



Rose Bowl Operating Company

Financial Analysis – Limited Scope

June 8, 2021

CAAICON
STRATEGIC ADVISORY

This report has been prepared for the Rose Bowl Operating Company (RBOC) and is subject to the attached Limiting Conditions and Assumptions.

Our reports may not be used, in whole or in part, in any financing or marketing documents.

Although the findings included herein appear reasonable based on the current and anticipated market conditions, actual results depend on the actions of management and other factors both internal and external to the RBOC.

It is important to note that because events and circumstances may not occur as expected, there may be significant differences between the actual results and those estimated in the analysis, and those differences may be material.

Without limiting the foregoing, the findings included in this report specifically do not account for, assess, or include consideration of recent global events, including, without limitation, the short- and long-term impacts of the Coronavirus Disease 2019 (COVID-19) pandemic and the related political, financial, and economic crises—all of which are unknown.

This report is valid only when presented in its entirety and only for the purpose stated therein.

Our performance of the tasks completed does not constitute an opinion of value or appraisal or a projection of financial performance or audit in accordance with generally accepted audit standards. Estimates of value (ranges) have been prepared to illustrate current and possible future market conditions.

Our work has been based in part on review and analysis of information provided by unrelated sources that are believed accurate, but cannot be assured to be accurate. No audit or other verification has been completed.

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I. Executive Summary

I. Executive Summary

Overview

- CAA ICON is pleased to present our findings to the Rose Bowl Operating Company (RBOC)
- RBOC engaged CAA ICON to prepare a limited scope financial analysis for the RBOC
- Objective of analysis is to further understand RBOC's ability to meet ongoing operating and debt service requirements
- Limited scope financial analysis is a working draft – CAA ICON has not completed primary market research (web-based surveys, focus groups, etc.)
- Financial statements summarized herein reflect operations for the RBOC – variance between financial analysis included herein and audited financial statements due to revenue and / or expense allocation differences
- Analysis is based on review of historical financials / current budget and discussions with Management – emphasis on FY 2014 to FY 2020 actual results and estimated FY 2022 budget
- Analysis was originally prepared in April 2021 – prior to announcement regarding the lifting of state-wide COVID-19 restrictions as of June 15, 2021

I. Executive Summary

RBOC Overview

- RBOC was incorporated in January 1994
- RBOC is a component unit of the City of Pasadena (City)
- RBOC manages the Rose Bowl and Brookside Golf Courses (36 holes)
- Primary mission of the RBOC is to “return economic and civic value to the City by managing a world-class stadium and a professional quality golf course complex in a residential open-space environment” (source: annual report)
- Rose Bowl is recognized as a National Historic Landmark and a California Historic Civil Engineering Landmark
- Rose Bowl underwent a major renovation in 2014
 - City issued \$231.7 million in bonds for renovation and past projects (source: City CAFR)
 - RBOC has historically operated with financial independence and serviced debt without support from the City general fund

I. Executive Summary

RBOC Overview

- It is important to note that the number of events at the Rose Bowl Stadium is limited by the Arroyo Seco Public Lands Ordinance of the City of Pasadena Municipal Code (Ordinance)
 - Maximum of 15 displacement events (attendance over 20,000) annually per **calendar year** (increased from 12 in April 2016)
 - The Ordinance can be amended from time-to-time to allow for additional displacement events – requires City Council approval
- Additionally, it is important to note Article XVI, related to park preservation (including the Arroyo Seco), of the City Charter
 - *“All dedicated park land owned by the City shall be used only for park and recreational purposes, and shall not be sold, transferred or used for other purposes, except upon the approval of a majority of the voters at an election held for such purpose.”*

I. Executive Summary

Historical Financial Performance – Summary

- Net income before debt service was \$7.8 million in FY 2020 (lowest figure since renovation)
- After accounting for debt service, a \$3.1 million net loss before contribution from retained earnings was realized in FY 2020 – only year with a net loss since renovation

	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	CAGR 2014-2020
Operating Revenue	\$26,200,000	\$37,330,000	\$36,940,000	\$39,580,000	\$42,970,000	\$40,850,000	\$30,940,000	3%
Other Revenue	\$3,710,000	\$1,150,000	\$930,000	\$920,000	\$980,000	\$1,430,000	\$1,150,000	-18%
Revenue - Total	\$29,910,000	\$38,480,000	\$37,870,000	\$40,500,000	\$43,950,000	\$42,280,000	\$32,090,000	1%
Event Expenses	(\$10,140,000)	(\$20,690,000)	(\$20,970,000)	(\$21,160,000)	(\$24,160,000)	(\$24,740,000)	(\$16,220,000)	8%
Non-Event Expenses	(\$5,350,000)	(\$6,800,000)	(\$6,380,000)	(\$7,050,000)	(\$7,470,000)	(\$8,240,000)	(\$8,930,000)	9%
Expenses - Total	(\$15,490,000)	(\$27,490,000)	(\$27,350,000)	(\$28,210,000)	(\$31,630,000)	(\$32,980,000)	(\$25,150,000)	8%
Operating Income / (Loss) Before Debt Service, Depreciation, etc.	\$14,420,000	\$10,990,000	\$10,520,000	\$12,290,000	\$12,320,000	\$9,300,000	\$6,940,000	-11%
Add: Golf Net	\$1,580,000	\$1,620,000	\$1,650,000	\$1,460,000	\$1,240,000	\$1,420,000	\$880,000	-9%
Net Income/(Loss) Before Contributions / Preventative Maintenance	\$16,000,000	\$12,610,000	\$12,170,000	\$13,750,000	\$13,560,000	\$10,720,000	\$7,820,000	-11%
Add: Contributions	\$2,940,000	\$2,610,000	\$3,570,000	\$4,330,000	\$11,670,000	\$2,160,000	\$2,010,000	-6%
Less: Capital Project Funding	(\$8,720,000)	(\$2,610,000)	(\$3,570,000)	(\$4,330,000)	(\$11,710,000)	(\$1,410,000)	(\$2,010,000)	-22%
Less: Preventative Maintenance Funding - Golf	Above	Above	Above	Above	Above	Above	Above	NA
Less: Preventative Maintenance Funding - Stadium	(\$60,000)	\$0	(\$30,000)	(\$720,000)	(\$720,000)	(\$750,000)	\$0	-100%
Net Income/(Loss) Before Debt Service	\$10,160,000	\$12,610,000	\$12,140,000	\$13,030,000	\$12,800,000	\$10,720,000	\$7,820,000	-4%
Debt Service	(\$12,130,000)	(\$12,400,000)	(\$12,790,000)	(\$12,700,000)	(\$13,030,000)	(\$13,620,000)	(\$14,200,000)	3%
Non-Operating Revenue (Bond Subsidies/BABs/etc.)	\$4,060,000	\$2,700,000	\$2,680,000	\$2,750,000	\$3,360,000	\$3,240,000	\$3,250,000	-4%
Debt Service - Net	(\$8,070,000)	(\$9,700,000)	(\$10,110,000)	(\$9,950,000)	(\$9,670,000)	(\$10,380,000)	(\$10,950,000)	5%
Net Income/(Loss) Before Retained Earnings	\$2,090,000	\$2,910,000	\$2,030,000	\$3,080,000	\$3,130,000	\$340,000	(\$3,130,000)	NA

Source: RBOC.

I. Executive Summary

Estimated Financial Performance – Summary

- Estimated financial performance was developed on a per event basis
- Hypothetical event mix provided below on fiscal year basis – does not reflect calendar year displacement events
 - FY 2022 is assumed to continue to be negatively impacted by COVID-19 restrictions
 - FY 2023 to FY 2026 estimates assume that event attendance and venue operations will return to pre-COVID 19 levels (material assumption) – consideration given to increased competition in the market
 - Event mix is expected to be impacted by SoFi Stadium in Inglewood and renovation of Los Angeles Memorial Coliseum
 - It is important to note that UCLA attendance excludes students and “I’m Going to School” attendance

Event Type	FY 2022 2021 Season			FY 2023 2022 Season			FY 2024 2023 Season			FY 2025 2024 Season			FY 2026 2025 Season		
	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average
Displacement Events															
UCLA Football	7	154,000	22,000	8	280,000	35,000	7	245,000	35,000	7	280,000	40,000	6	210,000	35,000
Rose Bowl Game	1	50,000	50,000	1	70,000	70,000	1	75,000	75,000	1	70,000	70,000	1	70,000	70,000
Muisc Festival	2	50,000	25,000	4	100,000	25,000	6	150,000	25,000	6	150,000	25,000	6	150,000	25,000
Concerts	3	165,000	55,000	2	110,000	55,000	1	55,000	55,000	2	110,000	55,000	1	55,000	55,000
Soccer Matches	0	0	0	1	50,000	50,000	2	100,000	50,000	1	50,000	50,000	2	100,000	50,000
Americafest 4th of July Celebration	0	0	0	1	20,000	20,000	1	20,000	20,000	1	20,000	20,000	1	20,000	20,000
Total	13	419,000		17	630,000		18	645,000		18	680,000		17	605,000	
Number of Minor Event Days	304			300			300			300			300		
Total Event Days	317			317			318			318			317		

I. Executive Summary

Estimated Financial Performance – Summary (Operations)

- The following table summarizes the estimated financial performance based on the assumed event mix described earlier
 - Portion of FY 2022 debt service is assumed to be paid by City (\$9.3 million)
 - FY 2023 to FY 2026 assumes RBOC is responsible for debt service
 - ***Does not include capital improvement projects (CIP)***

	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2022-26
Revenues	\$28,443,389	\$43,559,300	\$45,296,700	\$48,581,873	\$45,320,872	12%
Expenses	\$29,135,000	\$36,529,000	\$38,860,000	\$41,956,000	\$40,129,000	8%
Operating Income / (Loss) Before Debt Service, Depreciation, etc.	(\$691,611)	\$7,030,300	\$6,436,700	\$6,625,873	\$5,191,872	NA
Add: Golf Net	\$1,535,404	\$1,535,000	\$1,535,000	\$1,535,000	\$1,535,000	0%
Net Income/(Loss) Before Preventative Maintenance	\$843,794	\$8,565,300	\$7,971,700	\$8,160,873	\$6,726,872	68%
Less: Preventative Maintenance Funding - Golf	(\$283,949)	(\$292,467)	(\$301,241)	(\$310,279)	(\$319,587)	3%
Less: Preventative Maintenance Funding - Stadium	(\$1,365,000)	(\$1,405,950)	(\$1,448,129)	(\$1,491,572)	(\$1,536,320)	3%
Net Income/(Loss) Before Debt Service	(\$805,155)	\$6,866,883	\$6,222,330	\$6,359,022	\$4,870,966	NA
Debt Service - Net	(\$2,526,625)	(\$12,306,340)	(\$12,712,815)	(\$13,116,185)	(\$13,520,881)	52%
Net Income/(Loss) Before Retained Earnings	(\$3,331,780)	(\$5,439,458)	(\$6,490,485)	(\$6,757,163)	(\$8,649,915)	27%

I. Executive Summary

Estimated Financial Performance – Summary (Operations)

- The estimated annual support required by the RBOC to meet operating (and debt service) needs over the next **five** years is summarized in the table below
- Based on conversations with the RBOC, we have assumed that the RBOC would be required to be within compliance of the internal reserve policy (8% of operating expenses / approximately \$3.5 million), thereby reducing the available current operating reserve balance from \$8.2 million to \$4.7 million
- Total support needed over next **five** years is estimated at approximately \$26.0 million
- After accounting for the City debt service contribution in FY 2022, it is estimated that the RBOC can utilize amounts from the operating reserve balance to meet obligations in FY 2022 and partially in FY 2023

Estimated Shortfall					
	FY 2022 Estimate - (1)	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate
Net Income/(Loss) Before Retained Earnings	(\$3,331,780)	(\$5,439,458)	(\$6,490,485)	(\$6,757,163)	(\$8,649,915)
Operating Reserve Balance - Beginning					
Internal Reserve Policy	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000
Funds Available	\$4,711,000	\$1,379,220	\$0	\$0	\$0
Operating Reserve Balance - Beginning (Total)	\$8,211,000	\$4,879,220	\$3,500,000	\$3,500,000	\$3,500,000
Operating Reserve Balance - Ending					
Internal Reserve Policy	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000
Funds Available	\$1,379,220	\$0	\$0	\$0	\$0
Operating Reserve Balance - Ending (Total)	\$4,879,220	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000
RBOC Debt Service Shortfall - Annual	NA	(\$4,060,238)	(\$6,490,485)	(\$6,757,163)	(\$8,649,915)
RBOC Debt Service Shortfall - Cumulative	\$0	(\$4,060,238)	(\$10,550,723)	(\$17,307,886)	(\$25,957,801)

(1) - Amount of FY 2022 shortfall estimated after City contribution of \$9.3 million for debt service.

