



2019 Non-NFL Events Marketing Plan

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Executive Summary

Levi's® Stadium's non-NFL events business continues to generate revenue for the Stadium Authority while successfully bringing new shows and events to Santa Clara. Additionally, the local hotels and businesses benefit from the large number of people who travel to Santa Clara from all over the state and country to attend these events. Levi's® Stadium has grown a distinct reputation as a premier entertainment venue, resulting from the combination of consistently high client satisfaction ratings, a steady pipeline of high-impact events, and incorporating data-driven decision-making into contracting, planning, and executing events.

As Stadium Manager, the Forty Niners Stadium Management Company continues to adapt its business strategy to the changing sports and entertainment landscape, and will focus our efforts in 2019 on business development, continued guest satisfaction, and building the Levi's® Stadium brand as a global entertainment venue. To achieve these objectives, our strategy and approach to guest communication and engagement requires us to adapt our traditional communication vehicles and content strategies, tailored to different demographics. Specifically, the Stadium Manager plans to engage new and returning clients and guests by:

- Sourcing new events and relationships through active involvement in local and national organizations
- Leveraging historical event data to market Levi's® Stadium's comparative advantages to the most relevant industries and organizations
- Creating engaging and informational sales collateral to educate new clients and spark interest in the marketplace
- Utilizing a CRM platform to update the way we manage sales leads and measure ROI on sales initiatives and marketing campaigns

Through this deeper connection between Levi's® Stadium events and its guests, the Stadium Manager will achieve the optimal outcome for the business, Stadium Authority revenue and community engagement.

Levi's® Stadium Event Definitions and Profiles:

The venue's non-NFL business is comprised of two over-arching event categories, Major Events and Special Events.

Major Events are stadium-wide, ticketed events open to the public. The Stadium has successfully executed a variety of different events that have brought greater fandom and economic impact to the local market. Spanning numerous leagues, sports, and attractions, Major Events have helped establish Levi's® Stadium as an iconic venue, but by no means is the Major Events business the sole driver of the non-NFL events business.

Special Events are private, contracted, and usually non-ticketed and exclusive events, subject to the event's nature and the client's objectives. These events span a wide range, from weddings to corporate anniversaries, charitable fundraisers, and conferences, and make up the vast majority of the venue's event calendar (over 80% of all Stadium events). The Special Events sales pipeline is driven primarily by relationships formed with local companies as well as our reputation and established experience in hosting a variety of events. Therefore, we are not only focused on the immediate health and profitability of our business, but also the connections we create with clients and opportunities to innovate the venue's guest experience.

Levi's® Stadium Special Events

Looking back:

In the 2018 calendar year, the Levi's Stadium Special Events sales team booked 106 special events resulting in over 40,000 event guests visiting the stadium. Of the 106 special events booked, 9 events consisted of 1,000+ attendees and 38 of the 110 events occurred in the months of October and December. The holiday season is consistently a busy time for the stadium and this season was no exception. The sales team booked 22 holiday parties and meetings within the timespan of two and half weeks, all while maneuvering the NFL schedule and college football games. In one weekend alone, the stadium hosted four parties on a Friday night, two parties on a Saturday night for over 3,000 guests and then hosted an NFL football game that Sunday at 1pm. It was no doubt one of our busiest weekends and we were able to successfully execute all events while also securing repeat business for the 2019 holiday season.



2018 Key Wins/Strengths

1. New concessionaire

In March 2018, Levy began operating as the new concessionaire and caterer at Levi's Stadium which created an exciting opportunity for the Special Events team. About 50-60% of a private event is typically spent on food and beverage so the caterer is a large part of what makes the event a success. Although food and beverage is not always the top priority for our clients, it's typically what guests remember most, for better or worse. The introduction of a new catering partner provided us with an opportunity to start fresh and work with the staff and Executive Chef to create menus and concepts that are popular with clients. We have been encouraged by Levy's innovative mindset and willingness to think beyond standard banquet menus to provide a truly memorable culinary experience. We feel the addition of a new caterer will be a major opportunity as we work to bring in new clients and events.



2. Increased attendance at industry events & participation in strategic partnerships

One of our 2018 initiatives was to amplify our brand in the marketplace and we were able to accomplish that initiative through industry sponsorships and networking events. Over the past year, the Special Events Sales team was tasked with attending monthly events in the Bay Area and traveling to national conferences. Although every event may not result in a lead, each event provides an opportunity to connect with companies and organizations that host events and understand what they are looking for in a venue. The time between meeting a prospect and booking their event could be months or even years, so it's important that we build strong relationships with our clients and maintain them through consistent sales calls and events. In addition to meeting clients, the events are also a great way to promote our brand and build trust within the community which can lead to referrals.

