



THE DOMINICAN
REPUBLIC

THE DOMINICAN REPUBLIC ELITE BASEBALL TRAINING + COMPETITION PLATFORM.

PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY



THE DOMINICAN
REPUBLIC



IS THE WORLD'S PREMIER YOUTH DIAMOND SPORTS PLATFORM.

PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY



THE GAME'S NEXT GENERATION PLAYS PERFECT GAME

310K+

COLLEGE COMMITMENTS

15,033

PLAYERS DRAFTED

2,152

PG PLAYERS MADE THEIR MLB DEBUT

1.5M+

2024 PLAYER PARTICIPANTS



PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY

OVERVIEW | 2025



OUR REACH IS UNMATCHED

Perfect Game is the biggest media ecosystem in youth baseball.

PGTV

37M

TOTAL VIEWS

4.5M

LIVE EVENT VIEWS

13M

UNIQUE VIEWERS

SOCIAL

825M

TOTAL VIEWS

3.5M

TOTAL FOLLOWERS

WEBSITE

340M

WEBSITE VIEWS

1M

DAILY VISITS

DK PLUS

95K

DK GAMES SCORED

23M

DK WATCHES

65K

SUBSCRIPTIONS

82K

STREAMING HOURS



THE EARLY DAYS

1995

Founded in 1995 in Cedar Rapids, Iowa, to showcase elite high school players who played their seasons after the MLB Draft.

1999

First PG Profiles on the website.

2001

First PG National Showcase – first BIG TIME showcase event at MLB's Tropicana Field, and still our premier showcase event for rising seniors.

2003

First Perfect Game All-American Classic.

2018

Rick Thurman and Rob Ponger assume Ownership position of Perfect Game.



THE DOMINICAN
REPUBLIC

BUILDING THE BRAND

2019

Expansion into Youth business with key acquisitions: Gulf Shores, Houston, Kansas City, Northeast.

2020

Launch of **PerfectGame.tv** during Covid pandemic.

2021

Rick Thurman and Rob Ponger purchase Super Majority position of Perfect Game.

2022

Launched **DiamondKast+** to include stats, video highlights, + live streaming.

Dick's becomes title sponsor of PG All-American Classic

2023

Launched: PG Branded Products in 250+ Dick's - Apparel, Headwear, Gear, Team Uniforms.

2024

Created a scalable Brand Platform with **"Believe in Baseball"** campaign.

Expansion into Australia and Japan

PG Eyewear Launch

2025

Launched **PG Leagues**

Rewards and Loyalty Program launched.



SPORTS FACILITIES COMPANIES OVERVIEW

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SPORTS FACILITIES ADVISORY
WAS FOUNDED IN 2003

THE SPORTS FACILITIES **COMPANIES**

..... OUR
MISSION
**IMPROVE THE
HEALTH & ECONOMIC
VITALITY OF THE
COMMUNITIES**
.....
WE SERVE

\$15 Billion

IN PLANNED & FUNDED

FACILITIES

3000 COMMUNITIES
SERVED

30 Million

VISITS AT SFC VENUES

- Institutional Grade Financial Forecasting
 - Economic Impact Projections
 - Strategic Program Planning
- Project Finance Support Services
 - Outsourced Management
 - National Network of Venues
- Operational Efficiency and Effectiveness

ICMA
INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

THE ASPEN INSTITUTE
PROJECT PLAY

FRPA
FLORIDA RECREATION
& PARK ASSOCIATION

SFNETWORK

THE SINGLE LARGEST SPORTS TOURISM NETWORK

WWW.THESFNETWORK.COM

LEADING THE INDUSTRY SINCE 2003



PLANNING

- Market Opportunity
- Feasibility
- Facility Program Plans
- Site Selection
- Institutional-Grade Financial Modeling



FINANCE SUPPORT

- Partnership Prospecting & Development
- Negotiations
- Funding Strategy
- Development Partners
- P3 Development
- Project Management



DEVELOPMENT

- Owner's Representation
- FFE/OSE Procurement
- Venue Planning
- Operational Readiness
- Vendor Negotiations
- Sport Comfort & Compliance



OPENING

- Turn-Key Management
- Daily Operations
- Brand Development & Marketing Strategies
- Strategic Partnerships
- Event Booking & Sales
- Legal & Risk Management



SFNETWORK

- Largest Sports Tourism Network in the US
- National Marketing
- Event Booking Platform
- Industry Expertise & Analytics
- Vendors & Partners

ADVISORY

DEVELOPMENT

MANAGEMENT

MANAGED PROPERTIES

INDOOR FACILITIES

ROCKY MOUNT EVENT CENTER - ROCKY MOUNT, NC
MYRTLE BEACH SPORTS CENTER - MYRTLE BEACH, SC
THE BRIDGE SPORTS COMPLEX - BRIDGEPORT, WV
HIGHLANDS SPORTS COMPLEX - WHEELING, WV
CEDAR POINT SPORTS CENTER - SANDUSKY, OH
WINTRUST SPORTS COMPLEX - BEDFORD PARK, IL
MORRISTOWN LANDING - MORRISTOWN, IN
LEGENDS EVENT CENTER - BRYAN, TX
WEST MONROE SPORTS & EVENTS - WEST MONROE, LA
FORT BEND EPICENTER - FORT BEND, TX

INDOOR/ OUTDOOR FACILITIES

IRON PEAK SPORTS & EVENTS - HILLSBOROUGH, NJ
HORIZONS EDGE SPORTS CAMPUS - HARRISONBURG, VA
ROCKY TOP SPORTS WORLD - GATLINBURG, TN
HOOVER MET COMPLEX - HOOVER, AL
SAND MOUNTAIN PARK - ALBERTVILLE, AL
ADVENT HEALTH SPORTS PARK - OVERLAND PARK, KS
SCHEELS SPORTS PARK - SPRINGFIELD, IL
EMERALD ACRES SPORTS - MATTOON, IL
ARTESIA AQUATIC CENTER - ARTESIA, NM
BUENA VISTA SPORTS COMPLEX - LAREDO, TX
ALLISON SPORTS TOWN - SPRINGFIELD, MO

OUTDOOR FACILITIES

1. ATHLETES IN ACTION - XENIA, OH
2. ELIZABETHTOWN SPORTS PARK - ELIZABETHTOWN, KY
3. PUBLIX SPORTS PARK - PANAMA CITY BEACH, FL
4. EMPOWER ADVENTURES - OLDSMAR, FL
5. BALLPARKS OF AMERICA - BRANSON, MO
6. PELICAN BAY AQUATICS - EDMOND, OK
7. CYCLONE BALLPARKS - PECOS, TX
8. CORNERSTONE SPORTS COMPLEX - STARKVILLE, MS
9. PARADISE COAST SPORTS COMPLEX - NAPLES, FL
10. MCCracken SPORTS COMPLEX - PADUCAH, KY
11. SHO-ME BASEBALL CAMP - REEDS SPRING, MO
12. THE BASIN SPORTS COMPLEX - ODESSA, TX
13. BRANDON PARKS & RECREATION - BRANDON, MS
14. BILL NOBLE PARK - GARDENDALE, AL
15. ADVENTURE COVE AQUATICS PARK - ABILENE, TX
16. CAPORELLA AQUATIC CENTER - TAMARAC, FL

