are building integrations to our analytics warehouse, finance system, and RFP capabilities to remove inefficiencies and further drive the ability of our venue operators to be 'first to respond.' ASM Global has developed an approach to ticketing consumer events that will allow us to provide an alternative to event organizers that is both cost effective and provides a revenue share for the County.

ASM Global is focused on implementing, maintaining, and upgrading as needed, all technology that will allow us, our customers, and attendees access to the latest in technologies and digital systems that will ensure that MetraPark is a state-of-the-art Complex well into the future.



ADMINISTRATIVE AND FINANCIAL SYSTEMS AND PROCEDURES

As ASM Global is a government contractor, we implement financial operations that support and embrace the needs of government and the public sector. Our procedures and reporting will be customized and delivered to meet the specific needs of Yellowstone County. On the following pages, we have provided an overview of the financial controls, programs, procedures, and systems that ASM Global provides on a global scale to our managed venues and municipal clients.

FINANCE

Corporate & Regional Support

Our Corporate Accounting Team provides support and guidance in all areas of financial administration and works closely with the facility's Finance Department in the development of:

- Yearly Budgets
- Purchasing Strategy
- Short-Term Investment Strategy
- Capital Improvement Planning
- Financial Systems & Internal Controls
- Comparisons to Budget & Prior Results
- Cash Flow Management
- Contracts (tenants, subcontractors, etc.)

Financial Statements

In addition to our participation in the annual audit, and at the discretion of the Client, an annual audit by an independent accounting firm can be conducted. We also maintain audit support in the form of dedicated staff whose only job is to review the financial operations of our facilities in order to find opportunities for improvement. Internal audit reviews are conducted regularly and often unannounced. The reviews will ensure adherence to our and the client's standards regarding all center personnel, operations, and third-party contractors. The goal is to review and address all areas tangibly affecting the facilities' financial performance and our responsibilities to the client.

Our knowledge, resources, and flexibility are available to the Facility to meet your unique financial management and reporting needs. Our facility-based and corporate finance staffs are dedicated to working with you on an ongoing basis to remain at the forefront of industry financial management practices and systems.

Finance & Administrative Systems and Procedures

- We Provide the Highest Level of Fiduciary Responsibility & Accountability to our Clients, our Ability to Meet this Standard is Unique in the Industry
- Our Corporate Finance Department Provides Supervision & Support in all Fiscal Areas Including:
 - Internal Controls
 - Risk Management
 - Data Processing
 - Audit
 - Cash Management
- A Standard Payroll System is Implemented to Ensure that all Labor-Related Expenses for an Event or Project are Recorded Appropriately
- Internal Audit Reviews are Conducted Annually, Often Unannounced & Address all Areas Tangibly Affecting the Bottom Line, Including but not Limited to:
 - Box Office
 - Concessionaire Operations
 - Cash Management
 - Payroll
 - Purchasing
- These audits examine the facility's operation for opportunities to improve

- Annual Statements of Facility Objectives are Prepared with Input from our Clients & Key Corporate Administrators and then Incorporated into Fiscal Yearly Plans Encompassing:
 - Cash Flow Management
 - Short-Term Investment Strategies
 - Tax Planning
 - Payroll Administration
- Yearly Budgets, Including Capital Improvement Requests, are Submitted to our Clients for Review & Approval, Containing:
 - Condensed Income Statement
 - Event Analysis
 - Management Fee Calculations
 - Key Facts, Assumptions & Trend Analysis on which the Budget is Based

APPROACH TO CASH FLOW MANAGEMENT & FRAUD PROTECTION

One of the important capabilities that ASM Global offers to its clients and prospective clients is its ability to exert strong control over all assets at a facility. Because of the liquid nature and high volume of transactions handled at many facilities, ASM Global's policies and procedures for controlling cash and maximizing cash flow for our client must be soundly designed and carefully followed. ASM Global has designed a control environment and created policies and procedures that focus on the following:

- Bank Account Requirements
- Opening and Maintaining Bank Accounts
- Control of Cash Receipts
- Control of Cash Disbursements
- Cash Records and Reporting
- Bank Reconciliations
- Short-Term Investments (if applicable) Banking Relations

Each one of the above-mentioned topics is supplemented with procedures to ensure the maximum protection and efficiency for use of cash within the Facility. All of these procedures are available for your review. In addition to the control environment, ASM Global will establish the following:

- Maintain a 12-month rolling cash flow analysis, which is monitored daily and adjusted as new information comes available
- Electronic monitoring of bank accounts on a daily basis
- Implement Positive Pay with the bank allowing confirmation between our accounting system, Solomon, and the bank eliminating any fraudulent checks
- Utilize our accounting system to take advantage of discounts and pay expenses only when due
- Utilize our accounting system to monitor deposits. Collecting deposits in a timely manner and implementing a desktop teller system whereby deposits can be done on a daily basis in accounts receivable versus at the bank
- Utilize Solomon to distribute Invoices out more quickly, taking advantage of the ability to convert invoices into a PDF format and utilizing this capability to e-mail invoices versus mailing through the post office

In addition to our cash management controls, ASM Global prides itself on its Accounts Payable procedures to ensure that timely payments are made to vendors and that the proper audit controls exist prior to any disbursement. All of ASM Global's disbursements require dual signatures and for those disbursements greater than \$5,000, the second signature must be from our general manager.

EVENT TIME AND ATTENDANCE TRACKING

We have an industry-customized financial accounting and reporting system. This system is tailored to meet the specific needs of the Facility. It has the ability to meet our mutual reporting needs as well as provide information useful in making sound management decisions. We work on a preferred basis with nationally recognized vendors of payroll and time and attendance systems. These relationships exist due to both the high quality of the product provided and the preferential pricing we enjoy a result of our size.

BUDGET OVERVIEW

We view the budgeting process as an important tool for overall facility management. We will work closely with the County to develop a specific budget plan for the Facility. Furthermore, we will adhere very closely to the County's policies and procedures with regard to the budget for the Facility as well as for seeking the most competitive bids for goods and services. In developing the budget for the Facility, we strive to always include:

- The County's goals for the venue

- The impact of ASM Global's experience and programs
- ASM Global's knowledge of the industry and its impact
- The dynamics of the local market
- The end result of our process is a specific, targeted budget plan for the Facility that incorporates all of the above

THE BUDGET PACKAGE IS FLEXIBLE

Our facilities have budget packages ranging in size from 1 - 200 pages, demonstrating the flexibility and customization implemented at the request of our clients worldwide. This flexibility will ensure the Client receives the information at the level desired.

THE BUDGET PROCESS

Developing a budget requires fact gathering, analysis, and judgment. Some information is obtained from actual experience, some by inquiry and some by intelligent assumption. The Director of Finance is responsible for the information collection and works with the General Manager, all department heads, and ASM Global Corporate staff. The following outlines the basic information compiled for the budget:

- Event Programming - event types and attendance
- Event-Related Income:
- Rental and Services Income
- Food and Beverage Income
- Other Services Income (Interest, Sponsorships, Exhibitor Services and Other)

EXPENSES:

- Salaries Administrative
- Wages - maintenance, custodial, security, event coordinators, etc.
- Part-time Wages
- Payroll taxes
- Employee Benefits
- Repair and Maintenance
- Utility Expenses
- Venue Marketing and Advertising
- Liability Insurance



EVENT SERVICES

We aim for seamless service delivery. Our skilled employees, vast network of facilities, and unique resources help us to achieve our goal of providing a high-quality and consistent event day experience for everyone who walks through our gates. We have developed an entire on-line management infrastructure that connects our corporate and property operations teams, with the resources they need to manage your facility, protect your assets, and exceed your expectations. Our comprehensive event services make us the best in the business. We leave nothing up to chance.

- Game Day & Event Management
- Staffing with Trained Personnel who are Properly Deployed and Managed
- Comprehensive Security and Crowd Control, Integrating Best Practices from all of our Professional Sport Venues
- Staging Setup that Includes the Load In and Out of Sound, Lighting, and Stage Equipment
- Supervision of Subcontractors to Assure Accountability and Control
- Integrated Command Systems that Assure Seamless Coordination of all Aspects of Operations
- Traffic and Parking Management, Working Closely with Local Experts and Contractors

Tools

Our network of facilities, unique training and communication tools allow us to share a wealth of information and learnings in a way that's unparalleled in the industry. Your stadium and the guests who visit it will reap the benefits of our efficient processes.

- ASM Global Academy Customer Service Training Program
- Comprehensive Event Work Orders
- Pre- and Post- Production Meetings
- Web-Based Facility Guides
- Incident Command Systems for Public Safety and Crowd Control

Event Set-Up & Tear-Down

The Operations Department works in cooperation with Event Services to ensure that all events are set based on the event schedules established with the client. The Operations Department is responsible for the initial event set-up and all conversions during the event.

Operations staff members attend all event-planning meetings and provide cost estimates for equipment and labor. With multiple events on property on any single day, Operations manages the equipment inventory to reduce labor and changeover costs and reduce the need for rental equipment.

Scope of Services

- Event Set-Up and Conversion
- Room Sets and Changes During Events
- Maintains Equipment Inventory
- Event Planning and Cost Estimates
- Event Support
- Manages Housekeeping Staff During Events

MAINTENANCE & ENGINEERING

Our on-site management team along with support from our Corporate staff and national network of facilities will provide all services necessary to meet the operational and maintenance requirements of MetraPark. We will carefully evaluate each service on the basis of quality control and cost, and confer with the County as to which services should be outsourced to a third-party contractor.

ASM Global will ensure that these services will be performed consistent with contractor and manufacturer recommendations and requirements and will be comparable in scope and nature with other comparable facilities. ASM Global's full range of services include:

- Adherence to Environmental and Conservation Goals and Programs
- Coordination and Oversight of Subcontractors and Show Labor
- Coordination of Top-Quality Parking Services
- Coordination with the Requirements of the County
- Event Day Operational Staffing
- Event Management
- Event Set-Up and Teardown
- Pre-Event/Game Preparation
- Safety and Emergency Responsiveness
- Security and Crowd Management
- Standardized and Custom Designed Operating Procedures
- Utility Service Delivery and Collection

SECURITY

All ASM Global venues must create a security and control plan to protect people, assets, building systems, and equipment in a manner consistent with professional venue management. Elements include an event safety plan, evacuation plan, incident reports, site protection measures, and surveillance systems. Because the security landscape is changing every day, ASM Global continually evaluates and challenges our security programs by conducting Tabletop Exercises throughout the year. This ensures that the security programs safeguarding MetraPark and its guests are protected using the latest information, tactics, and technology.

Our security operations are managed under the following best practices guidelines and include specific responsibilities as follows:

- Maintain Daily Journal Documenting Arrival Times of Employees, Deliveries, Visitors & any Problems Or Issues
- Provide Supervision & Direction to Part-Time Security Staff Working a "Non-Event" Shift
- Screen all Visitors and Verify Appointments with Employees; Issue Visitor Credentials and Maintain Visitor Log(S)
- Monitor CCTV Network & Act on any Suspicious or Illegal Activities
- Maintain Constant Two-Way Radio Contact with Supervisors; Ensure Return & Maintenance of Radios
- Verify Authorization & Issuance of Access Keys; Sign-In and Out
- Verify Authorization on any Property Removals Based Upon Use Policies in Place
- Monitor all Show Truck Arrivals or Other Event Related Activities
- Ensure Service Yards Clear & Able to Accept Vehicles
- Knowledge of Facility Crisis Management Plan
- Security Command will Act as the Command Post During Crisis
- Complete and Catalogue Incident Reports for any Incident Occurring on Facility Property
- Maintain a Full Telephone List of all Employees & Emergency County Departments such as Police, Fire, Bomb Squad, and Emergency Medical Services

CUSTODIAL SERVICES

We aim for seamless service delivery. Our skilled employees, vast network of facilities, and unique resources help us to achieve our goal of providing a high-quality and consistent event day experience for everyone who walks through our gates.

We have developed an entire on-line management infrastructure that connects our corporate and property operations teams with the resources they need to manage your facility, protect your assets, and exceed your expectations.

Services include:

- Event Cleaning
- Trash Removal & Recycling
- Pest Control
- Maintenance & Custodial Equipment

FOOD & BEVERAGE OPERATIONS

As a worldwide leader in premium catering and hospitality experiences, SAVOR has built a stellar reputation for its hyper-local approach in more than 200 specialized markets across the globe, from the country's busiest convention centers to the largest professional sporting venues. SAVOR has built its industry reputation by creating amazing experiences for venue owners, end user clients, and guests in the facilities we serve.

The SAVOR model creates points of differentiation in each location we serve, beginning with a Local First Culture and operating model. For SAVOR, this has been a part of our culture for almost forty years, decades before it was fashionable or marketable by traditional institutional food service providers.

SAVOR's Local First operating model of delivering first-class restaurant quality and service has changed business as usual within the hospitality industry. SAVOR will continue to work with existing local concessionaires, providing the guests and visitors the local Billings flavors they have come to expect.

LOCAL IS ACCOUNTABLE, LOCAL IS FRESH, LOCAL DIFFERENTIATES

For all catered events, the F&B team works with the Event Manager and the client to understand their culinary expectations and budget. They then develop custom menus to meet and exceed the client's expectations. The team monitors service levels to ensure excellent guest service and is in constant communication with the client to accommodate any varying needs.

For ticketed events, the SAVOR F&B team coordinates menus and staffing to meet each event's unique needs. Following each event, the team holds a debriefing session to evaluate the concession process and plan, providing opportunities to improve for future events. They work with all event and tenant sponsors whenever applicable and assist with pre-event F&B functions.

SAVOR inventory and quality control processes are in place to provide accurate monthly reporting and address any inventory variances should they arise. New systems are being implemented to track M/WBE procurement to track spending.

REIGNITING THE FOOD & BEVERAGE EXPERIENCE

SAVOR'S focus on memorable experiences has led to digital and physical infrastructure enhancements that expand the engagement of the customer. SAVOR will transform the customer experience through the activation of unused space, use of biometrics and mobile ordering, and a continued focus on bringing great, locally owned Billings restaurants into our food and beverage operations at MetraPark.

SAVOR'S COMPREHENSIVE PLAN FOR THE FUTURE WILL:

- Transform the Guest Experience
- Enhance Technology
- Refresh Concessions Locations
- Invigorate Offerings

REGIONAL SUPPORT

SAVOR has begun rolling out updated management and operational models to measurably influence positive guest experiences, drive increased revenues, and leverage data to minimize expenses. Under the direction of Regional Food & Beverage Director, Jorge Adames, SAVOR will begin to implement new technologies and management practices at MetraPark to:

- Drive revenue
- Minimize expenses
- Improve Sustainability Practices

The Regional Food and Beverage (F&B) Director hosts monthly calls with all Food Service Directors. These calls allow managers to share best practices that are beneficial to all venues.

SAVOR...

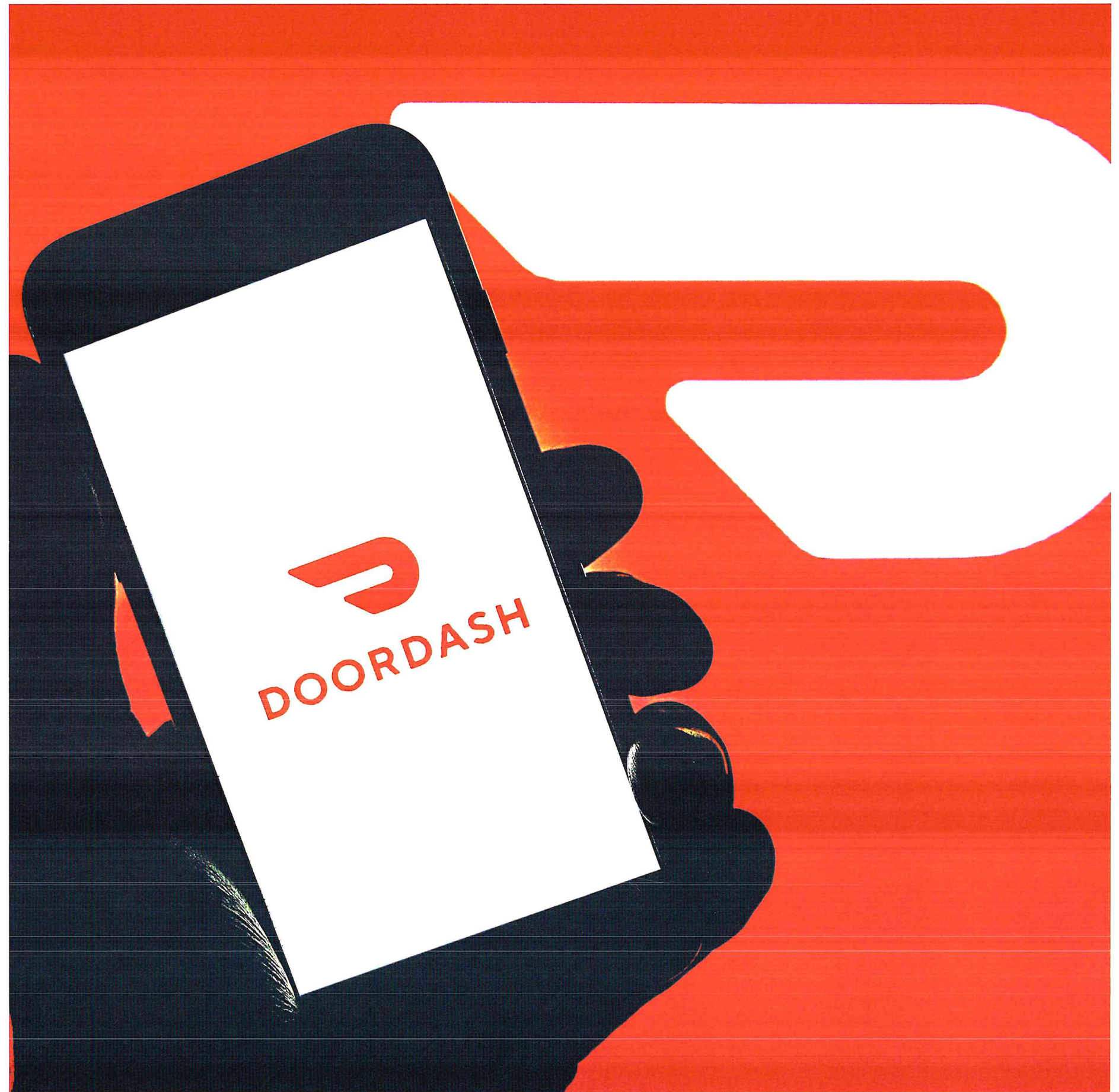
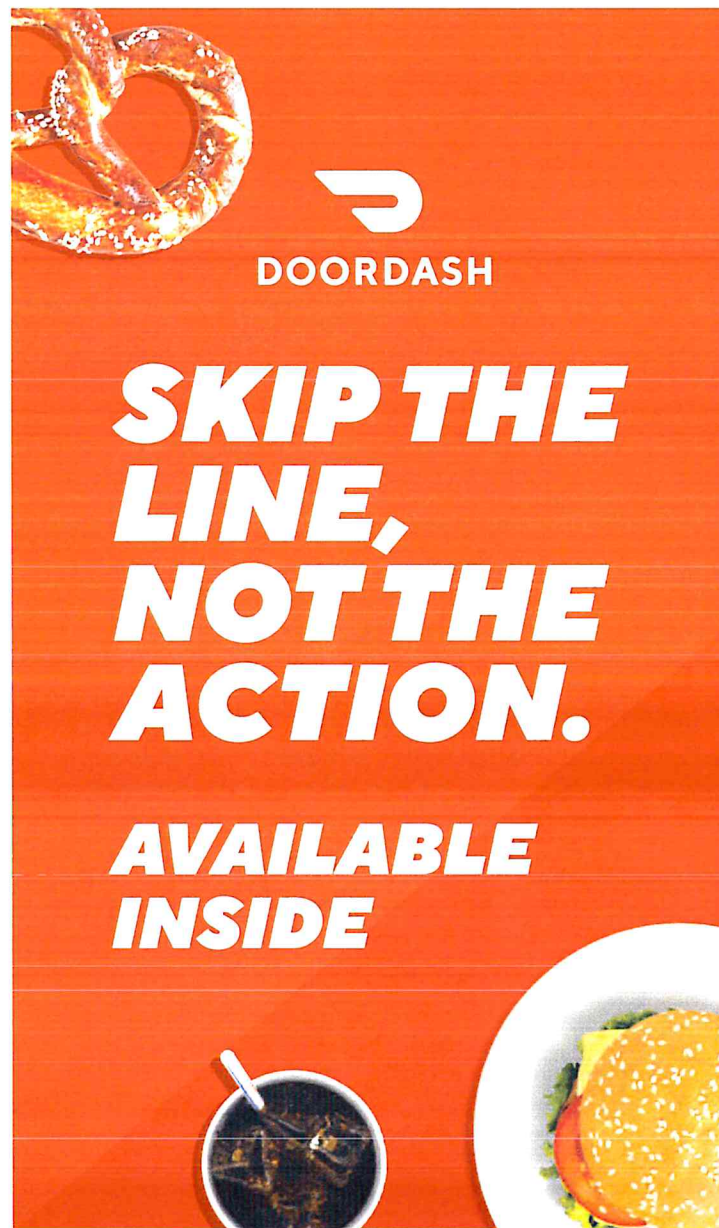
Catering • Concessions • Special Events



DOORDASH

The use of mobile ordering technology has exploded during the pandemic, which has made its use simple and widespread. ASM Global has entered into a national partnership with Door Dash to implement their technology at our venues, so guests are able to avoid the lines.

This improves customer service, since guests order when they want and are notified when the food is ready, and then are directed to a convenient pick-up spot within the venue to grab their order and return to their seats. They avoid the lines and are able to enjoy more of the event they are at the venue to see.



ZIPPIN

SAVOR has begun to roll out autonomous technology, powered by Zippin, at its concessions stands. This transformational technology is easy to use and provides a seamless solution with minimal labor required. There is no need for a checkout process or cashier, the use of biometric screening combined with a guest's credit card, truly allows them to grab the products they want and go. At test sites around the country, we have seen phenomenal revenue growth and labor savings including:

- **25% Increase in top-line revenue**
- **15% Perfect pour costs**

New technology, coupled with innovative premium experience opportunities for the highest priced seats at venues where they have been implemented, are transforming the way guests enjoy food and beverage at live events. ASM Global and SAVOR are implementing these technologies and services to improve the customer experience at venues across North America.



TRAINING AND GUEST SERVICES

ASM Global is proud to have been able to improve customer service scores in the facilities where we take over management. We have implemented and continue to expand the following training programs to enhance the experience of all these groups.



ASM Global Academy Learning Management System (LMS) Training Program Includes the Following Modules for Employees:

- Sales Training
- Event Management Training
- Security
- Cyber Security
- Financial Procedures
- Human Resources
- General Policies & Procedures
- Sexual Harassment Training

Providing our guests with the highest quality experience is essential to every decision made on event day. This will drive us toward a rewarding culture that continuously looks to improve customer service, productivity, and internal operations while hosting millions of people every year.