In addition to events, we have made it a priority to invest in strategic partnerships that will provide us with additional exposure to local businesses, associations and planners. These include the Silicon Valley Business Journal, SF Travel, Professional Convention Management Association, Meeting Professionals International and the Admin Awards. We have selected these organizations based on their list of members & attendees, style of events and added partner benefits. We will continue to evaluate these partnerships and the ROI based on leads generated from each event and the overall impact to brand awareness.



3. Continued success with high client satisfaction ratings

Over the past year, 74 of our clients have completed a post-event survey, otherwise known as an In-Depth-Interview or IDI. The survey covers each step in the event process, from sales to planning to event execution and billing. Clients are asked a series of questions about their experience working with the stadium event staff and then asked to rank their experience 1-5, 1 being a low score and 5 being a high score. Of the 74 surveys received, 90% of clients gave the event experience an overall score of 4 or above. Additionally, the following categories received an average score of 4.5 or above: Event Booking (4.75), Event Planning (4.5), Event Execution (4.7) & Overall Score (4.6).

Learnings

Learning how to market and sell the stadium after 5 years in operation and new venues opening around the Bay Area.

During the first couple years in operation, Levi's Stadium created quite a buzz amongst local corporations, associations and social groups looking to host their event in a unique location. Like most organizations in the Bay Area, our clients are constantly seeking out new and exciting event venues to provide their attendees with one of kind experiences. Whether it be a sports venue, museum, historic building, warehouse space or some other unique location, companies are moving beyond hotels and convention centers and looking into venues that will flip the script on the standard ballroom experience. Although Levi's Stadium has quickly become a favorite destination for Special Events, we understand newer venues might become exciting for clients in the short term so we must continue to evolve.

Since opening our doors we have had the privilege to host almost every type of special event and with each event we host, we learn more about our clients and how best to activate the stadium. We have been able to use feedback and statistics from past events to really understand what clients are looking for and how Levi's Stadium can add value to an event experience. Information from past events can be used to drive new business by creating templates for each space, considering successful room layouts, AV setups and unique activations (i.e. signage opportunities.) We also consider client feedback from post-event survey results and internal event recaps while building proposals for future events.

As we look to the future, we must first understand the changing landscape around us and what newer venues are bringing to the table. Levi's Stadium provides an experience and backdrop unlike any other in the Bay Area, which is why we subscribe to the belief that we do not need to compete with other venues. However, we must continue to evolve if we plan to grow the Special Event business and remain competitive with our neighboring venues. This evolution includes adapting to new event trends, updating event spaces through décor and technology, and creating new experience packages to add value for clients. We can achieve this through attending industry events and conferences, visiting other venues and not only surveying clients but putting their feedback into action. It goes without saying that Silicon Valley is the heart of global technology and innovation which puts Levi's Stadium in the spotlight when it comes to innovative venues.

Learnings In-Review:



Business Updates:

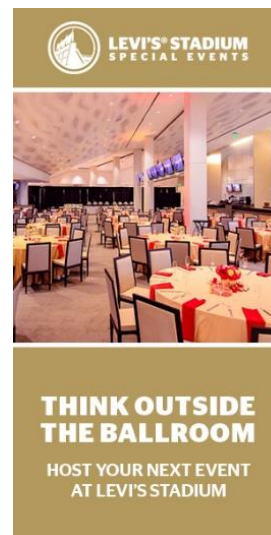
1. Adding resources

In May 2018, the Special Events team hired a Manager to oversee the Sales Team and business development. The purpose of this role is to encourage outbound sales, source strategic partnership opportunities and manage the daily productivity of the sales team including sales calls, site visits and contract negotiations. While we continue to have daily inbound calls and e-mails, it's equally as important to prospect new opportunities and spread brand awareness through active involvement in the local and national marketplace. This position enables the team to grow and helps to build a sustainable model that will bring in new business for years to come.

2. Amplify the venue's brand in the marketplace

In 2018, we launched the Levi's Stadium Special Events logo under the Levi's Stadium brand. The goal was to create a brand strictly dedicated to Special Events at Levi's Stadium that could be used for marketing, collateral and sponsorships at industry events. The Special Events business is unique when compared to the Major Events business and this brand provides the sales team with a platform to tell our story. As other sports and entertainment venues begin to understand the value of a Special Events department, many are moving in a similar direction. Since the launch of our logo in 2018, we have fully transitioned to only using the Levi's Stadium Special Events logo when selling and marketing private events. We had initial concerns that it would take some time for clients to recognize the new logo, but that was not the case. Thanks to great design work and clear communication, we experienced a nearly seamless transition and we have received positive reviews of the new logo. Below are some samples of how the logo has been used over the past year:

Web Ads:

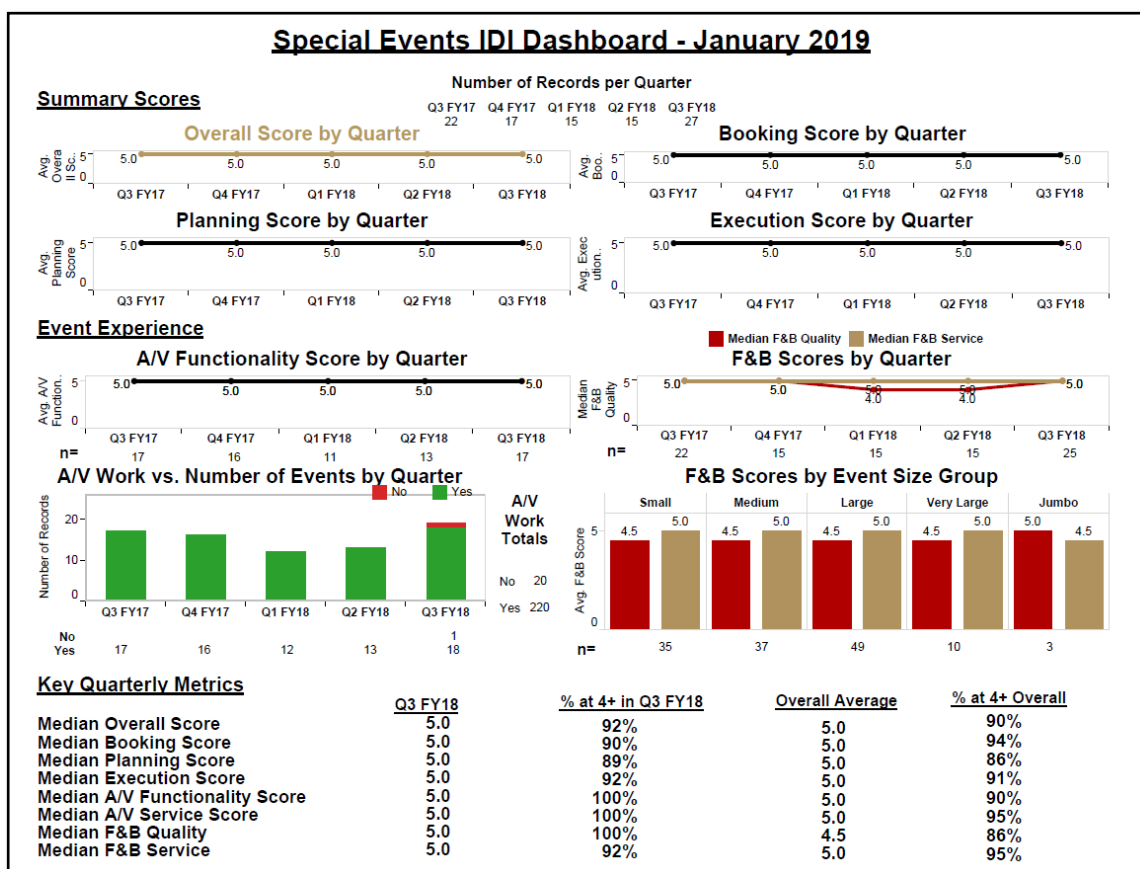


Client/Prospecting Events:

3. Leverage historical event data and established marketing channels to understand and strategically target new clients and opportunities

We continue to make great strides across the non-NFL events business by incorporating historical data, competitive analysis, and client feedback into how we evaluate and improve our non-NFL events' business model. Specific to client feedback, we developed the In-Depth Interview (IDI) program where we interview clients after events to review their holistic event experience and capture qualitative and quantitative feedback.

Client feedback is paramount to our business and has become one of the most important tools in measuring success and understanding our clients. These surveys are a key indicator of our ability to successfully sell, plan and operate an event, based on our client's goals and objectives. The number of leads generated by a particular marketing campaign is irrelevant if we are not able to properly execute an event and keep our clients satisfied. Having the ability to survey our clients immediately after an event provides a unique opportunity to gather real-time feedback, which might otherwise be lost or distorted with the passing of time. As shown in the chart below, 74 clients completed an IDI survey for the 2018 calendar year. The results will show that we consistently score high on event booking, event planning, event execution and AV functionality. We did receive lower than average scores on F&B during Q1 and Q2 which was attributed to the catering transition between our previous concessionaire and our current partner, Levy. We were pleased to see that F&B scores increased during Q3 and we look forward to continued success with Levy as we build out custom menus and F&B experiences for clients.



We use the feedback collected from IDIs along with successful event templates to target new clients and event opportunities. For example, if we receive great feedback from a client that hosted a conference in certain event spaces, we will use that template to build out new proposal for future clients. Although every event is slightly different from the next, we can provide a roadmap for clients to navigate the stadium and understand how their event might fit into such a unique space.

