



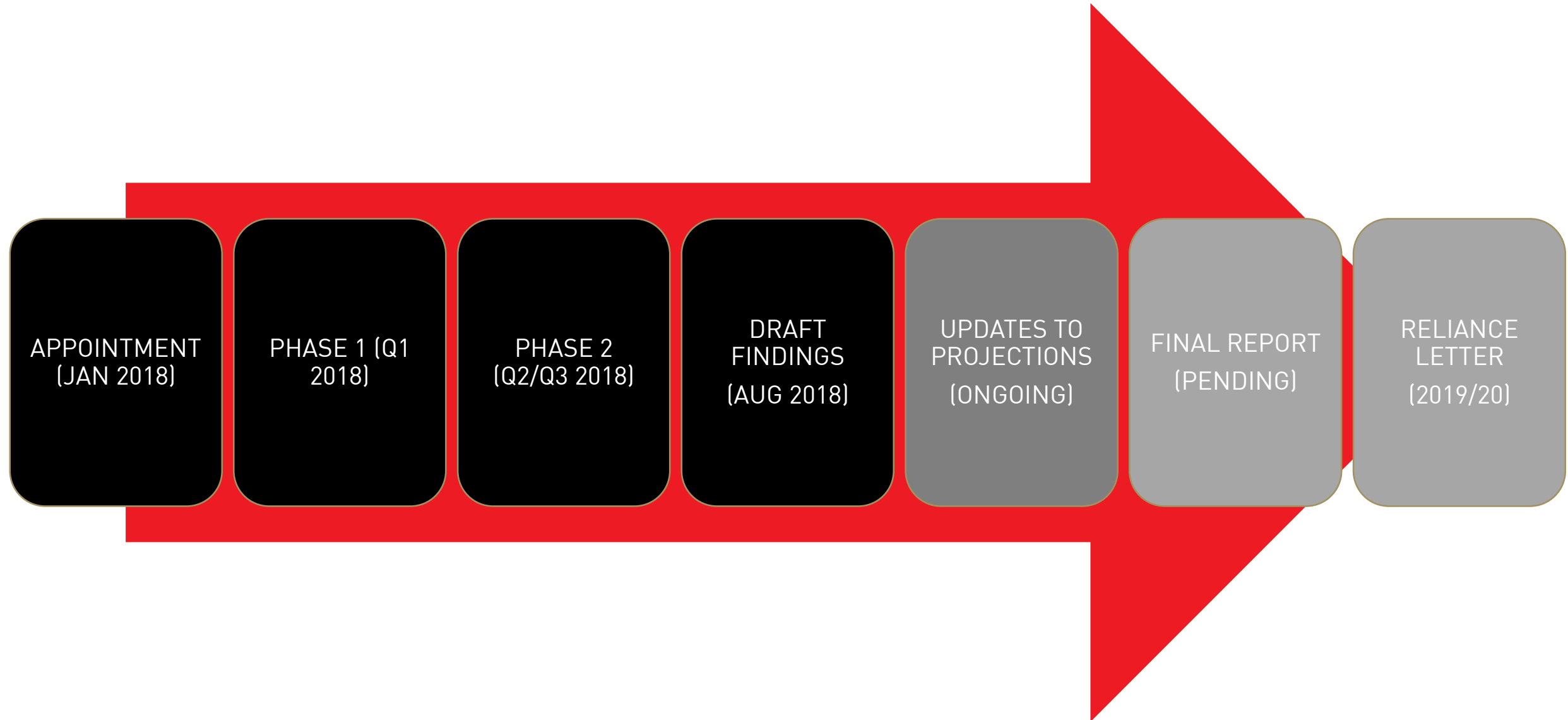
# STADION FEIJENOORD

## ISG BUSINESS PLAN REVIEW

5<sup>th</sup> OCTOBER 2018

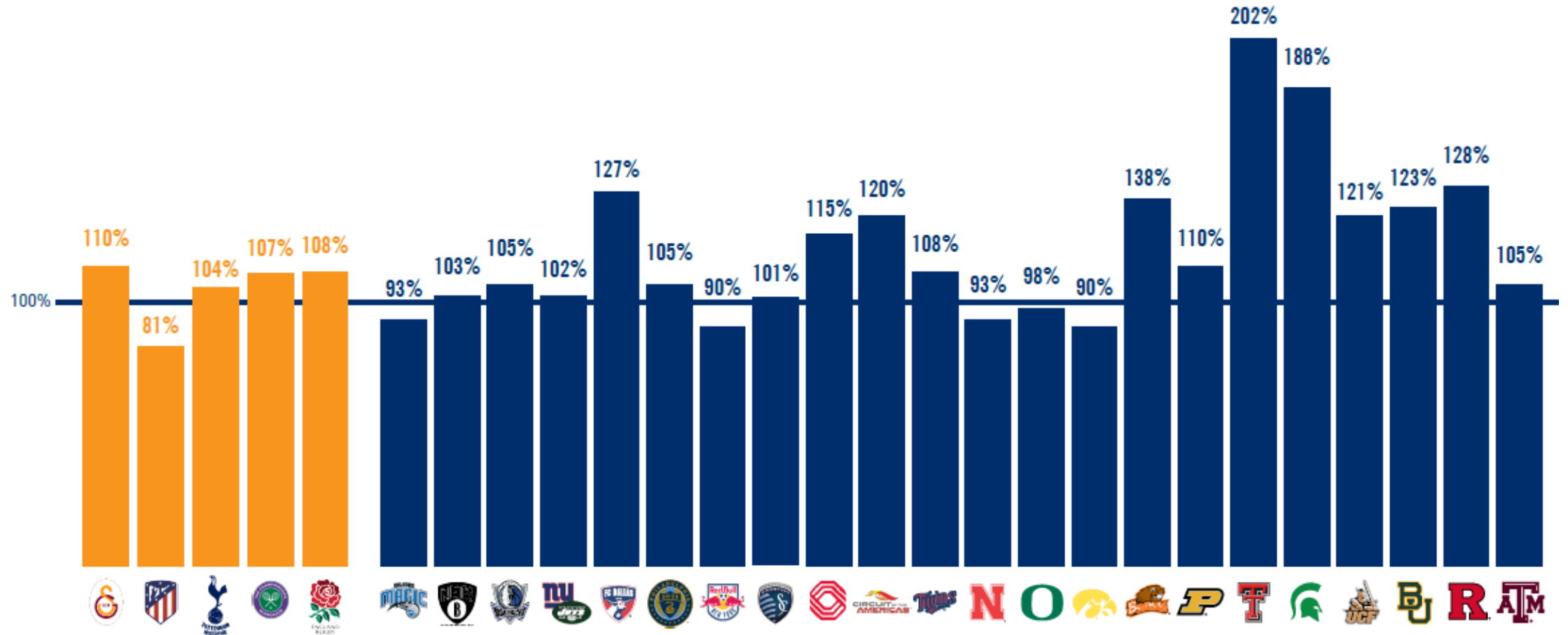
- ISG was appointed by Stadion Feijenoord in January 2018 to undertake a thorough review of the business model for the new stadium
- The process involves three key outputs
  - Phase 1 report highlighting any areas of significant concern in the projections
  - Phase 2 report providing a detailed analysis of all key elements of the projections
  - A reliance letter provided to the banks at the point of financial close of the project financing
- ISG provided a draft presentation to Stadion Feijenoord in August 2018 setting out our Phase 2 findings
- Based on this feedback, it was agreed by Goldman Sachs, Stadion Feijenoord and ISG that Stadion Feijenoord would update the financial projections to reflect the risks and opportunities highlighted in ISG's draft report
- ISG will then provide a final Phase 2 report based on these revised projections
- At financial close, ISG will provide a reliance letter to Goldman Sachs and the other providers of finance
- This reliance letter is an independent confirmation for the providers of finance that the projections are reasonable and can be relied upon. ***Hence ISG's ultimate fiduciary obligations and duty of care is to these banks***

# PROCESS



- ISG is the feasibility and business planning division of Legends International and is based in London
- Legends International is part of Legends, the leading sports and entertainment commercialisation company, with around 30,000 employees. Legends' main offices are in Los Angeles, Dallas, New York and London
- ISG and CSL (based in Dallas) together make up Legends' Global Planning division, an industry-leading advisory and planning division specialising in providing analytics and consulting services to the sports, convention, entertainment and leisure industries