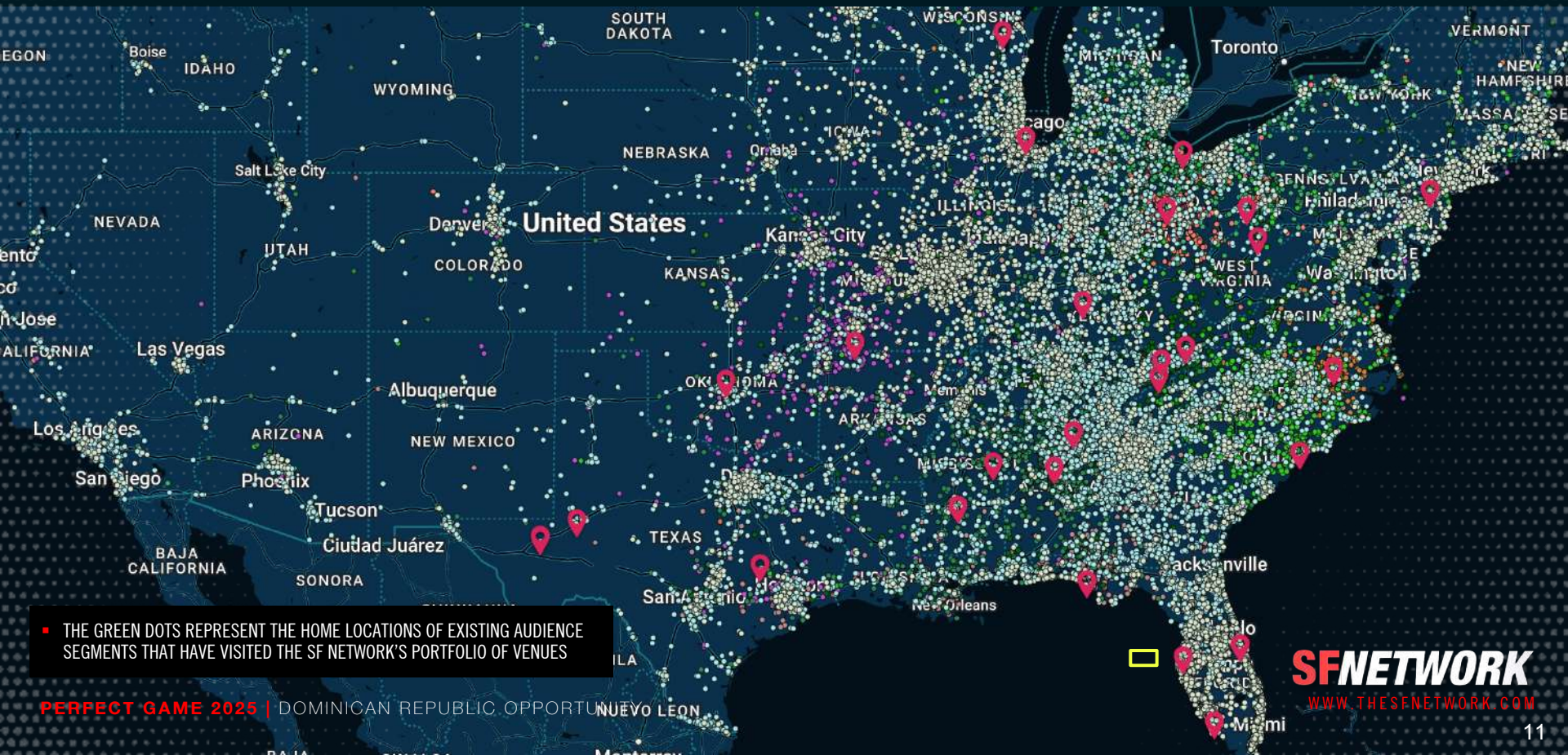
70+ FACILITIES

IN MORE THAN 36 STATES ARE MANAGED BY SFC

SFNETWORK

AMERICA'S LARGEST NETWORK OF TOURNAMENT AND COMMUNITY BASED SPORTS DESTINATIONS

Regional & National Audience Visitation to the SF Network



Performance Report: Myrtle Beach

- **Year Opened:** 2015
- **Ownership:** City of Myrtle Beach
- **Facility Type:** Indoor Courts/Events
- **Development Cost:** \$12.5 million
- **Publicly Funded***

* Includes both development costs and operational subsidy

- **Total Economic Impact:** \$230 million
- **Economic Impact (2024):** \$31.9 million+
- **Room Nights (2024):** 60,000
- **Hotels:** Located at the Myrtle Beach Convention Center and Sheraton Hotel site. Purpose was to fill existing hotels.



Performance Report: **Rocky Top Sports World**

- **Year Opened:** 2014
- **Ownership:** City of Gatlinburg/Sevier County
- **Development Cost:** \$23 million
- **Facility Type:** Indoor Courts/Events and Outdoor Fields
- **Publicly Funded***

* Includes both development costs and operational subsidy

- **Total Economic Impact:** \$400 million+
- **Economic Impact (2024):** \$80 million+
- **Room Nights (2024):** 108,800
- **Hotels:** Goal was to fill existing hotel rooms. Additionally, two new limited-service hotels have been developed and opened since facility opened its doors.



Performance Report: Hoover

- **Year Opened:** 2017
- **Ownership:** City of Hoover, Alabama
- **Development Cost:** \$80 million
- **Facility Type:** Indoor Courts/Events
Outdoor Stadium & Fields
- **Publicly Funded***
- **Total Economic Impact:** \$400 million+
- **Economic Impact (2024):** \$91.3 million+
- **Room Nights (2024):** 92,000+
- **Hotels:** This venue produces overnight hotel bookings throughout the Hoover/Birmingham marketplace.

* Includes both development costs and operational subsidy



Performance Report: **Rocky Mount**

- **Year Opened:** 2018
- **Ownership:** City of Rocky Mount
- **Development Cost:** \$40 million
- **Facility Type:** Indoor Courts/Events
- **Publicly Funded***
- **Total Economic Impact:** \$76.5 million*
- **Economic Impact (2021):** \$17.1 million+*
- **Room Nights (2021):** 29,410
- **Hotels:** New downtown hotels developed

* Includes both development costs and operational subsidy



ROCKY MOUNT
EVENT CENTER

Performance Report: Cedar Point

- **Year Opened:** 2020
- **Ownership:** Cedar Fair
- **Development Cost:** \$42 million
- **Facility Type:** Indoor Courts/Events
- **Publicly Funded***

* Includes both development costs and operational subsidy

- **Total Economic Impact:** \$56 million
- **Economic Impact (2023):** 22.7 million
- **Room Nights (2023):** 20,570
- **Hotels:** This venue produces overnight hotel bookings throughout the Sandusky Regional marketplace.

* Facility Opened January 11th, 2020



CEDAR POINT SPORTS CENTER

Performance Report: **Bluhawk Development**

- **Opening:** November 2024
- **Ownership:** Price Brothers
- **Development Cost:** \$125.4 million
- **Facility Type:** Indoor Ice/Courts/Events
- **Publicly Funded***
- **Projected Economic Impact:** \$22.3 million
- **Economic Impact (2024):** TBD
- **Projected Room Nights:** 50,000
- **Hotels:** This venue will see 816,000 visits and produce significant overnight hotel stays throughout the Kansas City marketplace.

* Includes Kansas Star Bond subsidy through City of Overland Park



WHAT WE BELIEVE



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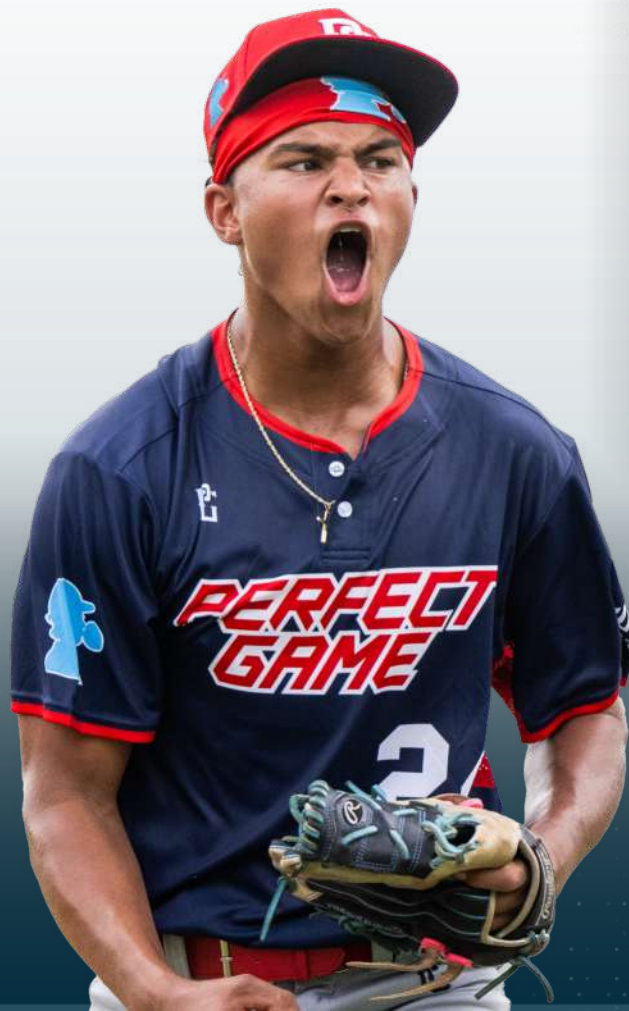
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AMERICA'S PASTIME IS NOW A GLOBAL GAME.

Diamond Sports are a beacon of
American Culture, both domestically
and abroad.

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WE BELIEVE

IN CAREER DEFINING EXPERIENCES

We deliver the most authentic, competitive, and career-defining experiences benefitting players, families, scouts, colleges, and professional organizations alike.



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WE BELIEVE

WE BELIEVE IN DATA DRIVEN PERFORMANCE

We provide quantitative and qualitative performance data to develop, challenge, and embolden athletes to reach their full playing potential.

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WE BELIEVE IN ASPIRATIONAL PLAYING ENVIRONMENTS

We inspire athletes at every skill level to realize their dreams in the highest performance environment possible - from on the field to the gear they wear.

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TEAM SPORTS IS AN EDUCATION PLATFORM

Sports teaches life lessons that help kids win beyond the field. So we help underserved communities provide access to the game.

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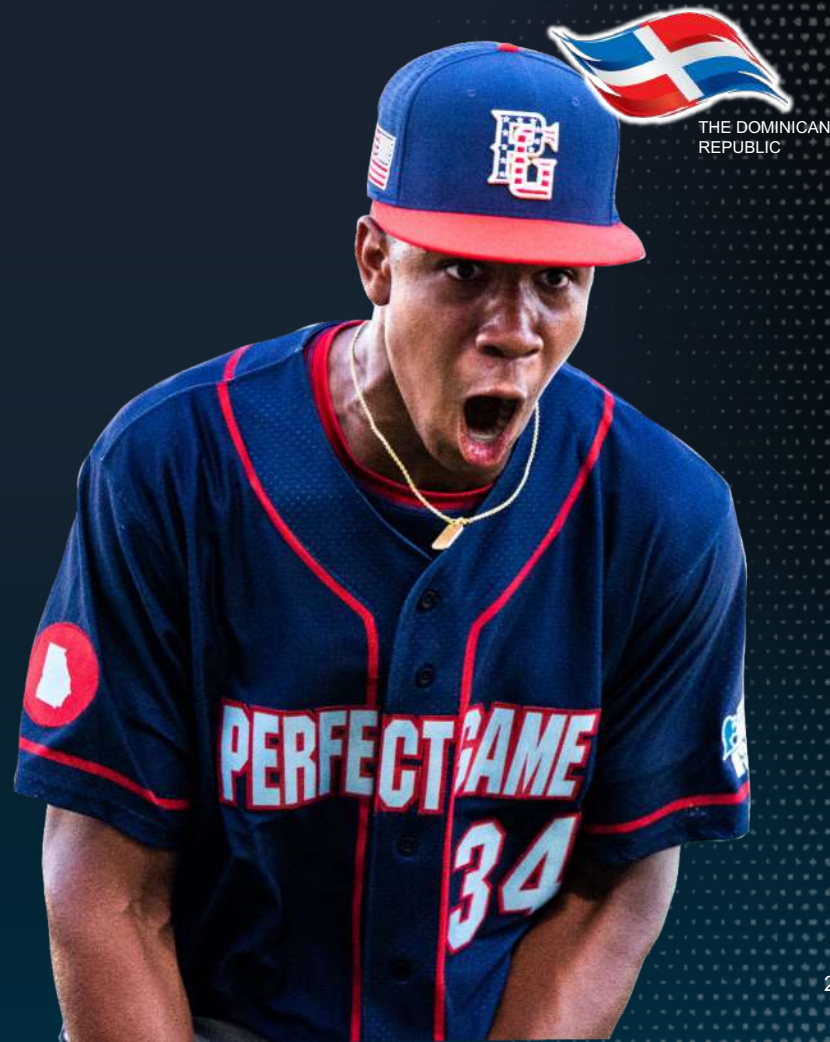


THE DOMINICAN
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WHY PARTNER WITH US

PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY



 PARTNERSHIPS

PERFECT GAME IS WORLDWIDE

We hold over 10,000 events across
42 states and internationally
throughout the entire year hosting
players from all over the world.