4. Engage local civic and industry-relevant partners to grow strategic relationships and recurring business

While we have successfully created relationships with key promotional partners and athletic organizations and associations in service of contracting Major Events, we have not fully realized our potential to grow the Special Events business alongside key civic partners, including the Santa Clara and San Jose Convention Centers. Furthermore, we have an opportunity to work with the new concessionaire, Levy, in developing a true partnership by leveraging their network and client portfolio to bring new clients and recurring events to Levi's® Stadium.

Over the past year, we have focused our efforts on sourcing strategic partnerships and building strong relationships with businesses and organizations around the Bay Area. As with most event venues, our first step was to lean on our local CVB to understand their pipeline and how we might be able to encourage large conferences and private events to come to Santa Clara. As the status of the Santa Clara CVB changed throughout the year, we began to work with other local organizations to continue to promote Santa Clara as a destination for Special Events. We have continued our partnership with SF Travel which includes print and online ad opportunities as well as speaking opportunities at events. We have also discussed ways to partner with SF Travel at national events to help promote the greater Bay Area as an event destination.

Another organization we have partnered with is the Silicon Valley Business Journal. Through this partnership we have been able to promote the Levi's Stadium Special Events brand both online and at Business Journal events. These events include the C-Suite Awards, the Corporate Philanthropy Awards and most recently, the Book of Lists event. Although we have experienced interest from businesses and associations at these events, we understand that many of these relationships will be long term and the ROI might be most evident in brand awareness and referrals.



Looking Forward:

This year, we are not only focused on how to sustain the Special Events business but also how to ensure it thrives for years to come. As we embark on our fifth year in operation, we have a solid base of data and experience that we can use to drive decision making. However, we must also look outwards to other venues and industry professionals to continue to educate ourselves. Our industry is built on relationships and reputation so we must be proactive in our approach to networking and find new opportunities to grow our business.

As we continue to “think big” and work to build a foundation for a thriving business, we will focus on three key initiatives this year:

1. Active involvement at local and national sales conferences to build brand awareness and bring national events to Santa Clara.

A majority of our market research is conducted through attending local and national tradeshow, meeting with planners and Destination Management Companies (DMCs) and visiting other venues to compare best practices. Although there are many factors that can drive the decision making process for clients, there are common themes that arise each year related to event venues. The top priorities are typically: budget, location, room capabilities/flexibility, unique setting and responsiveness of staff. With this information we can focus on what makes Levi's Stadium valuable to prospective clients and what sets us apart from other venues in the area.

We currently focus our outbound sales efforts within the Silicon Valley region, given that most of our clients are located within 20 miles of the stadium. We then expand to the greater Bay Area, attending events in San Francisco and the East Bay and even Sacramento as clients are typically willing to invest in transportation for a unique venue experience. Finally, we look to regional and national conferences which provide us with exposure to national brands and traveling shows.

A new initiative for 2019 is to have a stronger presence at national sales conferences and tradeshow to spread brand awareness outside of our local marketplace. We are consistently learning of new clients and industries we have not yet had the opportunity to work with attending events is a great way to meet prospects. Without a CVB to partner with currently, we will look to other partnership opportunities to provide national exposure for not only Levi's Stadium but the Santa Clara region. As we continue to maintain strong relationships in the Bay Area, it's imperative that we also look to the national conferences for opportunities to host larger events and build our reputation.

Below are a few examples of the industry events we have attended over the past year and some we hope to attend in 2019:

Silicon Valley events

- All Things Meetings
- Silicon Valley Business Journal
- Genentech Supplier Event
- Silicon Valley Young Professionals
- Silicon Valley Concierge Association

Bay Area events

- Meeting Professionals International, Northern CA
- Professional Convention Management Association – BAMIE Awards
- SF Business Journal
- Admin Awards
- Connect CA
- CalSAE

National Events

- Meeting Professionals International, World Education Conference
- Connect Marketplace
- IMEX

2. Fully integrate the CRM platform to manage sales leads, track conversions and better understand trends related to lost business.

In 2019, the CRM software will be fully integrated into the Special Events sales process. This software will help organize leads, tracking from initial call to booking the event. Over the past year we have reevaluated our internal process and determined that CRM will play an important role in running reports and understanding ROI related to industry events and sponsorships. Moving forward, we will be able to track leads that were generated from networking events and pull that data when evaluating whether to continue participation or look to new opportunities within the industry. This process will also help us to understand common reasons for lost business, whether it be availability, budget, scope of the event, client cancellation, etc. Although we understand we will not be able to book 100% of the leads that enter our pipeline, we will continue to review lost business and determine how to create future opportunities based on the information we track.

3. Create engaging and informative sales collateral to encourage new business and spark interest in the marketplace.

We will focus on continuing to create engaging and informative collateral for clients. When speaking with new clients, our first suggestion is to setup a site visit so they can experience the stadium first hand. With unique club spaces and layouts, it's important for clients to be in the space while discussing options for their event. When clients are not able to visit the stadium or need information prior to their visit, the collateral we share can play a major role in the decision making process.