To ensure consistent execution across all operations, ASM Global and its management team will define standard operating processes. The facility's front-line staff participating in infinitely varied customer interactions will not always find the answers in manuals, so constant training and support will be a continued focus. Training will provide the front-line staff with the responsibility and autonomy that will create a sense of ownership that inspires them to do everything they can to improve the customer experience.

Frequency of Training

Training will occur throughout the year for staff in all positions. With the venue being a year-round operation, having different trainings throughout the year focused on an overall approach, and then targeting specific times of the year for additional training will strengthen the staff's knowledge and ability to perform. The following training will be required:

- New Hire Orientation
- New Hire 'Skills' Training
- Annual Customer Service Training
- Annual Alcohol Management Training
- Annual Emergency Preparedness & Security Training
- Annual Crowd Management Training
- Supervisor Training
- Cultural Awareness Training

Certain training programs will involve testing procedures to confirm the level of knowledge of the staff and to make sure that key protocols, policies, and concepts are being retained. There will be extensive focus on supervisor training and making sure that the supervisors have the necessary tools to be successful.

OVERALL APPROACH TO GUEST SERVICES

Delivering a consistent and positive experience is the central focus of the ASM Global Guest Services program, which involves a combination of proper skills training, active supervision, and accountability for all who interact with our guests, event planners, and exhibitors.

The execution and delivery of a positive experience is the result of the dedication and effort of everyone employed at the facility – whether they are a full-time or part-time worker. Our Guest Services program starts with the successful recruiting of personnel who will carry out the mission statement and deliver a memorable experience to all who use the facility. All personnel who represent ASM Global at the Facility will be asked to share a common goal of providing a consistent level of service that exceeds their expectations and enhances their experience.

GUIDING PRINCIPLES OF ASM GLOBAL GUEST SERVICES

ASM Global's approach to excellent Guest Services embraces all current best of class practices:

- Create a Common Purpose Within the Organization
- Understand the Needs of Our Customers
- View Exceptional Service as an Economic Asset

EXPERIENCE CUSTOMER SERVICE TRAINING

Moments of truth are every interaction with a guest. They form impressions of us based on their experience at all moments of truth. This required service training, a key module in the ASM Global Academy system, has been designed by hospitality professionals to ensure that wherever ASM Global operates, our team members create positive moments of truth for our guests.

Guest service is everyone's responsibility. All ASM Global employees must:

- Consistently Exceed Guests' Expectations
- Deliver Amazing Service Experiences
- Reinforce ASM Global's Culture
- Turn Moments of Truth into Positive Memories that Inspire Guests to Return

ASM Global has developed the Experience Customer Service training program to provide all ASM Global Employees with the following:

- Know What's Expected
- Greater Confidence
- Transferable Skills
- Job Satisfaction
- Pride in Being Part of a World-Class Team



ASM Global

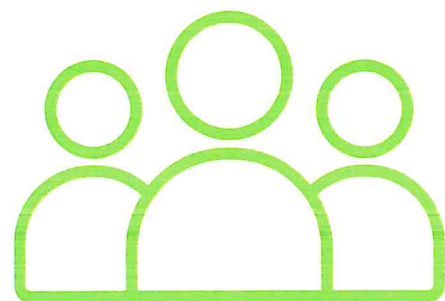
CORPORATE SOCIAL RESPONSIBILITY

OVERVIEW

ASM Global's corporate social responsibility platform, ASM Global Acts, is a renewed and refocused commitment to global equity and sustainability. In addition to establishing a more centralized and intentional corporate social responsibility program, ASM Global focuses its efforts on meaningful actions and measurable results at both the corporate and community level.

Aligned with many of the United Nations Sustainable Development Goals, the initiative is an extension of ASM Global's long-standing commitments of creating a better workplace and more diverse workforce, serving the communities where it operates, and contributing to a healthier environment and planet.

OUR COMMITMENTS



Invest in People

Create an environment of inclusion and gender equity across our organization, grow the diversity of our business partners around the world, and enable opportunities for our current and future workforce.



Protect the Environment

Reduce waste from the guest experience across our venues, enhance facility efficiency through capital investments, and protect and preserve resources in and around our communities.



Strengthen our Community

Engage in improving the vitality of our communities, increase philanthropic support through meaningful efforts, and enhance the health and well-being of our co-workers, clients, and guests. ASM Global Acts is an ambitious, structured, and intentional initiative, and one that will drive ASM Global's commitment to creating better communities and a better world.

“ASM Global takes community outreach very seriously and has excellent relations in the diverse communities in which it operates.”

*Allen Hershkowitz, PhD
Chairman and Founding Director, Sport and Sustainability International*

ORGANIZATION OF PROPOSED OPERATIONS STAFF

The Operations staff will be led by a Director of Operations and Operations Managers, as described below.

Director of Operations

Directs, supervises, and schedules all aspects of operations, including engineering, buildings and grounds, technical services, maintenance, ice-pad management, ADA compliance, public safety, security, custodial services, and parking departments.

Primary Responsibilities:

- Implements and Updates Facility Rules, Regulations, Policies, and Procedures
- Oversees Maintenance of the Physical Plant, Systems, Equipment, and Vehicles
- Knows and Ensures all Laws, Codes, Ordinances, Policies, Procedures, Risk Management, Safety Precautions, Rules & Regulations, and Emergency Procedures are Followed

Operations Manager

Responsible for the daily activities required to run, maintain, and service events at the Center through supervision of all operations departments.

Primary Responsibilities:

- Implements Facility Rules, Regulation Policies, and Procedures
- Coordinates the Operations Activities with Other Building Departments and Show-Related Contractors
- Analyzes and Resolves Operational Problems and Complaints
- Oversees Maintenance of Physical Plant and Systems; Assures Facility Readiness and Smooth Operation of Events
- Ensures Operations Department Receives Pertinent Information for most Effective Use of Staffing

The organization of the operations staff can be found on page 87.

UNION EMPLOYEES

ASM Global recognizes the important role that organized labor plays in the successful delivery of high quality service to our guests in the facilities and complexes we are entrusted with. We have a strong and positive track record with organized labor and our intent is to work collaboratively with Union leadership to negotiate “win-win” agreements that promote business for MetraPark. We have successfully worked with organized labor and unionized facilities all of the country including some of the largest facilities such as McCormick Place, Soldier Field, the Superdome and Moscone Center in San Francisco. More than 32% of our workforce is comprised of union members, and 50 of our facilities have at least one collective bargaining agreement. We understand and embrace the value that public and union employees bring to any workplace and appreciate the knowledge and connections that allow them to best serve their local communities.

As shared above, ASM Global is signatory to hundreds of collective bargaining agreements nationwide, and has the experience and expertise to effectively enter into negotiations with the representative unions. Our approach will be to make job offers to the current members of the union at MetraPark and therefore will be successor to the existing collective bargaining agreements and history. We have experience in successfully working with employees and their representation to ensure that the transition is handled with respect and care to ensure that the employees are provided the optimum experience.

We are confident ASM Global’s management team can work cooperatively with local organized labor to achieve a ‘business friendly’ venue that best accomplishes the vision of Yellowstone County and the community and fulfills the mission of MetraPark.

TRANSITIONING METRAPARK

TRANSITION APPROACH

ASM Global has created project plans and timelines to outline the significant tasks and processes associated with a transition. While working collaboratively with the County, this plan will assess current operations at the MetraPark, identify key departments and transition needs, align ASM Global processes and procedures to those of the County and create detailed department schedules for implementation. The transition plan will address the following areas: introduction and assessment of the current operation, employee services/human resources, information technology, risk management services, business services, safety and security, finance, sales and marketing, and operations.

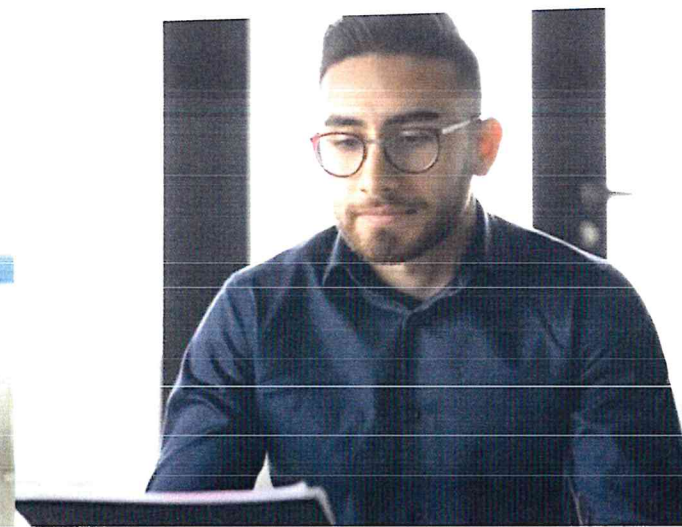
- In the past ten years, ASM Global has successfully transitioned 43 public assembly facilities to the ASM Global private management model. Our experience with facility transitions has allowed us to develop a consistent and efficient approach based on the following guidelines:
 - Review of the organizational structure to determine what adjustments, if any, should be made
 - Evaluation of the current staff to determine skills and placement within the organization
 - Identify key positions and high-potential employees within the facility
 - Evaluate current and future diversity objectives
 - Evaluate third-party subcontractors and vendors to ensure cost structure and deliverables are appropriately aligned with the County's objectives
 - Identify opportunities to provide business solutions that maximize revenues for MetraPark
 - Evaluate rates and charges to determine if any adjustments are warranted
 - Overlay ASM Global management programs and implement ASM Global proprietary programs, policies, procedures, and protocols to ensure quality operating standards
 - Establish a milestone schedule to ensure timely completion of major transition tasks

TRANSITION TASK MANUAL

The transition to new management at MetraPark will be carefully planned and scheduled, so there is no disruption to the day-to-day business. As with the numerous other facilities that we have transitioned, the implementation of our plan begins with the creation of a comprehensive Transition Task manual that will be specific to the needs of MetraPark. The Task Manual is developed by the ASM Global transition team and is informed by the needs that have been identified by the various ASM Global departments that are involved in the process. The Task Manual is separated by discipline (e.g., Finance, Event Services, Marketing, Operations, etc.) with a transition team member assigned to each category. The individual tasks are then identified for each category and assigned a due date, with an alert as to how many days left for completion.

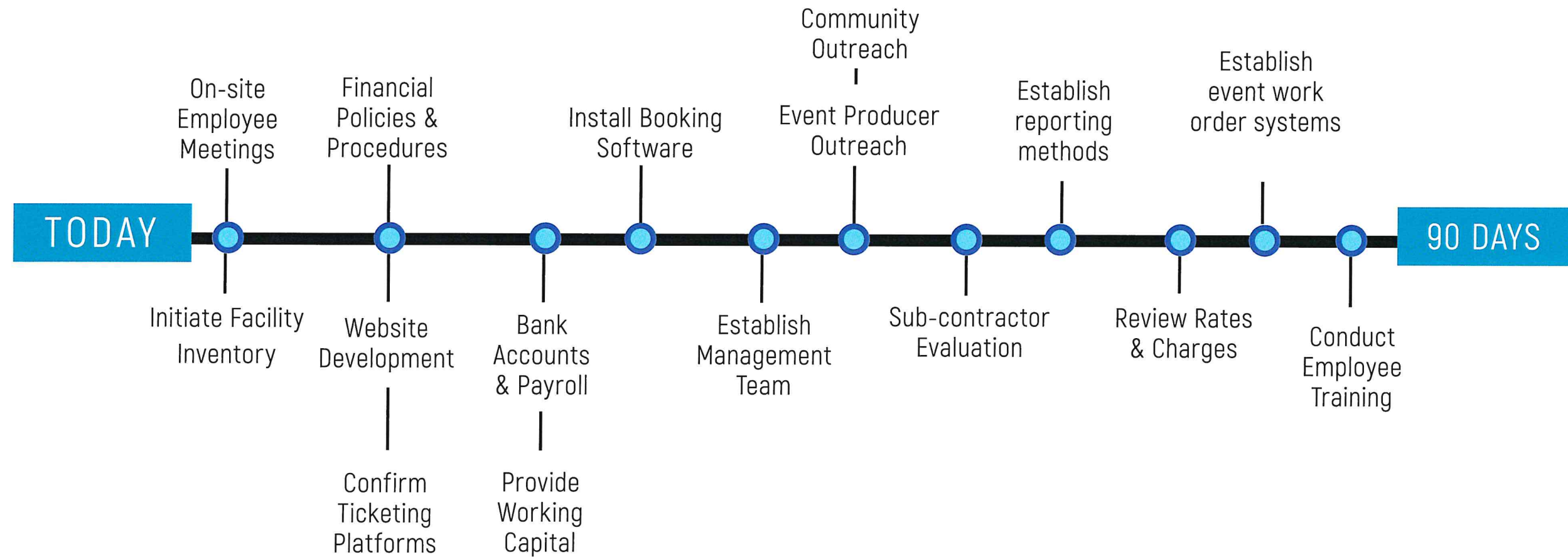
MAJOR TASK CATEGORIES ADDRESSED IN THE ASM GLOBAL TRANSITION TASK MANUAL:

- Finance
- Administration
- Human Resources & Personnel
- Event Booking & Calendar Management
- Event Services
- Operations
- Sub-Contractor Evaluation
- Marketing & Sales
- Parking & Traffic
- Community Engagement



90 DAY TRANSITION TIMELINE

In establishing ASM Global's transition plan for MetraPark, we have assumed a ninety (90) day transition period. Below is a milestone schedule that indicated some of the more significant tasks that will be completed during this period.



Specific Tasks

ASM Global will utilize its tools, resources, and experienced team of professionals to plan and execute a seamless transition of MetraPark. Our transition plan is customized to meet every need. The following is a general outlay of the major tasks that ASM Global will perform during the transition period.

Please note that ASM Global is prepared to make adjustments to the following items based upon the needs and requirements of the County.

WITHIN 30 DAYS

HUMAN RESOURCES DESIGNEE

ASM Global's Corporate Human Resources Department will designate a human resources designee for MetraPark. This individual will be responsible for the day-to-day operation of MetraPark's human resources needs in conjunction with the Corporate Human Resources Department. Throughout the transition period and beyond, representatives of ASM Global's Corporate Human Resources Department will be available by phone and in-person to respond to any questions or concerns.

ASM GLOBAL BENEFITS PRESENTATION & ENROLLMENT

ASM Global's human resources designee will make a presentation to all employees to identify and explain ASM Global's benefits. We will also distribute written information regarding benefits. At that time, employees will be provided with welcome kits and benefit enrollment information and forms.

ESTABLISH ORGANIZATIONAL STRUCTURE AND REPORTING METHODS

After an evaluation of the current organizational structure, a determination will be made as to what, if any, changes will be recommended. ASM Global will draw upon its resources from other similar facilities to determine the most effective and efficient structure for MetraPark. An on-site ASM Global management team will be established with a reporting structure that ensures accountability. ASM Global will confer with the County to establish the MetraPark reporting methodology, frequency, and content requirements.

FINANCIAL PROPOSALS

Our financial proposals have been submitted under separate cover as designated in the RFP.

SUBCONTRACTING

ASM Global will honor all existing subcontractor service contracts and evaluate their continuation prior to the contract end date. Services that we anticipate contracting out include:

- Local Restaurant Concessionaires
- Trash, Waste & Recycling
- Building Trades
- Event-Day Labor





APPENDIX



SportsTravel presents

TEAMS[®] 22

CONFERENCE + EXPO • OCTOBER 24-27 • OKLAHOMA CITY

“In our capacity as the planners of the TEAMS Conference & Expo, we have worked closely with ASM Global’s outstanding management teams at their convention venues in Pittsburgh, Salt Lake City, and their magnificent Caesars Superdome and NRG Stadium. Having staged our events in other cities at facilities not managed by ASM Global, I can say that there is a real difference in dealing with an ASM Global managed facility and one that is not. The level of professionalism and customer service provided by the ASM Global management team is second to none.”

TIMOTHY SCHNEIDER

**FOUND & CHAIRMAN, TEAMS CONFERENCE
AND EXPO & NORTHSTAR MEETING GROUP**



ADDITIONAL DETAILED INFORMATION

INFORMATION ON YOUR FIRM

1. What is your longest contract at any facility?

ASM Global's longest contract is with the New Orleans Exposition Authority for Caesars Superdome in New Orleans. The contract has been in place since 1977, for 45 years.

2. Does your firm purchase any events at facilities you manage?

Yes, in consideration of parameters agreed to with our municipal clients, ASM Global and/or our managed venues will purchase events and promote shows for the communities we serve. ASM Global has included in our Financial Proposal the establishment of an Event Development Fund to take advantage of event opportunities for MetraPark and the broader destination.

3. Do you have opportunities to profit as the manager of a government facility and also as the promoter/owner/partner of certain events? Please provide details of these occurrences.

The agreed upon Incentive Fee structure rewards ASM Global for performance and achieving the goals of our municipal clients. This typically will include a combination of financial performance goals and benchmarks and the achievement of mutually agreed upon Key Performance Indicators (KPIs).

For any events generated with the use of the ASM Global proposed Event Development Fund, the majority of the event profit will flow to the bottom line of the MetraPark operation as County revenue and profits. If there are individual opportunities where ASM Global and/or a third-party partner are buying a show and taking on all show risk, ASM Global would retain the typical promoter profits, after all standard MetraPark rental and other fees have been paid.

4. Do you currently have a management agreement to put on a county or state fair? List those venues and owner's contact information. If not, how do you propose the MontanaFair will be continued and managed?

ASM Global venues host and service numerous county and state fairs and festivals throughout the country as part of our professional services scope. In all cases, the municipal owner and/or a quasi-governmental entity (i.e. Fair Commission) handle the management of the fairs but are closely aligned with ASM Global for the planning, presentation, and operations of these annual centerpiece events.

For MetraPark, if we are fortunate to be selected as the management firm by the County, ASM Global is flexible relative to the scope and servicing of the MontanaFair. A continuation of the current model which is essentially a MetraPark staff in-house managed approach is expected, but we are open to discussing and exploring other structures the County may desire.

5. How many of your managed facilities hit their incentive target in a year? How many managed facilities exceed their incentive? By what percentage?

While performance structures can vary significantly across our network, on average, 80 - 90% of ASM Global-managed venues annually meet and exceed performance benchmarks and earn incentive fees. Percentages can range from 1-100% given the structure, tax code implications, and other factors.

6. What is your firm's approach to costs associated with transition activities? How are those costs covered?

ASM Global will absorb 100% of the expenses related to the transition of management services at MetraPark. The transition costs and expenses will be identified and further defined and are generally expected to include Corporate and Regional travel and lodging, training of key personnel and staff, legal and business licensing fees, and other similar expenses.

7. How do you account for events that have historically not paid their own way? What is your approach or policy if a governing board requests such an event after a budget is approved for the fiscal year in question?

Most ASM Global-managed venues and multi-purpose complexes are home to not-for-profit and charitable organization presenters. We believe that these organizations are a vital part of the cultural fabric of the community and in order to be effective stewards of the facilities we are entrusted with, we must first be good stewards of these partner relationships.

In collaboration with many of our municipal clients, ASM Global supports not-for-profit users and presenters through:

- Rent Reduction
- Free or Reduced Advertising Opportunities
- Website & Social Media Marketing
- Venue Signage

If the County or a governing board desires to host a community not-for-profit event and/or reduce or waive certain expenses, ASM Global will accommodate. Additionally, many of our management agreements include specific language that addresses these specific circumstances.

OPERATIONS

1. Does your firm book event for your venues without input from the governing body, as long as it is in keeping with budgeted estimates for large acts, those benefiting the community etc.? Specifically, how do you resolve scheduling issues between events that may have differing profitability likelihoods?

A critical component of successfully managing a public assembly venue is having policies and procedures that clearly define date priorities, time frames for placing dates on hold, and procedures to resolve any disputes that may arise among event producers and presenters. A carefully crafted booking policy that addresses the needs of the promoters, presenters, and the venue, empower the management company to effectively and efficiently manage the booking calendar, thereby maximizing the number of sellable dates at a time they can be sold.

To achieve an equitable balance of events that meets the needs of the community, the County, and achieves the mission for MetraPark, the Complex must be accessible to all established third-party promoters and presenters, alongside the community groups that utilize the Complex facilities. ASM Global, as a professional management firm with extensive experience in the negotiation of agreements and booking policies with community groups and not-for-profit organizations, will take a lead role in collaborating with these groups to establish a booking policy that allows them to achieve their goals and mission, and protects the investment the County has made in MetraPark.

2. In similarly sized venues you manage, explain the staff time likely required by a county/city employee as the contract administrator or liaison who works day to day with your firm on venue operations and issues?

It is the policy of ASM Global to arrange for formal communications with the contract administrator or designee so that they are kept fully abreast of what is happening at the venue or complex on a daily, weekly, quarterly, and annual basis.

The level, frequency, and format of communication will be determined by the County as desired. ASM Global would be happy to suggest reporting structures that have been proven successful with other municipal clients. In most instances, a regular monthly meeting with a formal agenda is scheduled with on-site senior management, with additional communication as needed on a daily and weekly basis to ensure full transparency in our management, operations, and marketing of the MetraPark Complex. Additionally, our Regional and Corporate senior oversight personnel will make frequent trips to Billings for operations reviews and client communication.

3. Who establishes rental rates for buildings and grounds with vendors? Describe the County's role in the area. Is there more than one tier of pricing based upon size, or non-profit status, or community value?

ASM Global will develop a rate schedule for all facilities and grounds that will be tiered based on not-for-profit status, community organization, and major event rentals. The recommendations will be presented to the County for approval during the transition period for the management of the Complex. Any future adjustments would typically be approved by the municipal client and, if desired, language can be incorporated into the management agreement relative to County review and approval.

4. MetraPark is part of Yellowstone County's enterprise Information & Telecomm operations. As such, it receives administrative and end-user support from the County's I.T. Department as do other Yellowstone County departments. Due to the County's statutory obligations and interagency agreements with regards to law enforcement and Courts, the change in management at MetraPark will necessitate a change in the role of the County in the facility's Information Technology and communications services. The proposal should include a plan for the new management entity to provide separate I.T. and Communications services for MetraPark. Please provide detail as to any experience in that regard and your assumptions on which party assumes the costs involved with building a new network, and costs associated with removing the County's network.

ASM Global can provide email, remote end-user support, file share/storage, hardware management, identity management including Multi-Factor-Authentication (MFA) via our Microsoft M365 environment without the need for additional hardware purchases. ASM Global is able to make use of existing on-premises computer hardware that utilizes a Windows 10 or 11 Operating System or by utilizing newly purchased computers.

ASM Global's Information Security and Compliance team uses a combination of the Microsoft M365 E5 Security Suite and the Darktrace Antigena Platform to provide next generation antivirus and SIEM capabilities to any environment. Their security engineers and analysts review ASM Global's environment to proactively defuse security threats including ransomware and Business Email Compromise attacks.

For network support and management, the cost to transfer these duties to ASM Global depends on whether we would be able to utilize the in-place hardware (after removing access from any client IT resources/credentials) or if entirely new hardware would need to be purchased for the venue. Understanding the wireless network(s) in place at the venue(s) will also be necessary.