PERFECT GAME IS ELITE

We host the world's most
prestigious events in Youth
and High School Baseball



PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY



PERFECT GAME OFFERS SCALE

We have the biggest
most attended Youth
Tournaments on the
planet.



ATTENDANCE
386,590



ATTENDANCE
59,580



ATTENDANCE
160,300



ATTENDANCE
43,375



ATTENDANCE
43,235



ATTENDANCE
493,500



ATTENDANCE
435,395



ATTENDANCE
105,345



EVOLUTION OF A PG ATHLETE

The PG journey starts at 6U with tournaments, advancing through ID Camps, festivals, showcases, and culminating in the All-American Classic.

DiamondKast, PG Advisors, and Scouts are there every step of the way.

**HONING
SKILLS**

DEVELOPMENT

EXPOSURE

RECRUITING

BRANDING

6U+
TOURNAMENTS & LEAGUES

9U-12U
ID CAMPS

13U-14U
PROSPECT GATEWAY

13U-18U
NAT'L CHAMPIONSHIPS

18U
ALL-AMERICAN CLASSIC

MLB Draft
COVERAGE

8U-14U
ALL-STATE GAMES

11U-14U
SELECT FESTIVALS

15U-18U
SHOWCASES

13U-18U
NATIONAL SHOWCASES

JUCO/NCAA
EVENTS/COVERAGE



WE ARE BUILT ON DATA

We deliver MLB-level data to our youth market. Performance data, scout notes, rankings, development programs, and video highlights all through the lens of our player profiles.

Every Showcase metric, PG game stat, each at-bat or pitch thrown.





PG.TV SHOWCASES THE FUTURE OF BASEBALL



24/7 programming.

Live & On-Demand Coverage

100+ Live Games

500+ hours of original content

Top 5 Events



730,000
VIEWERS



705,000
VIEWERS



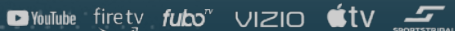
627,000
VIEWERS



440,000
VIEWERS



275,000
VIEWERS



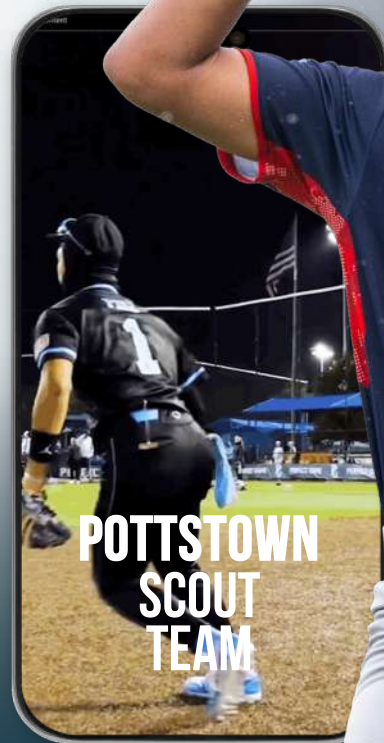
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TOMORROW'S STARS = TODAY'S INFLUENCERS

We have unmatched footage and access of the game's next generation of stars.

We're there when a 12-year-old hits his first home run, and we're there with him on draft day. And we tell the stories of all the moments that matter in between.



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PERFECT GAME



WE'RE VERY SOCIAL

We connect youth
baseball performance
with youth baseball
culture.

INSTAGRAM

200M

IG VIEWS

1.26M

IG FOLLOWERS



TWITTER / X

410M

X VIEWS

1.27M

X FOLLOWERS



TIKTOK

34M

TIKTOK VIEWS

511K

TIKTOK FOLLOWERS



YOUTUBE

78M

YT VIEWS

1.26M

YT FOLLOWERS

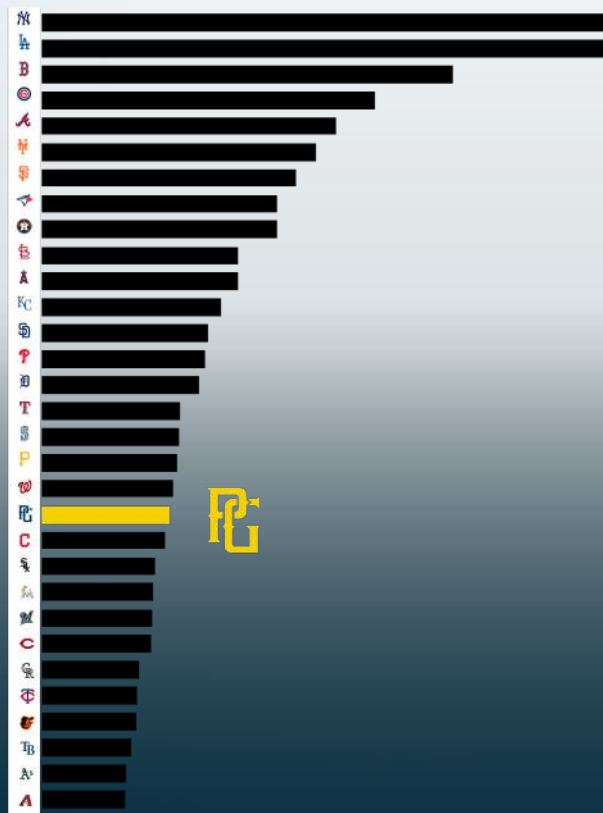


PARTNERSHIPS IF WE WERE AN MLB TEAM

Our brand platform competes among the biggest in baseball.



INSTAGRAM



PG PLAYER PROFILES = BASEBALL RESUMES

PG Profiles are the most trusted source of truth among College and MLB scouts. They include scouting reports and performance metrics for every single game, at-bat, and pitch thrown.

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PROFILES GENERATE
50M
PAGE VIEWS

TERMARR JOHNSON

2021 ALL AMERICAN CLASSIC PLAYER

2018 14U SELECT FESTIVAL PLAYER

2019 14U SELECT FESTIVAL PLAYER

2022 GRAD | SS | ATLANTA, GA

MLB DRAFT



ROUND 1 - 2022

COMMITMENT



ARIZONA STATE

BEST PG GRADE



ABOUT PG GRADES

NATIONAL RANKING

3 1

GA STATE RANKING

2 1



POWERED BY PG PERFORMANCE

Our PG Performance digital portfolio provides performance and skills development metrics to players, parents, coaches and scouts.



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340M
WEBSITE VIEWS



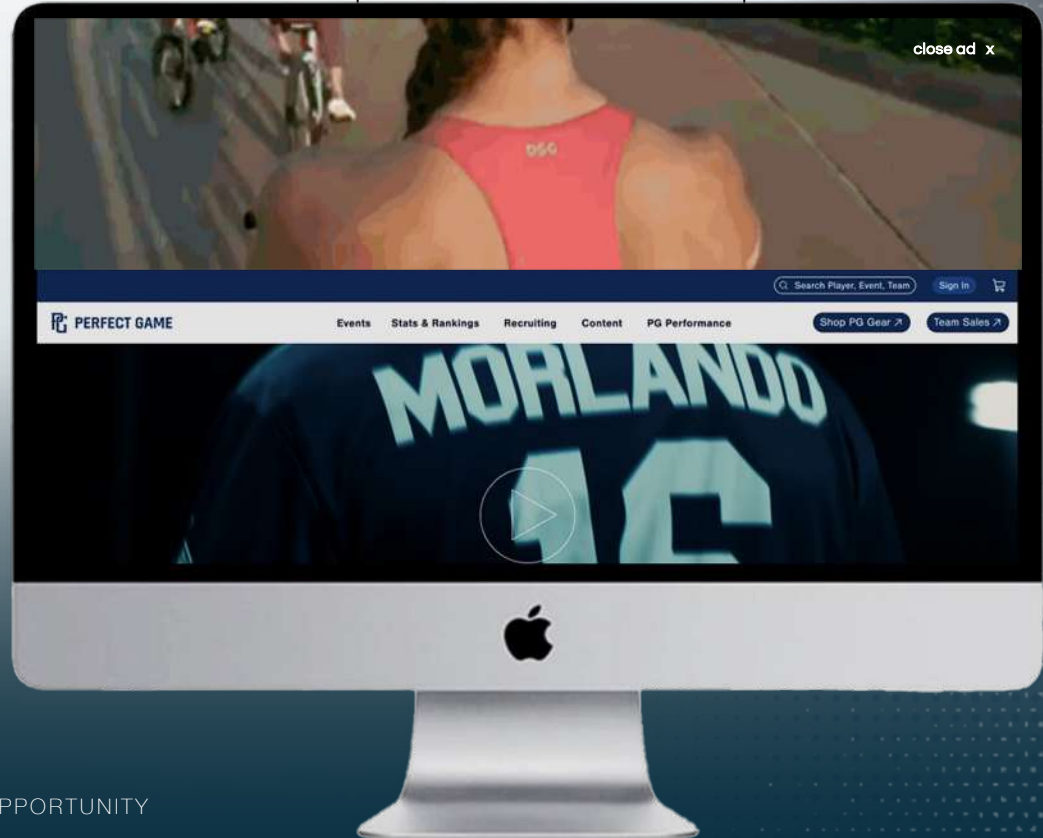
PG.ORG IS THE HUB

Run of Site Tier I Display Banner
Placements

- Geo-targeted
- National campaigns

:10, :15 & :30 video pre-roll ads both
national & geo-targeted by region on:

- perfectgame.org
- perfectgame.tv





DIRECT RESPONSE WITH A LOYAL AUDIENCE

Leverage PG's active database of parents and players via targeted email campaigns

- Geo-targeted
- National campaigns
- Event specific
- Dynamic content



1.67M
DATABASE CONTACTS

PG PRODUCTS

PG BRANDED PRODUCTS



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PG HAS RIZZ

Existing Product Brand Collabs:

Dick's Sporting Goods: Performance Wear, and
Official Retailer of PG

Soldier Sports: The Official Metal Bat of PG

Mine Baseball: The Official Wood Bat of PG
Sports Drink (Launch Hydrate)

PG Product Categories

Apparel, Headwear, Sunglasses, Baseballs,
Accessories, Merchandise,





THE PG BRAND IS POPPING

We have exciting upcoming product
partnerships with:

Adidas

Bruce Bolt



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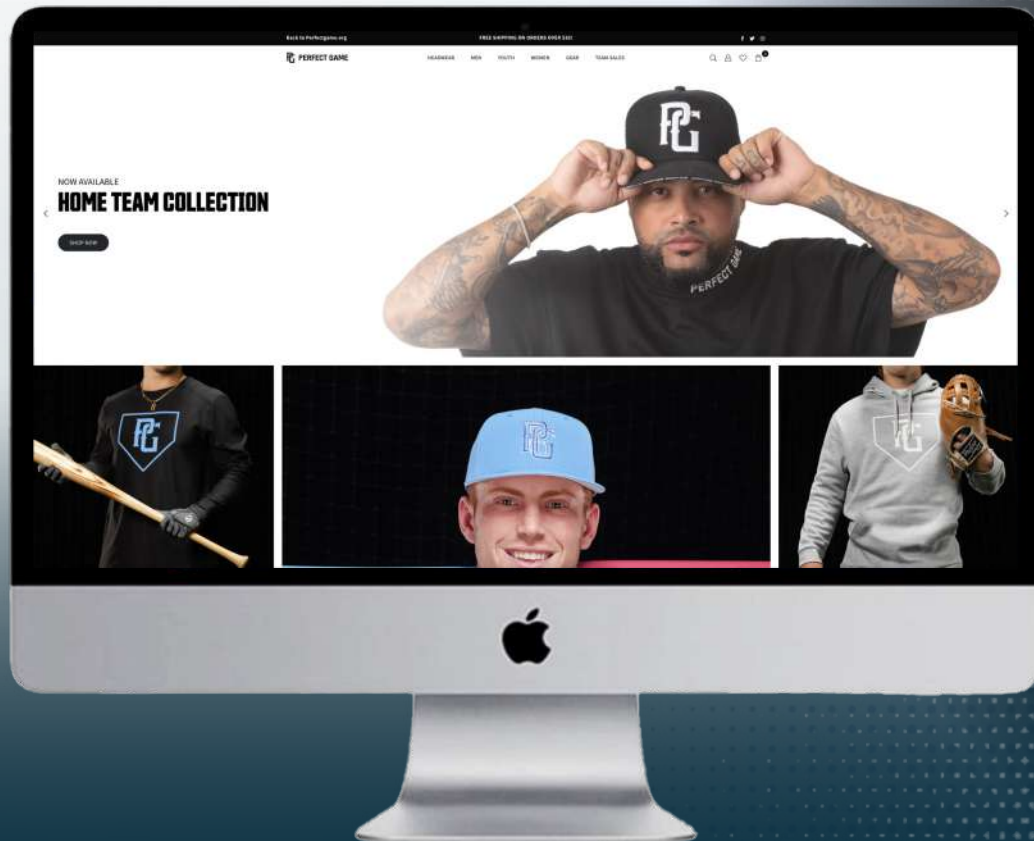


WE GTM ON-SITE, IN-STORE, & ON-LINE

In-store at 250 Dick's Sporting
Goods locations

On-site at PG Events and
Brand Activations

On-line at Shop.PG.org





THE DOMINICAN
REPUBLIC

THE DR OPPORTUNITY



PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY

BRINGING THE WORLD'S ELITE BASEBALL PLATFORM TO THE DR YOUTH ATHLETE

A Youth Baseball Hub in the Dominican Republic driven by the PG Brand with backing by David Ortiz and other DR-based MLB stars could revolutionize the sport for youth baseball players in the DR and across the Caribbean

Estimated market size: \$1B+ based on 800k youth players in the DR

PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY

Caribbean Hub

THE DR WILL BECOME THE MOST DESIRED
BASEBALL TRAVEL LOCATION

Premier Talent

PREMIUM LOCAL TALENT POWERED BY THE
PREMIER PG PLATFORM

Advanced Data

INDUSTRY LEADING SCOUTING DATA AND
ANALYTICS

PG Brand & Assets

PG MEDIA LEADING BEST-IN-CLASS CONTENT
PAIRED WITH IN-DEMAND MERCHANDISE





The image features a map of the Caribbean and surrounding regions, including parts of North America, Central America, and South America. Concentric white circles are drawn on the map, centered on the Dominican Republic. The innermost circle covers the Dominican Republic and parts of Haiti and Cuba. The second circle extends to include the United States (Florida, Georgia, South Carolina, North Carolina, Tennessee, Alabama, Mississippi, Louisiana, Texas, Arkansas, Oklahoma, New Mexico, Arizona, and Nevada), Mexico, and the Caribbean Sea. The third circle extends further to include Central America (Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, and Panama) and northern South America (Venezuela, Colombia, and Ecuador). The fourth circle extends to include the rest of South America (Peru, Brazil, and Chile) and the rest of the Caribbean. The map is dark blue with white text for labels. The Dominican Republic is highlighted with a red border. The flag of the Dominican Republic is shown in the top right corner. The text 'THE PAN CARRIBEAN HUB' is written in large, bold, white capital letters on the left side of the map. Below it, a paragraph of text describes the hub. At the bottom, a red banner contains the text 'PERFECT GAME 2025 | DOMINICAN REPUBLIC OPPORTUNITY'.

THE PAN CARRIBEAN HUB

The Pan Caribbean Baseball hub, anchored by the DR will represent the nexus of some of the top baseball talent, competition and training across the globe.

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AN ICONIC DESTINATION

The Dominican Republic will become the most desired competitive youth baseball travel location in the Caribbean.

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PG ECONOMIC IMPACT

PG represents the “tip of the spear” when it comes to Sports Tourism. Driving significant visitation, room nights and direct spending through its tournaments and events.

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THE DOMINICAN
REPUBLIC



PREMIER COMPETITION

The DR will become the center of premier Championship Baseball Competition representing some of the very best countries, teams and players in the game today

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THE DOMINICAN
REPUBLIC

ADVANCED TRAINING

PG will bring advanced data and training methodologies to the DR as a part of it's elite performance training platforms for players, coaches and scouts.

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WELCOME TO THE 2019 PERFECT GAME ALL-AMERICAN CLASSIC

THE DOMINICAN
REPUBLIC

POWERFUL MEDIA REACH

PG will amplify and extend the reach of DR marketing destination efforts through it's powerful media platforms and best in-class content.

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THE DOMINICAN
REPUBLIC

ENHANCED SCOUTING

PG will cultivate enhanced scouting opportunities through its multi-faceted approach to industry leading scouting reports and data analytics.

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THE “BIG PAPI” LEGACY

Ortiz's journey to Major League Baseball stardom is a testament to the power of perseverance and identity. His impact on the sport transcends his three World Series titles with the Boston Red Sox: even after he retired as a player, he continues to be a leader and role model for young people and athletes in the Dominican Republic, the Caribbean, and the USA.

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NEXT STEPS

Our plan will leverage the PG Brand, the premier brand equity and relationships carried locally by our DR team to maximize PG events, media stats, merchandise, and product

The key next step is to align on the preferred investment strategy between PG and the DR Team

- Form and PG DR entity
- Develop DR Hub key infrastructure and org needs, 3-year plan, and valuation
- Identify investment strategy between PG and DR
- Create execution plan and initiate activities
- Set up regular cadence between PG and DR until completion