One strategy that we are excited to launch this year is the Special Events Sales Kit. This is a document that will be available both online and in print for clients to reference during sales calls and site visits. The purpose of the sale kit is to provide new clients with a snapshot of what it looks like to host an event at Levi's Stadium. The kit will include pages dedicated to each event space as well as information on Levy catering and other amenities and experiences specific to Levi's Stadium.

In addition to the Sales Kit, we are currently working on a promotional video that we can feature on social media channels and at industry events. Through market research, we have learned that videos perform better than static content on social media, therefore we have decided to make it one of our initiatives for 2019 as we build a collection of engaging material that can be shared with clients. We hope to have this project completed by late spring and promote the video through the end of the year.

Section in-Review:

**Active
Involvement
at National
Sales Events**

**Improved
Tracking
Through CRM
Platform**

**Engaging and
Informative
Sales
Collateral**

Levi's® Stadium Major Events

Looking Back:

The Levi's® Stadium's Major Events business has been a key driver in propelling the venue's reputation and popularity to new heights, most recently evidenced by the Taylor Swift Tour, which was the second highest grossing concert tour in the Stadium's history, the Mexico vs Iceland match, which was one of the highest grossing Mexico-friendlies at the Stadium, and the College Football National Championship game, which was watched by more than 25 million viewers. Major Events also drive the Special Event business, enticing corporate and social clients to book events at Levi's® Stadium based on its popularity and prominence in the sports and entertainment industry. In 2018, we saw roughly half a million patrons come to Levi's Stadium – many of these events also drawing national TV viewership.

These types of marquis events are also important to the Stadium Authority's 50,000+ SBL holders who have committed more than \$500M to Levi's Stadium. Recent data shows that the quality and quantity of Major Events at Levi's Stadium is ranked as an important benefit for the SBL customers, and more than half of the SBL customers have purchased tickets to one or more Major Events. In a 2018 survey, 57% of the survey participants ranked Major Events as "Extremely or Very Important", with an additional 33% ranking them as "Moderately Important".

To sustainably grow the business as well as develop a consistent event calendar for years to come, we cannot rest on prior achievements but must look ahead to how we can be innovative in the events we attract as well as the fan experience we provide. With that in mind, our Major Events business underwent three significant changes / updates over the last six months that will serve as initial groundwork to help grow this particular business:

1. Improved proposal process

The Stadium Manager has continually raised the quality of bids presented and has improved the contracted event agreements. Our goal is to optimize the proposal process to ensure we are competitive for attractive high-impact events and succeed in bringing new or established events to Levi's Stadium. Furthermore, by continually innovating our proposal process, we have effectively standardized roles and responsibilities within the greater bid process to better prepare ourselves on announcing, marketing, and delivering these events.

2. Cross-departmental involvement in the promotion and execution of an event

Including more departments in how an event gets announced, promoted, and executed has allowed Levi's® Stadium to capitalize on several unique skillsets residing around the organization to optimize how we perform as a business and as a service with respect to our Major Events. For example, we have created more structure to incorporate our Marketing and Design teams into the comprehensive event execution plan, which has not only helped overall exposure and caused attendance to rise but has also paid dividends on increasing demand and viewership for these events.

3. Emergence as a soccer destination

Levi's® Stadium has developed a reputation as a soccer destination for local, national, and international teams and tournaments. For context, Levi's® Stadium has hosted 11 soccer matches in the last three years, including European soccer clubs in the International Champions Cup, International teams in the Copa America Centenario as well as the CONCACAF Gold Cup, and professional teams from Major League Soccer. Furthermore, our soccer matches have attracted a wide range of fans, in total bringing over 588,000 fans to the stadium. While soccer has been successful so far, the Stadium Manager aims to continue hosting national and international soccer matches while pursuing more high-demand international tournaments and anticipated matches. Most recently, the venue has submitted a complete bid for the FIFA 2026 World Cup and expect

to not only be competitive in the soccer world, but also continue emerging as a leader and U.S. soccer destination.

As of January 2019, we currently have seven major events slated for 2019, anchored by the Rolling Stones. This is an important event for Levi's Stadium, as 2019 is shaping up to be a year where fewer artists are performing stadium shows. Landing the Rolling Stones show was a major win for our building - They are only playing fifteen shows, with just three of those on the west coast.

Other highlights for 2019 include:

- International Champions Cup – Relevant, the event promoter, has revamped their strategy for 2019, which will include fewer matches and more guarantees for premium matchups and players. We have proven over the past 4+ years to be a premium stop for international soccer events and this re-tooled approach will be very impactful on the overall success of the tour.
- US Women's National Team vs. South Africa – this will be the first ever women's team event to take place at Levi's® Stadium. This is a unique event and should attract a new fan base to Levi's® Stadium.
- Mexico Men's National Team vs. Paraguay – We will look to build upon our recent success with Mexico Men's National Team matches.