- Members of the group have provided services to these industries since the early 1990's and have been involved in over 1,800 projects worldwide
- Richard Cheesman, who has overall responsibility in ISG for the Stadion Feijenoord project, is the COO of ISG and runs Legends' Global Planning activity in Europe. Prior to joining ISG in 2009, Richard worked in finance and private equity, including the financing of the new Wembley Stadium in London in 2002.
- Richard has led ISG's work planning new stadia or major redevelopments since 2009 including FC Barcelona, Udinese Calcio, Tottenham Hotspur FC, Galatasaray SK, AC Milan, Twickenham Stadium and the All England Lawn Tennis Club.
- Current Legends clients in Europe include Real Madrid, Atlético Madrid, Fulham FC, Stade de France, Manchester City FC and Liverpool FC.

- ISG and CSL have developed robust process and analysis to accurately forecast new stadium revenues and have an unparalleled track record of success. As such Goldman Sachs, as well as many other banks, rely on ISG and CSL's reports in the provision of financing to multiple stadia



# SUMMARY OF FINDINGS



- Overall, ISG believe that Stadion Feijenoord's projections are reasonable and well considered.
- We believe certain items should be adjusted to reflect the analysis
- The negative variances shown result in a decrease in revenue of 3% of Stadion Feijenoord's projections and a 5% reduction in EBITDA.
- ISG believe there is the potential to increase yield per seat in the Business Seats to increase revenue at the new stadium, and as this is higher margin than F&B, were it to be undertaken the majority of these increases will flow through to EBITDA.
- ISG believe there is the potential to more than offset the reductions above.
- ISG's assessment has been undertaken on the basis that Feyenoord finish in the top 3 of the league and hence qualify for European competition.