I. Executive Summary

General Observations

- Rose Bowl has had a strong historical event mix
 - UCLA
 - Tournament of Roses
 - Concerts
 - Soccer
 - Sporting events
 - Music festival
 - Flea Market
 - July 4th
 - Other

- Rose Bowl faces significant competition in the market and surrounding region
 - Additional pressure on events / attendance / premium seating / advertising / sponsorship, etc.
 - Impact on financial performance should be considered

- Normalized operations of the Rose Bowl generate significant operating income before debt service, depreciation, etc. (non operating revenues and expenses)

I. Executive Summary

General Observations

- Significant capital repair / replacement needs as stadiums age (even after consideration of 2014 renovation project)
 - Capital repairs / replacements at the Rose Bowl are funded through capital reserves, future cash flow (if any), and Legacy fundraising
 - Additional funding source for capital repair / replacement should be evaluated
 - It is our understanding that the RBOC is evaluating capital improvements likely necessary to continue to attract events – capital improvement list to be refined based on potential needs / requirements
- RBOC / City will need to identify additional funding source to fund losses and for future capital improvements given estimated financial performance, limited reserves, event limitations, and increased competition from regional venues

II. Financial Performance – Historical

II. Financial Performance – Historical

Event/Turnstile Attendance

- The number of events at the Rose Bowl Stadium is limited by the Arroyo Seco Public Lands Ordinance of the City of Pasadena Municipal Code (Ordinance)
 - Maximum of 15 displacement events (attendance over 20,000) annually per calendar year (increased from 12 in April 2016)
 - It is important to note that UCLA attendance excludes students and “I’m Going to School” attendance
 - Table is based on fiscal year

- Due to COVID-19, three concerts, a number of minor events, and Flea Market dates were cancelled between March 15, 2020 and June 30, 2020 in FY 2020

Event Type	FY 2017 2016 Season			FY 2018 2017 Season			FY 2019 2018 Season			FY 2020 2019 Season			Average FY 2017 - 2020		
	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average	Number of Events	Attendance Total	Average
Displacement Events															
UCLA Football	6	298,023	49,671	6	248,134	41,356	7	251,486	35,927	6	137,860	22,977	6.3	233,876	37,482
Rose Bowl Game	1	82,849	82,849	1	80,072	80,072	1	80,409	80,409	1	69,840	69,840	1.0	78,293	78,293
Arroyo Seco Weekend	2	48,454	24,227	2	36,735	18,368	0	NA	NA	1	25,092	25,092	1.3	36,760	22,562
Concerts	4	240,405	60,101	5	265,212	53,042	5	264,342	52,868	1	55,534	55,534	3.8	206,373	55,387
Soccer Matches	1	42,715	42,715	2	109,053	54,527	2	111,252	55,626	1	34,019	34,019	1.5	74,260	46,722
Americafest 4th of July Celebration	1	24,516	24,516	1	20,606	20,606	1	17,744	17,744	1	17,924	17,924	1.0	20,198	20,198
Total	15	736,962	NA	17	759,812	NA	16	725,233	NA	11	340,269	NA	14.8	640,569	NA
Number of Minor Event Days	243			303			329			385			315.0		
Total Event Days	258			320			345			396			329.8		

Source: Rose Bowl Operating Company (Audited Financial Statements).

II. Financial Performance – Historical

Financial Performance

- Financial statements summarized herein reflect operations for the Rose Bowl Stadium (and golf course)
- Analysis is based on a review of historical financials / current projection and discussions with Management
 - Actuals (FY 2014 – FY 2020)
 - Projection (FY 2021) excluded due to impacts of COVID-19
- Evaluation of per event income has been included
- Variance between financial analysis included herein and audited financial statements is due to revenue and / or expense allocation differences

II. Financial Performance – Historical

Financial Performance

- Operating revenue reached a peak of \$43.0 million in FY 2018, but decreased to \$30.9 million in FY 2020
 - FY 2020 Event calendar impacted due to COVID-19
- Other revenue has averaged approximately \$1.1 million annually (excluding FY 2014 – includes \$2.2 million contribution from Sodexo)
- Event expenses reached a peak of \$24.7 million in FY 2019, but decreased to \$16.2 million in FY 2020
- Non-event expenses have generally increased annually and reached a peak of \$8.9 million in FY 2020, primarily as a result of increases in stadium operating expenses
- Net income before debt service was \$7.8 million in FY 2020 (lowest figure since renovation)
- Gross debt service was \$14.2 million in FY 2020 and \$10.95 million net of subsidies and investment earnings
- After accounting for debt service, a \$3.1 million net loss before contribution from retained earnings was realized in FY 2020 – only year with a net loss since renovation

II. Financial Performance – Historical

Financial Performance

- Summary of historical financial performance
- Does not include contributions from retained earnings

	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	CAGR 2014-2020
Operating Revenue	\$26,200,000	\$37,330,000	\$36,940,000	\$39,580,000	\$42,970,000	\$40,850,000	\$30,940,000	3%
Other Revenue	\$3,710,000	\$1,150,000	\$930,000	\$920,000	\$980,000	\$1,430,000	\$1,150,000	-18%
Revenue - Total	\$29,910,000	\$38,480,000	\$37,870,000	\$40,500,000	\$43,950,000	\$42,280,000	\$32,090,000	1%
Event Expenses	(\$10,140,000)	(\$20,690,000)	(\$20,970,000)	(\$21,160,000)	(\$24,160,000)	(\$24,740,000)	(\$16,220,000)	8%
Non-Event Expenses	(\$5,350,000)	(\$6,800,000)	(\$6,380,000)	(\$7,050,000)	(\$7,470,000)	(\$8,240,000)	(\$8,930,000)	9%
Expenses - Total	(\$15,490,000)	(\$27,490,000)	(\$27,350,000)	(\$28,210,000)	(\$31,630,000)	(\$32,980,000)	(\$25,150,000)	8%
Operating Income / (Loss) Before Debt Service, Depreciation, etc.	\$14,420,000	\$10,990,000	\$10,520,000	\$12,290,000	\$12,320,000	\$9,300,000	\$6,940,000	-11%
Add: Golf Net	\$1,580,000	\$1,620,000	\$1,650,000	\$1,460,000	\$1,240,000	\$1,420,000	\$880,000	-9%
Net Income/(Loss) Before Contributions / Preventative Maintenance	\$16,000,000	\$12,610,000	\$12,170,000	\$13,750,000	\$13,560,000	\$10,720,000	\$7,820,000	-11%
Add: Contributions	\$2,940,000	\$2,610,000	\$3,570,000	\$4,330,000	\$11,670,000	\$2,160,000	\$2,010,000	-6%
Less: Capital Project Funding	(\$8,720,000)	(\$2,610,000)	(\$3,570,000)	(\$4,330,000)	(\$11,710,000)	(\$1,410,000)	(\$2,010,000)	-22%
Less: Preventative Maintenance Funding - Golf	Above	Above	Above	Above	Above	Above	Above	NA
Less: Preventative Maintenance Funding - Stadium	(\$60,000)	\$0	(\$30,000)	(\$720,000)	(\$720,000)	(\$750,000)	\$0	-100%
Net Income/(Loss) Before Debt Service	\$10,160,000	\$12,610,000	\$12,140,000	\$13,030,000	\$12,800,000	\$10,720,000	\$7,820,000	-4%
Debt Service	(\$12,130,000)	(\$12,400,000)	(\$12,790,000)	(\$12,700,000)	(\$13,030,000)	(\$13,620,000)	(\$14,200,000)	3%
Non-Operating Revenue (Bond Subsidies/BABs/etc.)	\$4,060,000	\$2,700,000	\$2,680,000	\$2,750,000	\$3,360,000	\$3,240,000	\$3,250,000	-4%
Debt Service - Net	(\$8,070,000)	(\$9,700,000)	(\$10,110,000)	(\$9,950,000)	(\$9,670,000)	(\$10,380,000)	(\$10,950,000)	5%
Net Income/(Loss) Before Retained Earnings	\$2,090,000	\$2,910,000	\$2,030,000	\$3,080,000	\$3,130,000	\$340,000	(\$3,130,000)	NA

Source: RBOC.

II. Financial Performance – Historical

Financial Performance

- Detailed statement of historical financial performance
- Does not include contributions from retained earnings

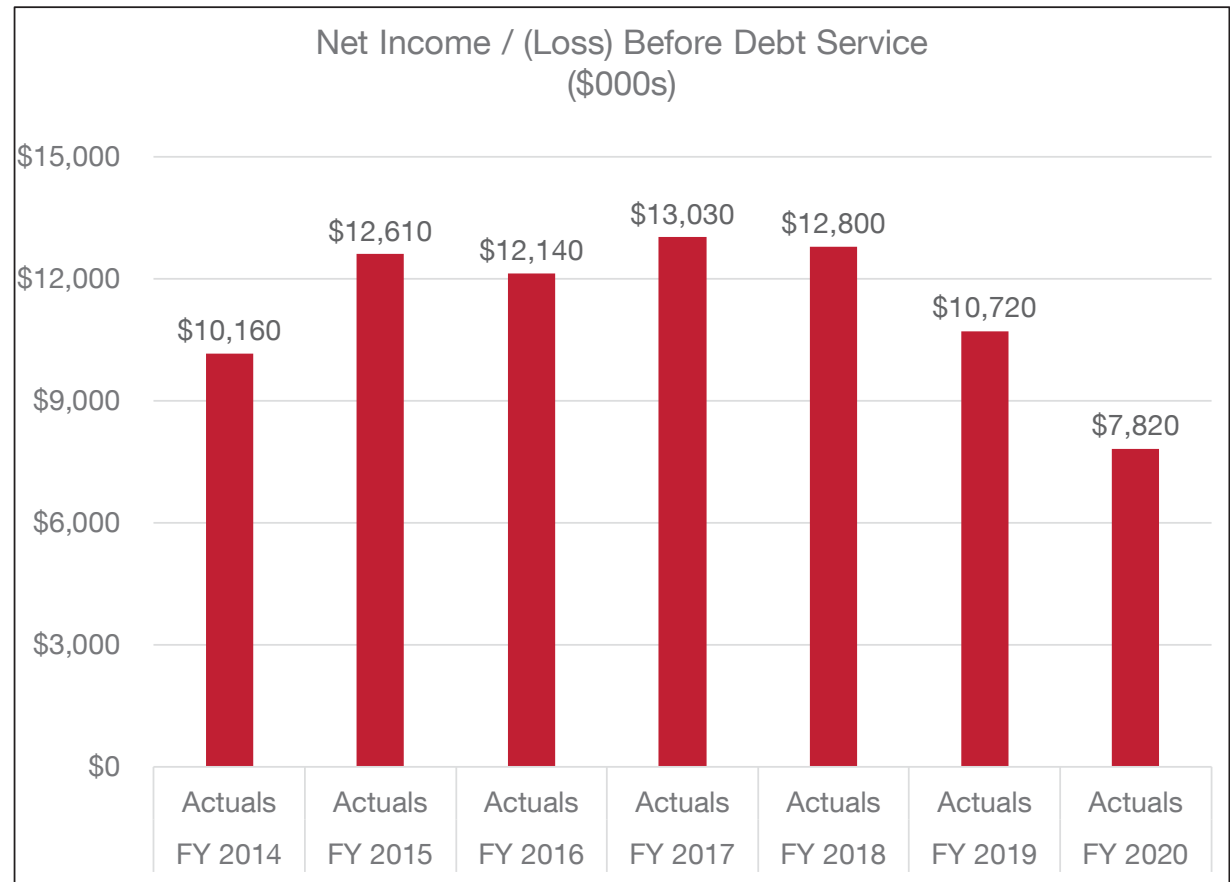
(\$ Rounded)	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals
Operating Revenue			
License Fee/Rent	\$9,230,000	\$7,450,000	\$6,570,000
Rental Fee/Vendors	\$470,000	\$480,000	\$370,000
Advertising/Sponsorship	\$3,210,000	\$3,090,000	\$3,160,000
Premium Seating	\$9,770,000	\$10,100,000	\$8,470,000
Admissions Tax	\$840,000	\$810,000	\$330,000
Ticket Master Rebate	\$1,740,000	\$2,240,000	\$380,000
Concessions	\$4,230,000	\$3,670,000	\$2,730,000
Novelties	\$210,000	\$460,000	\$70,000
Parking/Shuttle	\$5,480,000	\$5,260,000	\$2,640,000
Miscellaneous	\$1,110,000	\$1,190,000	\$750,000
Operating Revenue - Total	\$36,290,000	\$34,750,000	\$25,470,000
Billable Costs Recovery	\$6,680,000	\$6,100,000	\$5,470,000
Other Revenue	\$980,000	\$1,430,000	\$1,150,000
Revenue - Total	\$43,950,000	\$42,280,000	\$32,090,000
Event Expenses	\$24,157,000	\$24,738,000	\$16,217,000
Non-Event Expenses			
Salaries and Benefits	\$3,676,000	\$4,260,000	\$4,707,000
Services and Supplies	\$3,646,000	\$3,845,000	\$4,072,000
Abatements	\$80,000	\$65,000	\$75,000
Internal Services	\$71,000	\$73,000	\$79,000
Other	\$0	(\$1,000)	\$0
Non-Event Expenses - Total	\$7,473,000	\$8,242,000	\$8,933,000
Expenses - Total	\$31,630,000	\$32,980,000	\$25,150,000
Operating Income / (Loss) Before Debt Service, Depreciation, etc.	\$12,320,000	\$9,300,000	\$6,940,000
Add: Golf Net	\$1,240,000	\$1,420,000	\$880,000
Net Income/(Loss) Before Contributions / Preventative Maintenance	\$13,560,000	\$10,720,000	\$7,820,000
Add: Contributions	\$11,670,000	\$2,160,000	\$2,010,000
Less: Capital Project Funding	(\$11,710,000)	(\$1,410,000)	(\$2,010,000)
Less: Preventative Maintenance Funding - Golf			
Above			
Less: Preventative Maintenance Funding - Stadium	(\$720,000)	(\$750,000)	\$0
Net Income/(Loss) Before Debt Service	\$12,800,000	\$10,720,000	\$7,820,000
Debt Service	(\$13,030,000)	(\$13,620,000)	(\$14,200,000)
Non-Operating Revenue (Bond Subsidies/BABs/etc.)	\$3,360,000	\$3,240,000	\$3,250,000
Debt Service - Net	(\$9,670,000)	(\$10,380,000)	(\$10,950,000)
Net Income/(Loss) Before Retained Earnings	\$3,130,000	\$340,000	(\$3,130,000)