Looking Forward:

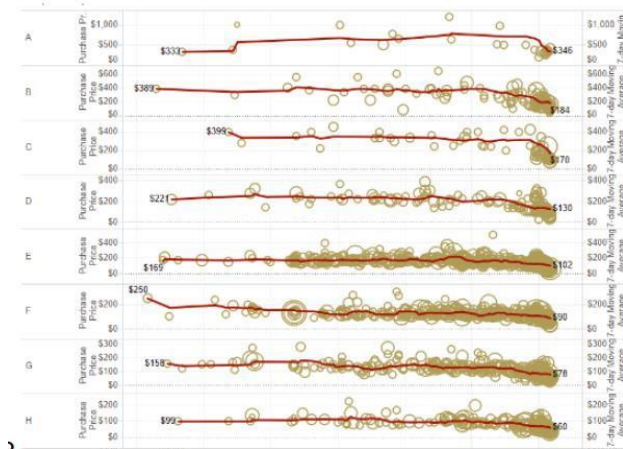
After four years of attracting, contracting, and successfully executing several high-profile events and shows, we will continue to focus on innovation for both the fan's experience and the venue's brand.

1. Leverage financial projections and ticketing data from past events to drive incremental revenue

As the ticketing landscape and financial models behind sports and entertainment continue to change, we need to think of new ways to capitalize on high-demand products and events by tracking and monitoring the ticket marketplace with predictive analytics. With four successful previous years of hosting events we can leverage past results and key event metrics, including attendance, average ticket price (ATP), revenue per fan by event, number of new fans versus returning fans. Keeping our measurements tied to the revenue results of our events will provide the clearest indication of these effort's success and what elements of our strategy or initiatives need to be changed or improved moving forward.

Data-driven marketing campaigns: Similar to how we aim to apply the principles of A / B testing to determine optimum marketing strategies for Special Events, we will continue examining where fans go to learn about events, where they buy tickets, and what drives those actions in order to best market our events to fans and drive conversion. This concept is realized through a multitude of campaigns across email and social channels, especially Facebook, measured against KPIs to help monitor success and failure to best use our marketing spend. An iterative feedback loop will be instrumental in helping us continually improve our marketing strategy while learning what plans / campaigns work for different events, various target demographics, or other determining factors.

Dynamic Ticket Pricing: Applying dynamic ticket pricing as a common practice to all non-NFL events will help us better price ticketed events while allowing the venue to capture incremental revenue using predictive analytics of the secondary market. We have developed tools and dashboards similar to the following examples, which highlight secondary market activity and current sell-through rates for Stadium events.



Ticket prices relative to secondary market



Levi's® Stadium view by percentage seats sold

Group Packages and Experiences: To help drive demand and attendance for events that are not anticipated sell-outs, we have several methods to incentivize group ticket purchases, strategic use of complimentary tickets, and additional hospitality or premium packages to drive additional revenue. Specifically, Levi's® Stadium events can leverage Loaded Tickets, a virtual payment method that allows fans to spend money by using their ticket at the game, in order to drive group sales and increased event day per cap. Additionally, Levi's® Stadium seeks to leverage other elements of the Stadium Manager's business, especially fan-facing departments (i.e. Fan Engagement and 49ers EDU) to tap into viable group ticket sale targets.

Section in-review:

**Data-drive
Marketing
Campaigns**

**Dynamic
Ticket
Pricing**

**Group
Packages &
Experiences**

2. Strengthen existing partnerships with external teams and leagues to increase our event schedule and host more high-impact events

Several marquee events in Levi's® Stadium's history were only made possible through the relationships that the Stadium Manager and the City of Santa Clara forged across the greater Bay Area community, which over time have and will continue to bring more high-impact events to Santa Clara. Civic leaders from the City of Santa Clara and beyond have come together to bring events like WrestleMania, Super Bowl 50, the College Football Playoff National Championship and the 2017 Gold Cup Finals to Santa Clara, and we are already working towards bigger events and achievements together, most recently in the 2026 FIFA World Cup bid.

In order to find similar opportunities for large-scale events, we will continue building our relationships with the key promoter groups involved across event types. These promoter groups include ICC / Relevant, Soccer United Marketing, FIFA, AEG, Live Nation, Global Planet, the Pac- 12 Conference, Feld Entertainment, and the College Football Circuit. As a priority for 2019 we are working with these promoters to expand our business and event profile, ideally bringing new events and audiences to Levi's® Stadium.

Assessing these efforts will be based on both our efforts and activities related to bringing more high-impact events to the Stadium along with our results in booking and executing these events. Specifically, it will be important to track and report how many event proposals and bids we participate in along with what events we contract and the key results of those events, including attendance, guest satisfaction, revenue, profit, and economic impact.