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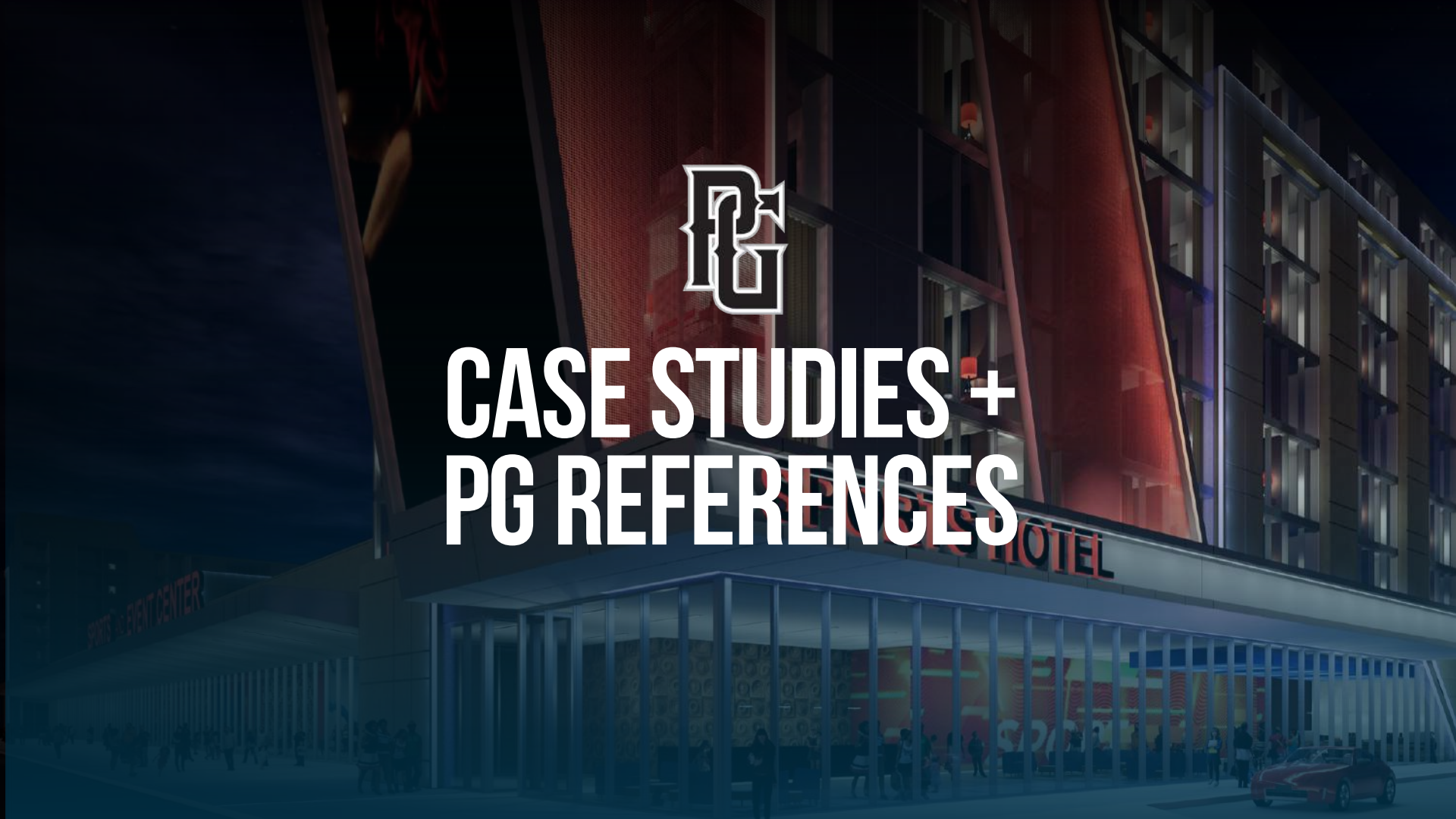
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THANK YOU

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CASE STUDIES + PG REFERENCES



PG PERFORMANCE **TESTIMONIAL:**

COBB COUNTY, GEORGIA

OVERVIEW: In Georgia's Cobb County the annual economic impact that Perfect Game brings with it is pegged at \$139MM by Cobb County officials. The surrounding counties at LakePoint benefitted from Perfect Game tournaments with the construction of hotels, fast food restaurants and other family themed properties with PG clearly the foundation of the economic stimulus. Total economic impact in the Atlanta area is estimated at over \$300MM.

“Perfect Game has become a part of the fabric of our community over the years. Every member of the organization from the top down is professional and timely with communication and deliverables, more often than not exceeding expectations in terms of tournament numbers and growth year over year. It is a pleasure working with Perfect Game.”

– Rachel Rogers, Cobb Travel & Tourism

Rachel Rogers
Sports Sales & Services Manager
Cobb Travel & Tourism
Cobb Sports Alliance
One Galleria Parkway | Atlanta, GA 30339
toll free 800-451-3480 local 678-303-2630

ANNUAL ECONOMIC IMPACT:

\$139 MILLION

TOTAL ECONOMIC IMPACT (ATLANTA):

\$300 MILLION

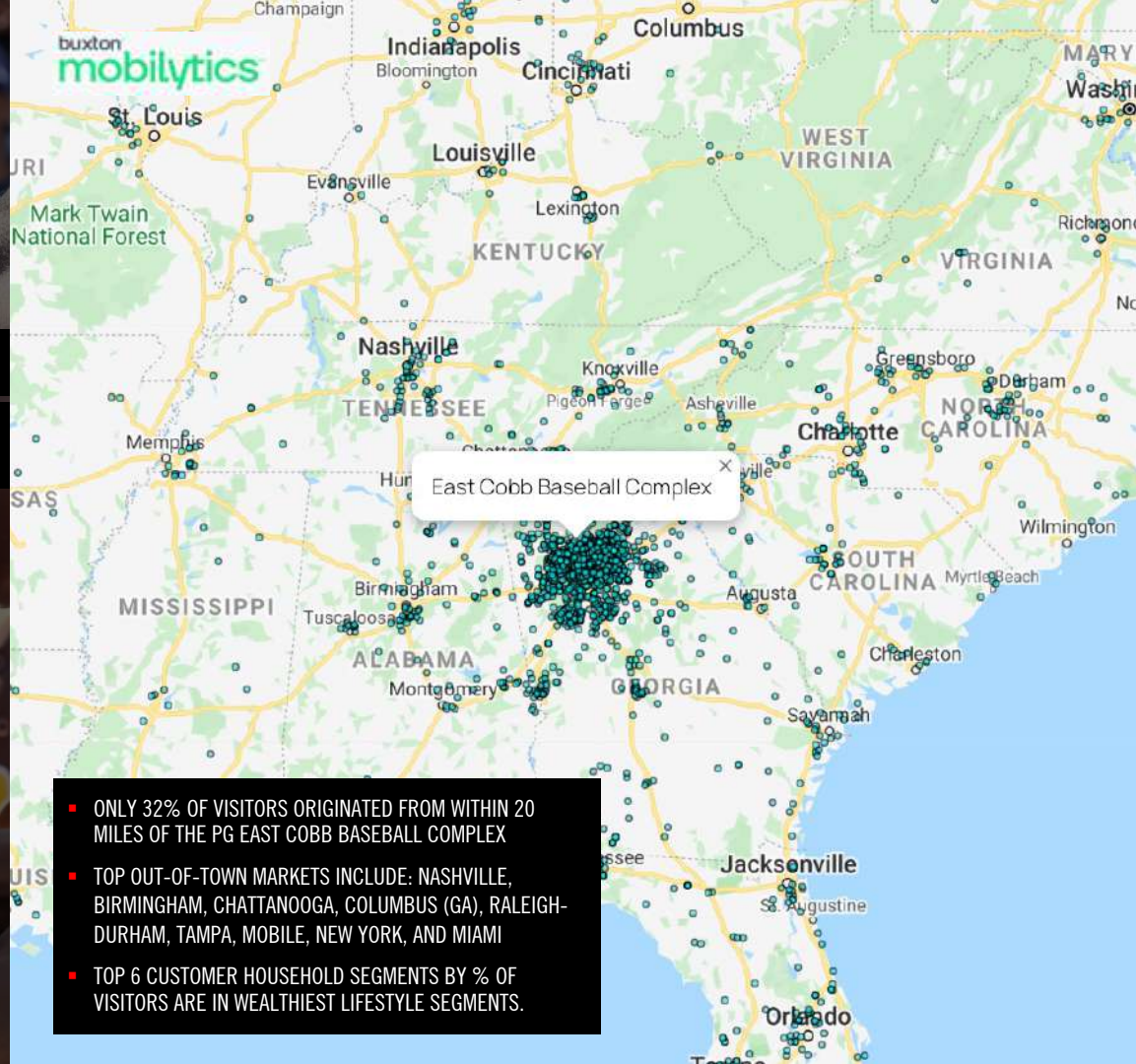
MOBILITYTICS INSIGHTS: SPORTS FACILITIES ADVISORY

- PROVIDES INSIGHTS INTO THE HOME LOCATIONS BY DENSITY FOR THE EAST COBB BASEBALL COMPLEX

VISITOR TRADE AREA FOR THE EAST COBB BASEBALL COMPLEX IN GEORGIA.

PERFECT GAME

THE NEXT LEVEL **STARTS HERE.**



PG PERFORMANCE **TESTIMONIAL:**

FORT MYERS, FLORIDA

OVERVIEW:

Using a model supported by the Florida Sports Foundation, Lee County Sports calculated that Perfect Game has driven an estimated Annual Economic Impact of \$53 million dollars for Lee County, Florida through 72 different events.

Over the previous five years, Perfect Game has held an average of 41 events per year in Lee County. This activity resulted in an average of \$29.6 million in direct spending per year with an annual average of 67,846 hotel room nights filled, according to county records

— Jeff Mielke, Director of County Sports Development

Jeff Mielke
Executive Director
Lee County Sports Development
Fort Myers, FL 33901
239-533-LCSD (5273)
239-707-3951 mobile

ANNUAL ECONOMIC IMPACT:

\$53 MILLION

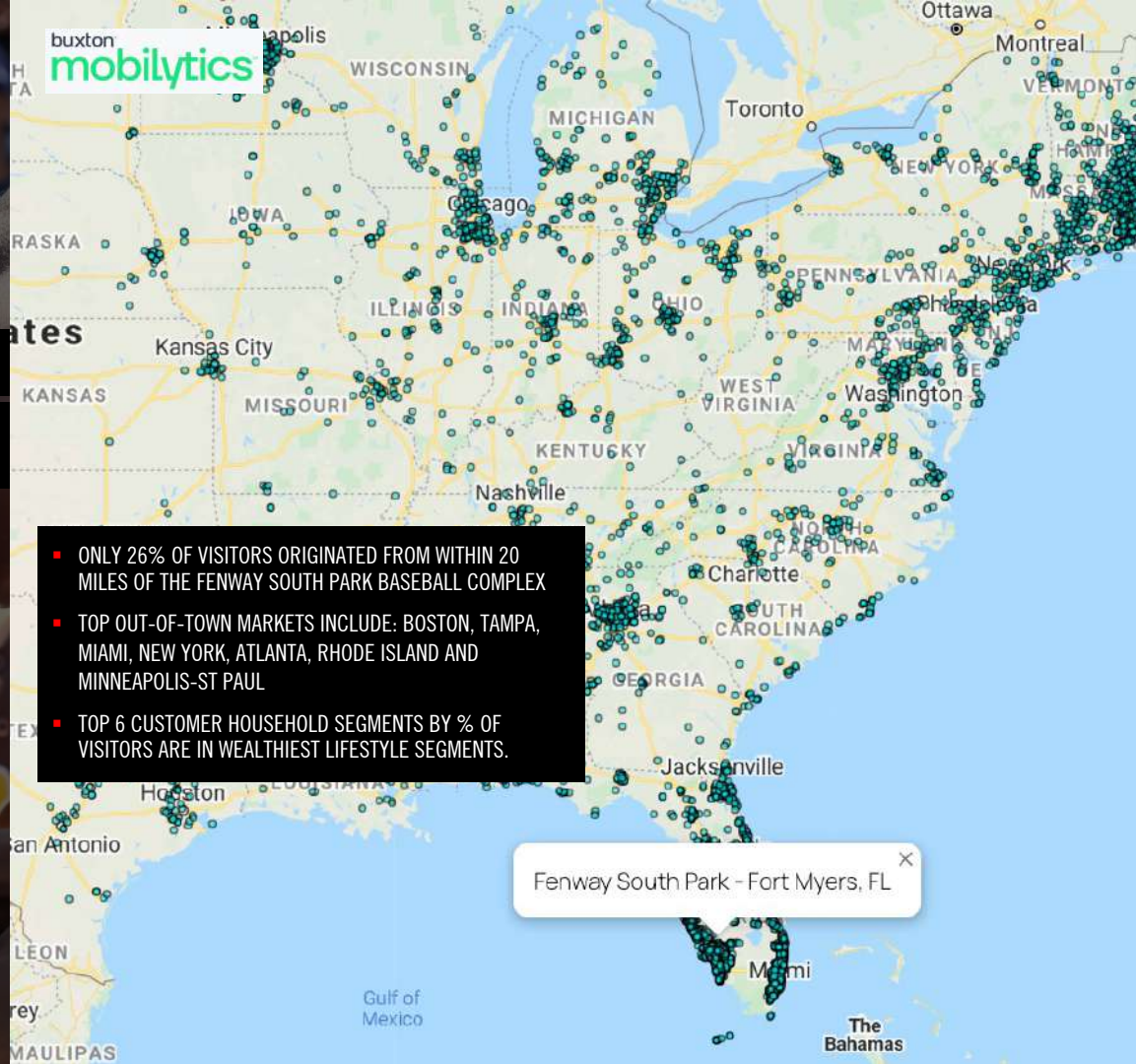
MOBILITYTICS INSIGHTS: THE SPORTS FACILITIES ADVISORY

- PROVIDES INSIGHTS INTO THE HOME LOCATIONS BY DENSITY FOR THE FENWAY SOUTH PARK BASEBALL COMPLEX

VISITOR TRADE AREA FOR THE FORT MYERS BASEBALL COMPLEX IN FLORIDA.

PERFECT GAME

THE NEXT LEVEL **STARTS HERE.**



PG PERFORMANCE **TESTIMONIAL:**

PALM BEACH COUNTY, FLORIDA

OVERVIEW:

Over \$35 million of economic impact has been created since the Perfect Game WWBA World Championship has called Palm Beach County home; a number that is expected to grow based on the addition of a second world championship event.

“The Palm Beach County Sports Commission has enjoyed an incredible partnership with Perfect Game for nearly two decades. Perfect Game is a world-class organization that offers **high** quality tournaments and showcases, which represent the best of travel sports. Perfect Game demonstrates the highest level of excellence in customer service and providing a memorable experience for their participants. Perfect Game is the gold **standard** in amateur sports.”

— George Linley | Executive Director Palm Beach County Sports Commission

George Linley,
Executive Director
Palm Beach County/Sports Commission
2195 Southern Blvd., Suite 550
West Palm Beach, FL 33406
Direct Line: 561.233.3123

MORE THAN 1,000 GOLF CARTS ARE MADE AVAILABLE
AVAILABLE FOR MLB SCOUTS AND COLLEGE
COACHES WHO TRAVEL IN FOR THE WWBA EVENT.

TOTAL ECONOMIC IMPACT:

\$35 MILLION

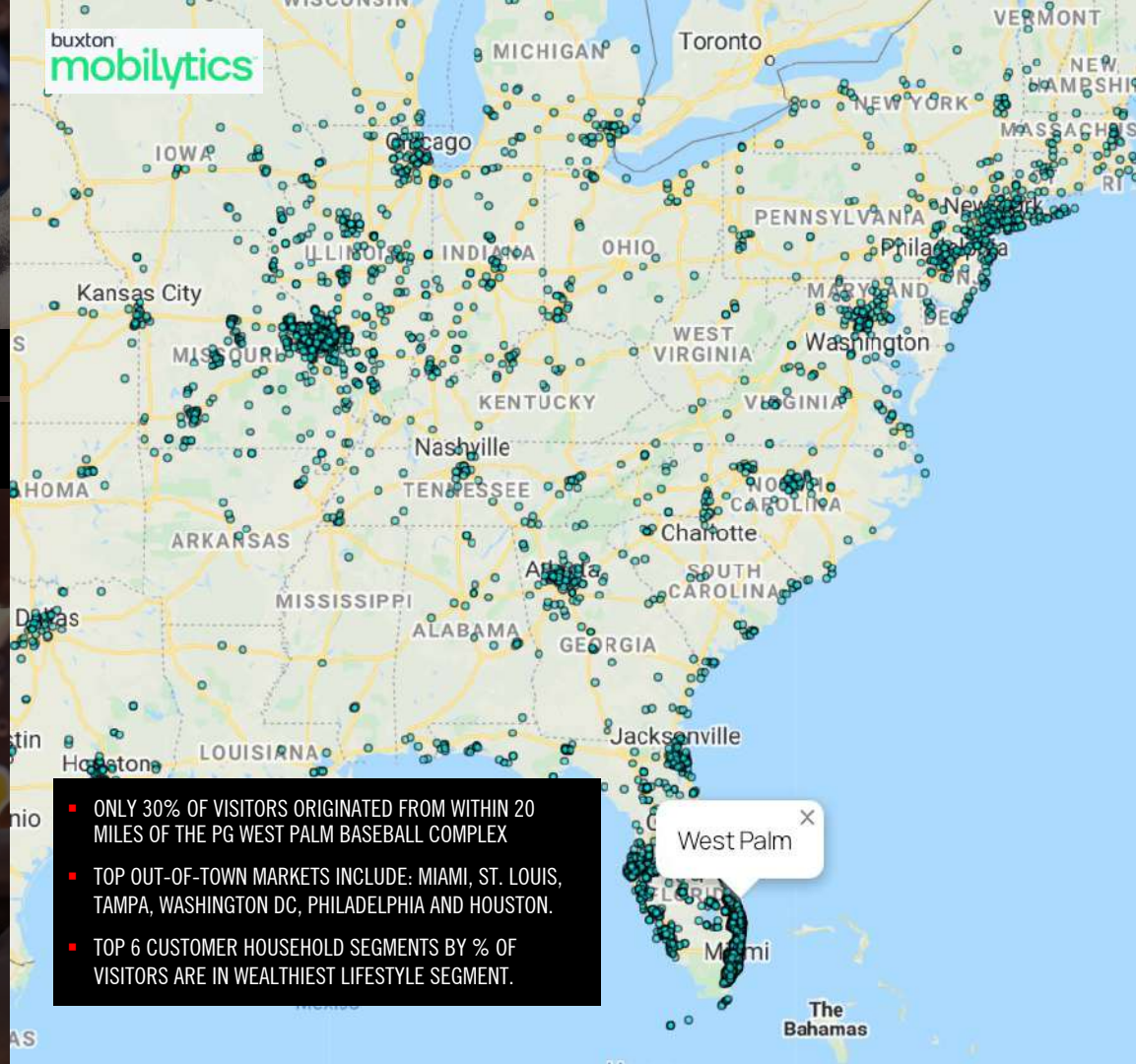
MOBILYTICS INSIGHTS:

- PROVIDES INSIGHTS INTO THE HOME LOCATIONS BY DENSITY FOR THE WEST PALM BASEBALL COMPLEX

VISITOR TRADE AREA FOR THE WEST PALM BASEBALL COMPLEX IN FLORIDA.

PERFECT GAME

THE NEXT LEVEL **STARTS HERE.**



An architectural rendering of a modern sports facility at night. The building features a prominent red, curved facade and a large glass entrance. The text "SPORTS FACILITIES COMPANIES" is overlaid in the center. The background shows a dark sky and the building's interior lights.