Revenue Area	ISG Adjustments	Impact (v Total Revenue)
GA Tickets	Forecasts are reasonable	-
Business Units/Seats	Forecasts are reasonable, ISG believe potential to increase revenues through higher yield per seat	-
Rent	Forecasts are reasonable	-
F&B	One fewer theme room and lower concourse spend per head	-2%
Sponsorship	Slightly lower value of stadium related assets	0%
Touring/Attraction	-20% for the tour and -30% for the attraction/sightseeing.	-1%
BVO	Forecasts are reasonable	
Commercial rent	Forecasts are reasonable	
Parking	Forecasts are reasonable	
<b>Total Revenue</b>		<b>-3%</b>
Operating Costs		1%
<b>EBITDA</b>	<b>5% reduction (equivalent to 2% of revenue)</b>	<b>-2%</b>

# PROJECT OVERVIEW



# PROJECT OVERVIEW



- Feyenoord Rotterdam (“Feyenoord”) and Stadion Feijenoord have prepared base case projections (“Projections”) for a new stadium (“New Stadium”) and are seeking to raise financing in 2019/2020
- The potential providers of financing have requested a two phase review of the Projections
  - Phase 1 was a high level review of all key revenue and expenses line items in the Projections
  - Phase 2 was a detailed market assessment of the Projections





# PHASE 1 – KEY FINDINGS



- ISG's opinion at the end of phase 1 was that in a number of the key areas, the projections were reasonable/appropriate, including:
  - Revenue from general admission ticketing and season tickets;
  - Sponsorship and naming rights (subject to conditions);
  - Unit (box) income;
  - Non-event day rental; and
  - Operating costs
- However, there were several elements in the financial forecasts where further investigation into the Projections was required, the major items being as follows:
  - Income from Business Seats/Units
  - Income from F&B: income from included F&B, take-up of theme rooms, the increase in concourse catering SPH and non-match day restaurants
  - Tour/attraction
  - Team performance: the impact of the team not performing at a high level and qualifying for European competition would have a substantial impact across the business.

# PHASE 2 – MULTI-LAYERED APPROACH



## Robust Survey/Fieldwork

Business Units and Seats  
General Admission  
Food and Beverage (match day and non-match day)

## Historical Analysis

General admission  
Business Units and Seats  
Food and Beverage (match day)

## Benchmarking

All of above  
Naming Rights  
Non-match day

# MATCH DAY REVENUE OVERVIEW

# MATCH DAY FIELDWORK OVERVIEW



- Using our experience from multiple previous similar projects, ISG developed a systematic fieldwork approach to provide reliable projections for Business Seat / Business Unit income and to understand likely behaviour of season ticket holders.
- Objectives
  - To understand the Business Seat / Business Unit demand profile & insights in terms of consumer behaviour
  - Identify and quantify price levels for each offering in order to maximize sales' success and revenues
  - To provide qualitative and quantitative data to support analysis of other areas, such as food and beverage
- ISG Approach
  - Online survey to Season Ticket Holders
  - Online Survey to Warm, Cold Lead and Prospective VIP clients including a Hospitality Conjoint exercise
  - Included in the online Survey to Season Ticket Holders, for those spending over €500 per season per ticket including a Season Ticket Conjoint exercise and a smaller Hospitality Conjoint exercise testing only seating products.

# TARGET GROUPS (INCLUDING SEASON TICKET SURVEYS)



B2C

Season Ticket Holders (24,420 sent survey link)

Season Ticket Holders spending over €500 on their Season Ticket (2,791)

B2B

Current Feyenoord VIP Clients (995)

Prospective new clients & Cold Lead Prospects (2,895)

Cold Lead Corporates in ISG Defined Catchment (50,000)

- During the planning process, we determined the required sample from each group to ensure a statistically robust result from the work. With all groups the required levels were achieved.






- Conjoint (“*Considered jointly*”) is a cutting-edge statistical technique widely used by the market research industry. The objective of conjoint is a trade-off exercise to determine what combination of product features is the most influential on a respondent’s choice of a product.
- Choice Based Conjoint/Hierarchical Bayesian analysis leads to a set of utilities that quantify respondents’ preferences for each level of each attribute.
- Using average utility scores and its variations, we compute attribute importance and price sensitivities.
- The Market Simulator ‘model’ is then used to convert the raw utility scores into simulated market shares of preference.
- This model can be used to simulate market share for any combination of price, products and attribute features.

# EXAMPLE CONJOINT QUESTION



(1 van 10)

Wanneer dit de enige opties zouden zijn, welke zou u dan kiezen?