Incentivize collaboration in booking and hosting events: Historically Levi's® Stadium has been successful in hosting MLS and international soccer matches, in part due to a mutually beneficial partnership between the Stadium Manager and the San Jose Earthquakes. This partnership continues to be very fruitful, both in events co-hosted along with unexpected opportunities by virtue of collaborating with a leader in a related but distinct event field, most recently in our bid to host the 2026 World Cup. Forging similar partnerships where teams, leagues, and organizations are incentivized to collaborate is a key go-to-market strategy, specifically with peer organizations / venues, including AT&T Park to help the holistic Bay Area event business grow and present new opportunities otherwise unknown.

Incentivize multi-year agreements: Securing consistent events provides a degree of secured revenue to plan and budget around while providing flexibility to host events with ranging financial incentives. Furthermore, multi-year deals allow our organization to continue improving in our execution of an event, ideally resulting in improved financial performance with reduced costs based on learned efficiencies.

Section in-review:

**Incentivize
collaborative
booking**

**Incentivize
multi-year
deals**

3. Source new events and relationships

In conjunction with our existing relationships with teams, leagues, and industries, tremendous potential exists to bring in new events that could not only serve immediate financial and community benefits, but also create financial sustainability as recurring events. By working to break down and understand the event landscape relative to what our guests and community want, we can bring new events with less risk and greater potential to attract new, diverse groups.

We are looking into increasing the diversity of ticketed events to not only host large-scale concerts and sporting events, but also smaller and more intimate events as well. For example, one promoter has launched a non-traditional events business that encompasses smaller family/children events and book tours. We are one of the first football stadiums to have expressed strong interest in hosting these events and we believe that our strong relationship with the promoter may provide an opportunity to bring these events to Levi's Stadium in the future. We also have team members studying the feasibility and opportunity of other larger stadium events such as rugby, cricket, stadium golf, obstacle course racing, etc.

Furthermore, we will work to review the curfew policies with the City of Santa Clara and associated partners in order to align on an event calendar that is set up to host new, attractive events for the community. While there are several factors and aspects to the city curfew and associated policies, it will be critical to collaboratively develop a flexible event calendar that is attractive to the events and partners our collective community wants to bring to Santa Clara. The results of these efforts will be most clearly manifested in how many events are contracted and executed, along with lost or missed opportunities based on our policies and reputation in the entertainment industry.

Despite many restrictions and challenges in contracting, executing, and budgeting Major Events, our go-to-market strategy to actualize the three key initiatives above will help further the City of Santa Clara and

venue's ability to keep new Major Events coming while working towards financial stability and consistent growth in event count and revenue.

Competitive market research on upcoming / future events: In our continued effort to grow the non-NFL business on behalf of the Stadium Authority, we are constantly researching, analyzing, and planning for new events. One key tool that has allowed us to create early momentum behind this initiative is a multi-departmental research collection of nearby leagues, events, and upcoming event dates. Maintaining an updated event landscape allows us to keep pulse on the local entertainment market's activity, interest, and opportunities in order for us to best allocate our resources and contract events that will be a win for the Stadium Authority and the community.

Bid strategically and creatively: We are well-positioned with an established proposal framework, bid team, and drafting / execution process to bid on most stadium-relevant events that we believe will benefit the Stadium Authority and appeal to our community, increasing our opportunities to further develop our Major Events pipeline. While no proposals are the same, having the processes solidified with a framework to begin with and be executed by a trained department will help keep Levi's® Stadium nimble in its non-NFL events business efforts and better adapt to new and / or immediate event opportunities. A new focus for the coming year will be reviewing and analyzing more opportunities to host different events, such as the Stadium Links event, that creatively leverage the Stadium and accommodating infrastructure. Expanding our event profile will not only help build out our event calendar, but also attract new audiences and guests to the venue.

Advertise and promote Major Events and NFL games and related activities: To help increase popularity, viewership, and demand for Major Events, the Stadium Manager expects to continue promoting Major Events at 49ers home games and related NFL activities. While this has been an effective strategy for past Major Events, such as Monster Jam and previous Coldplay concerts, the Stadium Manager will look to increase and prioritize promoting Major Events at NFL events, with the expectation of increasing a Major Event's demand while bringing new, diverse audiences to our non-NFL events. Furthermore, the Stadium Manager will increase efforts to capitalize on NFL activities as opportunities to promote upcoming Major Events. The most recent example of this concept was during Fan Appreciation Day, before and during the final home game, where the 49ers used Gameday Entertainment activations to build awareness and demand for Monster Jam and the Taylor Swift concert, which was a successful effort we plan to build on next year. These promotions at NFL Events, and on the exterior LED panels on Levi's Stadium, will need to be negotiated with the 49ers, and the costs of the promotions will be borne by the Major Events.