ASM Global has transitioned both large and small network management at many locations and has helped to design and implement network installations for new construction projects. ASM Global is capable of working with any enterprise-grade network hardware including Cisco, Aruba/HP, Extreme Networks, Palo Alto, and Juniper, among others. For ASM Global to take over management of existing hardware, it must not be "End of Support" and currently supported by a manufacturer support contract. ASM Global would manage the network hardware to ensure hardware is kept up to date, patching critical security vulnerabilities and running later, stable firmware versions. End of Support hardware poses a great security risk, and it is in the interest of both the client and ASM Global to have any such hardware replaced. Any additional network hardware would need to be purchased by the client as ASM Global does not have available network hardware to install.

If ASM Global is privileged to be awarded the management contract for MetraPark, we would want to communicate directly with the County's Information Technology and Telecomm designees to understand what is currently in place, what might remain, and what needs to be purchased to maintain seamless Information Technology and Telecommunications systems.

For Internet and Voice Services, ASM Global can either take over/transfer existing ISP/VoIP contracts that may already be in place or setup independent new services. Considering service installation lead times, transferring existing contracts will often be the best option if there are time constraints.

5. Does your firm work with local entities such as a chamber of commerce to assist in covering costs related to certain events that are of benefit to the community, but not profitable to the venue? If so, please provide details relating to the venues for which you provide financial data.

Yes, this is foundational to our approach in managing publicly owned venues and complexes similar to MetraPark. As with most of our managed venues, ASM Global will work closely with the County and key destination partners, including the Chamber, to minimize or eliminate costs for events that benefit the local community.

6. Yellowstone County seeks your input on the handling of existing contracts in place, predominately in the area of concessions and alcohol sales. Please explain your intentions in these areas.

SAVOR, our food and beverage division, builds their culinary program to incorporate local restaurants, products, and chef partners. We will honor all existing contracts and evaluate their efficacy and value as we transition the account. All existing contracts with food concessionaires that make sense for the County, MetraPark, and the community may be renegotiated at the end of their respective terms. Additionally, SAVOR may work with new, local concessionaires and brands that will add value and local flavor for guests and visitors to MetraPark.

Our approach to alcohol concessions is to have one master license holder to limit liability. Management of alcohol concessions will be an area that ASM Global will negotiate to provide maximum value to the County and minimal liability for all parties.

7. How does your firm manage programs that do not directly bring in revenue such as 4-H?

ASM Global will work with community groups and not-for-profit organizations so they may continue to host their programs to benefit the community. ASM Global understands the importance of the 4-H Program to the Billings/Yellowstone community and will work with them to continue their programming in conjunction with other users and events.

PAYROLL/STAFFING

1. Address procedures for providing opportunities for the full time existing MetraPark Complex employees (non-management) and what that would look like? Will they still be full time? If not, what will it look like? To help the County review this area, please provide a breakdown of staffing levels for venues that have come under your management since the end of 2014, showing the number of full-time and part-time employees for the year before your management agreement and current day operations. In addition, please provide a typical list of benefits available to full-time employees, your “hours worked” cut-off to classify and employee as part-time and any benefits you routinely offer to part-time employees. For financial information previously provided to the County as part of its RFQ&I process or for any venue financial data being forwarded to the County as a part of your firms’ response to this RFP, please provide details as to what you did as to staffing levels during the COVID outbreak.

Our process for transitioning employees and providing opportunities is detailed in our Proposed Operations Plan. The vast majority of employees, both full-time and part-time, will transition to ASM Global employees. In most operations, ASM Global had added employees with increased event activity, the implementation of new initiatives, and/or the addition of new departments. Given the large number of venues that have come under ASM Global management since 2014, it would be prohibitive to provide all the data requested. As recent examples, just in the last 12 months, Century II in Wichita, KS, Sanford Center in Bemidji, MN, and the Abilene Convention Center in Abilene, TX, have transitioned to ASM Global management and both full-time and part-time staffing has increased.

Full-time staff members are defined as those working 30 hours or more per week, and part-time workers are defined as working less than 30 hours per week. An overview of benefits provided to both full and part-time employees is as follows:

| Benefit | Full-Time Employee | Part-Time Employee |
|------------------------------|--------------------|--------------------|
| Health Insurance | ✓ | ✓ |
| Life Insurance | ✓ | |
| 401k Retirement Savings Plan | ✓ | ✓ |
| Employee Assistance Program | ✓ | ✓ |
| Paid Holidays | ✓ | |
| Paid Vacations | ✓ | |
| Paid Sick Leave | ✓ | |
| Military Leave | ✓ | |
| Bereavement Leave | ✓ | ✓ |

At the onset of the COVID-19 pandemic, with both the live entertainment and meetings/convention industries shut down, ASM Global initiated extensive cost mitigation plans in alignment with the objectives of our municipal clients. While every venue is different and the impact of COVID-19 to operations varied by state and jurisdiction, staff reduction was central to the mitigation plans. ASM Global prepared detailed Mitigation Plans that took into consideration tenant and partner needs, venue systems and maintenance needs, and for many of our managed venues, alternative uses of the facility during the pandemic shut down. As business and event activity returned, many employees that were laid off were brought back.

2. Address procedures for providing opportunities for the existing MetraPark Complex employees as part of a defined management transition plan.

Communication with the existing full-time employees throughout the transition period will be top priority. Having transitioned more venue operations than any other firm, we know that typically 80-90% of municipal employees in place at the venue or complex will transition to ASM Global employment. Our focus is to provide the staff with more tools and support on a daily basis to help them grow professionally and enhance the operation of the venue.

3. What existing positions will likely be eliminated or added, if any?

Based on our initial top-level review of the existing staffing chart, there are no positions that stand out as likely for elimination or addition. During the transition period, a deeper evaluation of staff organization and needs will be determined, and a plan will be presented to the County.

FINANCIAL PERFORMANCE/BUDGETING;

1. What is your process for approving any material circumstance or event you deem necessary that may have an impact on the current budget?

There is language in the standard management agreement that will address the budget review, approval, and modification process with the County. While the County will receive detailed monthly financial reporting which highlights any variances to budget, any forecasted significant budget shortfalls and/or surplus due to material circumstances will initiate the preparation and submittal of an amended budget for County review and approval.

2. As to budgets, provide some specific detail as to the process if there is a disagreement on an upcoming annual budget. For example, a firm may believe that the facility will generate a negative \$500,000 from ongoing operations, excluding capex. The governing board may believe that based upon recent performance and other economic factors that several areas of the budget should indicate a loss of only \$300,000.

ASM Global will submit an annual budget, with supporting detail, for the upcoming fiscal year per the timelines and process determined by the County. While typically there will be review and dialogue, ultimately, the County and/or governing board will determine the final budget.

3. Please provide detail as to your approach to handling budget adjustments for material and unforeseen events. These could relate to anything from local airport closure for an unexpected lengthy period, material damage to facilities in use, etc.

Any significant budget impacts from unforeseen circumstances will initiate the preparation and submittal to the County of a modified budget that will include alternative operating and business plans to minimize the negative impact to MetraPark operations, including cost mitigation. The COVID-19 pandemic is the most recent example of an unforeseen extended event that impacted the entire industry in which MetraPark operates. At the onset of the pandemic, ASM Global worked with our municipal partners closely on revised budgets and cost mitigation efforts.

4. Please provide detail as to naming rights revenue per venue initiated and negotiated by your firm for the venues for which you provide financials for Yellowstone County review. This should list the revenue by year, the length of the agreement and how your firm is compensated for this revenue. Is final approval for such contracts obtained from the local governing body in advance? Yellowstone County's current position for such activities does not allow for compensation to the vendor beyond the term of any agreement for private management. Please provide your thoughts on this point.

The sale of naming rights for a venue or complex is a significant decision that will always involve collaboration and approval from ASM Global's municipal clients. If an agreement is reached with a commercial partner and approved by the County, the financial reporting will include a summary of the revenue and expenses netted against revenue, including fulfillment costs and any commissions paid to ASM Global or other third-party sales agent. Relative to commissions or compensation paid to a vendor beyond the term, ASM Global acknowledges and accepts this position.

5. As to revenue derived from naming rights, do you segregate them on your financials? If not, please provide detail as to line items in your presented financials that incorporate those amounts. Further, provide detail as to whether your compensation for naming rights is included in your incentive compensation component listed on your financials.

Naming Rights revenue is typically included as a separate line item under the Contractually Obligated Income "COI" section of our monthly financials and annual budgets. Detail is provided relative to fulfillment costs and commissions paid.

6. Your firm may desire a percentage, such as 15% or other amounts to be paid for naming rights, advertising, sponsorships, pouring rights, event sponsorships and premium seating. Please clarify is the 15% is a separate fee and that revenue will also be potentially subject to incentive performance compensation, should Metra's results exceed budget.

Any incentive fee structure that rewards ASM Global for overall financial performance of the venue and exceeding a benchmark or budget will include the "net" revenues from the sale of naming rights, sponsorship, and premiums seating. As an example, for the sale of an annual \$100,000 sponsorship package, commissions to ASM Global or another third-party, and additional fulfillment costs could total \$25,000. The net revenue of \$75,000 would be included in any incentive performance calculation if budget/benchmark is achieved.

7. For each location for which you provide financial detail, please provide a short summary of each as to acreage, number of buildings, capacity/use of each.

ASM Global provides our clients financial reporting for all 350 + venues in our network. Most of these venues and complexes are multipurpose, similar to MetraPark. Please see our Worldwide Presence listing in the Vendor History section of our response.

8. Has a paid parking policy been instituted at any of your venues after you began providing management services? Please provide separate details as to these situations. Details should be provided for 3 to 5 such venues for the first 3 years of operations with the parking policy in place. Is all parking paid? Do all events at all buildings/locations on grounds require paid parking? How much is collected, by year?

Yes, ASM Global has instituted parking policies, in collaboration with our clients, to improve revenue streams at venues we have transitioned. Please see the details for three such accounts:

Dow Event Center, Saginaw, MI

This venue is a multi-venue complex featuring an indoor arena. The parking rate varies by event, generally averaging \$6-8 dollars. Parking rates also include:

- VIP event parking for slightly higher rates
- Handicap Accessible Parking
- Limited, free employee parking

The five-year average of pre-COVID-19 average net parking revenue was approximately \$260,000 annually.

Amarillo Civic Center, Amarillo, TX

This is a multi-purpose civic center. The parking rates vary by event, generally averaging \$8-10 dollars. These rates are adjusted for:

- Major shows – they are increased
- Smaller shows – they are discounted
- Free for family and community events
- Limited free employee parking

Average annual revenue is \$150,000 - \$170,000.

Peoria Civic Center, Peoria, IL

This is a multi-purpose entertainment complex. The parking rates vary by event, generally averaging \$7-10 dollars. Parking includes handicapped accessible spaces and rates are adjusted for:

- VIP event parking for slightly higher rates
- Free employee parking

The average annual pre- COVID-19 parking revenues are approximately \$370,000

9. Due to the need to use recent results for a benchmark upon which to measure future vendor compensation, while also recognizing the dramatic and limiting impact of COVID-19 in our fiscal years 2020 and 2021, Yellowstone County intends to use FY22 financials as a benchmark. We believe that using FY18, FY19 and FY22 would cause the creation of any inaccurate base upon which to measure future performance. Please provide your input and thoughts on this point.

For our other new engagements with municipal partners over the last year, establishing a historical benchmark has focused on the Fiscal Years 2017, 2018, and 2019, the last three “normal” operating years prior to any COVID-19 impact. Fiscal Years 2020, 2021, and 2022 have been impacted by COVID-19 at varying levels for most venues and municipal owners. If the County feels the 2022 financials are in line with “normal operating” years leading into COVID-19 and is fair to include in establishing a benchmark, ASM Global supports this position.

10. If Yellowstone County and your firm comes to terms on a management agreement, keep in mind that Montana law will limit us to a 7-year contract, although extensions are possible/probable, they are not guaranteed. Our firm preference is a 4-year agreement, with a 3-year extension that must be mutually agreed upon. Please keep that in mind in your pricing detail.

ASM Global’s compensation proposal reflects the County’s preference regarding term of the agreement.

11. If at some point during the term of any agreement or extensions thereof, Yellowstone County obtains voter approval to substantially expand and improve facilities on Complex, we believe that any agreement in the near to intermediate term will rendered inaccurate as to measuring a private management firm's benefit to the County. Yellowstone County would view this as a reason to re-open the contract in place and would expect any management contract agreement to allow for this. Also, please provide specific thoughts as to how we would proceed throughout an extended construction period (which may likely negatively impact certain operations and building use) and then during the initial years after completed enhancements. Please refer to the website for MetraPark for tentative plans for the Complex, if needed.

ASM Global embraces the County's current master planning process as we know our experience and subject matter experts will provide tremendous value to the County. Additionally, no company has more experience with navigating the challenges, providing seamless operations, and marketing of venues and complexes that undergo major renovations, the addition of new construction venues, and other district development initiatives and opportunities. In all cases, we have worked with our municipal clients to amend and/or renegotiate terms so that our interests are aligned to achieve the overall goals of our clients and the destinations we serve. Yes, we would be happy to renegotiate and include language in the final agreement to reflect this.

12. How does your firm participate in negative results – falling below mutually agreed upon budgeted standards? Would you consider a County termination clause for continued failure in this area – outside of impacts caused by events outside of either party's control?

ASM Global would be open to including a termination clause as part of the final agreement.

13. How would the budget for a partial initial year be developed, assuming an agreement commencing any date other than July 1st of any year? With your lack of familiarity with our operations, we would like feedback as to how benchmarks would be developed in this shortened period. The County has no interest in working off of a contract year basis. All years, aside from the first one, will be on a July 1 – June 30th basis.

The engagement of a professional management partner for a partial initial year is not unique to Yellowstone County. ASM Global has significant experience with commencement dates not initially lining up with the municipal partner's fiscal year. During the initial transition period, a "stub" year budget is prepared, taking into consideration historical revenues and expenses, information learned during the transition process, and new initiatives to be implemented. Our corporate and regional Facility Accounting team will prepare the stub year budget and submit it to the County for review and approval. Moving forward, the annual budget will be prepared in alignment with the County's overall departmental process and schedule.

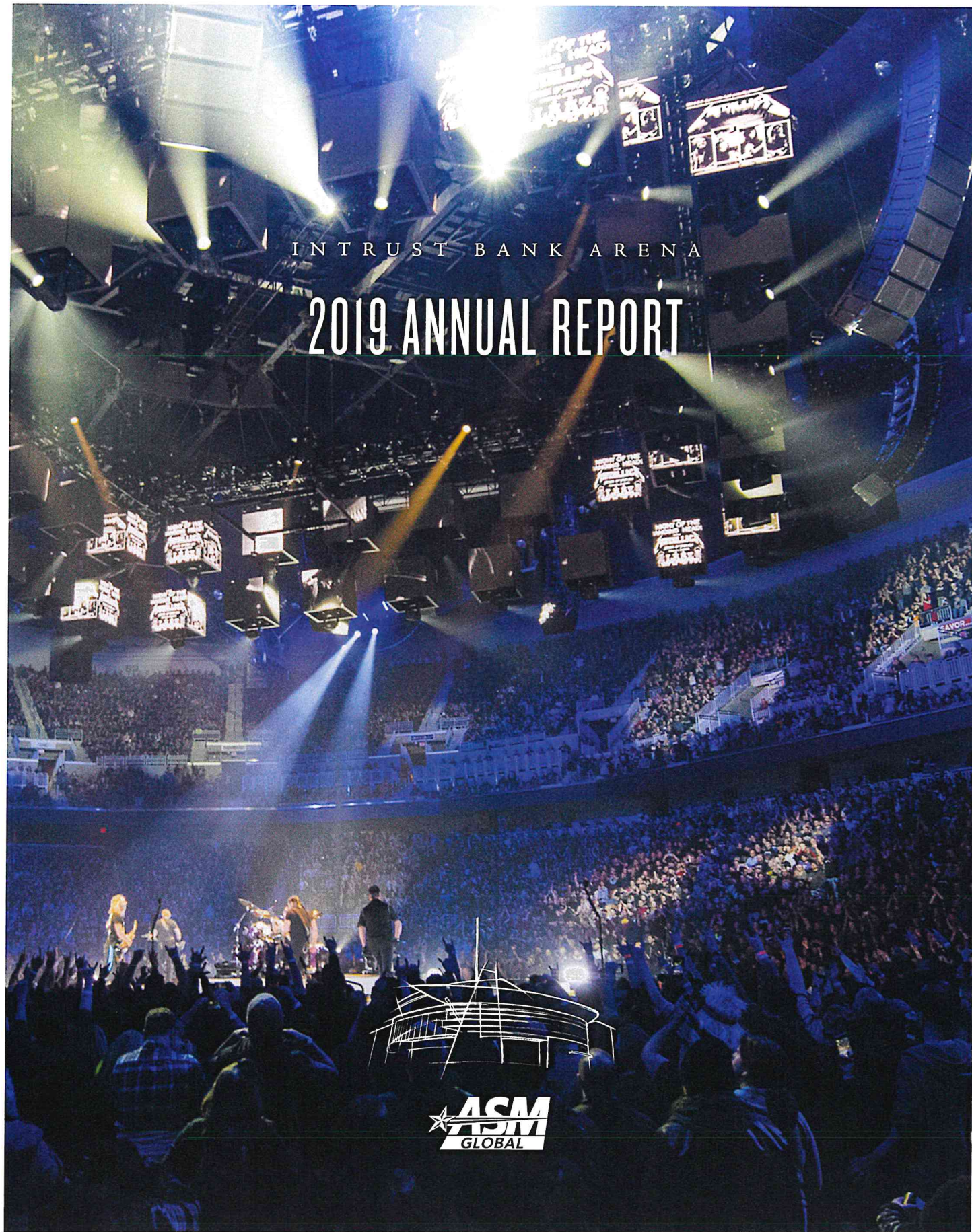
14. Do you have a pricing agreement for ticketing with AXS? If so, would you be able to utilize it as the private management firm of Metra, should the County get AXS to approve the re-pricing of our agreement with them under terms of any private management firm we may employ?

Yes, we have a partnership and pricing agreement with AXS ticketing. Should AXS approval be obtained, ASM Global can include MetraPark under the current AXS - ASM Global arrangement to the benefit of the County.

15. Please Provide detail on an estimated initial cash balance your firm requires for commencing operations.

Cash flow projections and needs will be determined during the early stages of the transition process in collaboration with our Corporate Facility Accounting Team. The general requirement for funding a cash balance is three months of budgeted operating expenses, including payroll and G&A expenses.

SAMPLE REPORTS



INTRUST BANK ARENA

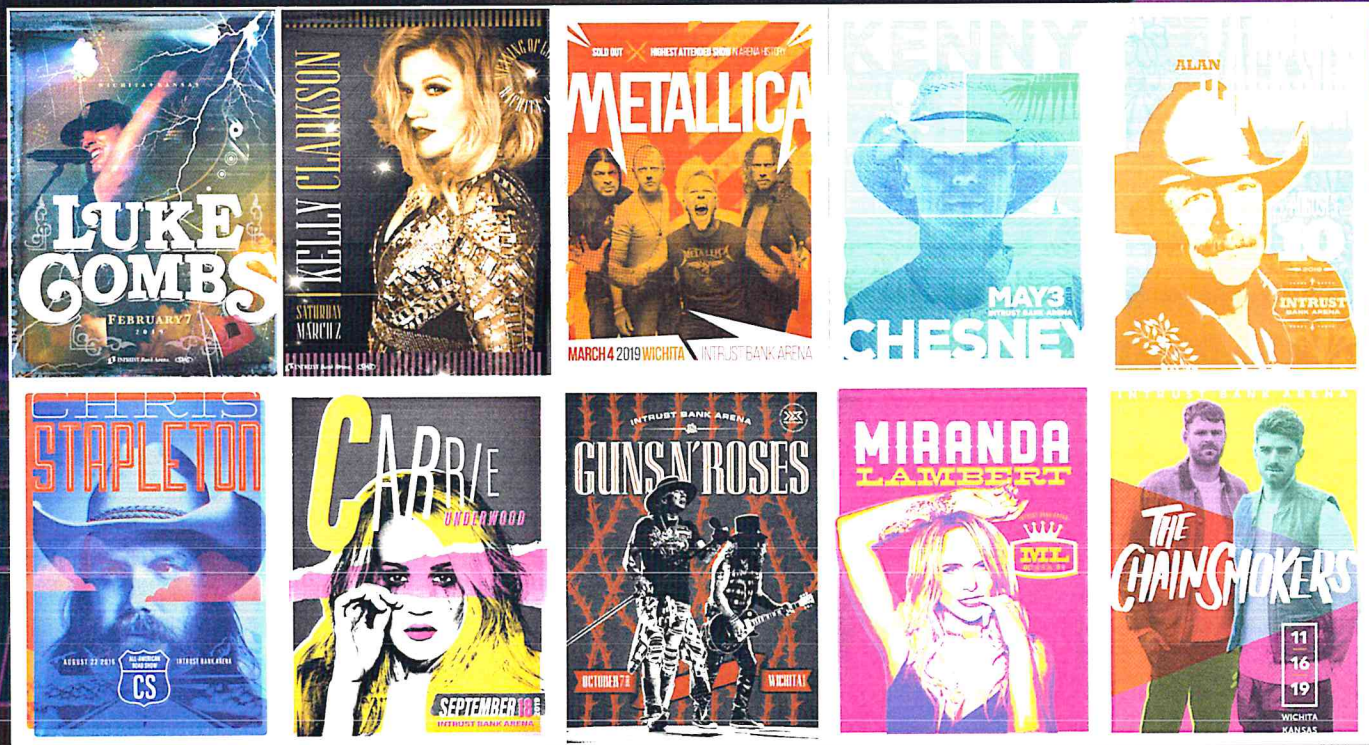
2019 EVENTS

- 1/4-1/6 PAW Patrol Live!
- 1/12 Thunder vs. Allen
- 1/13 Thunder vs. Allen
- 1/18 Thunder vs. Kansas City
- 1/22 WWE Smackdown Live
- 1/26 Thunder vs. Idaho
- 1/27 Thunder vs. Idaho
- 2/1 Thunder vs. Utah
- 2/2 Thunder vs. Utah
- 2/5 Thunder vs. Allen
- 2/7 Luke Combs*
- 2/8 Winter Jam
- 2/9 Jeff Dunham
- 2/10 Harlem Globetrotters
- 2/12 Thunder vs. Tulsa
- 2/16 Thunder vs. Indy
- 2/17 Thunder vs. Indy
- 2/20 Chamber of Commerce Chairman's Lunch
- 2/23-2/24 Monster Jam
- 2/28 Thunder vs. Rapid City
- 3/1 Dierks Bentley
- 3/2 Kelly Clarkson
- 3/4 Metallica*
- 3/6 Oklahoma City Blue
- 3/9 UFC Fight Night
- 3/14-3/17 Disney On Ice
- 3/19 Shinedown
- 3/22 Chris Tomlin
- 3/23 Thunder vs. Tulsa
- 3/24 Thunder vs. Tulsa
- 3/27 Thunder vs. Utah
- 3/28 INTRUST Bank Service Awards Breakfast
- 3/29 Thunder vs. Tulsa
- 3/30 Force vs. Texas
- 4/3 Thunder vs. Kalamazoo
- 4/5 Thunder vs. Allen
- 4/6 Thunder vs. Allen
- 4/13 PBR Velocity Tour
- 4/27 Force vs. Oklahoma
- 5/3 Kenny Chesney
- 5/10 Force vs. Duke City
- 5/11 Friends University Commencement
- 5/18 Force vs. Omaha
- 6/9 Force vs. Salina
- 6/11 Orpheum Theatre Celebrity & Chef Cookoff
- 6/15 Force vs. Amarillo
- 6/29 Brunch & Burn
- 7/20 Wingapalooza
- 7/24 Cardi B
- 7/30 Orpheum Theatre Volunteer Appreciation Event
- 8/8-8/9 Global Leadership Conference
- 8/10 Alan Jackson
- 8/16 Jim Gaffigan
- 8/22 Chris Stapleton
- 9/5 Get Hired! Job Fair
- 9/9 Quad City Planning Forum
- 9/9 Sedgwick County Legislative Dinner
- 9/10 ECHL All-Star Game Jersey Unveil
- 9/16 All Staff Season Kickoff Event
- 9/18 Carrie Underwood
- 9/25 Godsmack with Halestorm
- 10/7 Guns N' Roses - 10th Anniversary Concert Series
- 10/11 Thunder vs. Indy
- 10/12 Thunder vs. Rapid City
- 10/14 Sedgwick County In-Service
- 10/16 Chamber of Commerce Sunrise Scrambler
- 10/17 Sedgwick County EMS Training
- 10/19 Envision Gala
- 10/24 INTRUST Bank Launch Party
- 10/25 Thunder vs. Idaho
- 10/26 Miranda Lambert
- 11/3 Thunder vs. Kansas City
- 11/6 Thunder vs. Norfolk
- 11/8 Thunder vs. Tulsa
- 11/9 Thunder vs. Tulsa
- 11/13 Thunder vs. Rapid City
- 11/15 Thunder vs. Idaho
- 11/16 The Chainsmokers
- 11/19 McConnell Air Force Base K-9 Training
- 11/24 Thunder vs. Allen
- 11/26 Founding Partners Luncheon
- 11/27 Thunder vs. Tulsa
- 11/30 Thunder vs. Kansas City
- 12/1 Thunder vs. Kansas City
- 12/6 Trans-Siberian Orchestra
- 12/7 Thunder vs. Tulsa
- 12/8 Thunder vs. Kansas City
- 12/12 East Rotary Christmas Party
- 12/13 Sedgwick County Brownbag Lunch
- 12/14 Wichita State vs. Oklahoma Men's Basketball
- 12/17 Thunder vs. Utah
- 12/20 Thunder vs. Tulsa
- 12/21 Thunder vs. Utah
- 12/22 Thunder vs. Allen
- 12/30 Thunder vs. Kansas City

*Sold Out



BEHIND THE SCENES



AWARDS & RECOGNITIONS



*The Social Shake-Up Movers & Shakers Winners List:
Social Media Rising Star Award
Lyndsey Cook, Marketing & Booking Manager*



*International Association of Venue Managers
30 Under 30 Award
Meryl Loop, Guest Experience Manager*



A.J. Boleski,
General Manager

A LETTER FROM THE GENERAL MANAGER

In 2019, SMG announced its merger with AEG Facilities to create a new company called ASM Global. The newly formed company manages more than 310 stadiums, arenas, convention centers, and performing arts centers across five continents and is home to more than 60,000 employees.