**SPORTS FACILITIES
COMPANIES**

CASE STUDIES + SUPPORT DATA



CASE STUDY

Case Study: **Cedar Park, Texas**



PERFECT GAME

CITY OF CEDAR PARK, TEXAS

VISITATION & ECONOMIC IMPACT FORECASTS

(MARKET RESEARCH BY SPORTS FACILITIES ADVISORY)

- 8,810 TEAMS WILL VISIT THE MARKET ANNUALLY
- 313,887 HOTEL ROOM NIGHTS ANNUALLY
- 982,962 NON-LOCAL VISITORS TO MARKET ANNUALLY
- \$132.6 MILLION IN DIRECT SPENDING ANNUALLY



Case Study: **Cedar Park, Texas**

SF SPORTS FACILITIES
COMPANIES

PERFECT GAME DEVELOPMENT

CEDAR PARK, TX | NEW HOPE ROAD & RONALD RAEGAN, BLVD



THE CITY OF CEDAR PARK PARTNERED WITH PERFECT GAME ON A NATIONAL YOUTH BASEBALL DESTINATION

THE GOALS WERE TO TO BUILD A
16-FIELD BASEBALL COMPLEX
THAT WILL ANCHOR ANCILLARY
RETAIL DEVELOPMENT

Case Study: **Cedar Park, Texas**

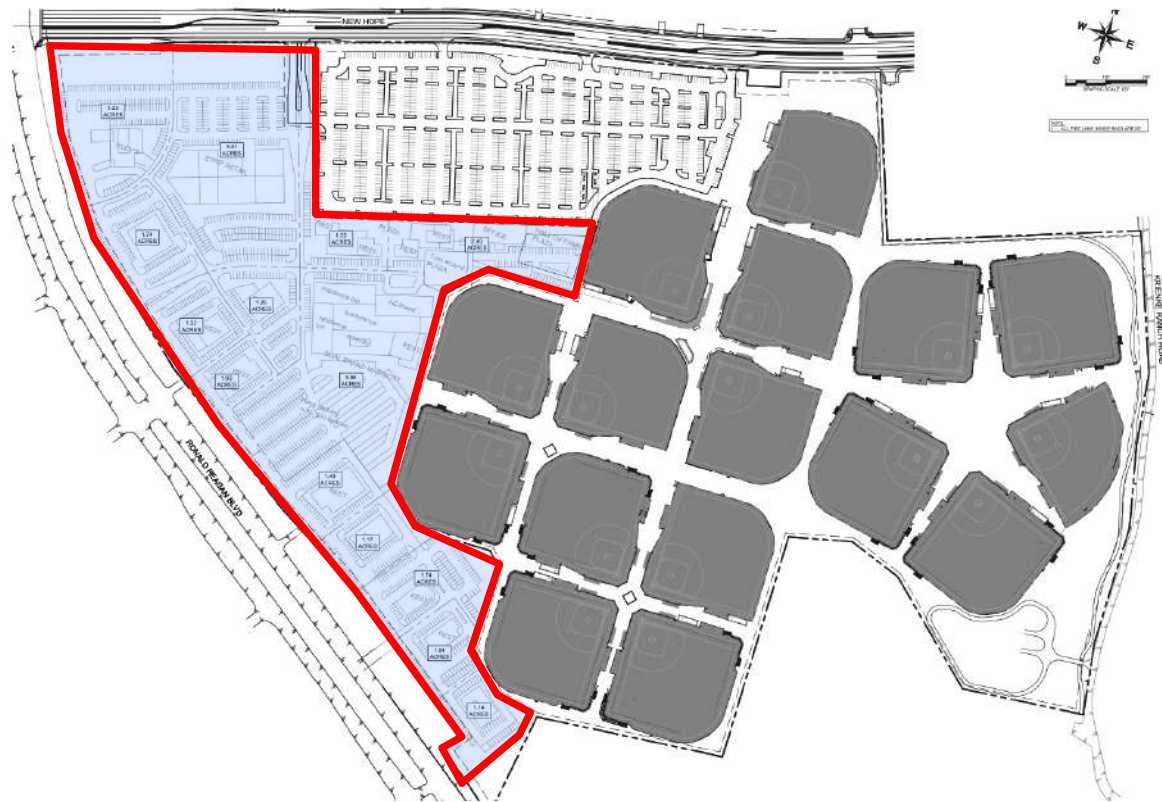
EF SPORTS FACILITIES
COMPANIES

THE FACILITY
HAS BEEN
MASTER PLANNED
TO INCLUDE
**RETAIL, HOTEL AND
RESTAURANTS**
IMMEDIATELY
ADJACENT TO THE
COMPLEX

THERE ARE 11 LOTS REPRESENTING
20 ACRES OF ANCILLARY
DEVELOPMENT

PERFECT GAME DEVELOPMENT

CEDAR PARK, TX | NEW HOPE ROAD & RONALD RAEGAN, BLVD



Case Study: **Cedar Park, Texas**

THE SPORTS FACILITIES
COMPANIES



PERFECT GAME ROOM NIGHTS

NATIONAL TOURNAMENT AND EVENTS COMPLEX | CEDAR PARK, TEXAS

SIZE

313,887 ROOM NIGHTS

LOCATION

CEDAR PARK, TEXAS

PG COMPARABLES

- COBB COUNTY, GA
- LEE COUNTY, FT. MYERS, FL
- PALM BEACH COUNTY, FL
- HOOVER MET COMPLEX, AL

Perfect Game's room night analysis is an estimate of the overnight stays that will be generated based on the non-local visitation forecasted for each event.

Room nights are estimated for each team (which includes players, coaches and parents as well as the anticipated attendance of MLB scouts and/or college coaches for each event.

At maturity is is anticipated that Perfect Game will generate more than 313,000 room nights for Cedar Park and the surrounding marketplace on an annual basis, with more than 261,000 anticipated in year one.

PERFECT GAME ROOM NIGHTS ANALYSIS

THE SPORTS FACILITIES
ADVISORY

Event Type	Total Number of Teams					Rooms per Team/Night	Scout Rooms/Night	Nights per Event	Percent Non-Local	Room Nights					
	Year 1	Year 2	Year 3	Year 4	Year 5					Year 1	Year 2	Year 3	Year 4	Year 5	
Spring Tournaments and Events															
Texas Spring Select (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Texas Spring Elite (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
St. Pithus Day Classic (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
South Spring Select (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
April Fools Classic (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
South Spring Elite (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Easter Classic (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Texas Spring World Series (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
South Spring World Series (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Mothers Day (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Texas Shootout (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
South Shootout (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Memorial Day Classic (10 ages)	240	252	265	278	292	12.0	40.0	3.0	80%	7,032	7,378	7,740	8,122	8,522	
Summer Tournaments and Events															
Texas Select Championships (10 ages)	112	118	123	130	136	12.0	10.0	3.0	80%	2,449	2,570	2,697	2,831	2,971	
Texas Elite Championships (10 ages)	112	118	123	130	136	12.0	10.0	4.0	60%	3,266	3,427	3,596	3,774	3,961	
End of School Classic (10 ages)	112	118	123	130	136	12.0	10.0	4.0	60%	3,266	3,427	3,596	3,774	3,961	
WWBA National Championship 14u	240	252	265	278	292	12.0	80.0	6.0	80%	14,304	14,995	15,721	16,483	17,283	
Freedom Classic (10 ages)	240	252	265	278	292	12.0	-	3.0	60%	5,184	5,443	5,715	6,001	6,301	
WWBA National Championship 18u	160	168	176	185	194	16.0	40.0	5.0	80%	10,440	10,952	11,490	12,054	12,647	
WWBA National Championship 17u	400	420	441	463	486	16.0	500.0	6.0	80%	33,720	35,256	36,869	38,562	40,340	
WWBA National Championship 16u	400	420	441	463	486	16.0	500.0	6.0	80%	33,720	35,256	36,869	38,562	40,340	
WWBA National Championship 15u	360	378	397	417	438	15.0	200.0	6.0	80%	27,120	28,416	29,777	31,206	32,706	
RG World Series (5 ages)	200	210	221	232	243	16.0	200.0	4.0	80%	11,040	11,552	12,090	12,654	13,247	
Texas World Series (5 ages)	120	126	132	139	146	12.0	50.0	4.0	80%	4,808	5,038	5,280	5,534	5,801	
Texas World Series (6 ages)	120	126	132	139	146	12.0	50.0	4.0	80%	4,808	5,038	5,280	5,534	5,801	
Back to School Brawl (10 ages)	112	118	123	130	136	12.0	10.0	2.0	60%	1,633	1,713	1,798	1,887	1,980	
End of Summer Classic (10 ages)	112	118	123	130	136	12.0	10.0	2.0	60%	1,633	1,713	1,798	1,887	1,980	
Fall Tournaments and Events															
Labor Day Classic (10 ages)	240	252	265	278	292	12.0	50.0	3.0	80%	7,062	7,408	7,770	8,152	8,552	
WWBA South Qualifier (10 ages)	112	118	123	130	136	12.0	50.0	3.0	80%	3,376	3,537	3,706	3,884	4,071	
WWBA Freshman World Championship	128	134	141	148	156	12.0	200.0	4.0	80%	5,715	5,951	6,219	6,490	6,774	
WWBA Sophomore World Championship	128	134	141	148	156	15.0	200.0	4.0	80%	6,944	7,261	7,574	7,912	8,268	
WWBA Underclass World Championship	240	252	265	278	292	16.0	500.0	4.0	80%	14,288	14,902	15,548	16,225	16,936	
WWBA World Championship	112	118	123	130	136	20.0	1,000.0	4.0	80%	11,168	11,526	11,903	12,298	12,713	
WWBA 14u World Championship	112	118	123	130	136	12.0	100.0	4.0	80%	4,701	4,916	5,142	5,379	5,628	
WWBA 13u World Championship	112	118	123	130	136	12.0	20.0	3.0	80%	3,286	3,447	3,616	3,794	3,981	
Halloween Bash (10 ages)	112	118	123	130	136	12.0	-	2.0	60%	1,613	1,693	1,778	1,867	1,960	
Fall World Series (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,792	1,882	1,970	2,074	2,178	
Veterans Day Classic (10 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
South Fall Elite (10 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Turkey Day Classic (10 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Winter Tournaments and Events															
South Fall Select (10 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Texas Snowfall Classic (10 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Christmas Bash (10 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Season Opener (10 ages)	112	118	123	130	136	12.0	-	2.0	60%	1,613	1,693	1,778	1,867	1,960	
MLK Championships (10 ages)	112	118	123	130	136	12.0	20.0	3.0	60%	2,479	2,600	2,727	2,861	3,001	
Texas Winter Select (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Texas Winter Elite (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
South Winter Select (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Cupid Classic (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Presidents Day Challenge (6 ages)	112	118	123	130	136	10.0	-	3.0	60%	2,016	2,117	2,233	2,354	2,480	
South Winter Elite (6 ages)	112	118	123	130	136	10.0	-	2.0	60%	1,344	1,411	1,482	1,556	1,634	
Total Number of Room Nights										261,386	273,567	286,357	299,786	313,887	

Case Study: **Cedar Park, Texas**

THE SPORTS FACILITIES
COMPANIES



PERFECT GAME NON-LOCAL VISITATION

NATIONAL TOURNAMENT AND EVENTS COMPLEX | CEDAR PARK, TEXAS

NON-LOCAL VISITATION
982,962 IN YEAR 5

LOCATION
CEDAR PARK, TEXAS

PG COMPARABLES

- COBB COUNTY, GA
- LEE COUNTY, FT. MYERS, FL
- PALM BEACH COUNTY, FL
- HOOVER MET COMPLEX, AL

Perfect Game's Non-local visitation is based on visits to tournaments and events that are beyond a marketplace drive time to the complex.

