



Washington State Major League Baseball Stadium Public Facilities District

Annual and Ten-Year Rolling Provisional Plan Review

June 24, 2024

Preliminary Draft – Subject to Revision



This report has been prepared for Washington State Major League Baseball Stadium Public Facilities District (PFD or Client) 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 PFD.

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.

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.

I. Provisional Plan Review

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Overview

- CAA ICON has prepared observations on the Mariners' Annual (2025) and Rolling (2025-2034) provisional plans in addition to a review of progress made on projects from 2023 and 2024
- In 2022, a long-term capital needs (LTCNA) was completed that serves as the primary basis for identifying necessary capital improvements at T-Mobile Park
- CAA ICON has made certain comparisons of the Mariners' provisional plan with the LTCNA herein; CAA ICON's evaluation is primarily focused on completion of the various projects
 - CAA ICON has also reviewed general alignment with budgeted amounts in the LTCNA to ensure the project was, or will be, completed as prescribed
- The Mariners annual (2023, 2024, and 2025) and rolling plans are generally, and in large part, consistent with what was called for in the 2022 LTCNA

I. Provisional Plan Review

Annual Plan – 2024 (Review)

- The Mariners 2024 working budget had \$23.0 million in necessary improvements, including inflation and contingency
 - The difference in Architectural investment is due to the deferral of fixed seat replacement and traffic coating projects
 - An assessment dated 5/6/24 by Nor-Pac Seating generally characterized the seats as in good-to-fair condition
- Necessary improvements of \$1.0 million or more:
 - Control room (year 1 of 2 - \$4.6 million)
 - F&B equipment replacement (\$2.4 million)
 - Consolidated cabling project (\$1.7 million)
 - Retractable roof membrane painting (\$1.0 million)
- Upgrade improvements were estimated at \$4.7 million and include the GM box, concessions upgrades, and future upgrade project preconstruction / design

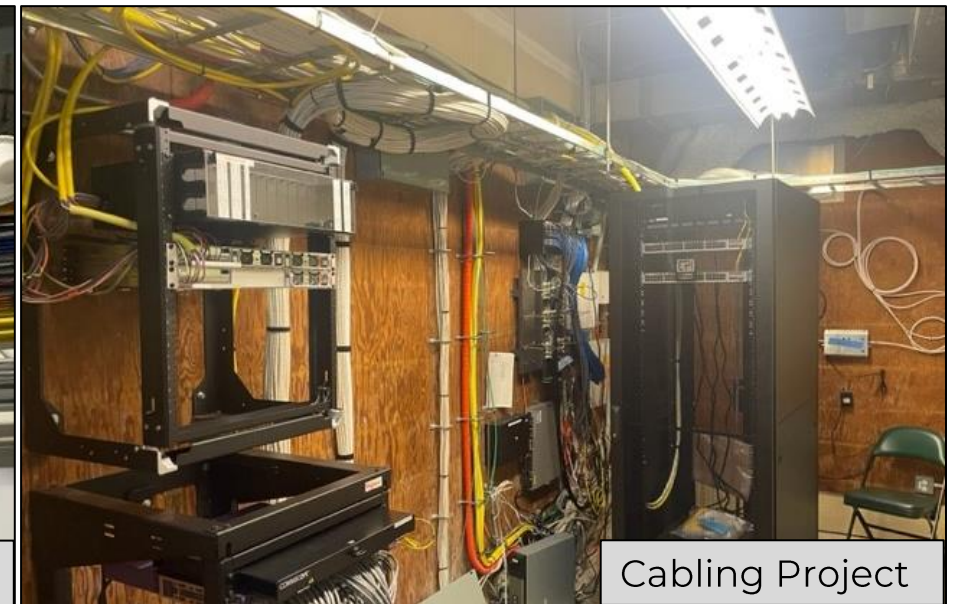
Major Category	2024 LTCNA Amount - (1)	2024 Mariners' Working Budget - (1)	2024 Mariners' Capital Investment to Date - (2)
Necessary Improvements			
Architectural	\$6,756,320	\$1,483,415	\$541,698
Retractable Roof	\$1,743,329	\$1,996,904	\$993,710
Garage	\$0	\$0	\$0
Spectator Amenities	\$3,047,812	\$3,671,183	\$576,349
Building Systems	\$1,911,322	\$4,282,249	\$1,357,745
Technology	\$9,803,633	\$10,488,288	\$1,867,206
FF&E	\$253,575	\$570,544	\$277,480
Team Spaces	\$171,164	\$551,526	\$301,047
Total Necessary Improvements	\$23,687,153	\$23,044,090	\$5,915,235
Upgrade Improvements	NA	\$4,650,000	\$3,224,913
Total	\$23,687,153	\$27,694,090	\$9,140,149

(1) - Includes inflation and contingency. Minor adjustments made to account for rounding differences.