Source: RBOC.

II. Financial Performance – Historical

Financial Performance

- Illustrated is a summary of the decrease in operating income since FY 2014
 - Before debt service



II. Financial Performance – Historical



Financial Performance

- RBOC realized a net loss of a \$3.1 million loss (before retained earnings) in FY 2020
 - FY 2020 is the only period of net loss since FY 2014



III. Financial Performance – Estimated

III. Financial Performance – Estimated

Major Assumptions

- Estimated financial performance was developed on a per event basis
- Event mix is expected to fluctuate from year-to-year
- License fee / rent is based on per event actual results and assumed to escalate at nominal growth rate, adjusted for fluctuations in attendance, type of events, etc.
- City admissions tax revenue based on per event actual results and assumed to escalate at nominal growth rate
- Ticket surcharge revenue based on tenant lease terms and estimated attendance (not included for other applicable events)
- Concessions, novelties, and parking revenue assumption based on per event actual results
 - Management has indicated a potential reduction in concessions commissions – negotiations in-progress with Levy
 - Parking surcharge revenue is included in parking revenue (RBOC has not separated parking revenue from surcharge revenue)
- Premium seating assumptions (luxury suites / loge boxes / club seats) based on Legends and RBOC provided allocations
- Advertising revenue assumption reflects IMG contract terms

III. Financial Performance – Estimated

Major Assumptions

- Other revenue (tour program / trademark / concessions subcontractor fee / cell sites / PCOC) based on historical actual results
- Tournament of Roses event income based on tenant lease terms
 - Annual gift has been included in event revenue estimate
 - Capital maintenance user fee has been included in event revenue estimate
 - Non-recurring payment from Tournament of Roses (\$2.0 million over 3-years), as part of the agreement reached with the City to allow the 2021 Rose Bowl Game to be played in Dallas, Texas, has been included in the non-event revenue estimate
- Event expenses based on per event actual results and assumed to escalate at nominal growth rate – based on historical management of City department costs (municipal services, etc.)
 - Potential increase in event costs due to COVID-19 requirements to be evaluated further
- Operating expenses based on FY 2022 budget and assumed to escalate at nominal growth rate – assumes limited changes to current staffing levels
- Non-operating revenues / expenses excluded (e.g., depreciation expense)
- Assumes funds available to / from golf course stabilized based on FY 2022 budget

III. Financial Performance – Estimated



Major Assumptions – Event Mix

- Estimated financial performance was developed on a per event basis
- Hypothetical event mix provided below on fiscal year basis – does not reflect calendar year displacement events
 - FY 2022 is assumed to continue to be negatively impacted by COVID-19 restrictions
 - FY 2023 to FY 2026 estimates assume that event attendance and venue operations will return to pre-COVID 19 levels (material assumption) – consideration given to increased competition in the market
 - Event mix is expected to be impacted by SoFi Stadium in Inglewood and renovation of Los Angeles Memorial Coliseum
 - It is important to note that UCLA attendance excludes students and “I’m Going to School” attendance

Event Type	FY 2022 2021 Season			FY 2023 2022 Season			FY 2024 2023 Season			FY 2025 2024 Season			FY 2026 2025 Season		
	Number of Events	Attendance Total Average		Number of Events	Attendance Total Average		Number of Events	Attendance Total Average		Number of Events	Attendance Total Average		Number of Events	Attendance Total Average	
Displacement Events															
UCLA Football	7	154,000	22,000	8	280,000	35,000	7	245,000	35,000	7	280,000	40,000	6	210,000	35,000
Rose Bowl Game	1	50,000	50,000	1	70,000	70,000	1	75,000	75,000	1	70,000	70,000	1	70,000	70,000
Muisc Festival	2	50,000	25,000	4	100,000	25,000	6	150,000	25,000	6	150,000	25,000	6	150,000	25,000
Concerts	3	165,000	55,000	2	110,000	55,000	1	55,000	55,000	2	110,000	55,000	1	55,000	55,000
Soccer Matches	0	0	0	1	50,000	50,000	2	100,000	50,000	1	50,000	50,000	2	100,000	50,000
Americafest 4th of July Celebration	0	0	0	1	20,000	20,000	1	20,000	20,000	1	20,000	20,000	1	20,000	20,000
Total	13	419,000		17	630,000		18	645,000		18	680,000		17	605,000	
Number of Minor Event Days	304			300			300			300			300		
Total Event Days	317			317			318			318			317		

III. Financial Performance – Estimated



Net Event Income

- Summary of net event income

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2014-2020
Number of Displacement Events		USC		USC		USC				USC		USC		
UCLA	6	6	6	6	6	7	6		7	8	7	7	6	0%
Tournament of Roses	1	1	1	1	1	1	1		1	1	1	1	1	0%
BCS Game	1	0	0	0	0	0	0		0	0	0	0	0	-100%
4th of July	1	1	2	1	1	1	1		0	1	1	1	1	0%
Soccer	1	1	5	1	2	2	1		0	1	2	1	2	0%
Concerts	1	7	2	4	5	5	1		3	2	1	2	1	0%
Music Festival	0	0	0	2	2	0	1		2	4	6	6	6	NA
Total	11	16	16	15	17	16	11		13	17	18	18	17	0%
Net Event Revenue														
UCLA	\$5,037,221	\$6,438,697	\$5,419,041	\$5,081,122	\$5,113,153	\$4,431,015	\$4,339,239		\$1,457,051	\$4,777,227	\$4,453,089	\$5,080,000	\$4,050,000	-2%
Tournament of Roses	\$4,729,396	\$4,522,550	\$4,791,228	\$5,040,231	\$4,999,011	\$4,934,261	\$4,385,908		\$2,900,768	\$4,975,296	\$5,619,532	\$5,190,683	\$5,230,863	-1%
BCS Game	\$3,834,833	(\$33,579)	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	-100%
4th of July	(\$15,803)	\$192,413	\$141,387	\$93,709	(\$52,104)	(\$170,869)	(\$163,372)		\$0	(\$200,000)	(\$206,000)	(\$212,180)	(\$218,545)	48%
Soccer	\$218,112	\$680,303	\$2,900,062	\$478,830	\$645,256	\$837,639	\$292,480		\$0	\$270,000	\$560,000	\$290,000	\$600,000	5%
Concerts	\$558,698	\$2,282,387	\$1,042,751	\$2,713,809	\$3,142,485	\$3,497,624	\$880,525		\$926,189	\$920,000	\$490,000	\$1,000,000	\$510,000	8%
Music Festival	\$0	\$0	(\$411,008)	\$1,980,749	\$2,227,803	\$0	\$2,838,038		\$1,084,501	\$2,179,292	\$2,377,006	\$2,448,316	\$2,521,766	NA
Flea Market	\$1,145,323	\$1,037,594	\$1,044,830	\$1,138,475	\$1,112,135	\$1,057,900	\$903,275		\$405,715	\$1,170,000	\$1,205,100	\$1,241,253	\$1,278,491	-4%
Other Events	\$548,577	\$1,518,768	\$1,040,663	\$1,892,234	\$1,617,250	\$1,518,407	\$954,221		\$998,119	\$1,770,000	\$1,823,100	\$1,877,793	\$1,934,127	10%
Net Event Revenue	\$16,056,357	\$16,639,134	\$15,968,954	\$18,419,159	\$18,804,989	\$16,105,978	\$14,430,314		\$7,772,343	\$15,861,815	\$16,321,827	\$16,915,865	\$15,906,701	-2%
Net Event Revenue (Per Event)														
UCLA	\$839,537	\$1,073,116	\$903,174	\$846,854	\$852,192	\$633,002	\$723,207		\$208,150	\$597,153	\$636,156	\$725,714	\$675,000	-2%
Tournament of Roses	\$4,729,396	\$4,522,550	\$4,791,228	\$5,040,231	\$4,999,011	\$4,934,261	\$4,385,908		\$2,900,768	\$4,975,296	\$5,619,532	\$5,190,683	\$5,230,863	-1%
BCS Game	\$3,834,833	NA	NA	NA	NA	NA	NA		NA	NA	NA	NA	NA	NA
4th of July	(\$15,803)	\$192,413	\$70,693	\$93,709	(\$52,104)	(\$170,869)	(\$163,372)		NA	(\$200,000)	(\$206,000)	(\$212,180)	(\$218,545)	48%
Soccer	\$218,112	\$680,303	\$580,012	\$478,830	\$322,628	\$418,819	\$292,480		NA	\$270,000	\$280,000	\$290,000	\$300,000	5%
Concerts	\$558,698	\$326,055	\$521,375	\$678,452	\$628,497	\$699,525	\$880,525		\$308,730	\$460,000	\$490,000	\$500,000	\$510,000	8%
Music Festival	NA	NA	NA	\$990,375	\$1,113,902	NA	\$2,838,038		\$542,251	\$544,823	\$396,168	\$408,053	\$420,294	NA
Flea Market	NA	NA	NA	NA	NA	NA	NA		NA	NA	NA	NA	NA	NA
Other Events	NA	NA	NA	NA	NA	NA	NA		NA	NA	NA	NA	NA	NA

III. Financial Performance – Estimated



Net Event Income – UCLA

- Attendance for UCLA events is estimated to increase from FY 2020 levels and to be comparable to FY 2018 and FY 2019 (material assumption)
 - FY 2022 assumes attendance restrictions and premium seating restrictions
- Net event income fluctuates based on USC game (odd number fiscal year) and overall schedule
- Net event income includes advertising / sponsorship and premium seating allocation