Section in-review:



Conclusion

We are confident that we have outlined a marketing plan and overall strategic approach that will continue to drive high-impact events and revenues for Levi's Stadium, but there are some additional risks and considerations we will need to address and work on with the SCSA Staff to ensure the Stadium Authority's success for years to come. Specific to costs, it will be important to continue working together with respect to changes / updates that may impact the venue. From a brand perspective, it will be important for all parties to collectively manage the venue's reputation, calendar availability, and event broadcasting as these three factors are significant in our efforts to bring high-impact events to the Stadium while attracting a wide variety of guests.

Appendix

Levi's® Stadium Special Events

The Life Cycle of a Special Event

The life cycle of a special event begins with a lead and ideally will end with a lead. Whether it be a social gathering, association event or corporate meeting, groups are constantly planning events to help grow their business and build a stronger community within their industry. After a group determines what the event will be and how much they would like to spend, the next step is deciding on a venue. The objective of the Levi's Stadium Event Sales team is to be front and center when clients search for a venue whether it be online, through a referral or by attending events. Below is a brief description of our sales process from start to finish.

1. Sales Leads - Inbound V. Outbound

- a. Source of Inbound Leads:
 - Website – Event Inquiry Form
 - Direct e-mail (listed on our website & marketing materials)
 - Phone call (listed on our website & marketing materials)
- b. Source of Outbound Leads:
 - Networking events
 - Cold calls (phone or in-person meeting)
 - E-mail (direct or e-blast)

2. Initial Sales Call – Qualifying a lead

- a. Once a lead is generated, the sales representative will qualify the lead, discussing the client's budget and event specifications
 - If the lead does not fit the minimum requirements or the specifications are beyond what the stadium can accommodate, the sales representative will keep the lead on a list of prospective clients and include them in future e-mail campaigns and outreach. There is always a potential for these clients to come back to Levi's Stadium in the future.
 - If the client's budget and event specifications meet the stadium's requirements, then the lead is qualified as a "hot lead" meaning it's likely to go to contract.

3. Proposal Phase – Sales calls & site visits

- a. After the lead has been qualified as a "hot lead," the sales representative will then continue conversations with the client, setting up additional calls as well as a stadium site visit. This is when the client has an opportunity to tour the event space and ask questions about logistics, layouts, space capabilities, food and beverage, AV, event add-ons and anything else they wish to discuss. The sales representative may also include an Event Manager, the Catering Sales Manager and the AV Manager on site visits if it benefits the client.
- b. Once the sales representative understands fully what the client is looking for and the event objectives, a proposal can be created which outlines the estimated event costs.
- c. This phase will likely include communication back and forth between the client and the sales representative, clarifying the costs in the proposal and making updates as needed.

4. Contract Phase

- a. Once a proposal is agreed on, the sales representative will generate a standard event contract to include the estimated event costs and payment schedule as well as insurance requirements and other policies and procedures related to hosting an event at the stadium.
- b. Once the contract is signed by both parties and a deposit is paid by the client, the event is confirmed and can move on to the next phase, event planning.

5. Event Planning Phase

- a. After the contract has been fully executed, the Sales Representative introduces the client to their assigned Event Manager who will act as the main point of contact through the end of the event.
- b. The Event Manager is responsible for assisting in all event logistics, menu planning, AV requirements, event add-ons and 3rd party vendors as well as managing the client's budget and coordinating with internal departments. There are many roles involved in planning and executing private events, therefore the purpose of the stadium Event Manager is to streamline communication and reduce unnecessary stress on the client's side.

6. Event Execution Phase

- a. On the day of the event, the Event Manager works closely with the Event Operations Coordinator and internal department leads to ensure all event details have been properly communicated. From event install to a pre-event operations meeting to opening doors, there is always someone on site with the client making sure last minutes updates and adjustments can be accommodated.
- b. At the conclusion of the event, either the Event Manager or the Event Operations Coordinator remains onsite until all guests, client staff and vendors have exited the building.

7. Post-Event Phase – Billing, Event Survey and Sales Outreach

- a. In the days following the event, the Event Manager collects all final costs and sends the client a final invoice, typically within 48 hours. In addition to the final invoice, the client is sent a link to a post event survey. The survey covers every phase of the event, from sales to event planning to final billing. The goal of the survey is to give clients an opportunity to provide honest feedback immediately following the event, which is then reported and reviewed with internal departments.

8. Final Phase - Sales Outreach

- a. In an effort to keep the process truly cyclical, the Sales Representative will then reach out to the client to setup a call to discuss future event opportunities. Whether this call happens immediately following the event or weeks/months later, the Sales Representative will keep the client on a "past buyer" list and will check in with the client periodically. We never know when the next event opportunity will arise so frequent and consistent sales outreach is imperative.