(2) - Total Investment as of March 2024.

I. Provisional Plan Review

Annual Plan – 2024 (Review)



I. Provisional Plan Review

Annual Plan – 2025 Provisional Plan

- The Mariners' 2025 provisional plan includes 46 projects totaling \$23.7 million in investment, including inflation and contingency

- Investments: \$17.8 million
- Inflation \$2.8 million
- Contingency \$3.1 million
- Total \$23.7 million**

- Necessary improvements of \$1.0 million or more:

- Control room (year 2 of 2 - \$4.6 million)
- Preparation for replacement of main LED board (\$2.7 million)
- Food and beverage equipment replacement (\$2.3 million)
- Cabling project (year 2 of 3 - \$1.5 million)
- Escalator 19 and 20 replacement (\$1.4 million combined)

- Necessary improvement categories largely align in terms of investment and projects, except for Architectural (seating / traffic coating) and Building Systems (higher than anticipated vertical transportation costs)

Major Category	2025 LTCNA Amount - (1)	2025 Mariners' Provisional Plan - (2)
Necessary Improvements		
Architectural	\$8,085,931	\$2,156,655
Retractable Roof	\$665,635	\$332,817
Garage	\$559,133	\$226,316
Spectator Amenities	\$3,356,389	\$3,012,475
Building Systems	\$2,362,891	\$4,022,540
Technology	\$12,752,224	\$13,582,048
FF&E	\$266,254	\$266,254
Team Spaces	\$86,533	\$86,532
Total Necessary Improvements	\$28,134,988	\$23,685,638
Upgrade Improvements	NA	\$0
Total	\$28,134,988	\$23,685,638

(1) - Includes contingency at 15%.

(2) - Includes inflation and contingency.

I. Provisional Plan Review

Annual Plan – 2025 Provisional Plan Changes

- The Mariners provided CAA ICON with a list of projects originally planned for 2025 that have been deferred and / or re-sized – notable projects include:
 - **Hit-It-Here Café** (Original: \$440,000 / New: \$0): Plans are being developed for a potential overhaul of the space. Presently used as a group sales space.
 - **Fixed Seating Replacement** (Original: \$1.8 million / New: \$500,000): The original seats are in good-to-fair condition. The Mariners have been replacing components on an as-needed basis. The 2025 budget reflects replacement of approximately 1,300 seats in left field that are in worse condition. The final fixed seating replacement strategy is being evaluated.
 - **Concrete Coating / Sealant** (Original: \$2.5 million / New: \$375,000): The project will be implemented in tandem with the fixed seating replacement.
 - **Escalator 19 and 20 budget** (Original: \$670,000 / New: \$1.4 million): Previously budgeted amounts were insufficient.
 - **Signage and Graphics** (Original: \$400,000 / New: \$50,000): Mariners are in the process of defining a stadium-wide signage and graphics plan.
 - **Plumbing** (Original: \$50,000 / New \$200,000): Additional needs were identified that need to be proactively addressed.