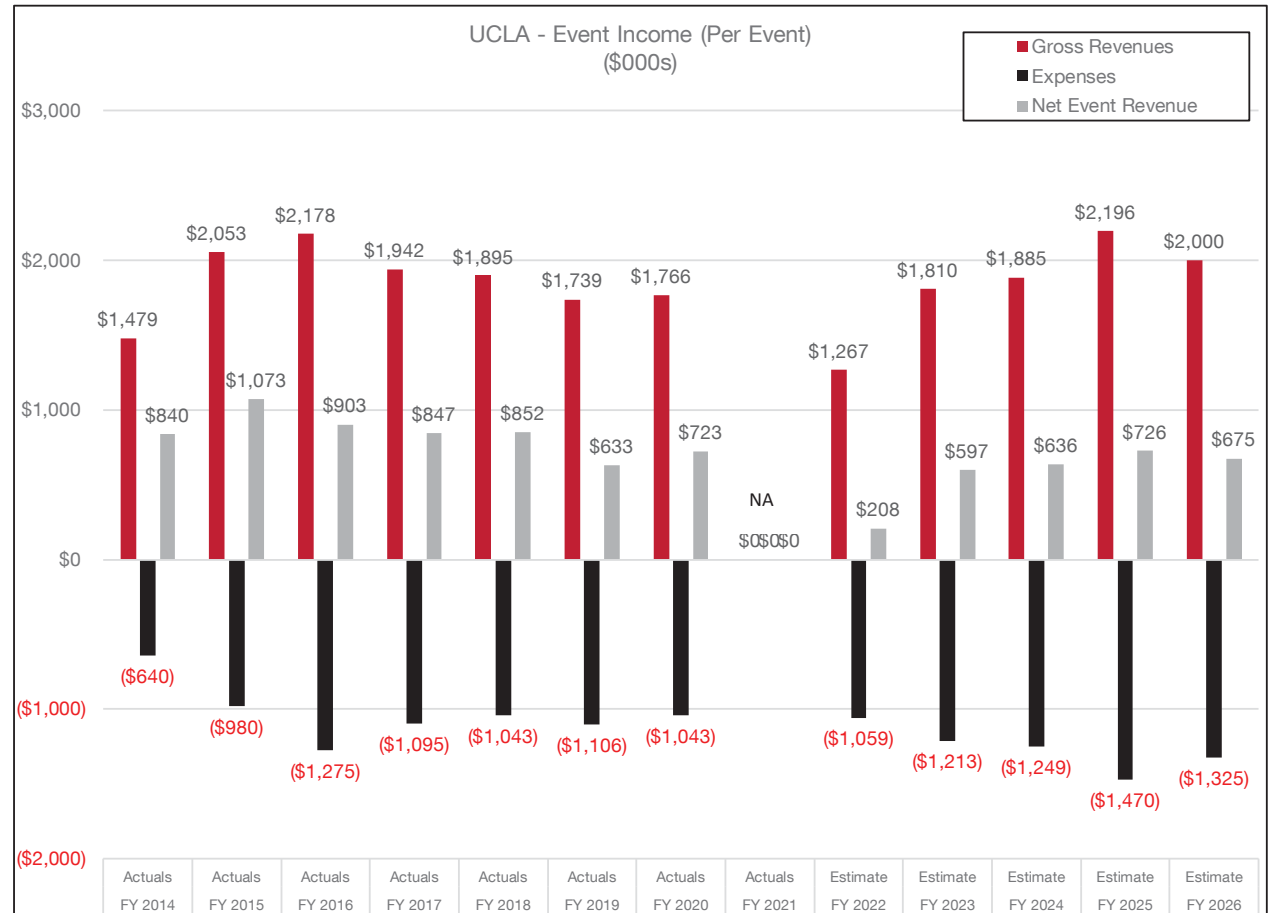
UCLA	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	6	7	6		7	8	7	7	6		
Attendance per Game/Event	41,356	35,927	22,977		22,000	35,000	35,000	40,000	35,000		
Revenue											
License Fee/Rent	\$868,116	\$903,373	\$683,119		\$600,000	\$1,130,000	\$1,020,000	\$1,200,000	\$930,000	0.9%	11.6%
Rental Fee/Vendors	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Advertising/Sponsorship	\$1,838,300	\$1,894,100	\$1,956,100		\$2,013,000	\$2,073,000	\$2,136,000	\$2,200,000	\$1,940,000	0.7%	-0.9%
Premium Seating	\$4,940,171	\$5,100,798	\$4,566,800		\$2,594,051	\$6,104,227	\$5,377,089	\$6,480,000	\$4,890,000	-0.1%	17.2%
Admissions Tax	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Ticket Master Rebate	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Concessions	\$647,219	\$753,310	\$619,611		\$370,000	\$760,000	\$680,000	\$810,000	\$620,000	-0.5%	13.8%
Novelties	\$34,916	\$34,405	\$26,379		\$30,000	\$40,000	\$40,000	\$40,000	\$40,000	1.7%	7.5%
Parking/Shuttle	\$1,275,815	\$1,259,727	\$901,809		\$1,070,000	\$1,580,000	\$1,420,000	\$1,680,000	\$1,290,000	0.1%	4.8%
Miscellaneous	\$17,881	\$20,334	\$16,574		\$20,000	\$30,000	\$30,000	\$30,000	\$30,000	6.7%	10.7%
Revenue - Total	\$9,622,418	\$9,966,047	\$8,770,393		\$6,697,051	\$11,717,227	\$10,703,089	\$12,440,000	\$9,740,000	0.2%	9.8%
Expenses											
Event Expenses	\$6,259,535	\$7,739,863	\$6,255,521		\$7,410,000	\$9,700,000	\$8,740,000	\$10,290,000	\$7,950,000	3.0%	1.8%
Billable Costs Recovery	(\$1,750,271)	(\$2,204,831)	(\$1,831,822)		(\$2,170,000)	(\$2,760,000)	(\$2,490,000)	(\$2,930,000)	(\$2,260,000)	3.2%	1.0%
Expenses - Total	\$4,509,264	\$5,535,032	\$4,423,699		\$5,240,000	\$6,940,000	\$6,250,000	\$7,360,000	\$5,690,000	2.9%	2.1%
Net Event Income	\$5,113,153	\$4,431,015	\$4,346,694		\$1,457,051	\$4,777,227	\$4,453,089	\$5,080,000	\$4,050,000	-2.9%	29.1%
Net Event Income per Game/Event	\$852,192	\$633,002	\$724,449		\$208,150	\$597,153	\$636,156	\$725,714	\$675,000	-2.9%	34.2%

Source: RBOC.

III. Financial Performance – Estimated

Net Event Income – UCLA

- *Note: Gross revenues included billable costs recovery*
- Gross revenues per event are estimated at \$1.8 million in FY 2023 – comparable to FY 2020 levels
- Event expenses have increased significantly since FY 2014
 - Increased in spite of UCLA attendance trends
- Net revenue per event is estimated at \$597,000 in FY 2023



III. Financial Performance – Estimated



Net Event Income – Tournament of Roses

- College Football Playoff game will be played in FY 2024 – estimated to lead to increased demand (premium seating / general attendance increase)
- Tournament of Roses is required to pay \$2.0 million over 3-years as part of the agreement reached with the City to allow the 2021 Rose Bowl Game to be played in Dallas, Texas – not included below (accounted for in non-event revenue)
- Beginning FY 2022, the Capital Maintenance User Fee is set to increase from \$10.00 per ticket to \$15.00 per ticket (refer to “Miscellaneous” line item)

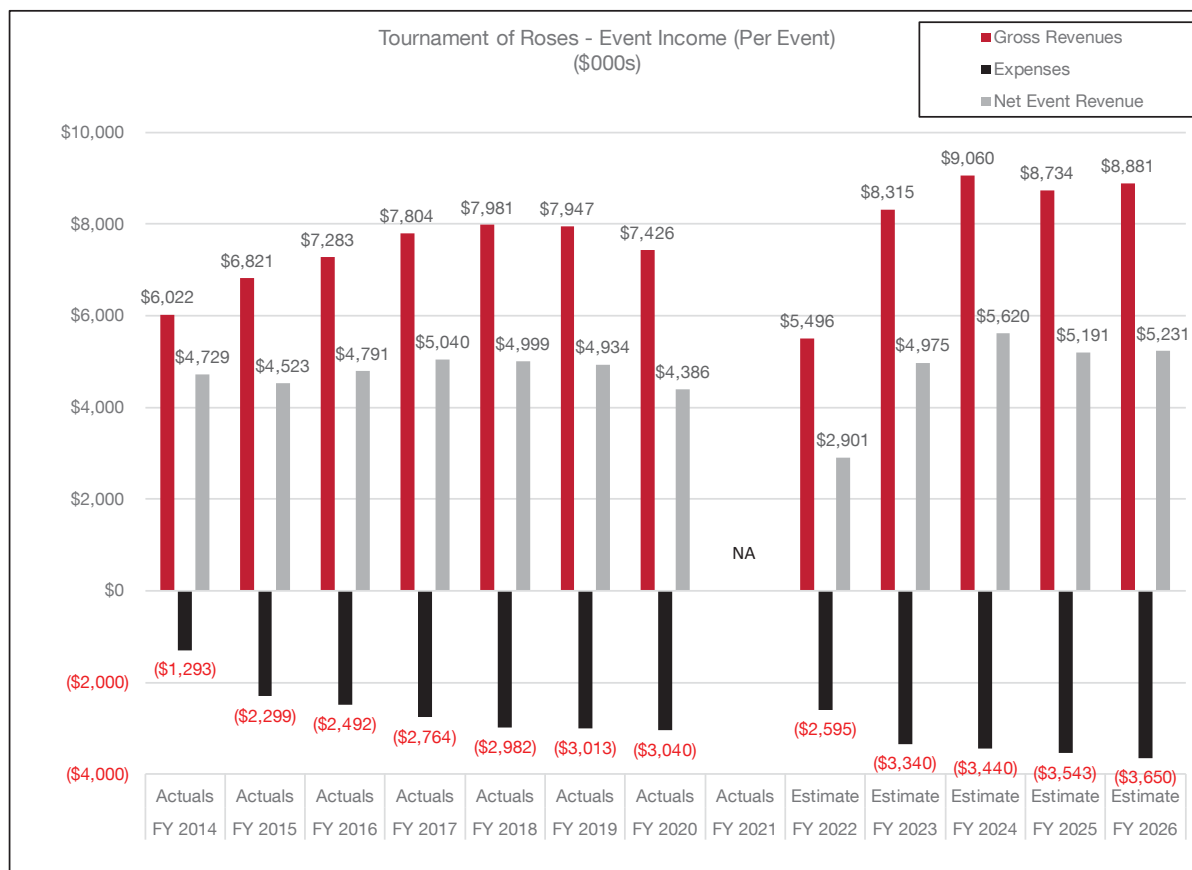
Tournament of Roses	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	1	1	1		1	1	1	1	1		
Attendance per Game/Event	80,072	80,409	69,840		50,000	70,000	75,000	70,000	70,000		
Revenue											
License Fee/Rent	\$187,647	\$194,306	\$200,135		\$143,281	\$220,000	\$226,600	\$233,398	\$240,400	3.1%	13.8%
Rental Fee/Vendors	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Advertising/Sponsorship	\$1,097,050	\$1,130,350	\$1,167,350		\$1,342,000	\$1,382,000	\$1,424,000	\$1,468,000	\$1,512,000	4.1%	3.0%
Premium Seating	\$3,677,727	\$3,594,479	\$3,178,481		\$1,876,640	\$3,393,296	\$3,946,032	\$3,574,448	\$3,597,681	-0.3%	17.7%
Admissions Tax	\$143,532	\$142,489	\$122,873		\$87,967	\$130,000	\$133,900	\$137,917	\$142,055	-0.1%	12.7%
Ticket Master Rebate	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Concessions	\$876,265	\$888,576	\$849,166		\$267,855	\$740,000	\$762,200	\$785,066	\$808,618	-1.0%	31.8%
Novelties	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Parking/Shuttle	\$505,553	\$546,570	\$581,497		\$415,764	\$640,000	\$659,200	\$678,976	\$699,345	4.1%	13.9%
Miscellaneous	\$872,823	\$837,990	\$698,080		\$750,000	\$1,050,000	\$1,125,000	\$1,050,000	\$1,050,000	2.3%	8.8%
Revenue - Total	\$7,360,597	\$7,334,761	\$6,797,582		\$4,883,507	\$7,555,296	\$8,276,932	\$7,927,805	\$8,050,099	1.1%	13.3%
Expenses											
Event Expenses	\$2,982,151	\$3,012,517	\$3,051,276		\$2,595,071	\$3,340,000	\$3,440,200	\$3,543,406	\$3,649,708	2.6%	8.9%
Billable Costs Recovery	(\$622,997)	(\$612,017)	(\$694,709)		(\$612,332)	(\$760,000)	(\$782,800)	(\$806,284)	(\$830,473)	3.7%	7.9%
Expenses - Total	\$2,359,153	\$2,400,499	\$2,356,567		\$1,982,739	\$2,580,000	\$2,657,400	\$2,737,122	\$2,819,236	2.3%	9.2%
Net Event Income	\$5,001,443	\$4,934,261	\$4,441,015		\$2,900,768	\$4,975,296	\$5,619,532	\$5,190,683	\$5,230,863	0.6%	15.9%
Net Event Income per Game/Event	\$5,001,443	\$4,934,261	\$4,441,015		\$2,900,768	\$4,975,296	\$5,619,532	\$5,190,683	\$5,230,863	0.6%	15.9%

Source: RBOC.