Non-local visitors are the drivers of direct spending to the marketplace as it relates lodging, dining, entertainment, retail and entertainment.

The analysis accounts for the length of stay based on the event and the estimated percent of non-local participation that is anticipated for each event for each year. For the purpose of this analysis the percentage of non-local visitation based on the event mix will range from 60-80%.

PERFECT GAME NON-LOCAL VISITATION

SPORTS FACILITIES
ADVISORY

Event Type	Number of Unique Visitors					Event Length	Days per Non-Local	Percent Non-Local	Non-Local Visitor Days				
	Year 1	Year 2	Year 3	Year 4	Year 5				Year 1	Year 2	Year 3	Year 4	Year 5
Spring Tournaments and Events													
Texas Spring Select (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Texas Spring Elite (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
St. Patrys Day Classic (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
South Spring Select (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
April Fools Classic (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
South Spring Elite (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Easter Classic (6 ages)	3,864	4,057	4,260	4,473	4,697	2.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Texas Spring World Series (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
South Spring World Series (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Mothers Day (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Texas Shootout (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
South Shootout (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Memorial Day Classic (10 ages)	9,520	9,994	10,492	11,014	11,563	4.0	3.0	80%	22,848	23,986	25,180	26,434	27,751
Summer Tournaments and Events													
Texas Select Championships (10 ages)	4,434	4,655	4,887	5,131	5,387	4.0	3.0	80%	7,981	8,379	8,797	9,236	9,697
Texas Elite Championships (10 ages)	4,434	4,655	4,887	5,131	5,387	5.0	4.0	60%	10,642	11,172	11,730	12,315	12,930
End of School Classic (10 ages)	4,434	4,655	4,887	5,131	5,387	5.0	4.0	60%	10,642	11,172	11,730	12,315	12,930
WWBA National Championship 14u	9,560	10,034	10,532	11,054	11,603	8.0	6.0	80%	45,888	48,163	50,552	53,061	55,694
Freedom Classic (10 ages)	9,480	9,954	10,452	10,974	11,523	4.0	3.0	60%	17,064	17,917	18,813	19,754	20,741
WWBA National Championship 18u	8,360	8,776	9,213	9,671	10,153	7.0	5.0	80%	33,440	35,104	36,851	38,686	40,612
WWBA National Championship 17u	21,300	22,340	23,432	24,579	25,783	8.0	6.0	80%	102,240	107,232	112,474	117,977	123,756
WWBA National Championship 16u	21,300	22,340	23,432	24,579	25,783	8.0	6.0	80%	102,240	107,232	112,474	117,977	123,756
WWBA National Championship 15u	17,120	17,966	18,854	19,787	20,766	8.0	6.0	80%	82,176	86,237	90,501	94,978	99,679
PG World Series (6 ages)	10,600	11,120	11,666	12,239	12,841	5.0	4.0	80%	33,920	35,584	37,331	39,166	41,092
Texas World Series (6 ages)	4,790	5,027	5,276	5,537	5,811	5.0	4.0	80%	15,328	16,086	16,883	17,719	18,597
Texas World Series (6 ages)	4,790	5,027	5,276	5,537	5,811	5.0	4.0	80%	15,328	16,086	16,883	17,719	18,597
Back to School Brawl (10 ages)	4,434	4,655	4,887	5,131	5,387	3.0	2.0	60%	5,321	5,586	5,865	6,158	6,465
End of Summer Classic (10 ages)	4,434	4,655	4,887	5,131	5,387	3.0	2.0	60%	5,321	5,586	5,865	6,158	6,465
Fall Tournaments and Events													
Labor Day Classic (10 ages)	9,530	10,004	10,502	11,024	11,573	4.0	3.0	80%	22,872	24,010	25,204	26,458	27,775
WWBA South Qualifier (10 ages)	4,474	4,695	4,927	5,171	5,427	4.0	3.0	80%	10,738	11,268	11,826	12,411	13,026
WWBA Freshman World Championship	5,256	5,509	5,774	6,053	6,346	5.0	4.0	80%	16,619	17,628	18,478	19,369	20,306
WWBA Sophomore World Championship	6,216	6,517	6,833	7,164	7,512	5.0	4.0	80%	19,891	20,854	21,864	22,926	24,040
WWBA Underclass World Championship	12,980	13,604	14,259	14,947	15,670	5.0	4.0	80%	41,536	43,533	45,629	47,831	50,142
WWBA World Championship	7,944	8,291	8,656	9,039	9,440	5.0	4.0	80%	25,421	26,532	27,683	28,893	30,140
WWBA 14u World Championship	4,524	4,745	4,977	5,221	5,477	5.0	4.0	80%	14,477	15,185	15,928	16,708	17,528
WWBA 13u World Championship	4,444	4,665	4,897	5,141	5,397	4.0	3.0	80%	10,666	11,196	11,754	12,339	12,954
Halloween Bash (10 ages)	4,424	4,645	4,877	5,121	5,377	3.0	2.0	60%	5,309	5,574	5,853	6,146	6,453
Fall World Series (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	80%	6,182	6,492	6,816	7,157	7,515
Veterans Day Classic (10 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
South Fall Elite (10 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Turkey Day Classic (10 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Winter Tournaments and Events													
South Fall Select (10 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Texas Snowflakes Classic (10 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Christmas Bash (10 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Season Opener (10 ages)	4,424	4,645	4,877	5,121	5,377	3.0	2.0	60%	5,309	5,574	5,853	6,146	6,453
MLK Championships (10 ages)	4,444	4,665	4,897	5,141	5,397	4.0	3.0	60%	7,999	8,397	8,815	9,254	9,715
Texas Winter Select (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Texas Winter Elite (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
South Winter Select (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Cupid Classic (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Presidents Day Challenge (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	3.0	60%	6,955	7,303	7,668	8,052	8,454
South Winter Elite (6 ages)	3,864	4,057	4,260	4,473	4,697	3.0	2.0	60%	4,637	4,869	5,112	5,368	5,636
Total Number of Non-Local Visitor Days									811,198	851,048	892,983	936,829	982,962

Case Study: **Cedar Park, Texas**

SPORTS FACILITIES
COMPANIES



PERFECT GAME ECONOMIC IMPACT

NATIONAL TOURNAMENT AND EVENTS COMPLEX | CEDAR PARK, TEXAS

ECONOMIC IMPACT

\$132.6 MM IN DIRECT SPENDING

LOCATION

CEDAR PARK, TEXAS

PG COMPARABLES

- COBB COUNTY, GA
- LEE COUNTY, FT. MYERS, FL
- PALM BEACH COUNTY, FL
- HOOVER MET COMPLEX, AL

Perfect Game's Economic Impact is anchored by more than 8,810 teams on an annual basis at maturity (Year 5).

An estimate of direct spending by non-local visitors (based on an average ADE/per person spend of \$135.00) will range from an Estimated Economic Impact of \$109.5 million dollars in year one to more than \$132.6 million dollars in year five for the regional marketplace.

Note: No indirect or induced spending has been factored in to this analysis.

PERFECT GAME ECONOMIC IMPACT ANALYSIS

SPORTS FACILITIES
ADVISORY

Number of Teams Per Year					
	Year 1	Year 2	Year 3	Year 4	Year 5
Spring Tournaments and Events	1,584	1,663	1,746	1,834	1,925
Summer Tournaments and Events	2,800	2,940	3,087	3,241	3,403
Fall Tournaments and Events	1,632	1,714	1,799	1,889	1,984
Winter Tournaments and Events	1,232	1,294	1,358	1,426	1,498
Total Number of Teams Per Year	7,248	7,610	7,991	8,390	8,810
Non-Local Days and Room Nights Per Year					
	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market	811,198	851,049	892,893	936,829	982,962
Room Nights	261,386	273,567	286,357	299,786	313,887

Total Economic Impact - Sensitivity Analysis

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market	811,198	851,049	892,893	936,829	982,962
\$100 Average Daily Expenditure	\$ 81,119,800	\$ 85,104,920	\$ 89,289,296	\$ 93,682,891	\$ 98,296,165
\$115 Average Daily Expenditure	\$ 93,287,770	\$ 97,870,658	\$ 102,682,690	\$ 107,735,324	\$ 113,040,590
\$135 Average Daily Expenditure	\$ 109,511,730	\$ 114,891,642	\$ 120,540,550	\$ 126,471,903	\$ 132,699,823
\$150 Average Daily Expenditure	\$ 121,679,700	\$ 127,657,380	\$ 133,933,944	\$ 140,524,336	\$ 147,444,248
\$165 Average Daily Expenditure	\$ 133,847,670	\$ 140,423,118	\$ 147,327,338	\$ 154,576,770	\$ 162,188,673

Non-Local Visitation is assumed to be any player, coach, parent and/or scout attending an event from outside of a 90-minute drive time radius.

The Total Economic Impact – Sensitivity Analysis assumes a spending range of between \$100 per person to \$165 per person. For example the assumption of an Average Daily Expenditure (ADE) of \$135 is the estimated per person spending per day on lodging, food, entertainment, transportation and retail.