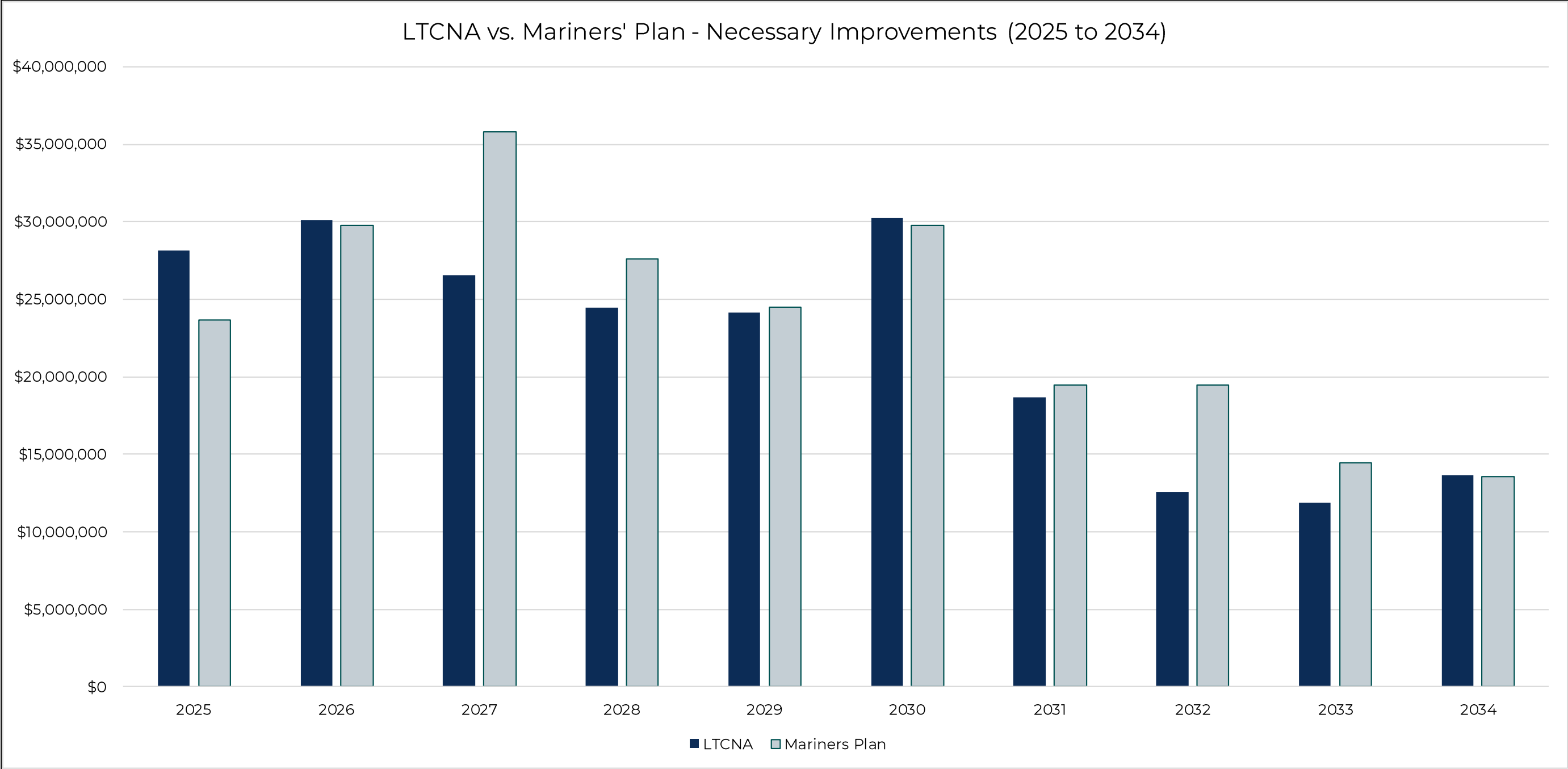
I. Provisional Plan Review

10-Year Rolling Plan

- The Mariners' 10-year rolling plan focuses on the following major categories in the next three-to-five years:
 - Technology and infrastructure projects including:
 - Control room (year 2 of 2 is in the 2025 provisional plan)
 - Consolidated cabling project (years 2 and 3 of plan is in 2025 and 2026)
 - Mariners vision main LED board replacement (2026)
 - Other projects, including security (2025 to 2028)
 - Modernization of vertical transportation systems, including escalators and elevators (2025-2029) – current budgeted amounts from 2026-2029 are likely understated given 2025 project costs
 - Replacement of fixed seating and traffic coating projects (2027-2031)
 - Retractable roof (2029-2033) includes the painting and coating of the roof undercarriage – currently evaluating a more cost-effective solution in collaboration with Thornton Tomasetti
 - Ongoing replacement of food and beverage equipment (extends through 2030)
 - Updates to premium spaces beginning in 2028
- The cadence of the Mariners' proposed investment generally aligns with what was outlined in the LTCNA, with reasonable and / or discussed deviations