ASM Global's purpose is to deliver amazing experiences, and in Wichita, our team at INTRUST Bank Arena continues to focus on enhancing the event experience of our guests, artists and employees.

INTRUST Bank Arena finished 2019 with the third best financial year in its 10 year history with a net operating income of \$1,021,721. We hosted such major events as Luke Combs (sold out), Metallica (sold out), UFC Fight Night, Kenny Chesney, Chris Stapleton and Guns N' Roses. Booking a diverse lineup continued to be a goal as we hosted Kelly Clarkson, Cardi B and The Chainsmokers.

In 2019, we were proud to partner with Visit Wichita and the Wichita Figure Skating Club to submit and secure bids for two U.S. Figure Skating events in 2020. We also worked alongside the Wichita Thunder to submit and win the bid to host the 2020 Warrior Hockey/ECHL All-Star Classic.

One of the biggest accomplishments of our year was being fortunate to extend our partnership with Sedgwick County through 2030 as the Sedgwick County Commission approved the renewal of the ASM Global management contract for a total of 11 years with an option to automatically renew for five additional years through 2035.

INTRUST Bank Arena continues to serve as a catalyst for economic development in downtown Wichita as Naftzger

Park has been renovated and now serves as a community gathering space before and after arena events. HomeGrown and Peace, Love & Pie opened in 2020 in the adjacent Spaghetti Warehouse District, and the Hilton Garden Inn has opened just one block north of the arena.

Finally, we partnered with the Center for Economic Development and Business Research at Wichita State University to conduct an economic impact study of INTRUST Bank Arena over its first 10 years. During this time, the venue hosted 890 events and 3,828,767 guests, generating a direct visitor impact of \$100 million and a total of \$168 million in new economic activity, representing an average annual visitor impact of \$16.8 million.

Local visitors to the arena spent an additional \$191 million, resulting in \$323 million in economic activity retained in the area as a result of INTRUST Bank Arena. The fiscal impact of visitors was more than \$15 million in total tax revenues generated or \$1.53 million annually.

We truly appreciate the Wichita and Sedgwick County communities for supporting the events over the past 10 years and look forward to celebrating INTRUST Bank Arena's 10 Year Anniversary throughout 2020 with each and every one of you.

FINANCIAL OVERVIEW

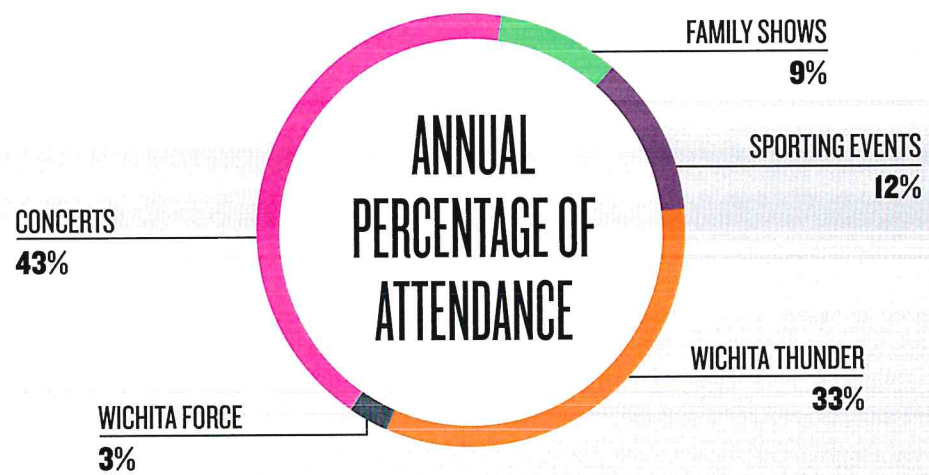
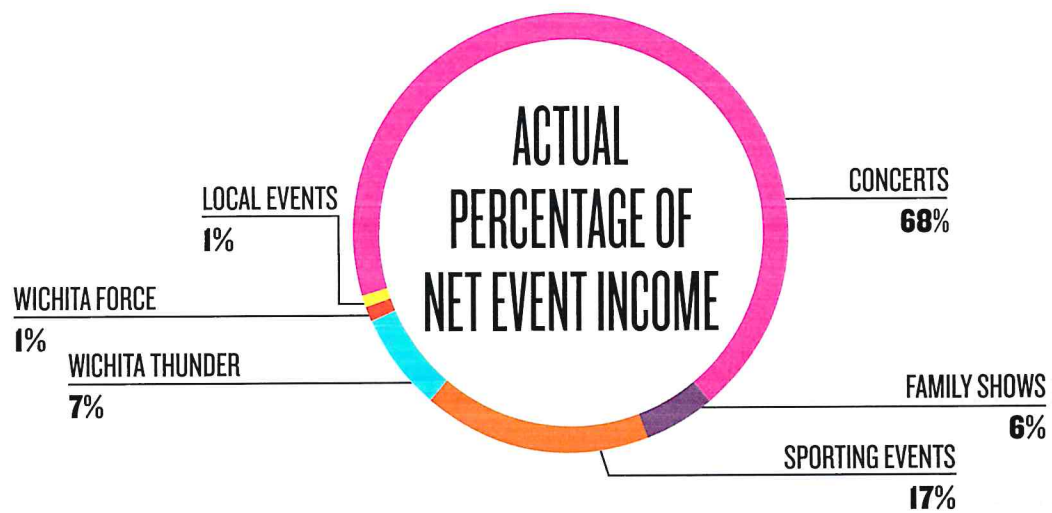
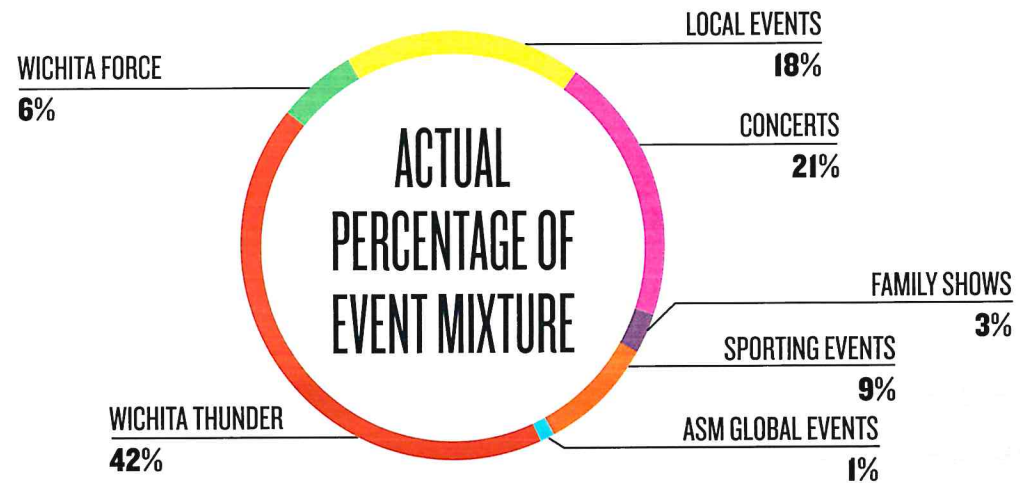
Hosting events such as Luke Combs, Kenny Chesney, Metallica and UFC resulted in our third best year ever generating a net operating income of \$1,021,721 for INTRUST Bank Arena in 2019.



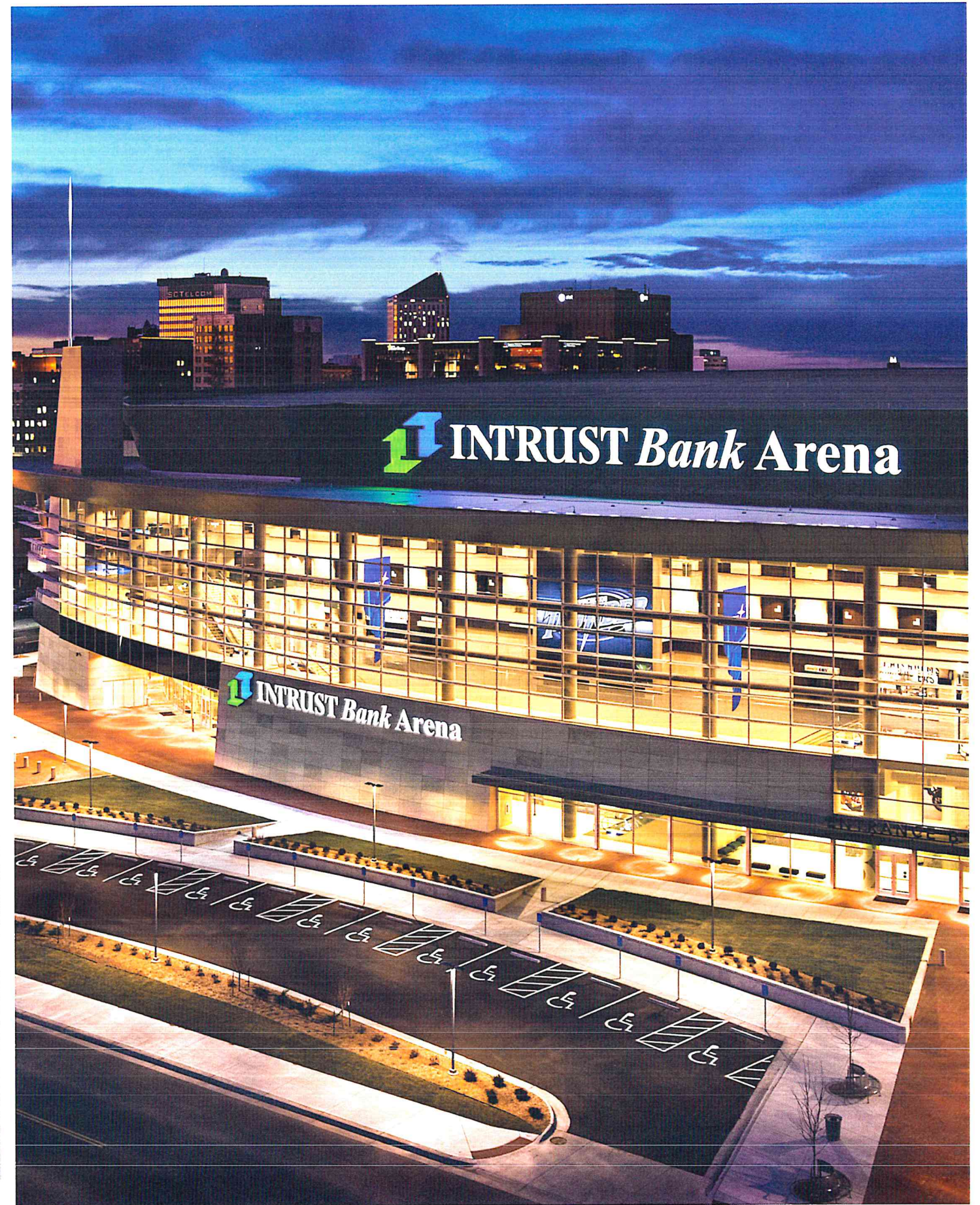
Chris Whitney
AGM/Director of Finance

| | | |
|--|--|--|
| NUMBER OF TICKETED EVENTS 76 | TOTAL DIRECT EVENT INCOME \$(1,216,056) | TOTAL OTHER EVENT INCOME \$3,189,100 |
| ATTENDANCE 348,357 | NET FOOD AND BEVERAGE INCOME \$2,317,213 | NET EVENT OPERATING INCOME \$4,477,215 |
| RENTAL INCOME \$27,961 | NET NOVELTY INCOME \$173,091 | OTHER INCOME \$1,980,029 |
| SERVICE REVENUE \$1,584,832 | ON-SITE PARKING REVENUE \$13,867 | TOTAL INDIRECT EXPENSES (\$5,435,523) |
| SERVICE EXPENSES (\$2,828,849) | TOTAL ANCILLARY INCOME \$2,504,171 | NET INCOME \$1,021,721 |

*Monies paid to Sedgwick County companies: \$2,953,262 *Monies paid to 3rd Party Commission Groups: \$244,897



Sporting events include OKC Blue, UFC, PBR, WWE SmackDown, Monster Jam and Wichita State University men's basketball. Family shows include PAW Patrol Live!, Harlem Globetrotters and Disney On Ice. Concerts represented 20% of the events held at INTRUST Bank Arena and accounted for 68% of the net event income.



MARCH ADDS UP TO MARQUEE EVENTS IN WICHITA

Certain artists and events can take years to attract and book, and two of those long sought after events finally made their debut appearances at INTRUST Bank Arena in March of 2019.



On March 4, Metallica visited Wichita for its sold-out WorldWired Tour and the band's first appearance in our city since 2004. The night proved to be one for the history books after shattering two arena records. A new attendance record for a single-concert was set as INTRUST Bank Arena hosted 15,690 Metallica fans for the show. Achieving this milestone makes Metallica the highest attended show in INTRUST Bank Arena's nine-year history. The 15,690 fans then broke the food & beverage record for highest grossing show at INTRUST Bank Arena.



Metallica's set lasted for more than two hours and featured a setlist of 18 songs that spanned the band's huge catalog of hits. Fan favorites 'Master of Puppets,' 'Nothing Else Matters' and 'Enter Sandman' were saved for the end of the show and the night finally concluded with a three song encore that had the entire crowd on their feet.

To commemorate the historic night, the band was welcomed to Wichita with large welcome signage throughout the Arena's backstage area and exterior loading dock. The band was also presented with custom engraved wooden champagne boxes and custom Ray Ban aviators to celebrate their show in the Air Capital of the World.



Not only did the band deliver a great night of music, the Wichita community benefitted greatly from the generosity of Metallica's foundation, All Within My Hands. The All Within My Hands Foundation is dedicated to creating sustainable communities

by supporting workforce education, the fight against hunger, and other critical local services. The Kansas Food Bank was the recipient of a \$10,000 donation raised by the Metallica show in Wichita and additionally, WSU Tech received the AWMH Metallica Scholars grant and is using it to advance "Women in Manufacturing" in the areas of aviation sheet metal, machining and welding.

Just five days later, more than 7,000 fans made their way to downtown Wichita as we welcomed UFC to INTRUST Bank Arena for their first-ever event in Kansas on March 9. The three hour event was aired live on ESPN+ and featured seven main event fights, including a battle between heavyweights Derrick Lewis and Junior Dos Santos.

The fight between #3 ranked Lewis and Dos Santos was declared the fight of the night after both fighters brought the crowd to a roar during their brawl. Dos Santos prevailed and earned his third-straight main event victory with a TKO stoppage.

While only three hours of UFC Fight Night were aired on television, the event in total lasted nearly seven hours. The length of the event led to another record-breaking night at INTRUST Bank Arena for our food & beverage department, resulting in the single best per caps in arena history.

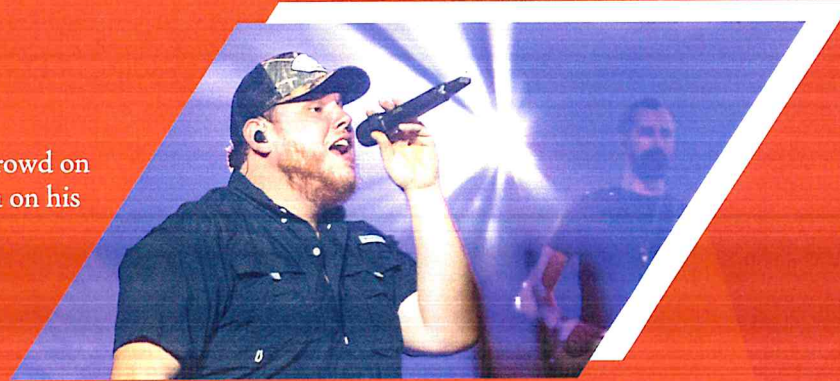
These two record-breaking events, along with the other four concerts, six sporting events and one family show in March, combined to make March the highest grossing month in arena history for food & beverage, grossing more than \$1 million in sales.



MAJOR CONCERT HIGHLIGHTS

LUKE COMBS

Luke Combs performed to a sold-out crowd on February 7 when he stopped in Wichita on his first ever headlining tour.



KELLY CLARKSON

The Meaning of Life Tour featured special guest Kelsea Ballerini and was part of a run of three concerts in four days from March 1-4, which also included Dierks Bentley and Metallica.



KENNY CHESNEY

Summer came early for Wichita when Kenny Chesney returned on May 3 for his first concert at INTRUST Bank Arena since 2011.



CARDI B

Grammy-award winning artist Cardi B made her first-ever appearance in Wichita on July 24. The tour stop was one of only seven stops on Cardi's summer tour.



ALAN JACKSON

Nearly 8,000 classic country fans converged on downtown Wichita on August 10 to see Country Music Hall of Fame member, Alan Jackson.



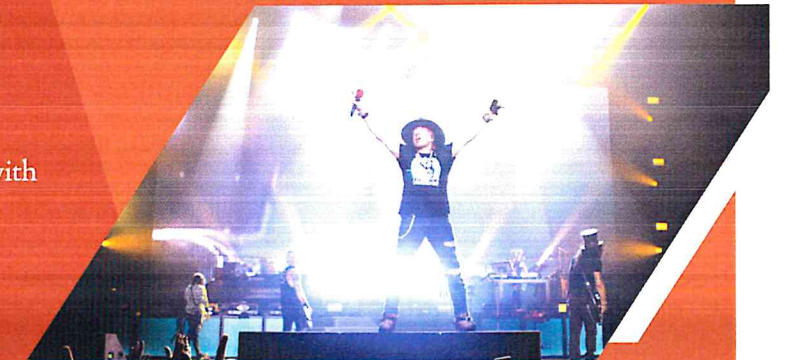
CHRIS STAPLETON

Singer-songwriter Chris Stapleton has been a highly requested act and attracted more than 10,000 fans when he brought his All American Road Show to Wichita on August 22.



GUNS N' ROSES

Guns N' Roses kicked off the Arena's 10th Anniversary Concert Series on October 7 with their Not In This Lifetime Tour. The show, which boasted a 23 song setlist, lasted nearly three hours.



THE CHAINSMOKERS

The Chainsmokers brought their brand of EDM-pop to Wichita on November 16. Their unforgettable World War Joy Tour featured pyro, stunts and a "Globe of Death."



ASM GLOBAL IN THE COMMUNITY

COMMUNITY EVENTS

Major concerts, sporting events and family shows are not the only ways INTRUST Bank Arena strives to rock this town. The team at INTRUST Bank Arena is regularly out in the community or hosting community events at the arena throughout each year.

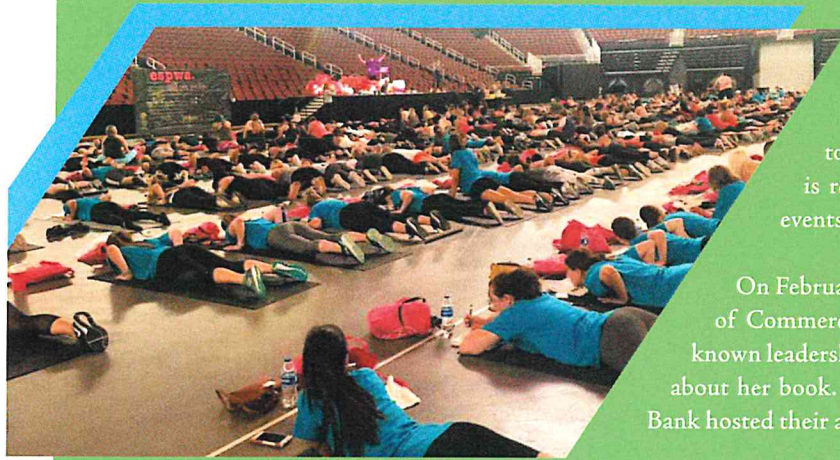
On February 20, the arena hosted the Wichita Regional Chamber of Commerce's 2019 Chairman's Lunch where they tapped well-known leadership coach, Elise Foster, for an inspirational presentation about her book. On March 28, our naming rights partner INTRUST Bank hosted their annual Employee Service Awards breakfast at the arena.