Type zakelijke stoel/unit	 Business Seat	 Business Unit 15 zitplaatsen	 Comfort Seat
Locatie	Ter hoogte van de middenlijn	Tussen de middenlijn en het strafschopgebied	Ter hoogte van het strafschopgebied
Tribune	Hoofdtribune Stadionweg	Hoofdtribune Maaszijde	Hoofdtribune Maaszijde
Prijs	Prijs per zitplaats per seizoen: €5.980  Prijs per zitplaats per wedstrijd: €260	Prijs per unit per seizoen: €128.340  Prijs per zitplaats per wedstrijd: €370	Prijs per zitplaats per seizoen: €1.610  Prijs per zitplaats per wedstrijd: €70
	Selecteer	Selecteer	Selecteer

Ik zou geen van deze opties kiezen

Selecteer

Vorige Volgende

0% 100%



- Respondents are asked a series of these questions where they must trade-off the features and pricing of the various plans to select the offering they most prefer.
- The pattern of responses is analysed for each respondent in order to determine the underlying value utilities that quantify respondents' preferences for each level of each attribute.
- The market simulator model is then built based on these utilities and allows for “what if” testing of any combination of features and pricing, whether or not that combination was shown in the survey.

# MATCH DAY SHOWCARDS



- With all surveys, the first step is to ensure a reasonable level of understanding from the respondents, so they are well positioned to understand the concepts.
- We use a series of “showcards” as demonstrated below

## Nieuw Feyenoord-stadion

### Sfeer van De Kuip behouden

- Het Rotterdamse architectenbureau OMA ontwerpt het nieuwe stadion. Bij het ontwerp wordt rekening gehouden met behoud van kenmerkende, sfeerbepalende elementen van De Kuip. Zo zitten toeschouwers op de eerste en tweede ring ook in het nieuwe stadion dicht op het veld, is het zicht vanaf elke tribuneplek goed, lopen de tribunes in de hoeken door, heeft de lange zijde een ovale vorm en is het de bedoeling dat er ook weer een spelerstunnel komt.

### Sprong voorwaarts voor Feyenoord

- Met een nieuw Feyenoord-stadion kan de club een grote sprong voorwaarts maken: sportief, financieel/commercieel en organisatorisch. De inkomsten gaan substantieel omhoog door extra kaartverkoop, hogere opbrengsten uit hospitality (horeca en speciale arrangementen) en een hogere sponsorwaarde.

### Het iconische stadion met 63.000 plaatsen komt ook nog eens op een markante plek: aan de Nieuwe Maas.

- Het nieuwe stadion voldoet aan de actuele eisen van KNVB, FIFA, UEFA en evenementorganisatoren. Zo komt Rotterdam ook weer in aanmerking voor internationale finales en grote toernooien.



## Nieuw Feyenoord-stadion

### Goed bereikbaar, uitstekende faciliteiten

- Het nieuwe stadion moet goed bereikbaar worden per spoor, bus, tram, auto, fiets, te voet én over water. De faciliteiten en het comfort voor toeschouwers en andere bezoekers zullen voldoen aan de hoogste eisen. De absolute prioriteit ligt bij Feyenoord-wedstrijden, maar het stadion kan ook multifunctioneel ingezet worden. Zo is het stadion geschikt voor evenementen, zoals popconcerten en festivals. Op dagen dat er geen wedstrijden zijn, kunnen de ruimtes worden gebruikt voor horeca en arrangementen bij feesten, symposia en congressen.

### Geplande bouwperiode: 2019-2023

- Feyenoord ontwikkelt en financiert het nieuwe stadion zelf. De start van de bouw staat gepland voor 2019. Afhankelijk van onder andere de bouwmethodiek kan Feyenoord er in 2023 zijn eerste wedstrijd spelen.

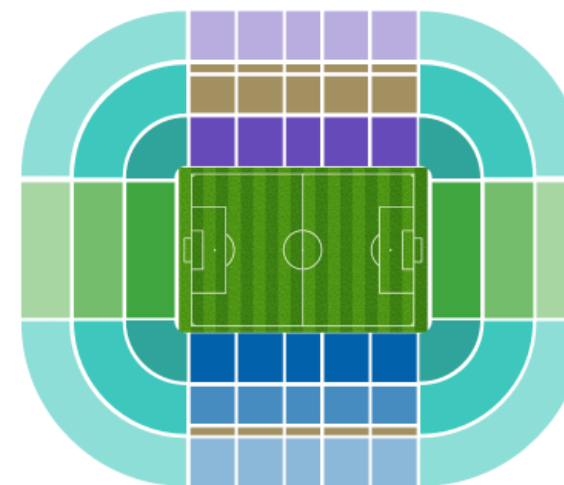


## Nieuw Feyenoord-stadion: zakelijke stoelen

- Het nieuwe stadion zal ook over zakelijke (of luxe) stoelen beschikken met exclusieve voordelen, die er voor zorgen dat supporters van Feyenoord de thuiswedstrijden comfortabel en in stijl kunnen ervaren
- Voordelen van deze luxe plaatsen zijn:
  - Brede gestoffeerde stoelen op de beste locaties
  - Catering & parkeren (afhankelijk van het pakket)
- Stoelen bevinden zich op beide hoofdtribunes
- Vanaf een van de hospitalitylounges een spectaculair zicht over de Maas