I. Provisional Plan Review

10-Year Rolling Plan Comparison



I. Provisional Plan Review

Comparison of LTCNA and Mariners' Plan – 2023 to 2025 Project Monitoring

ID #	Category	Sub-Category	Project Description	Capital Needs Amount	Status
2023 Plan Year					
57	Building Systems	Mechanical / HVAC	Replace all five boilers	\$1,050,000	In-Progress
143	Technology	Technology Infrastructure	Remove/replace/clean-up/investigate space utilization within the comm. rooms and cable trays	\$262,500	Completed
151	Technology	Access Control / Security	Security - Rekeying placeholder	\$525,000	In-Progress
160	Architectural	Interiors	All-Star Club ADA modifications	\$262,500	Monitor
167	Architectural	Sitework	Bollards design and pre-construction	\$367,500	Monitor
2024 Plan Year					
29	Architectural	Seating Bowl & Concourses	Provide concrete coating or sealer on precast stadia	\$2,756,250	In 2025 Plan
30	Architectural	Seating Bowl & Concourses	Replace stadium seating, cupholders, and trip guards	\$1,948,323	In 2025 Plan
153	Architectural	Signage & Graphics	Project includes patch / tuck point voids in masonry and precast façade, including holes from old signage placements.	\$441,000	In 2025 Plan
91	Building Systems	Vertical Transportation	Replace complete escalator (escalator 19)	\$369,338	In 2025 Plan
92	Building Systems	Vertical Transportation	Replace complete escalator (escalator 20)	\$369,338	In 2025 Plan
2025 Plan Year					
25	Architectural	Interiors	Replace Hit It Here Café finishes, including bar	\$509,355	Monitor
170	Architectural	Sitework	Future player exterior statue	\$260,466	Monitor
93	Building Systems	Vertical Transportation	Replace escalator 11	\$387,804	Monitor
94	Building Systems	Vertical Transportation	Replace escalator 12	\$387,804	Monitor
98	Garage	Garage	Restripe parking stalls, ADA parking areas, and other markings	\$289,406	Monitor

Note: Only includes projects with a projected cost greater than \$100,000 according to the 2022 LTCNA. Individual food service projects have been grouped into food & beverage equipment general allowance and are excluded from this chart.

II. Reference Ballpark Tours

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Reference Ballpark Tours

- In July, CAA ICON, the PFD, and Mariners will be completing tours of the three remaining Reference Ballparks:
 - Target Field, Minneapolis, MN – 7/24
 - Busch Stadium, St. Louis, MO – 7/25
 - American Family Field, Milwaukee, WI – 7/26
- Milwaukee recently completed a lease extension, which will provide funding for capital improvements, among other items, through 2050 – most contemplated improvements have not been implemented
- CAA ICON has identified certain areas of each ballpark that has received investment in recent years to ensure spaces are visited on tours
- As per Section 6.5 of the lease, the Team will submit a revised Reference Ballpark list in September 2024 to the PFD for review and approval– Reference Ballpark list may change