The Orpheum Performing Arts Centre hosted its annual Celebrity & Chef Cookoff on June 11, a fundraiser for the Orpheum Theatre which pairs together local chefs and celebrities for a fun night of food, drinks and auction items.

INTRUST Bank Arena partnered with Amy Brown from the Bobby Bones Show, Meri Barnes, Founder of The Shop Forward, and Celebrity Trainer, Erin Oprea for a unique Brunch & Burn event on June 29. The event, which sold out in minutes, featured a workout from Erin, encouraging talks with Amy and Meri, followed by brunch, with all of the proceeds benefitting espwa. Espwa means "hope" in Haitian Creole and is an organization that sells items for a cause that directly benefit Haiti.

The Envision Gala, held October 19, supports the mission to improve the quality of life and provide inspiration and opportunity for people who are blind or visually impaired through employment, outreach, rehabilitation and education. More than 1,000 guests were in attendance at INTRUST Bank Arena for a night of fun, food and entertainment while fundraising for Envision.

August brought back the Global Leadership Summit for an extraordinary two-day event this year. This faith-based leadership developmental series attracted more than 1,600 attendees over the course of three days.



TICKETS & DONATIONS

In 2019, INTRUST Bank Arena donated 7,808 tickets for a total value of \$516,905.29 which is an increase of \$195,000 in ticket donations from the previous year. Ticket donations are made to local non-profit groups, charitable fundraisers and organizations.

COMMUNITY INVOLVEMENT

INTRUST Bank Arena, in partnership with the Orpheum Theatre which is also managed by ASM Global, had two record-breaking fundraising events in 2019. First, the team raised \$4,140 for Kansas Big Brothers and Big Sisters for its annual Bowl for Kid's Sake event, and second, our annual United Way of the Plains event raised \$6,393.09 through employee donations. In addition to these efforts, our team raised an additional \$10,866 throughout 2019 through a combination of monetary, clothing, food and supply donations to local organizations such as Union Rescue Mission Wichita, Kansas Humane Society, Goodwill Industries of Kansas, Dress for Success, ICT Food Rescue, Lord's Diner, Eisenhower Girls' Softball, Lake Afton Sheriff's Camp for Kids, Dunbar Early Childhood Services USD 259, Zoobilee, Leukemia Society and Goddard Youth Softball League.

In 2019, our full-time staff attributed more than 880 hours volunteering with several organizations, including the Kansas Food Bank, Ascension Via Christi Hospital, Ronald McDonald House Charities, Salvation Army, Sedgwick County Zoo, Kansas Humane Society, Kansas Big Brothers Big Sisters, Special Olympics of Kansas and more.

INTRUST Bank Arena's team of Directors are involved with or sit on the boards of the following organizations: Rotary Club of East Wichita, Wichita Festivals, Inc., Wichita Wagonmasters, USD 259 Parents as Teachers Advisory Board, Rotary Club of Wichita Downtown, Visit Wichita Executive Board, Visit Wichita Board of Directors, Wichita Regional Chamber of Commerce Board of Directors.



MARKETING & BOOKING



Christine Pileckas,
Director of Booking & Marketing

Planning and preparation for the celebration of INTRUST Bank Arena's 10 Year Anniversary in 2020 was the main focus throughout the year for the marketing & booking team.

10 Year Anniversary plans have included a commemorative logo, a new branding campaign and a 10 Year Anniversary Concert Series to commemorate the milestone year. In December, commemorative banners were hung in the South Lobby of the arena that highlight some of INTRUST Bank Arena's most significant milestones over the past decade. The banners showcase various achievements, from hosting Brad Paisley, our sold out, grand-opening concert in 2010, to Metallica, our highest attended show in arena history, and everything in between.

One of our favorite anniversary projects all year, however, was teaming up with Wichita Brewing Company to create Showstopper Ale, the new official beer of INTRUST Bank Arena. Brewed to have the approachability and drinkability of a flavorful English-Style Pub Ale, Showstopper Ale is 5% ABV and will pair well with whatever taste fans have in music. Showstopper Ale first debuted on draft at the Guns N' Roses concert, the first show in the Arena's 10th Anniversary Concert Series, and in both Wichita Brewing Company

Brew Pubs on Oct. 7. Since then, the craft beer has been available on tap at arena concession stands during all INTRUST Bank Arena events and in January, Showstopper Ale became available in cans at the Brew Pubs and select liquor stores, while also being available to guests in premium seating areas at INTRUST Bank Arena.

In March, Lyndsey Cook, Marketing & Booking Manager, was named to the 2019 Movers and Shakers Winners List by The Social Shake-Up. Lyndsey was named a winner in the Rising Star award category which recognizes individuals who have stepped into a new role or faced a new social media challenge in the past year, met it and exceeded expectations. Cook was honored for her commitment to creating exceptional content for INTRUST Bank Arena's social media platforms, including Facebook, Twitter and Instagram.



INSTAGRAM
FOLLOWERS
14,401



FACEBOOK
FANS
95,390



EMAIL BLAST
SUBSCRIBERS
119,555



TWITTER
FOLLOWERS
38,164



Kandace Day,
Premium Seating Manager

BUSINESS DEVELOPMENT

PREMIUM SEATING

With INTRUST Bank Arena approaching its 10 Year anniversary, contract renewals and maintaining client relationships was a main focus within premium seating this year. Throughout the year, seven executive suite owners renewed their contracts and six new suite owners were welcomed to the premium seating family.

At the conclusion of 2019, premium seating ownership remained strong with 95% of all suites sold, 98% of all loge boxes sold, 83% of all club seats sold and 30% of all premier seats sold. Premium Seating Rentals also had a successful year, bringing in more than \$69,000 in revenue. In an effort to enhance our guest experience and maintain a luxury atmosphere for our premium seating guests, all of the Arena's loge box and brew bub chairs were replaced this year with a more comfortable and versatile high-back chair that features an embroidered arena logo.

SPONSORSHIPS

Our Founding Partner sponsorship renewals kept the sales team busy in 2019. Three key relationships were not only renewed, but exciting changes were made to the existing advertising agreements. Cox Business installed a new experiential photo booth kiosk which allows our guests to take selfies and share them on social media platforms. Additionally, Pepsi updated all the digital graphics aspect of their agreement. Lastly, as part of the House of Schwan sponsorship, the Brew Pub area of the Arena's main concourse will be getting a fresh new look.

In addition to the renewals, 2019 also saw many new sponsors come on board including Meddys, Standard Beverage, Kansas Turnpike Authority and Figeac Aero North America.

Our fifth annual Wingalooza event in August saw a record number of sponsors participate. Returning sponsors included Standard Beverage, Visit Wichita, ABC Discount Liquor, Kansas Air National Guard and Martin Event Services. New sponsorships adding to the fun were Midwest Single Source, Cox Business, All Things Barbeque, First Responder, Midwest Kia, State Farm, National Baseball Conference, Grace Hill Vineyards and Old Town Courtyard. Sponsorship sales played a major role in the success of Wingalooza, totaling \$22,250.



Kat Lyon,
Sponsorship Sales Manager



Lauren Dugan,
Director of Ticketing

BOX OFFICE & TICKETING

Select-A-Seat's commitment to continually improving the customer ticket purchasing experience was on full display in 2019.

The initiative to update the online ticket buying process led to the launch of a completely redesigned website in December. Designed and programmed by local integrated marketing agency Howerton+White, the major focus for the new website was creating a mobile-first design with an easy transition throughout the entire purchase flow. The new design enhanced the user experience while also creating a seamless flow for the customer with a new sleek and modern look.

To match the new design, Select-A-Seat also updated its purchase flow website and mobile tickets, and introduced new email blast designs with responsive templates.

Exploring new ways to enhance Select-A-Seat's offerings was also on the agenda for 2019. In 2019, Select-A-Seat was excited to successfully integrate

its ticketing software with Fevo. Fevo has designed an API that allows sport teams and promoters to create a special group offer assigned to specific seats within the Select-A-Seat ProVenue software. The offer can then be sent through Fevo to a group leader who can share this specific link with individuals. Those individuals are then enabled to purchase tickets separately while still keeping all of their group's seats together.

The National Baseball Congress (NBC) was welcomed back as a client in 2019 with a new venue - Eck Stadium at Wichita State University. Select-A-Seat worked closely with NBC on proper ticketing hardware set-up, scanning locations and creating a brand-new manifest for the new venue. On-site support and staffing during their two-week tournament, which welcomed visitors from all over the nation, was also provided by Select-A-Seat.



INTRUST Bank Arena
Wichita Orpheum Theatre
Wichita Thunder

Wichita Grand Opera
National Baseball Congress
Wichita Force

Miss Kansas Pageant
Scottish Rite Center
US Baseball



Greg Read,
Director of Food & Beverage

CONCESSIONS & CATERING

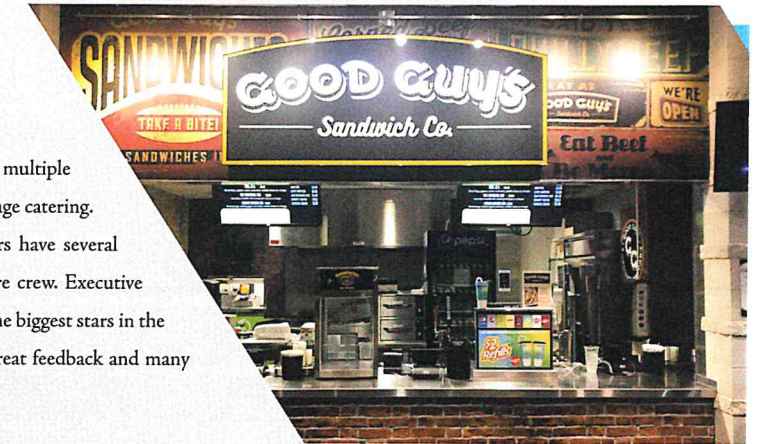
SAVOR...

2019 was a record year for SAVOR and our team worked hard to enhance the overall guest experience through delicious food offerings, creative cocktails and great customer service.

In March, we kicked off what would eventually be a yearlong streak of setting new revenue records. Metallica not only set the Arena's attendance record for a single concert event, it also set the record for our largest food & beverage gross for any single event. In the same week, UFC Fight Night broke the record for highest per cap per person for a single event. The combination of these two monstrous events paired with the rest of the month's busy lineup led to March culminating as the best month for food and beverage in arena history, grossing over \$1 million in sales. The Kenny Chesney concert in May and Chris Stapleton concert in August also generated record-setting per caps for single events.

The success of our shows in both the front and back of house led to multiple requests from events throughout the year for our team to handle backstage catering. We take these requests as the highest form of a compliment, as tours have several options when it comes to who they trust to cook and feed their entire crew. Executive Chef Ben George's creativity in delivering excellent menus for many of the biggest stars in the world was not only exciting but very rewarding as our team received great feedback and many compliments throughout the year.

Despite the successes we have enjoyed, we're always looking for ways to improve and enhance our offerings. Rebranding many of our concession stand concepts was once again a main priority in 2019. One of the most comprehensive rebranding efforts was the conversion of our "Wild Leaf" concession stand to a more sustainable and customer-friendly concept now named "Good Guys Sandwich Shop." The new concept has generated new business as we fulfilled a niche that didn't previously exist anywhere else in the arena. Additionally, cocktail portables were created and added to our main concourses to keep up with the overwhelming demands for these types of drinks. Featured specialty cocktails such as "Sweet Kansas Peach" and "ICT Coco Cabana" have become instant favorites. The addition of the cocktail portables has been one of the most profitable and positive guest experiences of the year.





Brent Lackey,
Director of Event Services

SAFETY & SECURITY

2019 was a year focused on Innovation and Raving Guest Experience for INTRUST Bank Arena's Event Services team.

Through guest comments and surveys, the need for our staff to address the lines that form at access points to the floor for guests with floor seats was revealed. The lines being formed were impeding the view of guests in surrounding sections who had already taken their seats and creating a poor guest experience. After evaluating the issue, it was decided the method to alleviate this problem would be to reduce the number of guests using down aisles to access the floor. To accomplish this, additional floor access points were introduced in the Arena's south lobby through doors that directly access the floor. This change allows guests with floor seats to enter the arena through Entrance A and access the floor directly. The added entrance also allows for direct access to general admission pit areas. This change not only enhances the guest experience, but increases guest safety, as guests

with general admission tickets are very eager to access this area as quickly as possible once doors have opened.

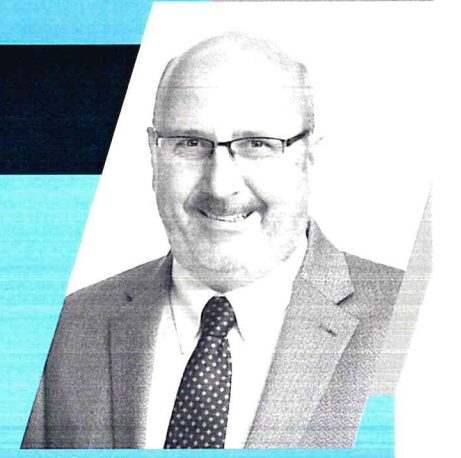
Another focus for 2019 was expediting the overall entry and ingress process for guests to our events. One method to achieve this goal was to eliminate the printing of Seat Locator Slips for guests with mobile tickets. Through this change, the average wait time for guests has been reduced and our ingress has been able to move at a quicker speed. These changes have been well received and guest feedback has been positive.

While a lot of focus was placed on the guest experience at INTRUST Bank Arena, venue safety and security remained a top priority. Throughout 2019, we continued the Arena's SEMP (Security and Emergency Management Plan) Committee which meets regularly with local authorities to review procedures, new threats to safety and security and overall best practices as they relate to live events and venue management. Table top exercises are also conducted at these meetings. Additionally, all full-time staff became trained and certified in adult/child/infant First-Aid/CPR. Along with this training, bomb threat, severe weather and emergency evacuation drills were also carried out.



CAPITAL IMPROVEMENTS

The 2019 Capital Improvement Program featured an extensive list of projects that enhanced the overall appearance, efficiency and guest experience for our guests and touring events.



Frank Griffith,
Director of Operations

The 2019 Capital Improvement Program (CIP) covered a variety of projects, including new access control software, the replacement of computer monitors and telephone headsets and the purchase of new carpet for the backstage dressing rooms and meeting rooms. Other completed projects for the year included creating a storage area behind the Guest Services Desk in the Arena's South Lobby to store walk-through metal detectors and other equipment, and installing larger 4K televisions in the suites and throughout the main concourse. The loge box chairs were also replaced with a sleeker designed chair to allow for more space for guests in the boxes.

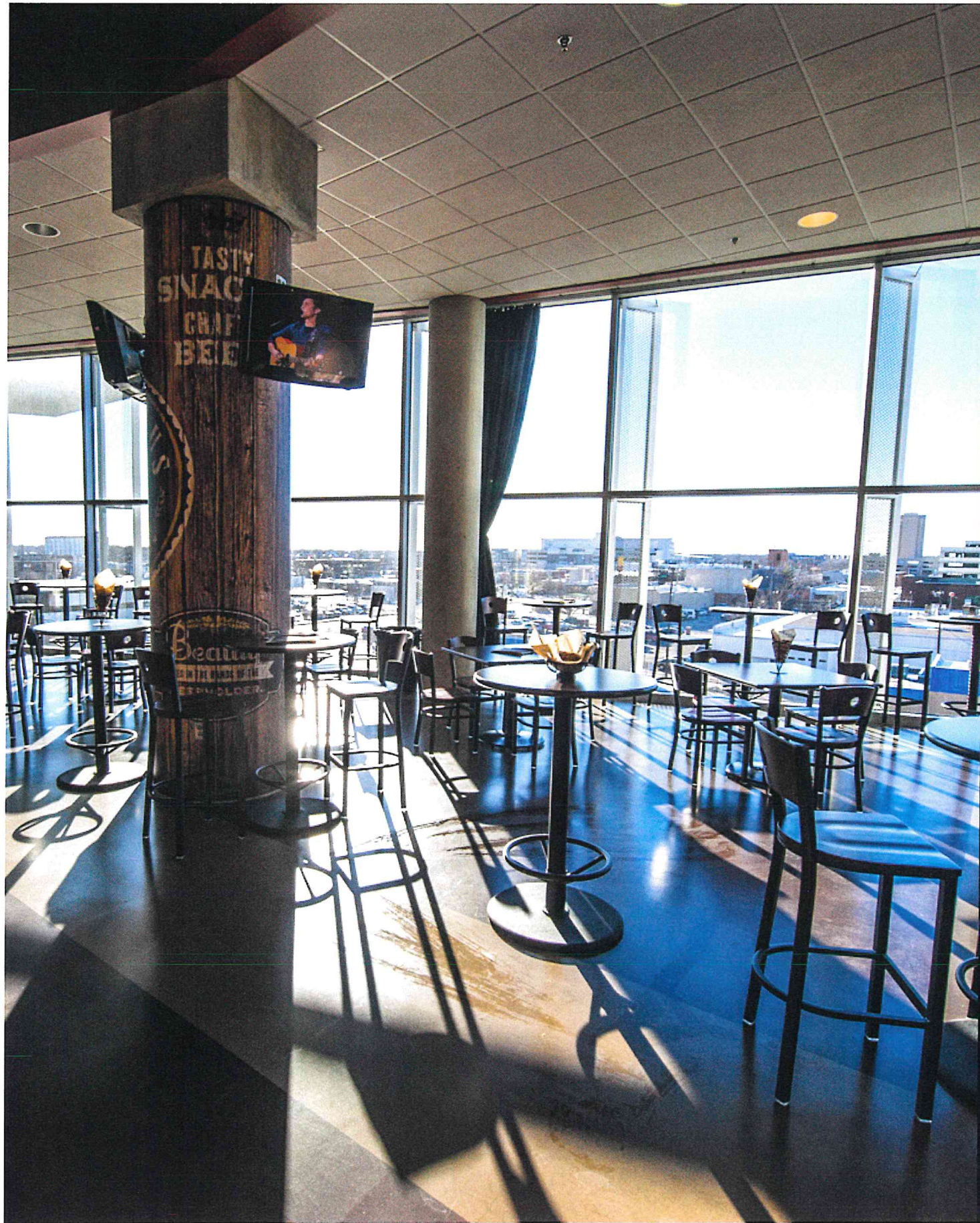
The dishwashing area in our main kitchen was reconfigured to allow room for a higher capacity dishwasher and more space for drying racks. This improvement allows our kitchen staff to more efficiently service high-capacity catering events that use a high volume of dishware. Additional bar portables were also purchased for the Arena's concourses to allow for more points of sales for guests during events.

Mechanical capital improvement projects included the replacement and relocation of faulty restroom mixing valves and new brine

pumps for the Cimco ice plant. Engineering work was also completed for the upcoming replacement of the sports lighting in the arena bowl. The replacement, which will take place during the summer of 2020, will include an all-new LED lighting system featuring dimmable, temperature tune-able and color changing capabilities and a complete new lighting control system.

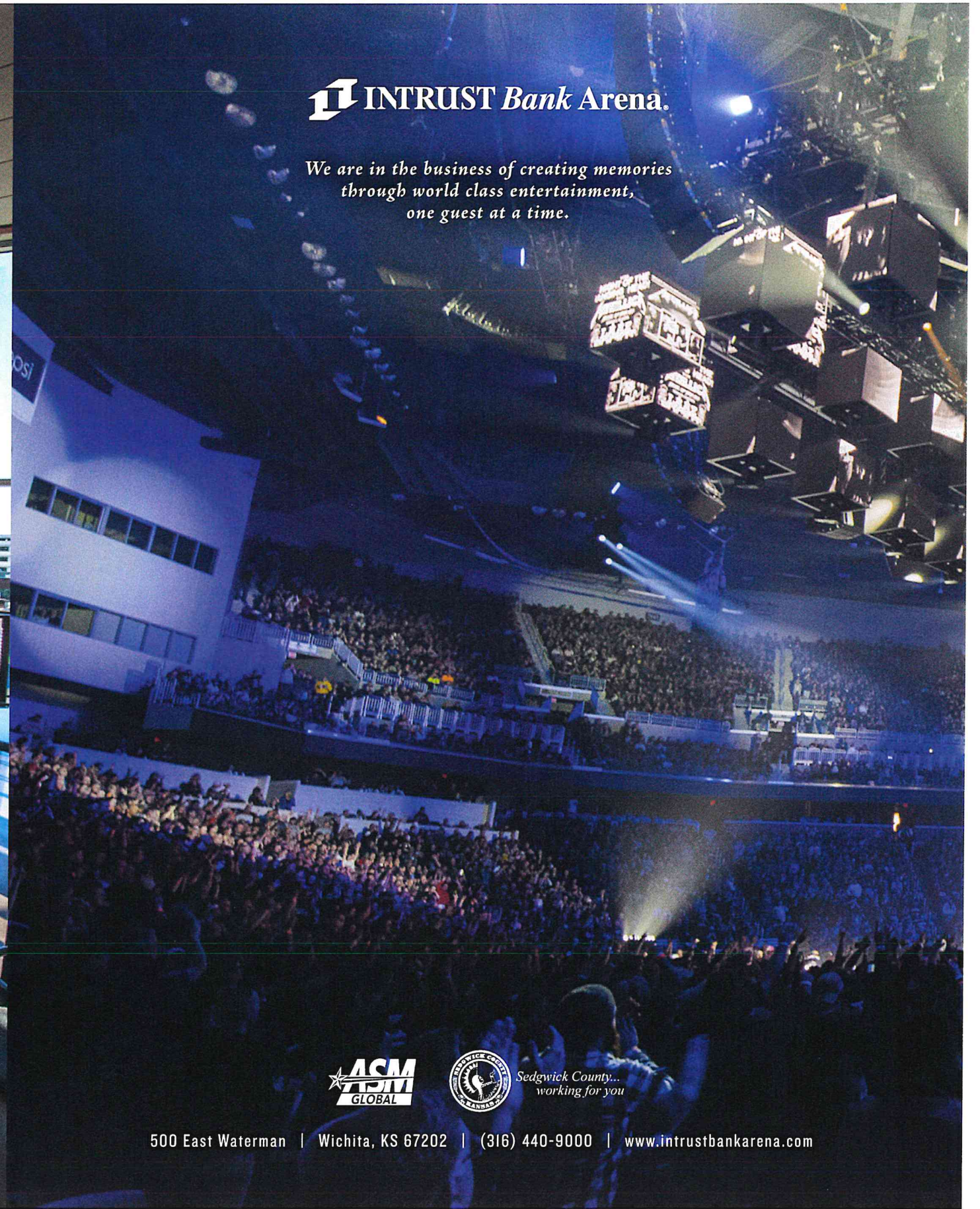
Also in 2019, in partnership with a local landscaping contractor, all of the landscaping areas surrounding the arena were overhauled and refreshed. Enhancements included replacing the knock-out roses in certain areas with ornamental grasses, nandinas and drift roses and adding new mulching to the landscaping beds.