III. Financial Performance – Estimated

Net Event Income – Tournament of Roses

- *Note: Gross revenues included billable costs recovery*
- Gross revenues are estimated at \$8.3 million in FY 2022
 - Includes increased Capital Maintenance User Fee
- Event expenses have increased significantly since FY 2015
- Net revenue is estimated at \$5.0 million – in FY 2023



III. Financial Performance – Estimated



Net Event Income – Music Festival

- RBOC and AEG negotiated an amendment in July 2020 related to the Arroyo Seco Music and Arts Festival License Agreement (amendment includes an initial two-year agreement starting FY 2022, with five-year extension)
 - AEG is subject to a minimum rent as summarized below
 - Minimum rent is estimated to be exceeded at approximately 110,000 total attendance
 - Potential upside over minimum rent thresholds (potentially approximately \$600,000 annually)

Music Festival	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	2	0	1		2	4	6	6	6		
Attendance per Game/Event	18,368	NA	25,092		25,000	25,000	25,000	25,000	25,000		
Revenue											
License Fee/Rent	\$2,500,000	NA	\$3,000,000		\$1,000,000	\$2,000,000	\$2,100,000	\$2,163,000	\$2,227,890	-1.4%	22.2%
Rental Fee/Vendors	\$0	NA	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Advertising/Sponsorship	\$0	NA	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Premium Seating	\$0	NA	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Admissions Tax	\$62,450	NA	\$44,162		\$84,500	\$179,292	\$277,006	\$285,316	\$293,876	21.4%	36.6%
Ticket Master Rebate	\$0	NA	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Concessions	\$0	NA	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Novelties	\$0	NA	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Parking/Shuttle	\$0	NA	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Miscellaneous	\$126,000	NA	\$0		\$0	\$0	\$0	\$0	\$0	-100.0%	NA
Revenue - Total	\$2,688,450	\$0	\$3,044,162		\$1,084,500	\$2,179,292	\$2,377,006	\$2,448,316	\$2,521,766	-0.8%	23.5%
Expenses											
Event Expenses	\$1,438,425	NA	\$829,602		\$2,734,945	\$5,630,000	\$8,700,000	\$8,960,000	\$9,230,000	26.2%	35.5%
Billable Costs Recovery	(\$977,779)	NA	(\$618,740)		(\$2,734,947)	(\$5,630,000)	(\$8,700,000)	(\$8,960,000)	(\$9,230,000)	32.4%	35.5%
Expenses - Total	\$460,647	\$0	\$210,862		(\$1)	\$0	\$0	\$0	\$0	-100.0%	-100.0%
Net Event Income	\$2,227,803	\$0	\$2,833,300		\$1,084,501	\$2,179,292	\$2,377,006	\$2,448,316	\$2,521,766	1.6%	23.5%
Net Event Income per Game/Event	\$1,113,901	NA	\$2,833,300		\$542,251	\$544,823	\$396,168	\$408,053	\$420,294	-11.5%	-6.2%

Source: RBOC.

III. Financial Performance – Estimated



Net Event Income – Concerts

- Number of concerts is assumed to decrease from FY 2018 / FY 2019 levels
 - Consideration given to increased competition in the market – more competition likely to lead to less profitable events

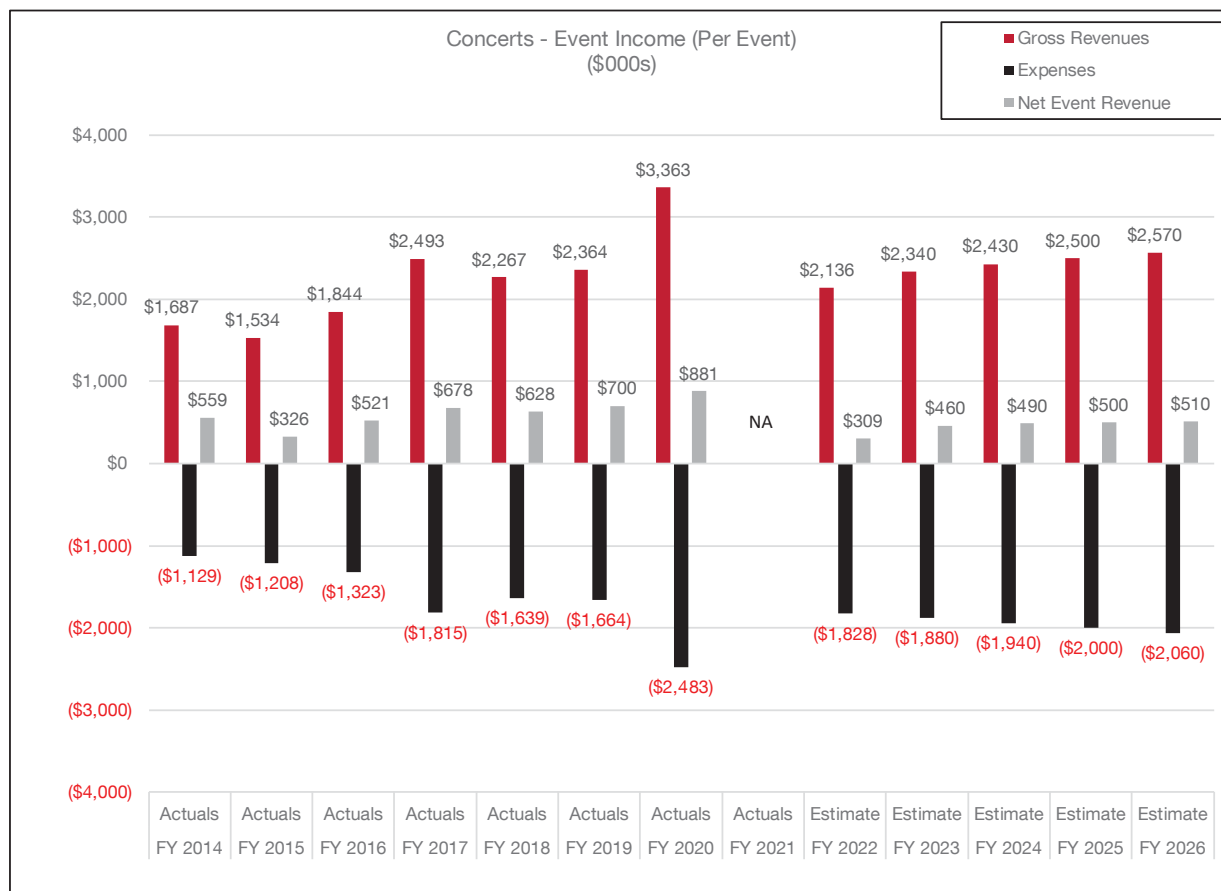
Concerts	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	5	5	1		3	2	1	2	1		
Attendance per Game/Event	53,042	52,868	55,534		55,000	55,000	55,000	55,000	55,000		
Revenue											
License Fee/Rent	\$2,530,000	\$2,732,500	\$542,500		\$1,207,500	\$830,000	\$430,000	\$890,000	\$460,000	-19.2%	-21.4%
Rental Fee/Vendors	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Advertising/Sponsorship	\$13,500	\$37,500	\$0		\$0	\$0	\$0	\$0	\$0	-100.0%	NA
Premium Seating	\$924,797	\$1,083,825	\$561,747		\$675,000	\$460,000	\$240,000	\$490,000	\$250,000	-15.1%	-22.0%
Admissions Tax	\$435,492	\$464,485	\$103,925		\$253,500	\$170,000	\$90,000	\$190,000	\$100,000	-16.8%	-20.7%
Ticket Master Rebate	\$1,291,801	\$1,608,030	\$369,267		\$1,035,796	\$710,000	\$370,000	\$760,000	\$390,000	-13.9%	-21.7%
Concessions	\$1,678,044	\$1,166,120	\$530,696		\$216,547	\$440,000	\$230,000	\$470,000	\$240,000	-21.6%	2.6%
Novelties	\$156,573	\$415,834	\$41,651		\$574,306	\$390,000	\$200,000	\$410,000	\$210,000	3.7%	-22.2%
Parking/Shuttle	\$2,415,467	\$2,241,732	\$570,974		\$1,235,985	\$850,000	\$440,000	\$910,000	\$470,000	-18.5%	-21.5%
Miscellaneous	\$70,337	\$307,842	\$24,960		\$59,730	\$40,000	\$20,000	\$40,000	\$20,000	-14.5%	-23.9%
Revenue - Total	\$9,516,012	\$10,057,869	\$2,745,719		\$5,258,364	\$3,890,000	\$2,020,000	\$4,160,000	\$2,140,000	-17.0%	-20.1%
Expenses											
Event Expenses	\$8,158,158	\$8,319,954	\$2,492,760		\$5,482,511	\$3,760,000	\$1,940,000	\$4,000,000	\$2,060,000	-15.8%	-21.7%
Billable Costs Recovery	(\$1,775,714)	(\$1,759,710)	(\$618,441)		(\$1,150,337)	(\$790,000)	(\$410,000)	(\$840,000)	(\$430,000)	-16.2%	-21.8%
Expenses - Total	\$6,382,444	\$6,560,244	\$1,874,319		\$4,332,174	\$2,970,000	\$1,530,000	\$3,160,000	\$1,630,000	-15.7%	-21.7%
Net Event Income	\$3,133,568	\$3,497,624	\$871,401		\$926,189	\$920,000	\$490,000	\$1,000,000	\$510,000	-20.3%	-13.9%
Net Event Income per Game/Event	\$626,714	\$699,525	\$871,401		\$308,730	\$460,000	\$490,000	\$500,000	\$510,000	-2.5%	13.4%

Source: RBOC.

III. Financial Performance – Estimated

Net Event Income – Concerts

- *Note: Gross revenues included billable costs recovery*
- Gross revenues per event are estimated at \$2.3 million in FY 2023
- Event expenses increased significantly in FY 2020 (Rolling Stones – high event expenses)
- Net revenue per event is estimated to decrease from historical levels due to the increased competition in the market (and concessions adjustment) – estimated at \$460,000 in FY 2023



III. Financial Performance – Estimated



Net Event Income – Soccer

- Number of soccer matches is assumed to fluctuate annually
 - Consideration given to increased competition in the market – it is our understanding that SoFi Stadium has physical limitations on the pitch / sideline that may impact attracting soccer matches
- No soccer matches are expected to be hosted in FY 2022 per Management