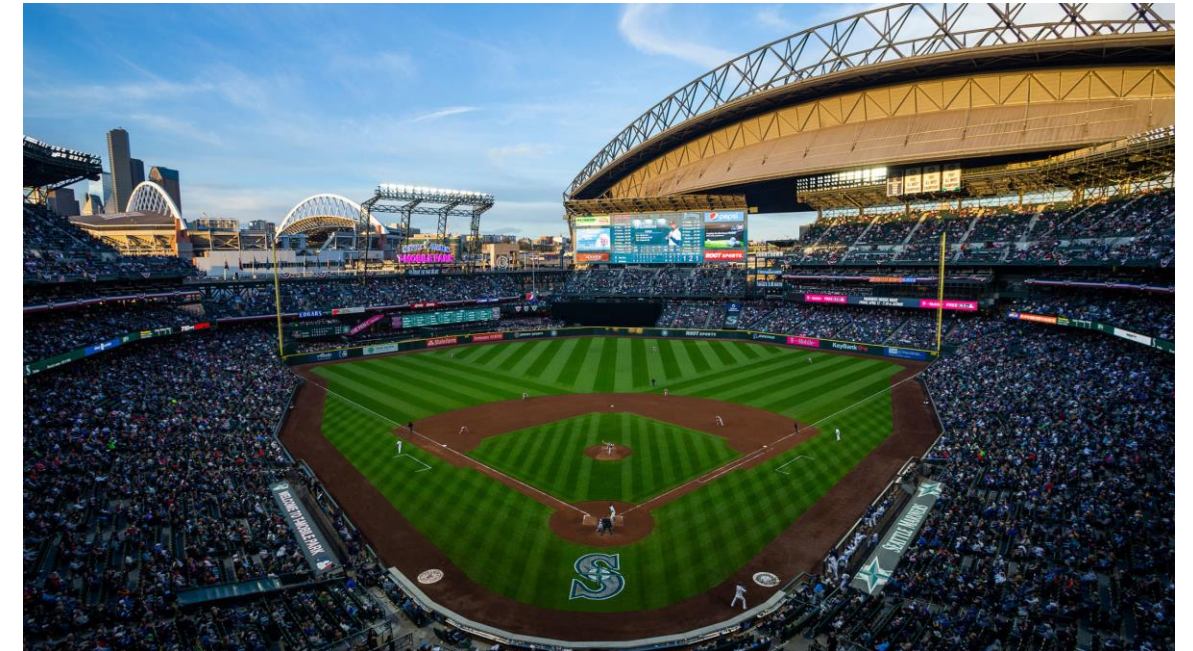
Reference Ballparks:

1. Atlanta
2. Colorado
3. Miami
- 4. Milwaukee**
- 5. Minnesota**
6. New York (AL)
7. New York (NL)
- 8. St. Louis**
9. San Diego
10. Washington

II. Reference Ballpark Tours

T-Mobile Park

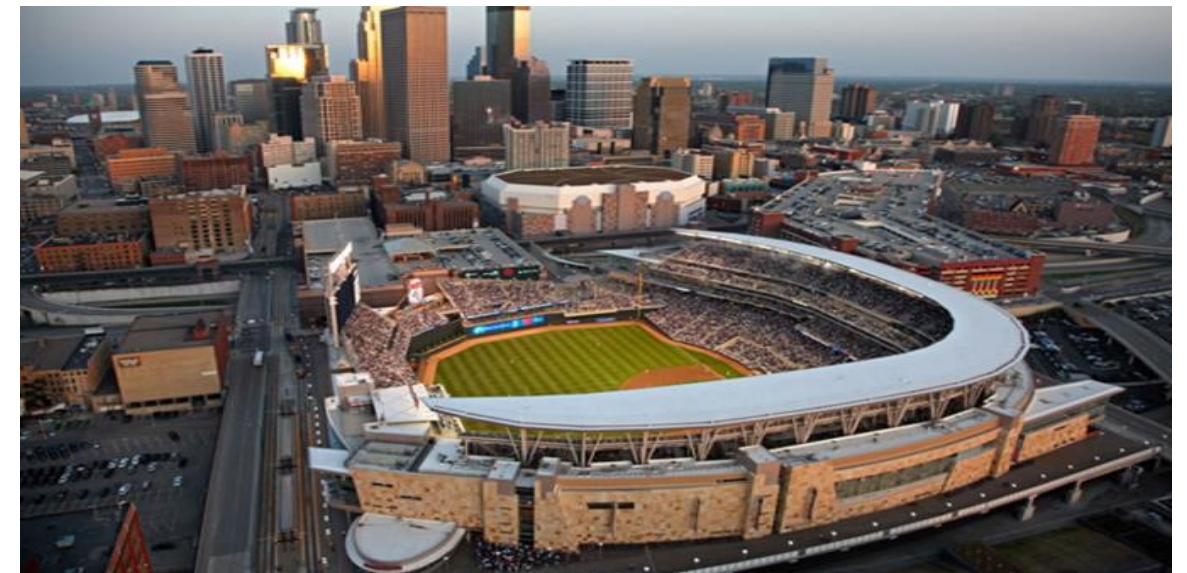
- Opened: 1999
- Cost: \$536 million (reported)
- Owner: PFD
- Operator: Seattle Mariners
- Naming Rights: T-Mobile (25 years)
- Capacity: 47,943
- Luxury Suites: 61
- Loge/Theater Boxes: 28
- Club Seats: 4,964
- Primary Tenant: Seattle Mariners