 **INTRUST Bank Arena.**

*We are in the business of creating memories
through world class entertainment,
one guest at a time.*



*Sedgwick County...
working for you*

500 East Waterman | Wichita, KS 67202 | (316) 440-9000 | www.intrustbankarena.com

Monthly Financial Package

Jekyll Island Convention Center



2019 Report for the Month of:
December

Facility Management Provided By:



F&B Management Provided By:



Preparer: Dorota Brock

Table of Contents

| Description | Page |
|--|-------|
| Consolidated Reporting | |
| Rolling Forecast | 1 |
| Financial Statement Highlights-December 2019 | 2-3 |
| Financial Statement Highlights-Year-To-Day | 4 |
| Income Statement | 5-6 |
| Event Income Statement Summary | 7 |
| Event Income Statement- Direct Income | 8-9 |
| Event Income Statement- Ancillary Income | 10-11 |
| Event Income Statement- Other Income | 12 |
| Service Income Statement | 13 |
| Other Operating Income Statement Detail | 14 |
| F&B Comparative Income Statement | 15-16 |
| Indirect Expenses Summary | 17 |
| Indirect Expenses Detail | 18-20 |
| Departmental Income Statements | 21-27 |
| Monthly Event Income Statements | 28-36 |
| YTD Event Income Summary | 37 |

Jekyll Island Convention Center Rolling Forecast FYE 06/30/2020

| | ACTUAL YTD 6/30/20 | PROJECTED 1/1/20-6/30/20 | TOTAL FORECAST FYE 06/30/20 | BUDGET FYE 06/30/20 | ACTUAL LAST YEAR FYE 06/30/19 |
|---------------------|-----------------------|-----------------------------|-----------------------------------|------------------------|-------------------------------------|
| DIRECT EVENT INCOME | \$514,723 | \$516,234 | \$1,030,957 | \$1,033,112 | \$1,043,104 |
| ANCILLARY INCOME | \$1,518,458 | \$1,151,071 | \$2,669,529 | \$2,322,512 | \$2,912,189 |
| OTHER EVENT INCOME | 210 | 1,050 | \$1,260 | 1,850 | 4,890 |
| TOTAL EVENT INCOME | 2,033,391 | 1,668,355 | 3,701,746 | 3,357,474 | 3,960,183 |
| OTHER INCOME | 990 | 0 | 990 | 0 | 3 |
| ADJ. GROSS REVENUE | 2,034,381 | 1,668,355 | 3,702,736 | 3,357,474 | 3,960,186 |
| INDIRECT EXPENSES | 1,445,694 | 1,474,543 | 2,920,237 | 2,875,089 | 2,807,939 |
| NET INCOME | \$588,687 | \$193,812 | \$782,499 | \$482,385 | \$1,152,247 |

GENERAL MANAGER

MANAGER OF FINANCE

JEKYLL ISLAND CONVENTION CENTER FINANCIAL STATEMENT HIGHLIGHTS FOR THE MONTH DECEMBER, 2019

The following schedule summarizes operating results for the month ending December, 2019 compared to budget:

| | December Actual | December Budget | Variance |
|------------------------|--------------------|--------------------|----------|
| Number of Event days | 24 | 15 | 9 |
| Attendance | 9,722 | 9,230 | 492 |
| Direct Event Income | 67,002 | 71,625 | (4,623) |
| Other Event Income | 10 | 0 | 10 |
| Ancillary Income | 86,764 | 66,992 | 19,772 |
| Total Event Income | 153,776 | 138,617 | 15,159 |
| Other Operating Income | | | 0 |
| Indirect Expenses | (182,961) | (210,312) | 27,351 |
| Net Operating Income | (29,185) | (71,695) | 42,510 |

COMMENTS:

Event Income
Higher than budget by \$15,159

Indirect Expenses:
Lower than budget by \$27,351

**JEKYLL ISLAND CONVENTION CENTER
FINANCIAL STATEMENT HIGHLIGHTS
FOR THE MONTH DECEMBER, 2019**
(continued)

| Event | Income before COS | Event Income Budget |
|---|----------------------|----------------------|
| GA Transit Assoc. 2019 Meeting and Expo | \$ 62,571.39 | \$ 55,780.00 |
| GA Farm Bureau 2019 | \$ 79,185.56 | \$ 66,555.00 |
| Comic Con 2019 | \$ 15,057.85 | \$ 25,540.00 |
| JIA Dec. Board Meeting | \$ 294.00 | \$ 260.00 |
| College of Coastal GA Winter Graduation | \$ 5,432.69 | \$ 5,052.00 |
| Jekyll Singers Holiday Concert - Free event | \$ 403.75 | \$ 175.00 |
| Mallard Rehearsal (GDP) | \$ 850.00 | \$ - |
| JIA Employee Holiday Luncheon (JIA IDT) | \$ 3,375.00 | \$ - |
| GA Society of CPAs Seminar | \$ 1,740.68 | \$ - |
| 4th Annual Christmas Concert | \$ 1,691.01 | \$ - |
| JIA Maintenance Christmas party (GDP)-comp | \$ - | \$ - |
| CASA 5K Run (GDP) - comp | \$ - | \$ - |
| Estimated Pick Up | | \$ 1,680.00 |
| TOTAL: | \$ 170,601.93 | \$ 155,062.00 |

**JEKYLL ISLAND CONVENTION CENTER
FINANCIAL STATEMENT HIGHLIGHTS
YTD**

The following schedule summarizes operating results for the YTD ending December, 2019 compared to budget:

| | YTD Actual | YTD Budget | Variance |
|-----------------------------|----------------|----------------|----------------|
| Number of Event days | 220 | 163 | 57 |
| Attendance | 60,387 | 54,400 | 5,987 |
| Direct Event Income | 514,723 | 495,878 | 18,845 |
| Other Event Income | 210 | 700 | (490) |
| Ancillary Income | 1,518,458 | 1,165,831 | 352,627 |
| Total Event Income | 2,033,391 | 1,662,409 | 370,982 |
| Other Operating Income | 990 | 0 | 990 |
| Indirect Expenses | (1,445,694) | (1,498,666) | 52,972 |
| Net Operating Income | 588,687 | 163,743 | 424,944 |

COMMENTS:

Event Income
Higher than budget by \$371,972

Indirect Expenses:
Lower than budget by \$52,972

SMG
© 2021

Jekyll Island Convention Center
Income Statement
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|-------------------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| EVENT INCOME | | | | | | |
| Direct Event Income | | | | | | |
| Rental Income | \$ 51,350 | \$ 54,500 | (3,150) | \$ 364,352 | \$ 376,203 | (11,851) |
| Service Revenue | 15,985 | 17,125 | (1,140) | 152,069 | 121,845 | 30,224 |
| Service Expenses | (333) | 0 | (333) | (1,698) | (2,170) | 472 |
| Total Direct Event Income | 67,002 | 71,625 | (4,623) | 514,723 | 495,878 | 18,845 |
| Ancillary Income | | | | | | |
| F & B Concessions | 2,592 | 5,067 | (2,475) | 25,880 | 25,276 | 604 |
| F & B Catering | 68,134 | 49,750 | 18,384 | 1,412,053 | 1,075,840 | 336,213 |
| Audio Visual | 16,038 | 12,175 | 3,863 | 80,525 | 64,715 | 15,810 |
| Total Ancillary Income | 86,764 | 66,992 | 19,772 | 1,518,458 | 1,165,831 | 352,627 |
| Other Event Income | | | | | | |
| Other Event Related Income | 0 | 0 | 0 | 0 | 700 | (700) |
| Total Other Event Income | 10 | 0 | 10 | 210 | 700 | (490) |
| Total Event Income | 153,776 | 138,617 | 15,159 | 2,033,391 | 1,662,409 | 370,982 |
| OTHER OPERATING INCOME | | | | | | |
| Other Income | 0 | 0 | 0 | 990 | 0 | 990 |
| Total Other Operating Income | 0 | 0 | 0 | 990 | 0 | 990 |
| Adjusted Gross Income | 153,776 | 138,617 | 15,159 | 2,034,381 | 1,662,409 | 371,972 |
| INDIRECT EXPENSES | | | | | | |
| Salaries & Wages | 96,197 | 110,368 | 14,171 | 655,232 | 662,208 | 6,976 |
| Payroll Taxes & Benefits | 35,147 | 41,718 | 6,571 | 207,711 | 250,308 | 42,597 |
| Net Salaries and Benefits | 131,344 | 152,086 | 20,742 | 862,943 | 912,516 | 49,573 |
| Contracted Services | 1,275 | 1,370 | 95 | 9,175 | 8,220 | (955) |
| General and Administrative | 3,423 | 6,150 | 2,727 | 29,904 | 37,293 | 7,389 |
| Operating | 6,504 | 7,873 | 1,369 | 45,002 | 48,243 | 3,241 |
| Repairs & Maintenance | 7,666 | 5,596 | (2,070) | 48,269 | 38,076 | (10,193) |
| Operational Supplies | 4,161 | 7,076 | 2,915 | 22,532 | 48,251 | 25,719 |
| Insurance | 3,659 | 3,903 | 244 | 172,434 | 169,380 | (3,054) |
| Utilities | 14,341 | 15,854 | 1,513 | 191,878 | 174,260 | (17,618) |

Jekyll Island Convention Center
Income Statement
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|--------------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| Other | (4) | (1) | 3 | 2 | (3) | (5) |
| SMG Management Fees | 10,592 | 10,405 | (187) | 63,555 | 62,430 | (1,125) |
| Total Indirect Expenses | 182,961 | 210,312 | 27,351 | 1,445,694 | 1,498,666 | 52,972 |
| Net Income (Loss) | \$ (29,185) | \$ (71,695) | 42,510 | \$ 588,687 | \$ 163,743 | 424,944 |

| Jekyll Island Convention Center Event Income Statement Summary For the Six Months Ending December 31, 2019 | | | | | | |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|
| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
| Attendance | 9,722 | 9,230 | 492 | 60,387 | 54,400 | 5,987 |
| Event Days | 24 | 15 | 9 | 220 | 163 | 57 |
| Direct Event Income | | | | | | |
| Rental Income | | | | | | |
| Rent Income | 50,500 | 54,500 | (4,000) | 340,929 | 359,303 | (18,374) |
| Rent Picnic | 850 | 0 | 850 | 23,423 | 16,900 | 6,523 |
| Total Rental Income | 51,350 | 54,500 | (3,150) | 364,352 | 376,203 | (11,851) |
| Service Income | | | | | | |
| Labor | 2,000 | 2,425 | (425) | 23,426 | 16,675 | 6,751 |
| Changeover Setup | 985 | 500 | 485 | 8,903 | 6,080 | 2,823 |
| Security | 0 | 325 | (325) | 1,175 | 825 | 350 |
| Utilities | 4,910 | 6,080 | (1,170) | 35,470 | 30,550 | 4,920 |
| City, Police or Fire | 147 | 0 | 147 | 382 | 310 | 72 |
| EMT/ Medical | 1,260 | 1,305 | (45) | 7,020 | 6,675 | 345 |
| Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| Other labor | 0 | 0 | 0 | 0 | 0 | 0 |
| Insurance | 0 | 0 | 0 | 6,256 | 3,340 | 2,916 |
| Telephone | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment Rental | 6,350 | 6,490 | (140) | 67,739 | 55,220 | 12,519 |
| Other Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Service Income | 15,652 | 17,125 | (1,473) | 150,371 | 119,675 | 30,696 |
| Total Direct Income | 67,002 | 71,625 | (4,623) | 514,723 | 495,878 | 18,845 |
| Ancillary Income | | | | | | |
| Net F & B Concessions | 2,592 | 5,067 | (2,475) | 25,880 | 25,276 | 604 |
| Net F & B Catering | 68,134 | 49,750 | 18,384 | 1,412,053 | 1,075,840 | 336,213 |
| Booth Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| Audio Visual | 16,038 | 12,175 | 3,863 | 80,525 | 64,715 | 15,810 |
| Other Ancillary | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Ancillary Income | 86,764 | 66,992 | 19,772 | 1,518,458 | 1,165,831 | 352,627 |
| Other Event Income | | | | | | |
| Total Other Event Income | 10 | 0 | 10 | 210 | 700 | (490) |
| Total Event Income | 153,776 | 138,617 | 15,159 | 2,033,391 | 1,662,409 | 370,982 |

| Jekyll Island Convention Center Event Income Statement Detail - Direct Income For the Six Months Ending December 31, 2019 | | | | | | |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|
| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
| Cleaning | | | | | | |
| Net Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Labor | | | | | | |
| Net Other labor | 0 | 0 | 0 | 0 | 0 | 0 |
| Insurance | | | | | | |
| Insurance Billed | 0 | 0 | 0 | 6,256 | 3,340 | 9,596 |
| Net Insurance | 0 | 0 | 0 | 6,256 | 3,340 | 9,596 |
| Telephone | | | | | | |
| Net Telephone | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment Rental | | | | | | |
| Equipment Rental Billed | 6,350 | 6,490 | (140) | 67,739 | 55,220 | 122,959 |
| Net Equipment Rental | 6,350 | 6,490 | (140) | 67,739 | 55,220 | 122,959 |
| Other Services | | | | | | |
| Net Other Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Service Income | 15,652 | 17,125 | (1,473) | 150,371 | 119,675 | 270,046 |
| Total Direct Income | 67,002 | 71,625 | (4,623) | 514,723 | 495,878 | 1,010,601 |

| Jekyll Island Convention Center Event Income Statement Detail - Direct Income For the Six Months Ending December 31, 2019 | | | | | | |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|
| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
| Attendance | 9,722 | 9,230 | 492 | 60,387 | 54,400 | 114,787 |
| Event Days | 24 | 15 | 9 | 220 | 163 | 383 |
| Direct Event Income | | | | | | |
| Rental Income | | | | | | |
| Rent Income | 50,500 | 54,500 | (4,000) | 340,929 | 359,303 | 700,232 |
| Rent Picnic | 850 | 0 | 850 | 23,423 | 16,900 | 40,323 |
| Total Rental Income | 51,350 | 54,500 | (3,150) | 364,352 | 376,203 | 740,555 |
| Service Income | | | | | | |
| Labor | | | | | | |
| Labor Billed | 2,000 | 2,425 | (425) | 23,426 | 16,675 | 40,101 |
| Net Labor | 2,000 | 2,425 | (425) | 23,426 | 16,675 | 40,101 |
| Changeover Setup | | | | | | |
| Changeover Setup Billed | 985 | 500 | 485 | 8,903 | 6,080 | 14,983 |
| Net Changeover Setup | 985 | 500 | 485 | 8,903 | 6,080 | 14,983 |
| Security | | | | | | |
| Security Billed | 0 | 325 | (325) | 1,175 | 825 | 2,000 |
| Net Security | 0 | 325 | (325) | 1,175 | 825 | 2,000 |
| Utilities | | | | | | |
| Utilities Billed | 4,910 | 6,080 | (1,170) | 35,470 | 30,550 | 66,020 |
| Net Utilities | 4,910 | 6,080 | (1,170) | 35,470 | 30,550 | 66,020 |
| City, Police or Fire | | | | | | |
| City, Police or Fire Billed | 480 | 0 | 480 | 2,080 | 2,480 | 4,560 |
| City, Police or Fire Expense | (333) | 0 | (333) | (1,698) | (2,170) | (3,868) |
| Net City, Police or Fire | 147 | 0 | 147 | 382 | 310 | 692 |
| EMT Medical | | | | | | |
| EMT Medical Billed | 1,260 | 1,305 | (45) | 7,020 | 6,675 | 13,695 |
| Net EMT Medical | 1,260 | 1,305 | (45) | 7,020 | 6,675 | 13,695 |

| Jekyll Island Convention Center Event Income Statement Detail - Ancillary Income For the Six Months Ending December 31, 2019 | | | | | | |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|
| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
| Ancillary Income | | | | | | |
| Food & Beverage: Concessions | | | | | | |
| Concession Food Sales | 1,572 | 4,650 | (3,078) | 5,706 | 10,196 | (4,490) |
| Concession Beverage Sales | 620 | 350 | 270 | 3,552 | 2,004 | 1,548 |
| Concession Beer Sales | 303 | 360 | (57) | 7,119 | 5,490 | 1,629 |
| Concession Wine Sales | 150 | 324 | (174) | 3,565 | 4,941 | (1,376) |
| Concession Liquor Sales | 399 | 516 | (117) | 9,883 | 7,869 | 2,014 |
| Cost of Sales - Food | (238) | (884) | 646 | (653) | (1,938) | 1,285 |
| Cost of Sales - Beverages | (73) | (56) | (17) | (312) | (321) | 9 |
| Cost of Sales - Beer | (69) | (76) | 7 | (1,433) | (1,131) | (302) |
| Cost of Sales - Wine | (20) | (45) | 25 | (519) | (699) | 180 |
| Cost of Sales - Liquor | (52) | (72) | 20 | (1,028) | (1,135) | 107 |
| Net F & B Concessions | 2,592 | 5,067 | (2,475) | 25,880 | 25,276 | 604 |
| Food & Beverage: Catering | | | | | | |
| Catering Food Sales | 60,064 | 46,853 | 13,211 | 1,076,221 | 960,625 | 115,596 |
| Catering Beverage Sales | 7,702 | 3,527 | 4,175 | 204,872 | 72,306 | 132,566 |
| Catering Beer Sales | 565 | 960 | (395) | 18,585 | 24,208 | (5,623) |
| Catering Wine Sales | 294 | 840 | (546) | 14,743 | 21,182 | (6,439) |
| Catering Liquor Sales | 1,127 | 1,200 | (73) | 35,895 | 30,260 | 5,635 |
| Cost of Sales - Food | (9,109) | (8,902) | (207) | (134,941) | (171,212) | 36,271 |
| Cost of Sales - Beverages | (899) | (494) | (405) | (22,716) | (10,122) | (12,594) |
| Cost of Sales - Beer | (130) | (202) | 72 | (3,619) | (5,084) | 1,465 |
| Cost of Sales - Wine | (40) | (134) | 94 | (2,072) | (3,389) | 1,317 |
| Cost of Sales - Liquor | (147) | (180) | 33 | (4,989) | (4,539) | (450) |
| Contracted F&B Catering Exp. | (5,717) | (5,400) | (317) | (60,051) | (79,800) | 19,749 |
| Service Charge Credit | 14,424 | 11,682 | 2,742 | 290,125 | 241,405 | 48,720 |
| Net F & B Catering | 68,134 | 49,750 | 18,384 | 1,412,053 | 1,075,840 | 336,213 |
| Booth Cleaning | | | | | | |
| Net Booth Cleaning | 0 | 0 | 0 | 0 | 0 | 0 |
| Audio Visual | | | | | | |
| Audio Visual Sales | 16,038 | 12,175 | 3,863 | 80,525 | 64,715 | 15,810 |
| Net Audio Visual | 16,038 | 12,175 | 3,863 | 80,525 | 64,715 | 15,810 |

Jekyll Island Convention Center
Event Income Statement Detail - Ancillary Income
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| Net Other Ancillary | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Ancillary Income | 86,764 | 66,992 | 19,772 | 1,518,458 | 1,165,831 | 352,627 |

Jekyll Island Convention Center
Service Income Statement
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|-------------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| Service Revenue | | | | | | |
| Labor Billed | \$ 2,000 | \$ 2,425 | (425) | \$ 23,426 | \$ 16,675 | 6,751 |
| Changeover Setup Billed | 985 | 500 | 485 | 8,903 | 6,080 | 2,823 |
| Security Billed | 0 | 325 | (325) | 1,175 | 825 | 350 |
| Utilities Billed | 4,910 | 6,080 | (1,170) | 35,470 | 30,550 | 4,920 |
| City, Police or Fire Billed | 480 | 0 | 480 | 2,080 | 2,480 | (400) |
| EMT Medical Billed | 1,260 | 1,305 | (45) | 7,020 | 6,675 | 345 |
| Insurance Billed | 0 | 0 | 0 | 6,256 | 3,340 | 2,916 |
| Equipment Rental Billed | 6,350 | 6,490 | (140) | 67,739 | 55,220 | 12,519 |
| Total Service Revenue | 15,985 | 17,125 | (1,140) | 152,069 | 121,845 | 30,224 |
| Service Expenses | | | | | | |
| City, Police or Fire Expense | 333 | 0 | (333) | 1,698 | 2,170 | 472 |
| Total Service Expenses | 333 | 0 | (333) | 1,698 | 2,170 | 472 |
| Net Service Income | \$ 15,652 | \$ 17,125 | (1,473) | \$ 150,371 | \$ 119,675 | 30,696 |

Jekyll Island Convention Center
Event Income Statement Detail - Other Event Income
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|---------------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| Other Event Income | | | | | | |
| Other Event Related | | | | | | |
| Other Event Related Income | 0 | 0 | 0 | 0 | 700 | 700 |
| Net Other Event Related | 0 | 0 | 0 | 0 | 700 | 700 |
| Total Other Event Income | 10 | 0 | 10 | 210 | 700 | 910 |

Jekyll Island Convention Center
Other Operating Income Statement Detail
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|-------------------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| Other Income | | | | | | |
| Bank Earned Interest | \$ 0 | \$ 0 | 0 | \$ 990 | \$ 0 | 990 |
| Total Other Income | 0 | 0 | 0 | 990 | 0 | 990 |
| Total Other Operating Income | \$ 0 | \$ 0 | 0 | \$ 990 | \$ 0 | 990 |

Jekyll Island Convention Center
Food & Beverage Comparative Income Statement
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|------------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| REVENUE | | | | | | |
| Concessions | | | | | | |
| Concession Food Sales | \$ 1,572 | \$ 4,650 | (3,078) | \$ 5,706 | \$ 10,196 | (4,490) |
| Concession Beverage Sales | 620 | 350 | 270 | 3,552 | 2,004 | 1,548 |
| Concession Beer Sales | 303 | 360 | (57) | 7,119 | 5,490 | 1,629 |
| Concession Wine Sales | 150 | 324 | (174) | 3,565 | 4,941 | (1,376) |
| Concession Liquor Sales | 399 | 516 | (117) | 9,883 | 7,869 | 2,014 |
| Total Concession Revenue | 3,044 | 6,200 | (3,156) | 29,825 | 30,500 | (675) |
| Catering | | | | | | |
| Catering Food Sales | 60,064 | 46,853 | 13,211 | 1,076,221 | 960,625 | 115,596 |
| Catering Beverage Sales | 7,702 | 3,527 | 4,175 | 204,872 | 72,306 | 132,566 |
| Catering Beer Sales | 565 | 960 | (395) | 18,585 | 24,208 | (5,623) |
| Catering Wine Sales | 294 | 840 | (546) | 14,743 | 21,182 | (6,439) |
| Catering Liquor Sales | 1,127 | 1,200 | (73) | 35,895 | 30,260 | 5,635 |
| Total Catering Revenue | 69,752 | 53,380 | 16,372 | 1,550,316 | 1,108,581 | 241,735 |
| Total Revenue | 72,796 | 59,580 | 13,216 | 1,380,141 | 1,139,081 | 241,060 |
| COST OF SALES | | | | | | |
| Concessions | | | | | | |
| Cost of Sales - Food | 238 | 884 | (646) | 653 | 1,938 | 1,285 |
| Cost of Sales - Beverages | 73 | 56 | (17) | 312 | 321 | 9 |
| Cost of Sales - Beer | 69 | 76 | (7) | 1,433 | 1,131 | (302) |
| Cost of Sales - Wine | 20 | 45 | (25) | 519 | 699 | 180 |
| Cost of Sales - Liquor | 52 | 72 | (20) | 1,028 | 1,135 | 107 |
| Total Concession Cost of Sa | 452 | 1,133 | (681) | 3,945 | 5,224 | 1,279 |
| Catering | | | | | | |
| Cost of Sales - Food | 9,109 | 8,902 | (207) | 134,941 | 171,212 | 36,271 |
| Cost of Sales - Beverages | 899 | 494 | (405) | 22,716 | 10,122 | (12,594) |
| Cost of Sales - Beer | 130 | 202 | (72) | 3,619 | 5,084 | 1,465 |
| Cost of Sales - Wine | 40 | 134 | (94) | 2,072 | 3,389 | 1,317 |
| Cost of Sales - Liquor | 147 | 180 | (33) | 4,989 | 4,539 | (450) |
| Total Catering Cost of Sales | 10,325 | 9,912 | (413) | 168,337 | 194,346 | 26,009 |
| Total Cost of Sales | 10,777 | 11,045 | (268) | 172,282 | 199,570 | 27,288 |