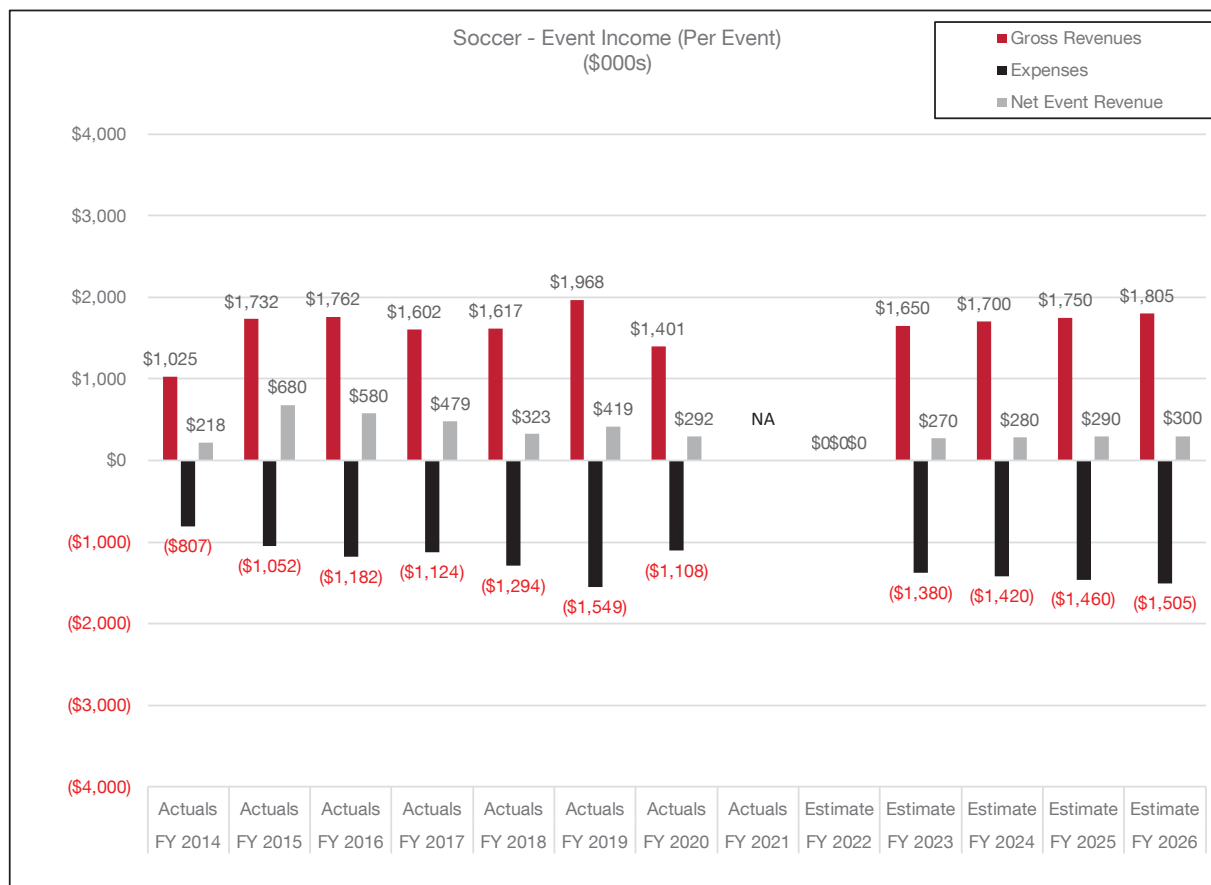
Soccer	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	2	2	1		0	1	2	1	2		
Attendance per Game/Event	54,527	55,626	34,019		0	50,000	50,000	50,000	50,000		
Revenue											
License Fee/Rent	\$436,000	\$893,000	\$0		\$0	\$230,000	\$470,000	\$240,000	\$490,000	1.5%	NA
Rental Fee/Vendors	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Advertising/Sponsorship	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Premium Seating	\$220,620	\$320,088	\$161,578		\$0	\$120,000	\$250,000	\$130,000	\$270,000	2.6%	NA
Admissions Tax	\$185,702	\$191,042	\$59,341		\$0	\$100,000	\$210,000	\$110,000	\$230,000	2.7%	NA
Ticket Master Rebate	\$451,393	\$594,711	\$0		\$0	\$240,000	\$490,000	\$250,000	\$520,000	1.8%	NA
Concessions	\$620,657	\$582,824	\$195,396		\$0	\$260,000	\$540,000	\$280,000	\$580,000	-0.8%	NA
Novelties	\$18,564	\$7,219	\$0		\$0	\$10,000	\$20,000	\$10,000	\$20,000	0.9%	NA
Parking/Shuttle	\$929,122	\$927,155	\$311,559		\$0	\$490,000	\$1,010,000	\$520,000	\$1,070,000	1.8%	NA
Miscellaneous	\$19,425	\$21,747	(\$104)		\$0	\$10,000	\$20,000	\$10,000	\$20,000	0.4%	NA
Revenue - Total	\$2,881,483	\$3,537,786	\$727,770		\$0	\$1,460,000	\$3,010,000	\$1,550,000	\$3,200,000	1.3%	NA
Expenses											
Event Expenses	\$2,588,384	\$3,086,825	\$1,102,993		\$0	\$1,380,000	\$2,840,000	\$1,460,000	\$3,010,000	1.9%	NA
Billable Costs Recovery	(\$352,157)	(\$389,291)	(\$672,913)		\$0	(\$190,000)	(\$390,000)	(\$200,000)	(\$410,000)	1.9%	NA
Expenses - Total	\$2,236,228	\$2,697,534	\$430,079		\$0	\$1,190,000	\$2,450,000	\$1,260,000	\$2,600,000	1.9%	NA
Net Event Income	\$645,256	\$840,252	\$297,691		\$0	\$270,000	\$560,000	\$290,000	\$600,000	-0.9%	NA
Net Event Income per Game/Event	\$322,628	\$420,126	\$297,691		NA	\$270,000	\$280,000	\$290,000	\$300,000	-0.9%	NA

Source: RBBC.

III. Financial Performance – Estimated

Net Event Income – Soccer

- *Note: Gross revenues included billable costs recovery*
- Gross revenues per event are estimated at \$1.7 million in FY 2023
- Event expenses have increased significantly since FY 2014
- Net revenue per event is estimated to decrease from historical levels due to the increased competition in the market (and concessions adjustment) – estimated at approximately \$270,000 in FY 2023



III. Financial Performance – Estimated



Net Event Income – July 4th

- Event was not held in FY 2021 (and not expected to be held in FY 2022)

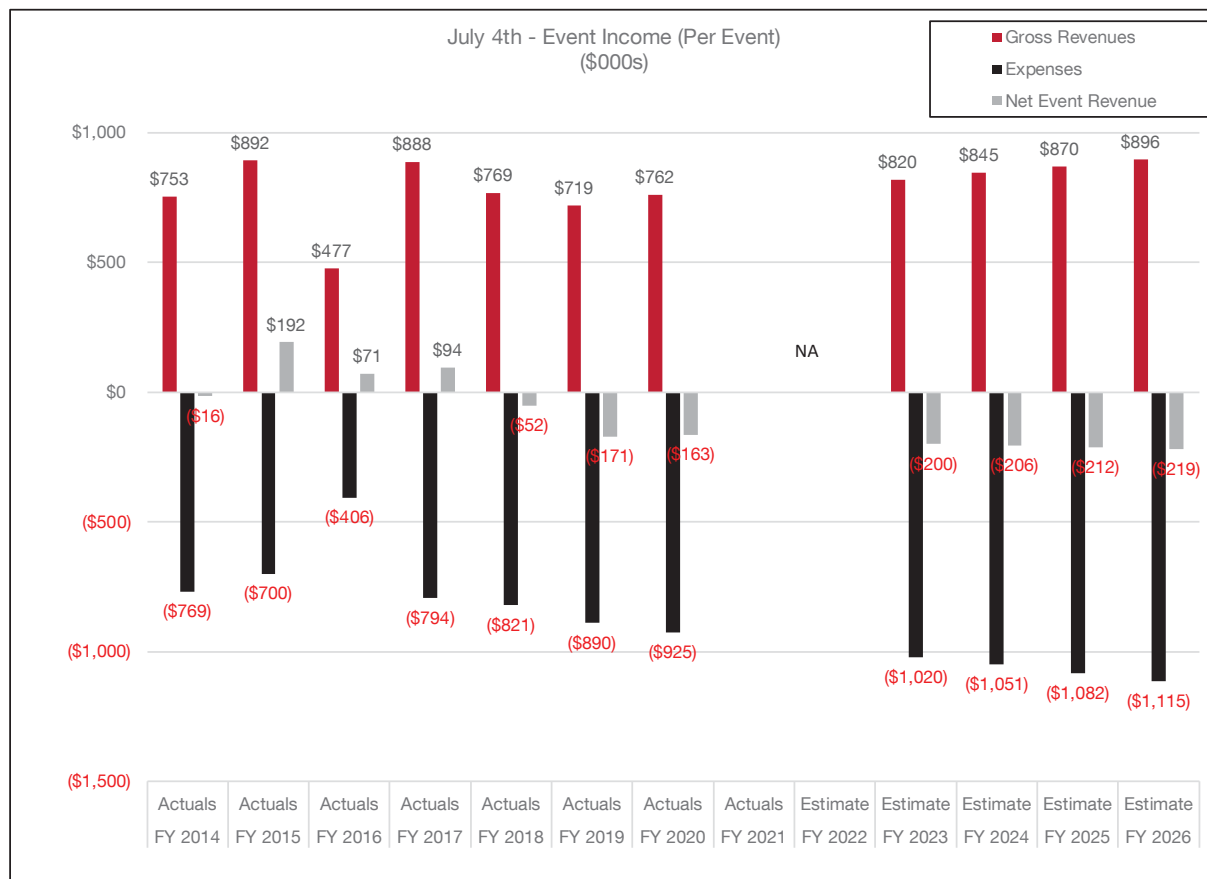
4th of July	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	1	1	1		0	1	1	1	1		
Attendance per Game/Event	20,606	17,744	17,924		0	20,000	20,000	20,000	20,000		
Revenue											
License Fee/Rent	\$345,448	\$324,286	\$331,677		\$0	\$360,000	\$370,800	\$381,924	\$393,382	1.6%	NA
Rental Fee/Vendors	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Advertising/Sponsorship	\$29,650	\$30,550	\$31,550		\$0	\$30,000	\$30,900	\$31,827	\$32,782	1.3%	NA
Premium Seating	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Admissions Tax	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Ticket Master Rebate	\$0	\$1,571	\$7,498		\$0	\$10,000	\$10,300	\$10,609	\$10,927	NA	NA
Concessions	\$75,678	\$56,223	\$49,515		\$0	\$40,000	\$41,200	\$42,436	\$43,709	-6.6%	NA
Novelties	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Parking/Shuttle	\$247,364	\$214,925	\$242,666		\$0	\$270,000	\$278,100	\$286,443	\$295,036	2.2%	NA
Miscellaneous	\$0	\$0	\$7,430		\$0	\$10,000	\$10,300	\$10,609	\$10,927	NA	NA
Revenue - Total	\$698,140	\$627,556	\$670,336		\$0	\$720,000	\$741,600	\$763,848	\$786,763	1.5%	NA
Expenses											
Event Expenses	\$820,727	\$889,579	\$930,620		\$0	\$1,020,000	\$1,050,600	\$1,082,118	\$1,114,582	3.9%	NA
Billable Costs Recovery	(\$70,483)	(\$91,155)	(\$91,618)		\$0	(\$100,000)	(\$103,000)	(\$106,090)	(\$109,273)	5.6%	NA
Expenses - Total	\$750,244	\$798,425	\$839,001		\$0	\$920,000	\$947,600	\$976,028	\$1,005,309	3.7%	NA
Net Event Income	(\$52,104)	(\$170,869)	(\$168,665)		\$0	(\$200,000)	(\$206,000)	(\$212,180)	(\$218,545)	19.6%	NA
Net Event Income per Game/Event	(\$52,104)	(\$170,869)	(\$168,665)		NA	(\$200,000)	(\$206,000)	(\$212,180)	(\$218,545)	19.6%	NA

Source: RBOC.

III. Financial Performance – Estimated

Net Event Income – July 4th

- *Note: Gross revenues included billable costs recovery*
- Gross revenues have generally decreased from a high of \$892,000 in FY 2015
- Event expenses have generally increased annually since FY 2017
- Event has operated at a loss since FY 2018
- July 4th event is estimated to operate at a loss of \$200,000 in FY 2023



III. Financial Performance – Estimated



Net Event Income – Flea Market

- Flea market event occurs the second Sunday of each month
 - Event had been cancelled due to COVID-19 since March 2020

Flea Market	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	NA	NA	NA		NA	NA	NA	NA	NA		
Attendance per Game/Event	NA	NA	NA		NA	NA	NA	NA	NA		
Revenue											
License Fee/Rent	\$548,895	\$559,473	\$476,228		\$330,185	\$630,000	\$648,900	\$668,367	\$688,418	2.9%	20.2%
Rental Fee/Vendors	\$473,895	\$476,376	\$373,635		\$259,054	\$540,000	\$556,200	\$572,886	\$590,073	2.8%	22.9%
Advertising/Sponsorship	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Premium Seating	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Admissions Tax	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Ticket Master Rebate	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Concessions	\$161,071	\$100,212	\$73,939		\$25,632	\$90,000	\$92,700	\$95,481	\$98,345	-6.0%	40.0%
Novelties	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Parking/Shuttle	\$46,200	\$46,200	\$34,650		\$24,024	\$50,000	\$51,500	\$53,045	\$54,636	2.1%	22.8%
Miscellaneous	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Revenue - Total	\$1,230,061	\$1,182,261	\$958,452		\$638,894	\$1,310,000	\$1,349,300	\$1,389,779	\$1,431,472	1.9%	22.3%
Expenses											
Event Expenses	\$339,336	\$354,329	\$264,417		\$351,076	\$400,000	\$412,000	\$424,360	\$437,091	3.2%	5.6%
Billable Costs Recovery	(\$221,411)	(\$229,968)	(\$173,378)		(\$117,897)	(\$260,000)	(\$267,800)	(\$275,834)	(\$284,109)	3.2%	24.6%
Expenses - Total	\$117,926	\$124,361	\$91,039		\$233,179	\$140,000	\$144,200	\$148,526	\$152,982	3.3%	-10.0%
Net Event Income	\$1,112,135	\$1,057,900	\$867,413		\$405,715	\$1,170,000	\$1,205,100	\$1,241,253	\$1,278,491	1.8%	33.2%
Net Event Income per Game/Event	NA	NA	NA		NA	NA	NA	NA	NA	NA	NA

Source: RBOC.