II. Reference Ballpark Tours

Target Field

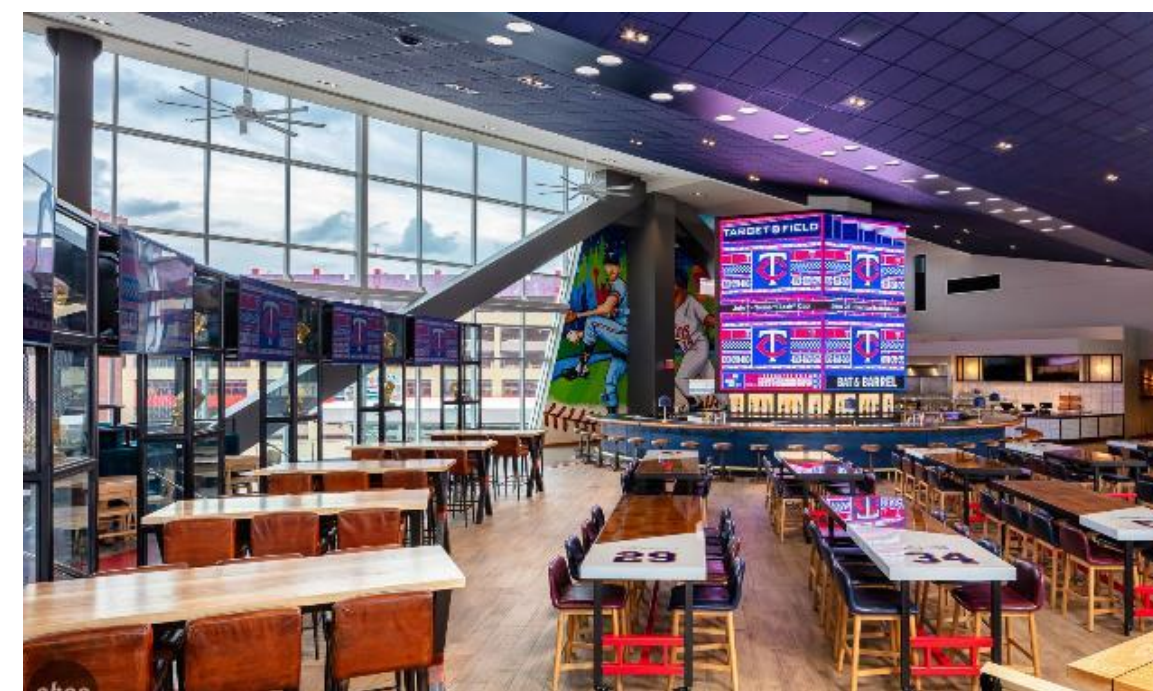
- Opened: 2010
- Cost: \$555 million (reported)
- Owner: Minnesota Ballpark Authority (MBA)
- Operator: Minnesota Twins
- Naming Rights: Target (25 years)
- Capacity: 39,504
- Luxury Suites: 60
- Loge/Theater Boxes: Yes (inventory not specified)
- Club Seats: 3,420
- Primary Tenant: Minnesota Twins



II. Reference Ballpark Tours

Target Field – Notable Recent Investments

- Technology
 - In 2023, a new control room, scoreboard (23,000 square feet), and LED displays were added, totaling \$29.5 million paid for equally by the Twins and MBA
- Security
 - Bollards were added for a cost of \$3.2 million, allowing the stadium to receive its federal SAFETY Act certification
- Fan amenities
 - A gate expansion located in right field for a cost of \$6.3 million
 - More than 9,300 of extra square feet was added along with a synthetic turf gathering area for pre- and post-game activities
 - Two additional entry points to improve ingress and egress
 - Gate canopies to provide weather protection
 - The Bat & Barrel sports bar and social space (GA club), which was awarded Ballpark Digest's Best MLB Renovation Award in 2018