## Plattegrond nieuw Feyenoord-stadion



	1e ring	2e ring	3e ring
Hoofdtribune Maaszijde	purple	brown	light purple
Hoofdtribune Stadionweg	blue	blue	light blue
Korte zijden	green	green	light green
Hoekvakken	teal	teal	light teal

\* Zakelijke stoelen



# B2B SHOWCARDS – TEST PRODUCTS

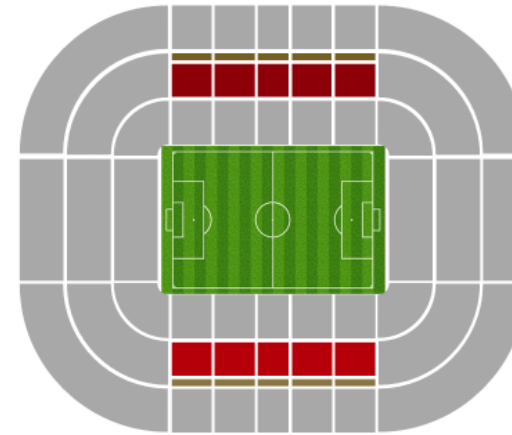


## Informatie over zakelijke stoelen

- Toegang tot alle thuiswedstrijden van Feyenoord
- Toegang tot de Feyenoord Business Club
- VIP-toegang
- Brede, gestoffeerde stoelen
- Catering & parkeren (onderdeel van het pakket)
- Stoelen bevinden zich zowel op de hoofdtribune als daar tegenover
- Vanaf een van de hospitality-lounges een spectaculair zicht over de Maas



## Locaties zakelijke stoelen



Hoofdtribune Maaszijde  
Hoofdtribune Stadionweg

Plaatsen	Units
Red	Olive
Red	Olive

## Business Units

- Units voor 12, 15 of 18 personen
- Gereserveerde parkeerplaatsen
- Breed aanbod van catering tijdens elk evenement



## Director Seats

- Meest exclusieve stoelen in het stadion
- Gereserveerde parkeerplaatsen
- Culinair diner voor elk evenement



## Business Seats

- Ervaar een geweldige voetbalsfeer in een zakelijke omgeving
  - Inclusief buffet/drinken en bittergarnituur
  - Mogelijkheid om te parkeren



## Comfort Seats

- Ervaar een geweldige voetbalsfeer in een relaxte omgeving
  - Drinken en bittergarnituur te koop
  - Mogelijkheid om te parkeren





# MATCH DAY ONLINE SURVEY TIMELINE



22/05/2018

- B2B Cold Lead Screener Calls Begin

29/05/2018

- B2B (Club Data) Survey launches

08/06/2018

- B2C Survey launches

18/06/2018

- B2C + B2B (Club Data) Surveys close

13/07/2018

- B2B Cold Lead Fieldwork complete

**INCOME FROM BUSINESS SEATS / UNITS**

# DEMAND FORECAST PROCESS



UNDERSTAND  
CURRENT  
MARKET

DEFINE  
POTENTIAL  
MARKET

DETERMINE  
NECESSARY  
SAMPLE SIZE  
FROM EACH  
SEGMENT OF  
MARKET

RECRUIT  
SUFFICIENT  
RESPONDENTS  
FROM MARKET

GATHER  
RESPONSES  
AND  
FEEDBACK  
FROM  
RESPONDENTS

ANALYSE AND  
SCALE TO  
SEGMENTS  
WITHIN  
OVERALL  
MARKET

# PHASE 2 CONCLUSION



- Interest in the new stadium's business units and seats is high. This is driven by a combination of
  - Strong latent demand from existing customers with a high conversion rate
  - Healthy database of leads developed by Feyenoord, showing a reasonable conversion rate
  - Penetration of the cold lead market (using ISG's catchment criteria) that is in line with past ISG projects
- Good demand for Business Units, unsurprising given limited increase from current volumes and a high willingness to pay significant prices for best product
- Significant potential to increase average yield per seat on Business Seats
- Overall demand exceeds supply by significant margins giving overall comfort on projections, and highlight potential for upside