Jekyll Island Convention Center
Indirect Expenses Summary
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|----------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| INDIRECT EXPENSES | | | | | | |
| Salaries & Wages | \$ 96,197 | \$ 110,368 | 14,171 | \$ 655,232 | \$ 662,208 | 6,976 |
| Payroll Taxes & Benefits | 35,147 | 41,718 | 6,571 | 207,711 | 250,308 | 42,597 |
| Net Salaries and Benefits | 131,344 | 152,086 | 20,742 | 862,943 | 912,516 | 49,573 |
| Contracted Services | 1,275 | 1,370 | 95 | 9,175 | 8,220 | (955) |
| General and Administrative | 3,423 | 6,150 | 2,727 | 29,904 | 37,293 | 7,389 |
| Operating | 6,504 | 7,873 | 1,369 | 45,002 | 48,243 | 3,241 |
| Repairs & Maintenance | 7,666 | 5,596 | (2,070) | 48,269 | 38,076 | (10,193) |
| Operational Supplies | 4,161 | 7,076 | 2,915 | 22,532 | 48,251 | 25,719 |
| Insurance | 3,659 | 3,903 | 244 | 172,434 | 169,380 | (3,054) |
| Utilities | 14,341 | 15,854 | 1,513 | 191,878 | 174,260 | (17,618) |
| Other | (4) | (1) | 3 | 2 | (3) | (5) |
| SMG Management Fees | 10,592 | 10,405 | (187) | 63,555 | 62,430 | (1,125) |
| Total Indirect Expenses | 182,961 | 210,312 | 27,351 | 1,445,694 | 1,498,666 | 52,972 |

Jekyll Island Convention Center
Food & Beverage Comparative Income Statement
For the Six Months Ending December 31, 2019

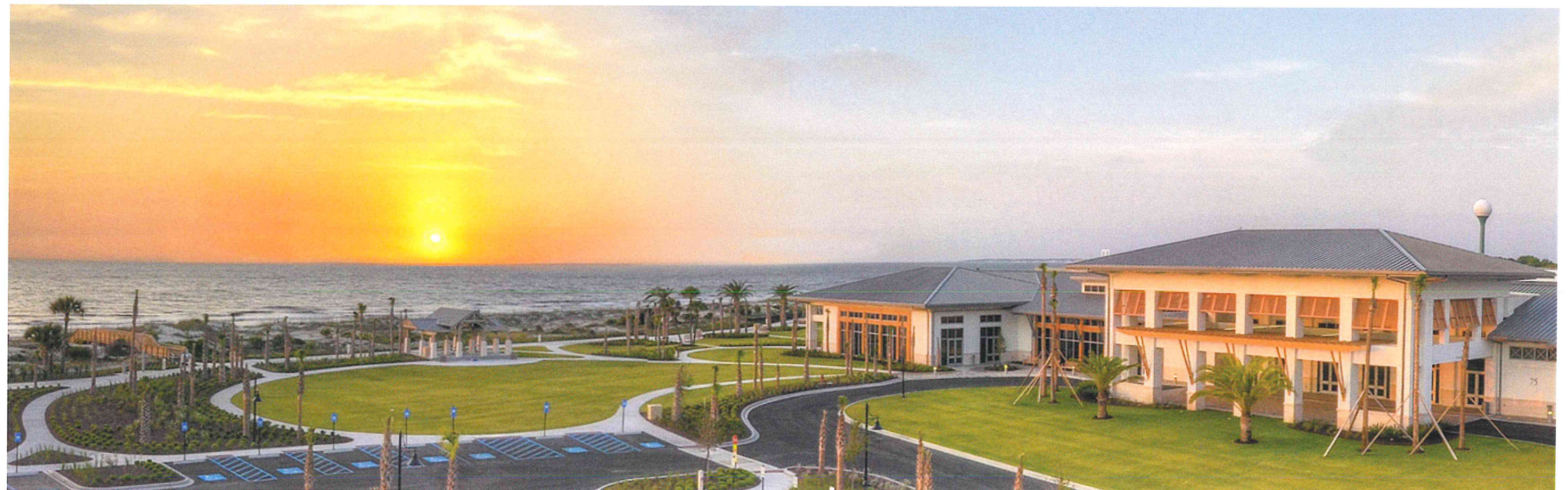
| | | | | | | |
|----------------------------|----------|-------------|--------|------------|------------|----------|
| Gross Margin | 62,019 | 48,535 | 13,484 | 1,207,859 | 939,511 | 268,348 |
| Catering | | | | | | |
| Contracted F&B Catering E | 5,717 | 5,400 | (317) | 60,051 | 79,800 | 19,749 |
| Service Charge Credit | (14,424) | (11,682) | 2,742 | (290,125) | (241,405) | 48,720 |
| Total Catering Direct Cost | (8,707) | (6,282) | 2,425 | (230,074) | (161,605) | 68,469 |
| Total Direct Cost | (8,707) | (6,282) | 2,425 | (230,074) | (161,605) | 68,469 |
| Operating Income (Loss) | 70,726 | 54,817 | 15,909 | 1,437,933 | 1,101,116 | 336,817 |
| INDIRECT EXPENSES | | | | | | |
| Salaries Administration | 43,270 | 50,223 | 6,953 | 321,515 | 301,338 | (20,177) |
| Bonus - Performance | 0 | 750 | 750 | 0 | 4,500 | 4,500 |
| Auto Allowance | 300 | 300 | 0 | 1,800 | 1,800 | 0 |
| Payroll Taxes | 3,112 | 3,516 | 404 | 23,846 | 21,096 | (2,750) |
| Benefits | 11,762 | 13,992 | 2,230 | 62,477 | 83,952 | 21,475 |
| 401 (k) | 526 | 733 | 207 | 3,345 | 4,398 | 1,053 |
| Workers Compensation Ins. | 1,246 | 1,538 | 292 | 9,193 | 9,228 | 35 |
| Net Salaries and Benefits | 60,216 | 71,052 | 10,836 | 422,176 | 426,312 | 4,136 |
| Dues & Subscriptions | 0 | 0 | 0 | 350 | 350 | 0 |
| Licenses & Fees | 200 | 0 | (200) | 1,900 | 1,900 | 1,700 |
| Equipment Rental | 94 | 87 | (7) | 564 | 522 | (42) |
| Operating Supplies-F&B | 2,603 | 2,750 | 147 | 13,338 | 16,500 | 3,162 |
| Cleaning Supplies-F&B | 750 | 417 | (333) | 3,207 | 2,502 | (705) |
| Laundry & Linen-F&B | 1,085 | 2,083 | 998 | 13,588 | 12,498 | (1,090) |
| Kitchen Equipment Maint. | 0 | 583 | 583 | 1,386 | 3,498 | 2,112 |
| Fuel Propane | 1,532 | 1,583 | 51 | 8,473 | 9,498 | 1,025 |
| Uniforms | 0 | 55 | 55 | 40 | 273 | 233 |
| Total Indirect Expenses | 66,480 | 78,610 | 12,130 | 463,322 | 473,853 | 10,531 |
| Net F&B Income (Loss) | 4,246 | (23,793) | 28,039 | 974,611 | 627,263 | 347,348 |
| Net Income (Loss) | \$ 4,246 | \$ (23,793) | 28,039 | \$ 974,611 | \$ 627,263 | 347,348 |

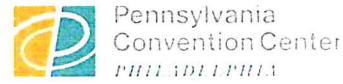
Jekyll Island Convention Center
Indirect Expenses Detail
For the Six Months Ending December 31, 2019

| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
|-------------------------------------|----------------------|----------------------|------------------------|---------------------|---------------------|-----------------------|
| INDIRECT EXPENSES | | | | | | |
| Employee Wages and Benefits | | | | | | |
| Salaries Administration | \$ 76,473 | \$ 87,476 | 11,003 | \$ 532,034 | \$ 524,856 | (7,178) |
| Changeover Labor - Part-Time | 1,256 | 781 | (475) | 5,888 | 4,686 | (1,202) |
| Custodial - Event | 8,078 | 8,585 | 507 | 52,652 | 51,510 | (1,142) |
| Maintenance | 4,899 | 5,274 | 375 | 31,842 | 31,644 | (198) |
| Security - Event | 4,770 | 4,311 | (459) | 28,491 | 25,866 | (2,625) |
| Bonus - Performance | 0 | 3,220 | 3,220 | 0 | 19,320 | 19,320 |
| Auto Allowance | 721 | 721 | 0 | 4,325 | 4,326 | 1 |
| Payroll Taxes | 6,237 | 7,853 | 1,616 | 45,365 | 47,118 | 1,753 |
| Benefits | 24,798 | 28,852 | 4,054 | 134,976 | 173,112 | 38,136 |
| 401 (k) | 1,352 | 1,735 | 383 | 8,636 | 10,410 | 1,774 |
| Workers Compensation Ins. | 2,760 | 3,278 | 518 | 18,734 | 19,668 | 934 |
| Net Employee Wages and Benefits | 131,344 | 152,086 | 20,742 | 862,943 | 912,516 | 49,573 |
| Contracted Services | | | | | | |
| Contracted Cleaning | 1,020 | 1,020 | 0 | 6,395 | 6,120 | (275) |
| Contracted Landscaping | 255 | 350 | 95 | 1,530 | 2,100 | 570 |
| Water treatment | 0 | 0 | 0 | 1,250 | 0 | (1,250) |
| Total Contracted Services | 1,275 | 1,370 | 95 | 9,175 | 8,220 | (955) |
| General and Administrative Expenses | | | | | | |
| Professional Fees - Other | 245 | 208 | (37) | 1,470 | 1,248 | (222) |
| Travel | 0 | 125 | 125 | 0 | 750 | 750 |
| Meals & Entertainment | 0 | 21 | 21 | 200 | 126 | (74) |
| Dues & Subscriptions | 0 | 0 | 0 | 1,433 | 2,117 | 684 |
| Postage | 0 | 42 | 42 | 14 | 252 | 238 |
| Office Supplies | 58 | 200 | 142 | 1,158 | 1,200 | 42 |
| Printing & Stationary | 0 | 21 | 21 | 12 | 126 | 114 |
| Payroll Processing | 417 | 392 | (25) | 2,471 | 2,352 | (119) |
| Licenses & Fees | 200 | 480 | 280 | 242 | 2,580 | 2,338 |
| Credit Card Discounts | 674 | 750 | 76 | 3,516 | 4,500 | 984 |
| Computer Expense | 0 | 2,000 | 2,000 | 0 | 2,000 | 2,000 |
| Computer Software | 0 | 0 | 0 | 8,246 | 8,576 | 330 |
| Employee Training | 0 | 58 | 58 | 0 | 348 | 348 |
| Cable Expense | 1,829 | 1,829 | 0 | 10,974 | 10,974 | 0 |
| Other General & Administrative | 0 | 24 | 24 | 168 | 144 | (24) |

| Jekyll Island Convention Center Indirect Expenses Detail For the Six Months Ending December 31, 2019 | | | | | | |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|
| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
| Operating Expenses | | | | | | |
| Trash Removal | 905 | 1,333 | 428 | 6,196 | 7,998 | 1,802 |
| Exterminating | 385 | 385 | 0 | 2,310 | 2,310 | 0 |
| Equipment Rental | 776 | 829 | 53 | 4,974 | 4,974 | (1,021) |
| Small Equipment | 0 | 0 | 0 | 253 | 1,000 | 747 |
| Gasoline | 0 | 1 | 1 | 7 | 11 | 4 |
| Diesel | 0 | 67 | 67 | 108 | 402 | 294 |
| Vehicle Maintenance | 0 | 8 | 8 | 0 | 48 | 48 |
| Operating Supplies-F&B | 2,603 | 2,750 | 147 | 13,338 | 16,500 | 3,162 |
| Cleaning Supplies | 750 | 417 | (333) | 3,207 | 2,502 | (705) |
| Laundry & Linen-F&B | 1,085 | 2,083 | 998 | 13,588 | 12,498 | (1,090) |
| Total Operating Expenses | 6,504 | 7,873 | 1,369 | 45,002 | 48,243 | 3,241 |
| Repairs and Maintenance | | | | | | |
| General Building Repairs | 2,241 | 833 | (1,408) | 2,957 | 4,998 | 2,041 |
| Door Maintenance | 0 | 83 | 83 | 414 | 498 | 84 |
| Sound Equipment Maintenance | 0 | 250 | 250 | 12,141 | 1,500 | (10,641) |
| Fire Alarm | 0 | 0 | 0 | 1,442 | 4,500 | 3,058 |
| Flags & Poles Maintenance | 0 | 83 | 83 | 0 | 498 | 498 |
| HVAC Systems | 3,196 | 3,197 | 1 | 19,179 | 19,182 | 3 |
| Machinery & Equipment | 1,761 | 567 | (1,194) | 10,282 | 3,402 | (6,880) |
| Kitchen Equipment Maint. | 468 | 583 | 115 | 1,854 | 3,498 | 1,644 |
| Total Repairs and Maintenance | 7,666 | 5,596 | (2,070) | 48,269 | 38,076 | (10,193) |
| Operational Supplies | | | | | | |
| General Building Supplies | 787 | 1,167 | 380 | 2,179 | 7,002 | 4,823 |
| Bulbs & Lamps | 984 | 2,500 | 1,516 | 6,330 | 15,000 | 8,670 |
| Fuel Propane | 1,532 | 1,583 | 51 | 8,473 | 9,498 | 1,025 |
| Small Tools | 57 | 42 | (15) | 212 | 252 | 40 |
| Janitorial | 801 | 1,500 | 699 | 5,120 | 9,000 | 3,880 |
| Uniforms | 0 | 101 | 101 | 180 | 6,401 | 6,221 |
| Signage | 0 | 183 | 183 | 38 | 1,098 | 1,060 |
| Total Operational Supplies | 4,161 | 7,076 | 2,915 | 22,532 | 48,251 | 25,719 |
| Insurance | | | | | | |
| Auto Insurance | 0 | 0 | 0 | 14 | 0 | (14) |
| Fidelity Insurance | 0 | 95 | 95 | 0 | 570 | 570 |
| General Liability Insurance | 3,659 | 3,808 | 149 | 26,458 | 22,848 | (3,610) |

| Jekyll Island Convention Center Indirect Expenses Detail For the Six Months Ending December 31, 2019 | | | | | | |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|
| | Current Month Actual | Current Month Budget | Current Month Variance | Year to Date Actual | Year to Date Budget | Year to Date Variance |
| Insurance Expense | 0 | 0 | 0 | 141,898 | 141,898 | 0 |
| Property Insurance | 0 | 0 | 0 | 4,064 | 4,064 | 0 |
| Total Insurance | 3,659 | 3,903 | 244 | 172,434 | 169,380 | (3,054) |
| Utilities | | | | | | |
| Electricity | 13,187 | 14,333 | 1,146 | 184,085 | 165,134 | (18,951) |
| Telephone | 656 | 739 | 83 | 4,180 | 4,434 | 254 |
| Water & Sewage | 498 | 782 | 284 | 3,613 | 4,692 | 1,079 |
| Total Utilities | 14,341 | 15,854 | 1,513 | 191,878 | 174,260 | (17,618) |
| Other Expenses | | | | | | |
| Miscellaneous Expense | (4) | (1) | 3 | 2 | (3) | (5) |
| Total Other Expenses | (4) | (1) | 3 | 2 | (3) | (5) |
| SMG Management Fees | | | | | | |
| Base Fee | 10,592 | 10,405 | (187) | 63,555 | 62,430 | (1,125) |
| Total SMG Management Fees | 10,592 | 10,405 | (187) | 63,555 | 62,430 | (1,125) |
| Expense Allocations | | | | | | |
| Total Expense Allocations | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Indirect Expenses | \$ 182,961 | \$ 210,312 | \$ 27,351 | \$ 1,445,694 | \$ 1,498,666 | \$ 52,972 |





SMG

SMG Monthly Report of Operations June 2019

Submitted: July 23, 2019

Prepared By: Kelvin D. Moore, CMP, Regional General Manager

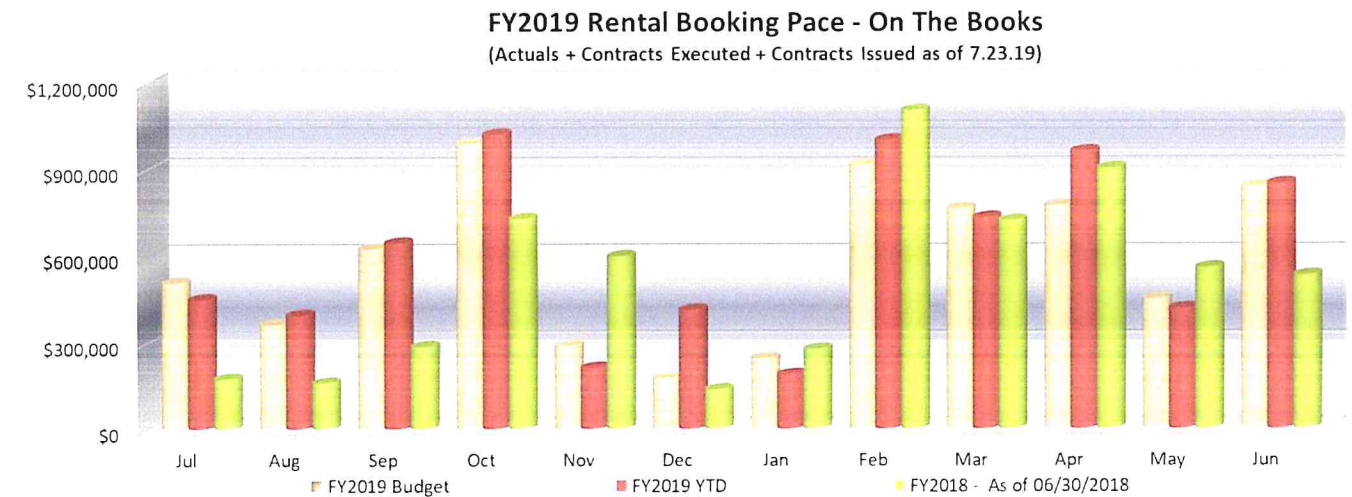
SUMMARY

1. Financial Snapshot
2. Sales
3. Event Highlights
4. Information Technology
5. Facilities & Maintenance
6. Public Relations
7. Customer Satisfaction
8. Event Production
9. Public Safety
10. Diversity & Inclusion
11. Human Resources
12. Food & Beverage

| | Actual | Budget | Variance | Actual | Budget | Variance |
|--------------------------------|---------------------|---------------------|-------------------|-----------------------|------------------------|---------------------|
| Event Income | | | | | | |
| License Fees | \$ 837,827 | \$ 838,066 | \$ (240) | \$ 7,162,116 | \$ 6,921,726 | \$ 240,390 |
| Ancillary Income | \$ 4,067,049 | \$ 3,207,573 | \$ 859,476 | \$ 27,320,789 | \$ 21,505,966 | \$ 5,814,823 |
| Ancillary Expense | \$ (2,419,365) | \$ (2,012,476) | \$ (406,889) | \$ (18,719,002) | \$ (14,192,580) | \$ (4,526,422) |
| Net Ancillary Income | \$ 1,647,684 | \$ 1,195,097 | \$ 452,587 | \$ 8,601,788 | \$ 7,313,386 | \$ 1,288,402 |
| <i>Ancillary Margin</i> | 41% | 37% | | 31% | 34% | |
| Total Event Income | \$ 2,485,510 | \$ 2,033,163 | \$ 452,347 | \$ 15,763,904 | \$ 14,235,112 | \$ 1,528,792 |
| Other Income | \$ 27,837 | \$ 46,748 | \$ (18,911) | \$ 489,517 | \$ 558,826 | \$ (69,309) |
| Total Income | \$ 2,513,348 | \$ 2,079,911 | \$ 433,437 | \$ 16,253,421 | \$ 14,793,938 | \$ 1,459,483 |
| Expenses | | | | | | |
| Indirect Expenses | | | | | | |
| Salaries & Benefits | \$ 949,563 | \$ 800,491 | \$ 149,072 | \$ 10,248,926 | \$ 10,239,372 | \$ 9,554 |
| Other Indirect Expenses | \$ 1,287,837 | \$ 1,266,441 | \$ 21,396 | \$ 15,392,103 | \$ 15,120,128 | \$ 271,975 |
| Total Indirect Expenses | \$ 2,237,400 | \$ 2,066,932 | \$ 170,468 | \$ 25,641,029 | \$ 25,359,500 | \$ 281,529 |
| Net Income/(Loss) | \$ 275,948 | \$ 12,979 | \$ 262,969 | \$ (9,387,608) | \$ (10,565,562) | \$ 1,177,954 |