II. Reference Ballpark Tours

Busch Stadium

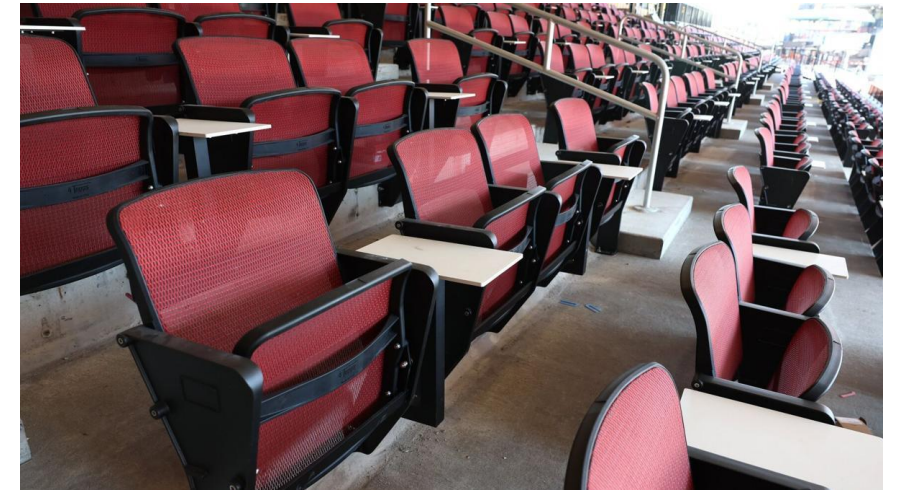
- Opened: 2006
- Cost: \$430 million (reported)
- Owner: St. Louis Cardinals
- Operator: St. Louis Cardinals
- Naming Rights: Anheuser-Busch Brewing Company (20 years)
- Capacity: 43,975
- Luxury Suites: 64
- Loge/Theater Boxes: N/A
- Club Seats: 4,072
- Primary Tenant: St. Louis Cardinals



II. Reference Ballpark Tours

Busch Stadium – Notable Recent Investments

- Premium Seating
 - In 2024, the Cardinals introduced Club 703 in left field in honor of Albert Pujols, which is sold with F&B included
 - The Cardinals offer 11 all-inclusive ticketed areas, the most in the major leagues
 - The club features mesh seats (limits impact of heat) and a table / storage area between every other seat
 - Tickets for the seats begin at \$99 per game
- Social Gathering Spaces
 - In 2018, the Cardinals introduced Budweiser Terrace, a 20,000 square feet social gathering space on the upper deck
 - Budweiser Cardinals Ballpark Pass allows SRO admission to home games for \$30 per month
- Food and Beverage
 - Busch Stadium has some of the most diversified food and beverage offerings in MLB, including farm-to-table options first introduced in 2024



II. Reference Ballpark Tours

Busch Stadium – Notable Recent Investments

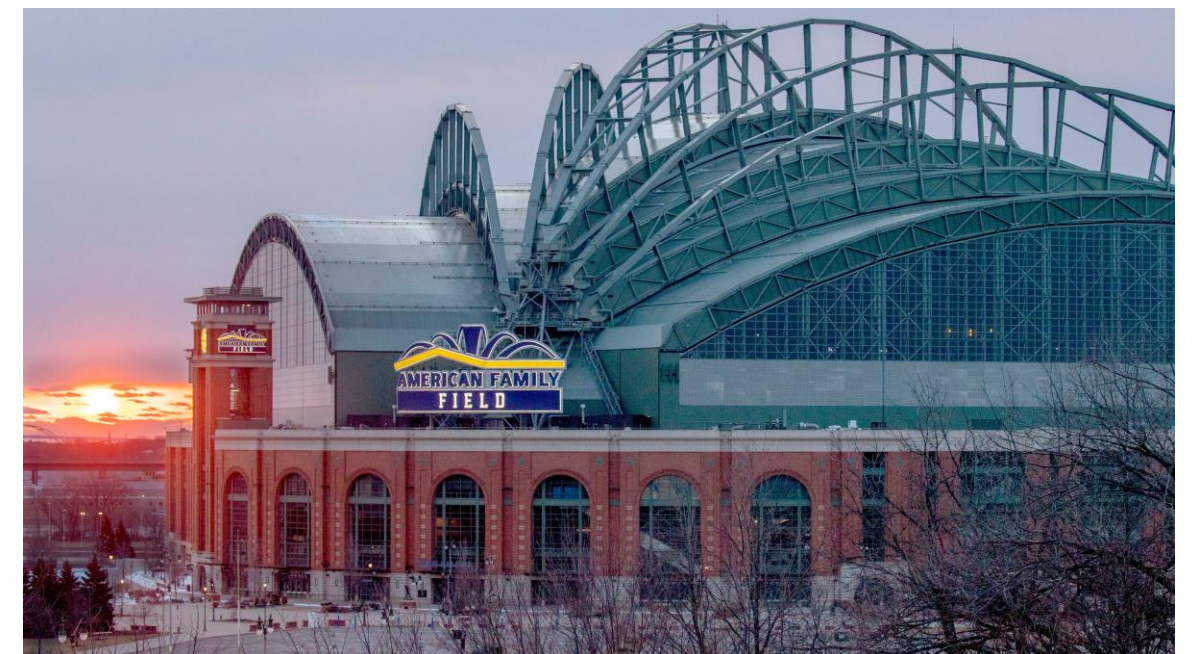
- The Cardinals partnered with The Cordish Companies to develop Ballpark Village in downtown St. Louis in two phases
 - The first phase was completed in 2014 and measures 120,000 square feet. It includes restaurants, bars, a museum, media studio, performance stages, and rooftop seating among other amenities.
 - The second phase of the project was completed in 2020 and measures 550,000 square feet. The second phase includes a 29-story residential tower, 10-story office building, 216-room hotel, and restaurants / retail, among other amenities.