**GENERAL ADMISSION**

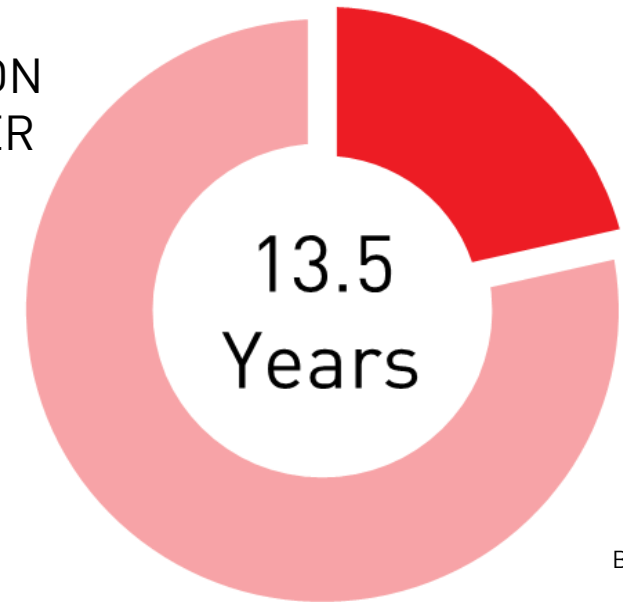


# GENERAL ADMISSION APPROACH

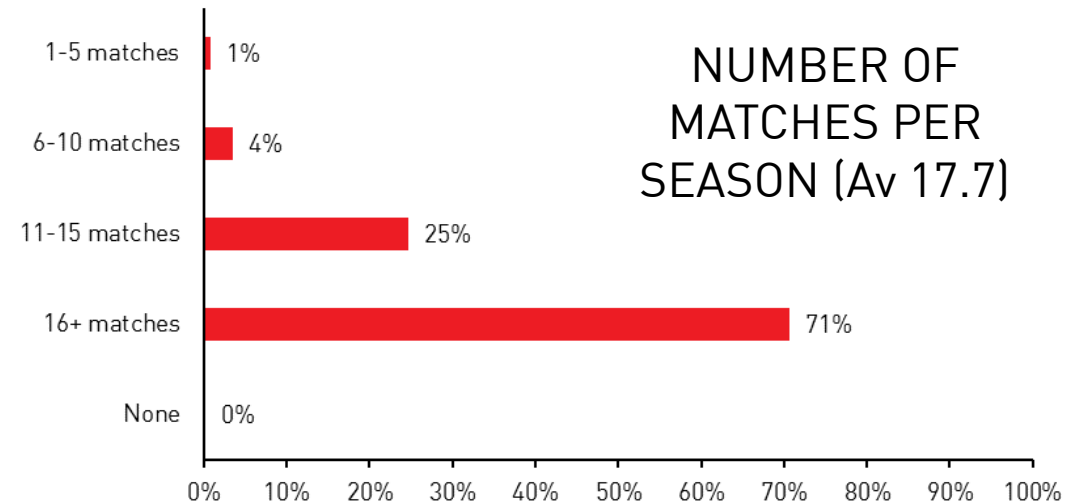


- We undertook a dual approach on the analysis of potential general admission revenue at the stadium
  - Analysis of historic data – this showed a long history of high demand for Feyenoord matches including during periods of varying performance on the pitch and stability of the club
  - Survey of existing season ticket holders to understand preferences and pricing sensitivity, as well as propensity to buy in the new Stadium