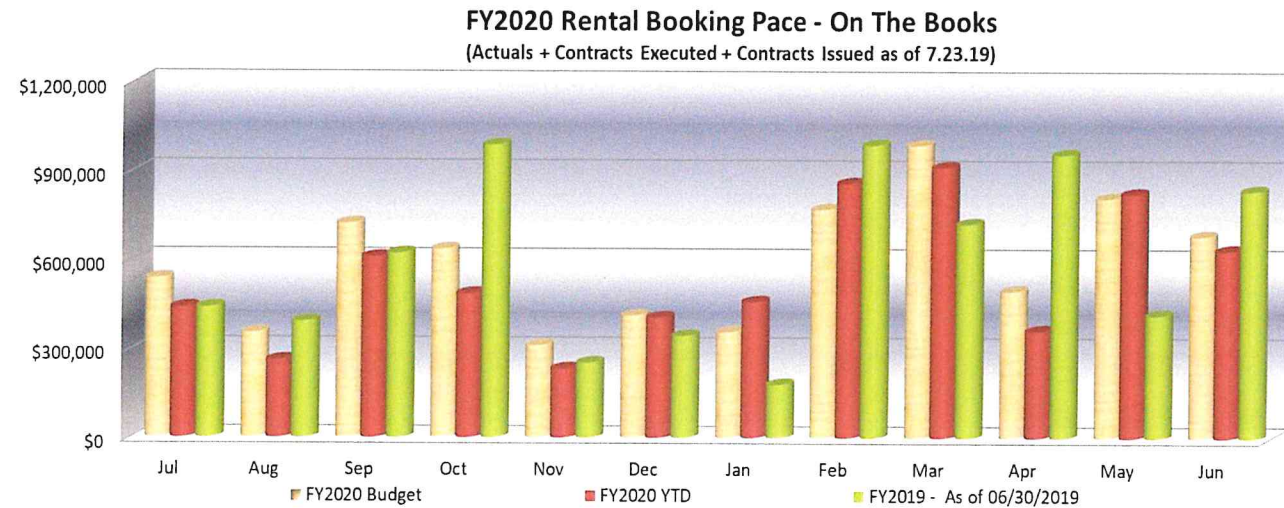
2. Sales

Rental Booking Pace – FY19 Final



- **\$7.3 Million** in License Fees (Rental Revenue) "On the Books"
- **105% of budget** (\$6.9M)

▪ **Rental Booking Pace – FY20**



- **\$6.5 Million** in License Fees (Rental Revenue) "On the Books"
- **92% of budget** (\$7.1M)
- **\$2.96M Contracted** (42%)
- **\$3.54M Definite** (50%)

▪ **Sales Activity**

- Issued Contracts for 2 short-term events actualizing in rental revenue of **\$1,088**.
- 1 Meeting; 1 Conference
- Of the 2 events, 1 is new and 1 is retention

▪ **June 2019 Contracts**

| Group - Event Name | Month-Year | Revenue | Comments |
|--------------------|--------------|--------------------|-----------------|
| Phila Tribune | Sep-19 | \$ - | Food & Beverage |
| NContracts | Aug-19 | \$ 1,088.00 | |
| | Total | \$ 1,088.00 | |

- Issued contracts for 2 long term accounts actualizing in total revenue of \$167,807.
- 1 Conference with Tradeshow1, 1 Public Show
- Of the events, both are retention clients

▪ **PHLCVB June 2019 Contracts**

| Group - Event Name | Month-Year | Revenue |
|----------------------------------|---------------|---------------------|
| Heart Failure Society of America | Sep-19 | \$50,937.98 |
| Keystone Comic Con | Aug-19 | \$116,869.00 |
| | Total: | \$167,806.98 |

▪ **June 2019 Lost Business**

| Group - Event Name | Status | Mo-Yr | Revenue | Reason |
|---------------------------------------|-----------|--------|-----------|----------------------|
| Kappa Alpha Psi HBCU Fundraiser (ICW) | Tentative | Aug-19 | \$ 10,183 | Labor Costs/Concerns |

| | | | | |
|--|-----------|---------------|-----------------|-------------------------------|
| Independence Mission Schools Professional Development Staff training | Tentative | Aug-19 | \$ 32,277 | Chose an Alternate Venue |
| Philadelphia FIGHT Opioid Symposium | Tentative | Sep-19 | \$ 3,810 | Funding |
| Philadelphia FIGHT Opioid Symposium | Tentative | Oct-19 | \$ 3,810 | Funding |
| Pharma Future Digital Council Symposium | Tentative | Oct-19 | \$ 18,421 | Preferred Dates Not Available |
| Phenom People | Tentative | Jun-20 | \$ 14,608 | Chose an Alternate Venue |
| | | Total: | \$93,109 | |

▪ **June 2019 Trade Shows & Sales Calls**

| | Trade Shows | Sales Calls |
|---------|-------------|-------------|
| Chris | 0 | 40 |
| Linda | 1 | 10 |
| Russell | 3 | 4 |

3. Event Highlights

▪ **June - July Event Highlights**

- **International Society for Technology in Education (6/23 – 6/26)**
17,000 Attendees 502 Exhibitors
Returning event from 2011 and 2015. A tech heavy show for educators.
- **Netroots Nation (7/11 – 7/14)**
3,900 Attendees
Labor-friendly organization, first time at convention center. Democratic Presidential Candidate Forum was conducted. Record attendance.
- **Halo Outpost Discovery (7/19 – 7/21)**
15,000 Attendees 120 Exhibitors
Halo Outpost Discovery is a new touring fan experience for all ages that brings the Halo video game universe to life with themed attractions and interactive areas. Philadelphia was the second of a five-city tour.

▪ **Ongoing / Upcoming Event Highlights**

- **Mazzoni Trans Conference (7/24-7/27)**
4,000 Attendees 114 Table Top Exhibits
Repeat group. Event has grown over 17 years here. They have max out of BSA and need to consider exhibit hall.
- **Kappa Alpha Psi Fraternity (7/29 – 8/3)**
4,000 Attendees 160 Exhibitors
84th Grand Chapter Meeting and Conclave - National Event - Headquarters are located in Philadelphia - first time back in the convention center on a large scale since mid '90s. Various events around downtown Philadelphia, majority of all meeting room activities, general session, and induction dinner held at PCC.
- **Keystone Comic Con (8/20 – 8/26)**
15,000 Attendees 225 Exhibitors
Second year at PCC. Reed Expo is event organizer.

4. Information Technology

- **Staff Computers/Laptops:**
 - No major issues were reported
- **Servers:**
 - HCI Migration of data from Old to New servers is still ongoing (waiting on EBMS to move to cloud).
- **Network Equipment:**
 - Issues reported during ISTE.
- **Wireless:**
 - Issues reported during ISTE.
- **Telephones:**
 - Continued work with Weidenhammer/Comcast to upgrade our redundancy for phone systems.
 - Dates were chosen in August for changeover to SIP Trunking
 - New phones arrived onsite for July/August installation
- **Cell Phones:**
 - No major issues were reported
- **Security Systems:**
 - Briefcam Server installation scheduled for Mid-July to August
- **Television/Digital Signage:**
 - Info received from Daktronics for new Digital Media Players using show control.
- **Cabling Infrastructure:**
 - Tricomm and LanConnect continuing work on fiber projects.
- **Staff Changes**
 - N/A

5. Facilities & Maintenance

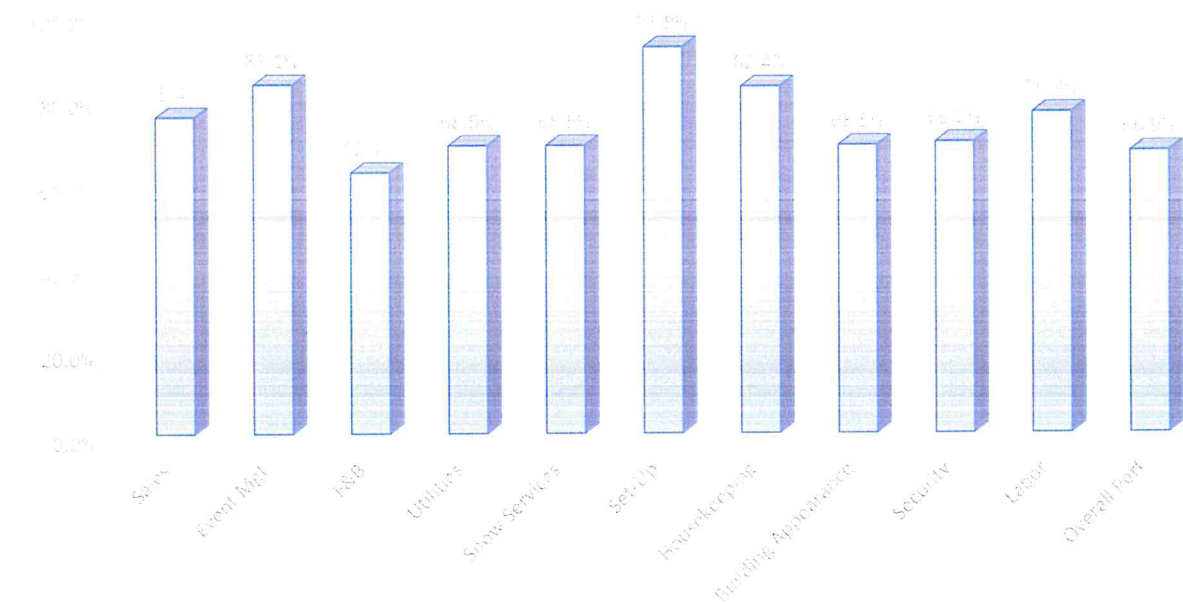
- **Facilities**
 - Elevator 3 year load testing was completed for Elevators 19, 20, 22, 23 on June 4th.
 - Escalator 3 & 4 steps were cleaned by an outside contractor utilizing the Juma Step 100 escalator cleaner.
 - Dude Solutions had a onsite meeting with SMG Corporate Operations and PACC Staff on June 19th. The PACC is working with SMG Corporate Operations to test the energy module software.
- **Safety**
 - Developed a Pest Control Action Plan with Tri County Pest Control and Elliott Lewis for patching and firestopping not sealed during previous construction and renovations. Building voids around doors, walls, appliances and pipe, conduit and duct chases have been identified to remediate.
- **Sustainability**
 - A Sustainability Training powerpoint was drafted for the upcoming summer training.
- **Energy Management**
 - June Electricity was up by 29% compared to last June due to City wide building events.
- **Contracts**
 - The Annual Roof Inspections and Maintenance vendor was selected. US Roofing will perform services subsequent to the contract execution. The work will take place in the Fall months.
 - PCCA renewals were finalized JCI Central Plant Year 5, Siemens HVAC Building Automation Year 5 and General Fire Equipment Fire Alarm Testing and Inspection Year 4.
- **ALTUM**
 - 350 PM Work Orders and 120 Non-PM Work orders were completed for June 2019.

6. Public Relations

- CSA Extension article in PBJ
 - https://www.bizjournals.com/philadelphia/news/2019/07/23/pennsylvania-convention-center-to-extend-expand.html?iana=hpmvp_phil_news_headline
- **Social Media**
 - **Facebook:**
 - 107 new page followers; 13,528 total
 - **Twitter**
 - 25 new followers; 5,085 total
 - **Instagram**
 - 38 new followers; 1,001 total

7. Customer Satisfaction

Customer Survey Average Score: July 2018 - June 2019



| Ratings Scale | | | | |
|---------------|----------|-----|----------|--------------|
| Far Exceeded | Exceeded | Met | Met Most | Did Not Meet |
| 100% | 80 % | 60% | 40% | 20% |

- **Survey Highlights**
 - **Average Rating: 74%**
 - **Response Rate YTD: 21.4% (36 of 182)**
 - **Service Successes:**
 - Guests consistently comment on staff helpfulness, pleasant attitudes and demeanors as well as team members making sure expectations are met and in general are "great to work with"
 - First-time and repeat customers made note of the flexibility and solution-based service provided by team members
 - Repeat customers reported It was comforting to them to see and work with familiar faces that were accustomed to their events

- **Service Challenges:**
 - General comments regarding the taste and quality of F&B offerings and service delivery missteps
 - IT connectivity issues reported on a few large events (BIO, ISTE)
 - Simplified clarification requested for building rules and regulations
 - Continued concern about the level of security surrounding the building and steps being taken to control the homeless population. Customers are concerned for the safety of their staff and attendees and repeat customers note a decline in the appearance of the building perimeter over past years
- We continue to explore opportunities to increase the survey response rate as well as research methods to assess attendee satisfaction in the Center in an effort to better understand the overall guest experience.

8. Event Production

- **Revenue Summary**
 - IT & Telecom billing
 - o \$843k (before service recovery for BIO & ISTE)
 - AV Services Equipment billing
 - o \$66k
 - Rigging Services Revenue Summary
 - o \$193k
 - Advertising & Sponsorship
 - o \$8k
- **Contractor Services**
 - Pre-cons and Planning Meetings
 - o Pack Expo Planning Meeting 7/23
 - o Kappa Alpha Pre-con 7/27
 - Education/Safety
 - o Safety Committee Meeting 7/17

9. Public Safety

- **VIP VISIT - SECURITY**
 - 6/4/19 - The SMG Security Staff assisted with visit of Pennsylvania Governor Tom Wolf during his appearance at the 2019 Bio International Convention at the PCCA.
- **SECURITY TRAINING – ALLIED UNIVERSAL SECURITY OFFICERS**
 - 6/6/19 - All PCCA Allied Universal security officers received a brief safety training topic regarding 'Stairs, Steps and Escalator Safety'. The training was conducted by Allied Universal Shift supervisors.
- **SECURITY TRAINING**
 - 6/18/19 - The SMG / PCCA Director of Public Safety Anthony Rapone attended a full day Cyber Security Seminar at Citizens Bank Park. The session was conducted by FBI Special Agent Michael Harpster and the Executive V.P. of Sony Pictures Entertainment Security advisor Stevan Bernard.

10. Diversity & Inclusion

- **Event Interaction**
 - Diversity has worked along with our Events Management team to educate our staff and serve as a resource to our clients.
- **Outreach**
 - Hosting a "Doing Business with the PA Convention Center" event on Tuesday August 6, 2019. We have 191 registered attendees.
 - We recorded an ad that will be distributed on our social media platforms.
- **Spend Tracking**
 - Procurement and Diversity are preparing a recommendation for software for a more effective way to track our spend.
 - Compliance and Diversity have reached out to our current contractors and they are filling out our Diversity Compliance Report with a due date of July 15th. As of the due date we received nearly 50% of the forms and sent reminders to the rest.
- **PHL Diversity and PA Convention Center**
 - Researching the possibility of awarding a Convention Center specific award during the PHLCVB Business Opportunity Lunch (February 2020). Advising on the 2020 Diversity Conference.

11. Human Resources

- **Open Positions**
 - Sales Manager – currently reviewing resumes
 - Senior Communications Manager – 2 finalists scheduled for 2nd interviews.
 - HSK Operations Setup Manager – In person interviews have been scheduled.
 - Executive Assistant – In person interviews have been scheduled.
 - Systems Administrator – Benjamin Lembo was hired on July 1st.

12. Food & Beverage

- **Finance - Commission Update**
 - Forecasted Commission: \$595,083
 - Actual Commission: \$817,856
 - Variance: \$222,773
- **Events Review**
 - **2019 Bio International Convention 6/3-6/19**
Show Management was great to work with. Started planning 9 months in advance. Tasting held in February for Exhibitor Hospitality Reception (1200 ppl with the rest of the food and bars supplemented by exhibitors) and boxed lunches -6,000 per day for 2 days and 3500 on last day. Overall operation and execution of show was a success. We received many compliments at the Post-Con Meeting. A lot of exhibitor orders, which overall were executed nicely.
 - **APIC 2019 6/12/19**
New client to the PACC. Client was unhappy on day 1 of the event with long lines (hour wait) at the concessions stands for the voucher bundle meals. Aramark corrected for the next day and turn it into a catering event with added speed lines, boxed lunches (1000 at no charge to the client on both day 2 and day3) and no collection of vouchers for the remaining days. ICW events went very well despite client's arriving very early onsite and being very demanding for missing items from the building. Show had 19 ICWs for symposia. Each event was a different customer.
 - **Wizard World Comic Con 6/13-16/19**
Return client. Large concessions show. Occupied fewer halls than their last event. As a consequence, sales weren't as strong as previous years. Ran very smooth operationally. Client was very happy.

- **International Society of Technology in Education 6/23-29/19**
Return client. New meeting planner from last conference. Increased number of exhibitor services from their previous conference. Large services in hall for attendees. Satellite concessions sales were not as strong as those in exhibit halls. Clients were very happy and said as much during "thank you" meeting.
- **Human Resources**
 - Regional HR Meeting
 - Regional recruitment event
 - RAMP Certification Training
 - New Hire Orientations
 - Onboarding (Terry Rulli/Catering Manager, Sean Muldoon/Concessions Supervisor)
 - New staffing SOP
- **Operational Updates**
 - Equipment, layout, and design concepts submitted to Steve Shepper for concession upgrades
 - Working with Steve Shepper on office space re-design in Overlook Café (ongoing)

February 28, 2020

ASM GLOBAL GENERAL MANAGER'S REPORT

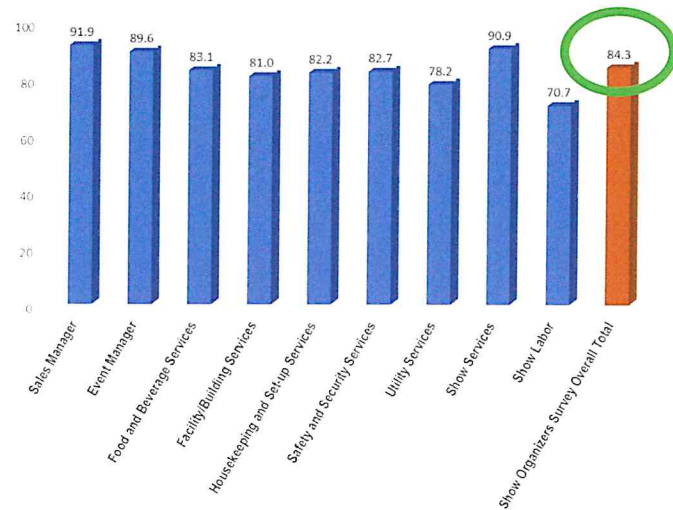
AN ASM MANAGED FACILITY

ASM Global Report of Operations

- Event Highlights
- Customer Satisfaction
- Labor Hospitality Training
- Staff Spotlight

AN ASM MANAGED FACILITY

Customer Satisfaction



- ✓ **84.3%** - Overall Satisfaction Rating
- ✓ **42.2%** - Response Rate

| Customer Satisfaction Scale | | | | |
|-----------------------------|------------------|-------------|-------------|-------------|
| Excellent 100% | Very Good 80% | Good 60% | Fair 40% | Poor 20% |

Labor Hospitality Training



- ✓ Partnered with Freeman
- ✓ 80 members over two 4-hour sessions
- ✓ *"The key component is the people. People will make the difference."*
- ✓ *"It was apparent to us there is a tremendous sense of pride among the trades to continually improve in this category of customer service and its importance to the marketplace." - Mike McGuire, Freeman AGM*

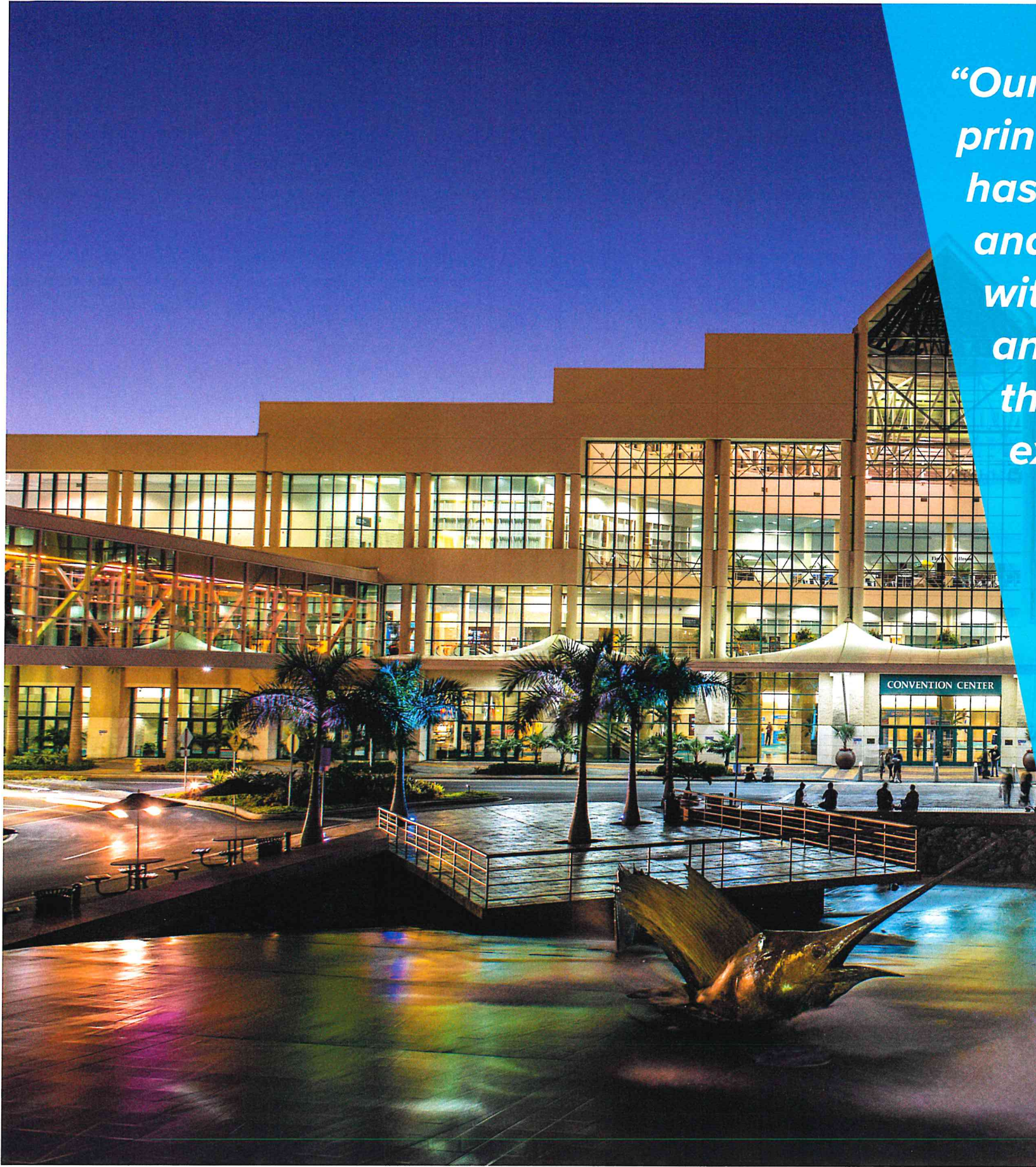
Staff Spotlight



Mary Ann Torres achieved her CMM (Certification in Meeting Management)

Thank You!





“Our experience dealing with ASM Global’s principles and the local management team has been exemplary, and the convention and visitors bureau’s successes in working with them as a team in the booking and execution of hundreds of events through the years has exceeded our expectations.”

STACY RITTER
PRESIDENT AND CEO
GREATER FT. LAUDERDALE CONVENTION
AND VISITORS BUREAU





800 W. Olympic Boulevard
Suite 305
Los Angeles, CA 90015
(610) 729-7900
asmglobal.com



The materials contained in this document are protected by copyright of ASM Global. ©2022 ASM Global. All rights reserved. No part of this document may be reproduced, stored in a database and retrieval system or transmitted in any form or by any means – graphic, electronic, photocopying, recording, mechanical or otherwise – without the prior written permission of ASM Global.

The materials contained in this document include data or other information that is proprietary and confidential information of ASM Global. This information shall not, without the prior written permission of ASM Global, be used by any person or entity, except in connection with the providing of consulting and/or management services by ASM Global or by any of its affiliates or subsidiaries.