II. Reference Ballpark Tours

American Family Field

- Opened: 2001
- Cost: \$394 million (reported)
- Owner: Southeast Wisconsin Professional Baseball Park District (SEW District)
- Operator: Milwaukee Brewers
- Naming Rights: American Family Field (15 years)
- Capacity: 41,900
- Luxury Suites: 62
- Loge/Theater Boxes: 0
- Club Seats: 2,200
- Primary Tenant: Milwaukee Brewers



II. Reference Ballpark Tours

American Family Field – CapEx Funding

- In November 2023, the team, State Senate, and State Assembly agreed to initial terms involving a 20-year extension that will keep the Brewers in Milwaukee through 2050. As part of this agreement, significant renovations will be made to American Family Field. Total public sector investment is estimated at a reported \$500.8 million over the extended lease term.
- Most of the funding will be contributed over the life of the lease extension:
 - **State of Wisconsin**
 - \$35.8 million gap payment upon executing lease and non-relocation agreements
 - \$25 million payment (District deposits into Segregated Fund) used only to winterize ballpark facilities
 - An initial payment of \$13.4 million, increasing at a rate of 4% compounded annually over 20 years
 - No annual payment can exceed \$20 million, \$10 million after 2041
 - Beginning with the 20th payment and working backward, State annual payments are reduced by ticket surcharge revenue
 - **City of Milwaukee**
 - City annually deposits a portion of revenues from 2% sales and use tax (less State Department of Revenue expenses) into Segregated Fund up to a cumulative deposit of \$67.5 million
 - **County of Milwaukee**
 - County annually deposits \$2.5 million into the Segregated Fund until overall contribution reaches \$67.5 million
 - **Milwaukee Brewers** – \$100.7 million

II. Reference Ballpark Tours

American Family Field – Notable Recent Investments

- Technology
 - In the 2023 offseason, a new \$14 million scoreboard (12,100 square feet) and LED display system were added throughout the ballpark
- Premium Seating
 - The PNC Club Level received a complete renovation in 2018, including upgraded F&B and FF&E
- Food and Beverage
 - Prior to the 2017 season, the Brewers (in partnership with Delaware North) completed an extensive overhaul of F&B
 - Project included renovation of 25 existing concession stands, introduction of 12 new stands, 53 new portable points-of-sale, and three new feature bars
 - Project was entirely privately funded by Brewers (\$14 to 15 million) and Delaware North (\$4 million)
- Merchandise
 - The team store was expanded and now offers eco-friendly / recyclable memorabilia and the ability to create customized merchandise



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 marketplace, 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.
- The analysis is intended to be read and used as a whole and not in parts. Separation of any section or page from the main body of the report is expressly forbidden and invalidates the analysis.
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- Our performance of the tasks completed does not constitute an opinion of value or appraisal, or a projection of financial performance or audit of the facility in accordance with generally accepted audit standards. Estimates of value (ranges) have been prepared to illustrate current and possible future market conditions.
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