TIME AS SEASON  
TICKET HOLDER



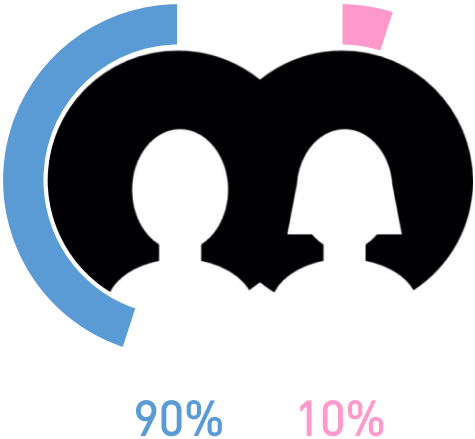
Base: 7,420



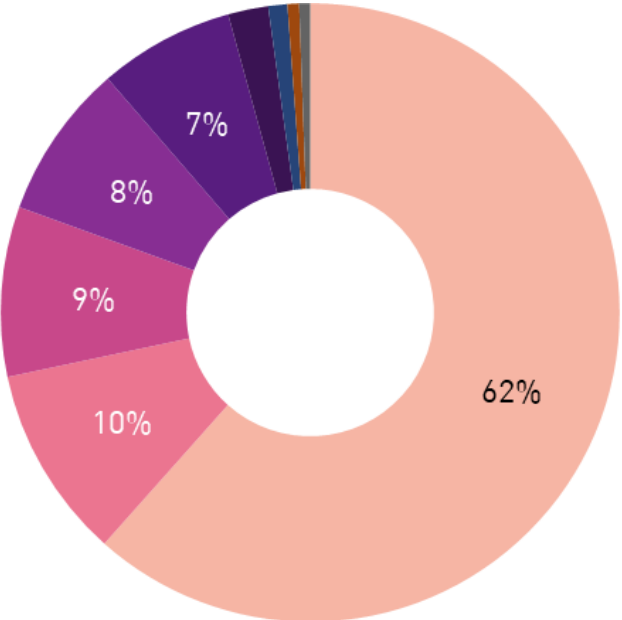
# DEMOGRAPHICS



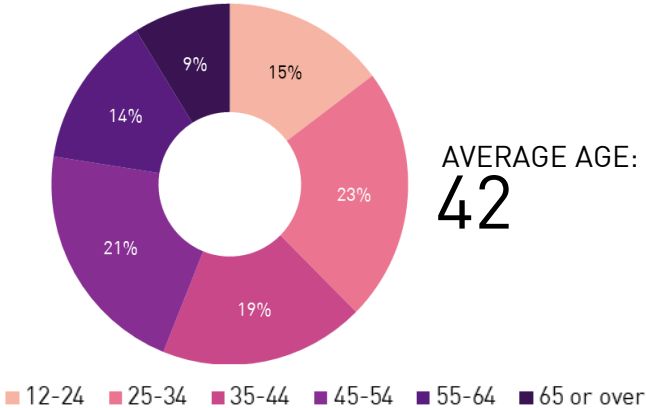
## Gender



## Occupation



## Age



- Full time employed
- Self-employed/owner/independent contractor
- Retired
- Studying
- Part time employed
- Other
- Incapacitated
- Unemployed/on social benefits
- Stay-at-Home mom/dad

# PHASE 2 CONCLUSION



- Historical data shows long term strength of Feyenoord in attracting fans
- The season ticket holder base is loyal compared to other projects, both in terms of length of support and also match attendance
- Despite reported negative reaction from segments of the current season ticket holders, in general the response was within the normal range of ISG experience
- In ISG's experience, once quality of new facility is understood and an accessible pricing policy is revealed, most STHs will buy
- Hence ISG is comfortable with the projections around general admission attendance and pricing

# NAMING RIGHTS

# NAMING RIGHTS OVERVIEW



- The amount a facility can command from naming rights and sponsorships depends on the following factors:
  - **COMPARABLE DEALS.** A potential partner will analyze comparable naming rights agreements in European football and around the world.
  - **MARKET SIZE + MEDIA COVERAGE.** As the popularity of European football has grown, clubs have seen their brands generate more media coverage. The increased Club visibility also drives sponsorship value as Sponsors are typically willing to pay more for clubs that generate a considerable amount of media coverage — TV, radio, print, online and social.
  - **BROADCAST EXPOSURE.** The growth in football has led to enhanced TV viewing opportunities. Dutch clubs generally have the vast majority of matches broadcast on television; however, broadcast exposure is often directly linked to historical success and market size. Sponsors are typically willing to pay a premium for clubs that receive a higher degree of global broadcast exposure.
  - **HISTORICAL SUCCESS.** In most cases, wins and losses matter. A Club's historical success typically has a significant impact on value. Past success on the pitch builds brand value and is a potential indicator of future success that sponsors buy into.
  - **NEWNESS OF THE FACILITY.** As a general rule of thumb, properties can command more for naming rights for a brand-new stadium than for an older one. New stadiums tend to be state-of-the-art and architecturally significant, whereas properties can face obstacles in renaming older facilities that have been known by a certain name for an extended period of time.
  - **NUMBER OF EVENTS.** More is better when it comes to naming rights dollars. The more events a stadium hosts on an annual basis, the more fans in the stands, the more value to a naming rights partner. The type of events a stadium hosts on an annual basis can also impacts the amount a venue can command for naming rights.
  - **QUALITATIVE VALUE.** Provides corporations an opportunity to align their brand with the image, emotions, popularity and lifestyle of a property.

# AREAS OF EVALUATION



- **ON-SITE/EXTERIOR VISIBILITY**

- Sponsors receive exposure via attendees to the venue. This visibility may include sponsor ID on iconic landmark, TV-visible signage, static signage, LED or video boards, and numerous other forms of signage. On-site signage for the Sponsor is based on signage locations, size and quantities.
- Activation and consumer engagement space for events will supplement the physical branding and integration on-site. Assets that are typically used to activate naming rights include interactive displays, product sampling, retail activation, and promotional giveaways. Valuation of activation and promotional opportunities varies depending on the desirability of the audience being sampled, the number, quality and frequency of touch points and other factors.

- **EARNED MEDIA**

- Measures the amount of editorial media coverage — digital, social, prints, TV and radio – a naming rights sponsor receives from being associated with the venue. In this analysis, ISG utilizes impressions data supplied by Meltwater and MVPindex to produce the number of stories for television, radio, online and social media articles.

- **PAID MEDIA**

- Refers to a sponsor's inclusion in the Club and Stadium media buy. This can include digital, social, out of home, print, TV, radio and Internet purchased by the property or provided by its media partners. It also includes sponsor ID on the Club website, mentions in social media, as well as a Sponsor's inclusion in collateral materials distributed by the Club and the Stadium. A sponsor receives exposure through the Stadium name and /or logo. Since ID is less valuable than an advertisement, ISG applies a discount to the advertising buy.