III. Financial Performance – Estimated



Net Event Income – Flea Market

- *Note: Gross revenues included billable costs recovery*
- Gross revenues have generally ranged from \$1.4 million to \$1.5 million, pre-COVID pandemic
- Event expenses have been generally constant since FY 2014 (excluding FY 2020)
- Event generally generates over \$1.0 million annually
- Flea Market is estimated to generate a profit of \$1.2 million in FY 2023



III. Financial Performance – Estimated



Net Event Income – Enterprise Events

- Enterprise events includes minor events, filmings, RV/car shows, meetings, walks, etc., as well as potential new events / touring acts
- Management has indicated goal to increase the number of enterprise events

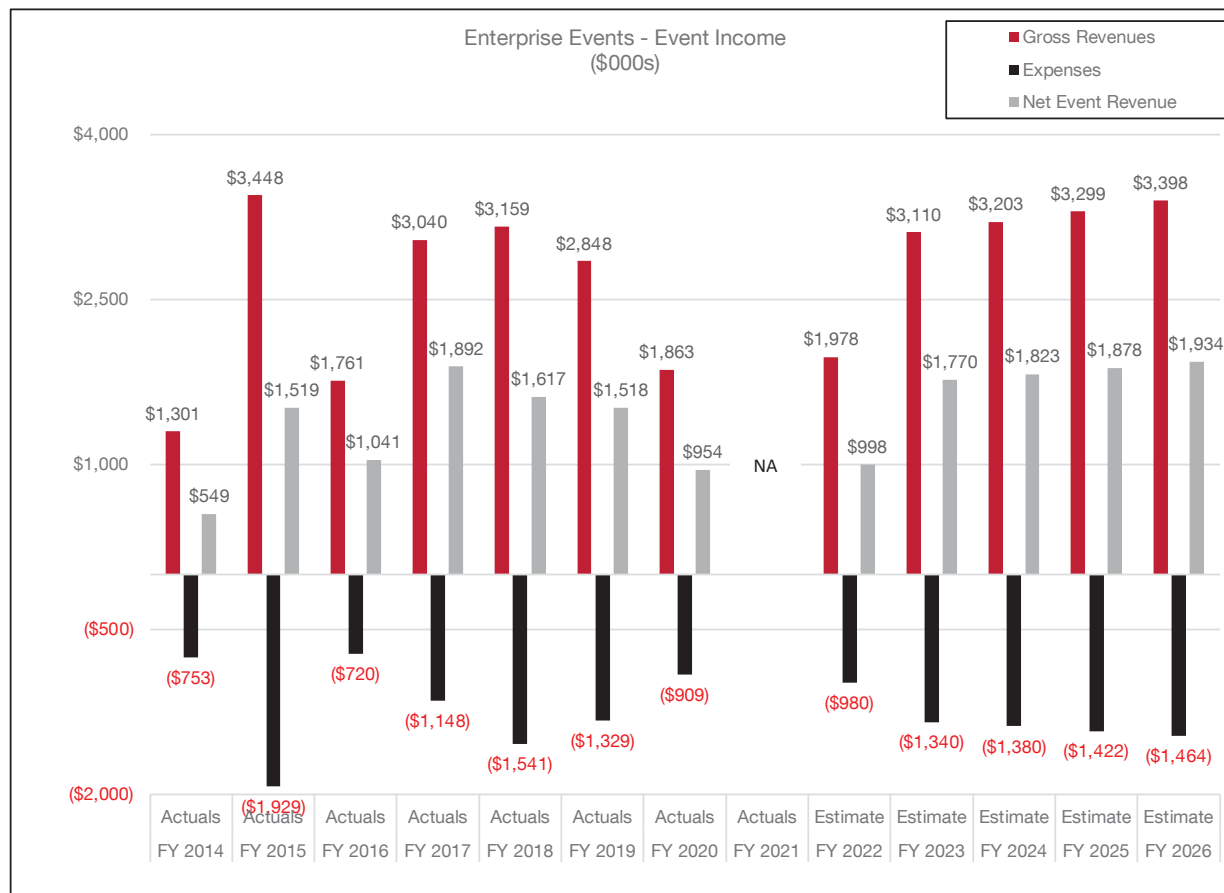
Enterprise Events	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026	CAGR 2022-2026
Games/Events	303	385	315		304	300	300	300	300	0%	0%
Attendance per Game/Event	NA	NA	NA		NA	NA	NA	NA	NA	NA	NA
Revenue											
License Fee/Rent	\$1,814,551	\$1,841,504	\$1,339,655		\$1,071,724	\$2,070,000	\$2,132,100	\$2,196,063	\$2,261,945	2.8%	20.5%
Rental Fee/Vendors	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	NA	NA
Advertising/Sponsorship	\$229,404	\$0	\$0		\$0	\$0	\$0	\$0	\$0	-100.0%	NA
Premium Seating	\$9,250	\$0	\$0		\$0	\$0	\$0	\$0	\$0	-100.0%	NA
Admissions Tax	\$12,134	\$14,084	\$0		\$0	\$20,000	\$20,600	\$21,218	\$21,855	7.6%	NA
Ticket Master Rebate	\$296	\$30,979	\$0		\$0	\$30,000	\$30,900	\$31,827	\$32,782	NA	NA
Concessions	\$169,385	\$127,052	\$409,120		\$287,693	\$110,000	\$113,300	\$116,699	\$120,200	-4.2%	-19.6%
Novelties	\$0	\$0	(\$1,032)		(\$825)	\$0	\$0	\$0	\$0	NA	-100.0%
Parking/Shuttle	\$60,885	\$27,890	\$0		\$0	\$30,000	\$30,900	\$31,827	\$32,782	-7.4%	NA
Miscellaneous	\$500	\$0	\$0		\$0	\$0	\$0	\$0	\$0	-100.0%	-100.0%
Revenue - Total	\$2,296,406	\$2,041,510	\$1,747,743		\$1,358,592	\$2,260,000	\$2,327,800	\$2,397,634	\$2,469,563	0.9%	16.1%
Expenses											
Event Expenses	\$1,575,888	\$1,269,834	\$1,225,437		\$980,350	\$1,340,000	\$1,380,200	\$1,421,606	\$1,464,254	-0.9%	10.6%
Billable Costs Recovery	(\$1,013,499)	(\$789,993)	(\$774,846)		(\$619,877)	(\$850,000)	(\$875,500)	(\$901,765)	(\$928,818)	-1.1%	10.6%
Expenses - Total	\$562,388	\$479,841	\$450,591		\$360,473	\$490,000	\$504,700	\$519,841	\$535,436	-0.6%	10.4%
Net Event Income	\$1,734,017	\$1,561,669	\$1,297,152		\$998,119	\$1,770,000	\$1,823,100	\$1,877,793	\$1,934,127	1.4%	18.0%
Net Event Income per Game/Event	\$5,723	\$4,056	\$4,118		\$3,283	\$5,900	\$6,077	\$6,259	\$6,447	1.5%	18.4%

Source: RBOC.

III. Financial Performance – Estimated

Net Event Income – Enterprise Events

- *Note: Gross revenues included billable costs recovery*
- Gross revenues fluctuate considerably based on event mix
- Similarly, event expenses fluctuate considerably based on event mix
- Enterprise Events are estimated to generate a profit of \$1.8 million in FY 2023



III. Financial Performance – Estimated

Premium Seating

- Legends estimate – gross of ticket revenue, net of commissions
 - Adjusted for RBOC revenue allocation (UCLA / Tournament)
 - Assumes increase in FY 2024 due to College Playoff Game

Premium Seating	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2023-26
Gross Revenue					
UCLA	\$6,104,227	\$5,377,089	\$5,520,288	\$5,447,317	-3.7%
Tournament	\$3,393,296	\$3,946,032	\$3,574,448	\$3,597,681	2.0%
Gross Revenue - Total	\$9,497,523	\$9,323,121	\$9,094,736	\$9,044,998	-1.6%
Commissions					
UCLA	(\$476,130)	(\$419,413)	(\$430,582)	(\$424,891)	-3.7%
Tournament	(\$264,677)	(\$307,790)	(\$278,807)	(\$280,619)	2.0%
Commissions - Total	(\$740,807)	(\$727,203)	(\$709,389)	(\$705,510)	-1.6%
Commissions - % Implied	7.8%	7.8%	7.8%	7.8%	
Net Revenue					
UCLA	\$5,628,098	\$4,957,676	\$5,089,706	\$5,022,426	-3.7%
Tournament	\$3,128,619	\$3,638,242	\$3,295,641	\$3,317,062	2.0%
Net Revenue - Total	\$8,756,717	\$8,595,918	\$8,385,347	\$8,339,488	-1.6%

Source: Legends.

III. Financial Performance – Estimated

Premium Seating

- Advertising / sponsorship estimate
 - IMG generally controls sponsorship inventory
 - Adjusted for RBOC revenue allocation (UCLA / Tournament)

Fiscal Year	Guaranteed Rights Fee	Allocation	
		UCLA 60%	Tournament 40%
2017	\$2,900,000	\$1,740,000	\$1,160,000
2018	\$2,965,000	\$1,779,000	\$1,186,000
2019	\$3,055,000	\$1,833,000	\$1,222,000
2020	\$3,155,000	\$1,893,000	\$1,262,000
2021	\$3,255,000	\$1,953,000	\$1,302,000
2022	\$3,355,000	\$2,013,000	\$1,342,000
2023	\$3,455,000	\$2,073,000	\$1,382,000
2024	\$3,560,000	\$2,136,000	\$1,424,000
2025	\$3,670,000	\$2,202,000	\$1,468,000
2026	\$3,780,000	\$2,268,000	\$1,512,000

Source: RBOC.

III. Financial Performance – Estimated

Operating Expenses – Non-Event Expenses

- Non-event expenses generally include the following:
 - Salaries and benefits
 - Services and supplies
 - Abatements
 - Internal services
 - Other

- Non-event expenses have generally increased annually

- Based on discussions with Management, we have estimated personnel expenses to escalate at a higher rate than other expenses given staffing expectations and contract requirements

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2018-2026
Full-Time Equivalent Staff	NA	34	29		36	37	38	40	41	
Non-Event Expenses										
Personnel	\$3,676,000	\$4,260,000	\$4,707,000		\$4,600,000	\$4,780,000	\$4,970,000	\$5,170,000	\$5,380,000	5%
Service & Supplies	\$3,646,000	\$3,845,000	\$4,072,000		\$4,780,000	\$4,970,000	\$5,170,000	\$5,380,000	\$5,600,000	6%
Abatements	\$80,000	\$65,000	\$75,000		\$75,000	\$78,000	\$81,000	\$84,000	\$87,000	1%
Internal Services	\$71,000	\$73,000	\$79,000		\$76,000	\$79,000	\$82,000	\$85,000	\$88,000	3%
Other	\$0	(\$1,000)	\$0		\$50,000	\$52,000	\$54,000	\$56,000	\$58,000	NA
Non-Event Expenses - Total	\$7,473,000	\$8,242,000	\$8,933,000		\$9,581,000	\$9,959,000	\$10,357,000	\$10,775,000	\$11,213,000	5%

Source: RBOC.

III. Financial Performance – Estimated

Operating Expenses – Debt Service

- RBOC includes bond subsidy revenue in non-operating revenue – for illustrative purposes, we have netted such revenue from gross debt service in our estimates
- Debt is estimated to be retired in FY 2043
- Gross debt service payment reaches a high of \$19.1 million in FY 2036
- Non-operating revenue (bond subsidies have not been included in RBOC bond schedule)

	Gross Debt Service
FY 2022	(\$14,976,331)
FY 2023	(\$15,377,790)
FY 2024	(\$15,784,265)
FY 2025	(\$16,187,634)
FY 2026	(\$16,592,330)
FY 2027	(\$17,002,229)
FY 2028	(\$17,409,286)
FY 2029	(\$17,786,691)
FY 2030	(\$17,969,394)
FY 2031	(\$18,154,384)
FY 2032	(\$18,646,412)
FY 2033	(\$18,845,227)
FY 2034	(\$19,071,166)
FY 2035	(\$19,081,270)
FY 2036	(\$19,087,850)
FY 2037	(\$19,074,848)
FY 2038	(\$19,044,889)
FY 2039	(\$19,065,473)
FY 2040	(\$19,018,844)
FY 2041	(\$18,955,700)
FY 2042	(\$18,877,934)
FY 2043	(\$18,767,454)

Source: RBOC.

III. Financial Performance – Estimated

Financial Performance – Estimated (Operating)

- Net income before debt service, depreciation, etc. is estimated at approximately \$6.9 million in FY 2023
- After debt service, net income / (loss) before retained earnings is estimated at a loss of \$5.4 million in FY 2023
- Does not include capital improvement projects
- Does not include tenant distribution of aggregate net revenue from renovation to tenants (if any)

	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2022-26
Revenues	\$28,443,389	\$43,559,300	\$45,296,700	\$48,581,873	\$45,320,872	12%
Expenses	\$29,135,000	\$36,529,000	\$38,860,000	\$41,956,000	\$40,129,000	8%
Operating Income / (Loss) Before Debt Service, Depreciation, etc.	(\$691,611)	\$7,030,300	\$6,436,700	\$6,625,873	\$5,191,872	NA
Add: Golf Net	\$1,535,404	\$1,535,000	\$1,535,000	\$1,535,000	\$1,535,000	0%
Net Income/(Loss) Before Preventative Maintenance	\$843,794	\$8,565,300	\$7,971,700	\$8,160,873	\$6,726,872	68%
Less: Preventative Maintenance Funding - Golf	(\$283,949)	(\$292,467)	(\$301,241)	(\$310,279)	(\$319,587)	3%
Less: Preventative Maintenance Funding - Stadium	(\$1,365,000)	(\$1,405,950)	(\$1,448,129)	(\$1,491,572)	(\$1,536,320)	3%
Net Income/(Loss) Before Debt Service	(\$805,155)	\$6,866,883	\$6,222,330	\$6,359,022	\$4,870,966	NA
Debt Service - Net	(\$2,526,625)	(\$12,306,340)	(\$12,712,815)	(\$13,116,185)	(\$13,520,881)	52%
Net Income/(Loss) Before Retained Earnings	(\$3,331,780)	(\$5,439,458)	(\$6,490,485)	(\$6,757,163)	(\$8,649,915)	27%

III. Financial Performance – Estimated



Financial Performance – Estimated

- Additional detail is provided in the following table
- Does not include capital improvement projects
- Does not include tenant distribution of aggregate net revenue from renovation to tenants (if any)

	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	CAGR 2022-26
Operating Revenue						
License Fee/Rent	\$4,353,000	\$7,470,000	\$7,398,000	\$7,973,000	\$7,692,000	15%
Rental Fee/Vendors	\$259,000	\$540,000	\$556,000	\$573,000	\$590,000	23%
Advertising/Sponsorship	\$3,355,000	\$3,485,000	\$3,591,000	\$3,700,000	\$3,485,000	1%
Premium Seating	\$5,146,000	\$10,078,000	\$9,813,000	\$10,674,000	\$9,008,000	15%
Admissions Tax	\$426,000	\$599,000	\$732,000	\$744,000	\$788,000	17%
Ticket Master Rebate	\$1,036,000	\$990,000	\$901,000	\$1,052,000	\$954,000	-2%
Concessions	\$1,168,000	\$2,440,000	\$2,459,000	\$2,600,000	\$2,511,000	21%
Novelties	\$603,000	\$440,000	\$260,000	\$460,000	\$270,000	-18%
Parking/Shuttle	\$2,746,000	\$3,910,000	\$3,890,000	\$4,160,000	\$3,912,000	9%
Miscellaneous	\$830,000	\$1,140,000	\$1,205,000	\$1,141,000	\$1,131,000	8%
Operating Revenue - Total	\$19,922,000	\$31,092,000	\$30,805,000	\$33,077,000	\$30,341,000	11%
Billable Costs Recovery	\$7,405,389	\$11,340,000	\$14,019,100	\$15,019,973	\$14,482,672	18%
Other Revenue						
Trademark Income	\$10,000	\$10,300	\$10,600	\$10,900	\$11,200	3%
Cell Sites	\$317,000	\$327,000	\$337,000	\$347,000	\$357,000	3%
PCOC Reimbursable Sales Support	\$48,000	\$49,000	\$50,000	\$52,000	\$54,000	3%
Tournament of Roses Annual Gift	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	0%
Tournament of Roses Payment (2021 Game)	\$666,000	\$666,000	NA	NA	NA	NA
Other Revenue - Total	\$1,116,000	\$1,127,300	\$472,600	\$484,900	\$497,200	-18%
Revenue - Total	\$28,443,389	\$43,559,300	\$45,296,700	\$48,581,873	\$45,320,872	12%
Event Expenses	\$19,554,000	\$26,570,000	\$28,503,000	\$31,181,000	\$28,916,000	10%
Non-Event Expenses						
Salaries and Benefits	\$4,600,000	\$4,780,000	\$4,970,000	\$5,170,000	\$5,380,000	4%
Services and Supplies	\$4,780,000	\$4,970,000	\$5,170,000	\$5,380,000	\$5,600,000	4%
Abatements	\$75,000	\$78,000	\$81,000	\$84,000	\$87,000	4%
Internal Services	\$76,000	\$79,000	\$82,000	\$85,000	\$88,000	4%
Other	\$50,000	\$52,000	\$54,000	\$56,000	\$58,000	4%
Non-Event Expenses - Total	\$9,581,000	\$9,959,000	\$10,357,000	\$10,775,000	\$11,213,000	4%
Expenses - Total	\$29,135,000	\$36,529,000	\$38,860,000	\$41,956,000	\$40,129,000	8%
Operating Income / (Loss) Before Debt Service, Depreciation, etc.	(\$691,611)	\$7,030,300	\$6,436,700	\$6,625,873	\$5,191,872	NA
Add: Golf Net	\$1,535,404	\$1,535,000	\$1,535,000	\$1,535,000	\$1,535,000	0%
Net Income/(Loss) Before Preventative Maintenance	\$843,794	\$8,565,300	\$7,971,700	\$8,160,873	\$6,726,872	68%
Less: Preventative Maintenance Funding - Golf	(\$283,949)	(\$292,467)	(\$301,241)	(\$310,279)	(\$319,587)	3%
Less: Preventative Maintenance Funding - Stadium	(\$1,365,000)	(\$1,405,950)	(\$1,448,129)	(\$1,491,572)	(\$1,536,320)	3%
Net Income/(Loss) Before Debt Service	(\$805,155)	\$6,866,883	\$6,222,330	\$6,359,022	\$4,870,966	NA
Debt Service	(\$14,976,331)	(\$15,377,790)	(\$15,784,265)	(\$16,187,634)	(\$16,592,330)	3%
Non-Operating Revenue (Bond Subsidies/BABs/etc.)	\$3,071,450	\$3,071,450	\$3,071,450	\$3,071,450	\$3,071,450	0%
City Contribution to Debt Service	\$9,378,257	\$0	\$0	\$0	\$0	-100%
Debt Service - Net	(\$2,526,625)	(\$12,306,340)	(\$12,712,815)	(\$13,116,185)	(\$13,520,881)	52%
Net Income/(Loss) Before Retained Earnings	(\$3,331,780)	(\$5,439,458)	(\$6,490,485)	(\$6,757,163)	(\$8,649,915)	27%

Appendix A – Financial Performance – Estimated (RBOC/City Format)

Appendix A – Financial Performance – Estimated (RBOC/City Format)



CAA ICON Estimates

- To be consistent with RBOC accounting practices, CAA ICON has included debt service subsidy in stadium revenue

CAA ICON Estimates (\$000s)	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate
Beginning Operating Amount Available	\$8,211	\$1,379	(\$4,060)	(\$10,551)	(\$17,308)
Stadium					
Revenue	\$31,515	\$46,631	\$48,368	\$51,653	\$48,392
Expenses					
Operating Expenses	\$29,135	\$36,529	\$38,860	\$41,956	\$40,129
Debt Service	\$14,976	\$15,378	\$15,784	\$16,188	\$16,592
Debt Service - Contribution from City	(\$9,378)	\$0	\$0	\$0	\$0
Stadium Sub-Total	(\$3,218)	(\$5,276)	(\$6,276)	(\$6,490)	(\$8,329)
Golf Sub-Total	\$1,535	\$1,535	\$1,535	\$1,535	\$1,535
Net Income / (Loss) Before Set-Aside	(\$1,683)	(\$3,741)	(\$4,741)	(\$4,955)	(\$6,794)
Set-Aside From Operating					
Stadium Preventative Maintenance	(\$1,365)	(\$1,406)	(\$1,448)	(\$1,492)	(\$1,536)
Golf Preventative Maintenance	(\$284)	(\$292)	(\$301)	(\$310)	(\$320)
Net Income / (Loss) After Set-Aside	(\$3,332)	(\$5,439)	(\$6,490)	(\$6,757)	(\$8,650)
Less RBOC Reserve Policy	(\$3,500)	\$0	\$0	\$0	\$0
Ending Operating Amount Available	\$1,379	(\$4,060)	(\$10,551)	(\$17,308)	(\$25,958)

Appendix B – FY 2021 Forecast

Appendix B – FY 2021 Forecast

FY 2021 Forecast

- FY 2021 Forecast as of 04/15/21
 - Assumes City contribution to debt service
 - RBOC/City format

	FY 2021 RBOC Forecast
Operating Revenue	\$6,271,333
Other Revenue	\$343,000
Revenue - Total	\$6,614,333
Event Expenses	
Non-Event Expenses	\$2,807,610
Non-Event Expenses - Total	\$7,142,844
Expenses - Total	\$9,950,454
Operating Income / (Loss) Before Debt Service, Depreciation, etc.	(\$3,336,121)
Debt Service	(\$14,578,356)
Non-Operating Revenue (Bond Subsidies/BABs/etc.)	\$3,071,450
City Contribution to Debt Service	\$11,506,906
Debt Service - Net	\$0
Net Results	(\$3,336,121)
Add: Golf Net	\$1,799,806
Net Income/(Loss) Before Preventative Maintenance	(\$1,536,315)
Less: Preventative Maintenance Funding - Golf	(\$340,000)
Less: Preventative Maintenance Funding - Stadium	(\$1,500,000)
Net Income/(Loss) Before Retained Earnings	(\$3,376,315)

Source: RBOC.

Limiting Conditions And Assumptions

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This analysis is subject to our contractual terms, as well as the following limiting conditions and assumptions:

- The analysis has been prepared for internal decision making purposes of the Client only and shall not be used for any other purposes without the prior written permission of CAA ICON.
- The analysis includes findings and recommendations; however, all decisions in connection with the implementation of such findings and recommendations shall be Client's responsibility.
- Ownership and management of the facility are assumed to be in competent and responsible hands. Ownership and management can materially impact the findings of this analysis.
- Any estimates of historical or future prices, revenues, rents, expenses, occupancy, net operating income, mortgage debt service, capital outlays, cash flows, inflation, capitalization rates, yield rates or interest rates are intended solely for analytical purposes and are not to be construed as predictions of the analysts. They represent only the judgment of the authors based on information provided by operators and owners active in the market place, and their accuracy is in no way guaranteed.
- Our work has been based in part on review and analysis of information provided by unrelated sources which are believed accurate, but cannot be assured to be accurate. No audit or other verification has been completed.
- Current and anticipated market conditions are influenced by a large number of external factors. We have not knowingly withheld any pertinent facts, but we do not guarantee that we have knowledge of all factors which might influence the operating potential of the facility. Due to rapid changes in the external factors, the actual results may vary significantly from estimates presented in this report.
- The analysts reserve the right to make such adjustments to the analyses, opinions, and conclusions set forth in this report as may be required by consideration of additional data or more reliable data which may become available.
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- Possession of the analysis does not carry with it the right of publication. It shall be used for its intended purpose only and by the parties to whom it is addressed. Other parties should not rely on the findings of this report for any purpose and should perform their own due diligence.
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