# AREAS OF EVALUATION



- TELEVISION & RADIO EXPOSURE

- Refers to sponsor ID or mention in event broadcasts. Seconds of exposure and TV viewership were provided by the Club. To determine impressions, we multiplied the seconds of exposure by the number of broadcasts and the average viewers per broadcast. The product is divided by 30 to represent the impressions generated through equivalent 30-second units. Because a series of visual and audio exposure is not necessarily equivalent to the value of a continuous 30-second advertising message, the value per impression (VPI) is adjusted based on the overall quality of the exposure element. To arrive at the total value, we multiplied the impressions by the adjusted VPI.

- HOSPITALITY

- Refers to the use of a suite and club seat season tickets, title sponsor of a Feyenoord match, merchandise credit, among other elements.

- QUALITATIVE

- Refers to qualitative benefits that a sponsor receives, such as a property's track record with sponsors, audience loyalty, property prestige, activation ability, sponsor protection and media coverage. The qualitative premium is almost always the driving force behind sponsorship deals and typically accounts for a significant portion of the total value of a deal. This is valued as a percentage of the total impressions value of all other sponsor benefits (excluding hospitality benefits).

# PHASE 2 CONCLUSION



- ISG concludes that the naming rights value is slightly below the Stadion Feijenoord projections



**CATERING INCOME – MATCH DAY**

# MATCH DAY F&B OVERVIEW



## VIP CATERING

- F&B included in the Business Units and Business Seats packages, or anticipated to be purchased as an add on
- Strong demand for Business Units and Business Seats, at prices that include significant F&B allowances supports the projections in this area

## THEME ROOMS

- New concept of 4 Theme Rooms, two serving Buffet + Drinks and two serving “Bier and bitterballen”
- Demand estimation undertaken during season ticket holder surveys

## CONCOURSE F&B

- Significant increases projected to take into account new stadium benefits
- ISG expressed concerns in Phase 1 about Theme Rooms cannibalising heavy spenders

THEME ROOMS

# DEMAND ESTIMATION – OVERVIEW



Feyenoord are considering new theme rooms where ordinary fans can have a dedicated place to eat and drink before and after the match. These would have a fixed cost and include drinks and food.

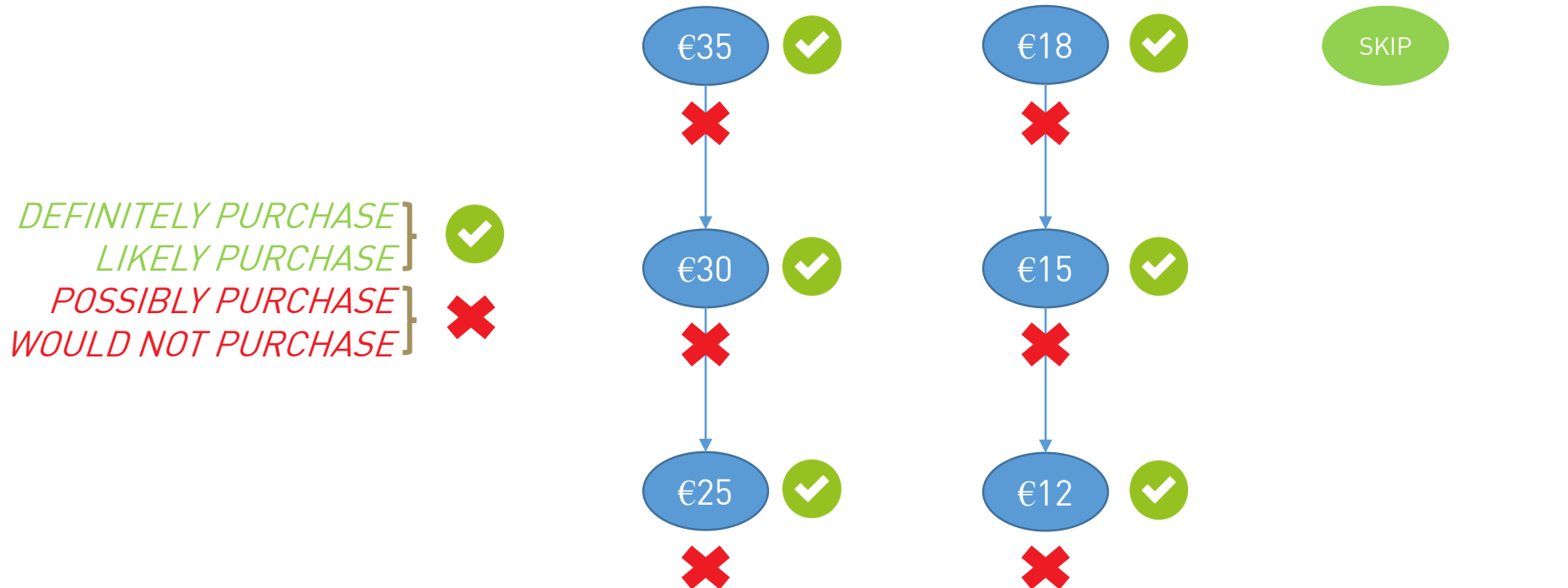
*Which of these options would you be interested in? Tick all that apply:*

FULL BUFFET

BIER & SNACKS

NEITHER

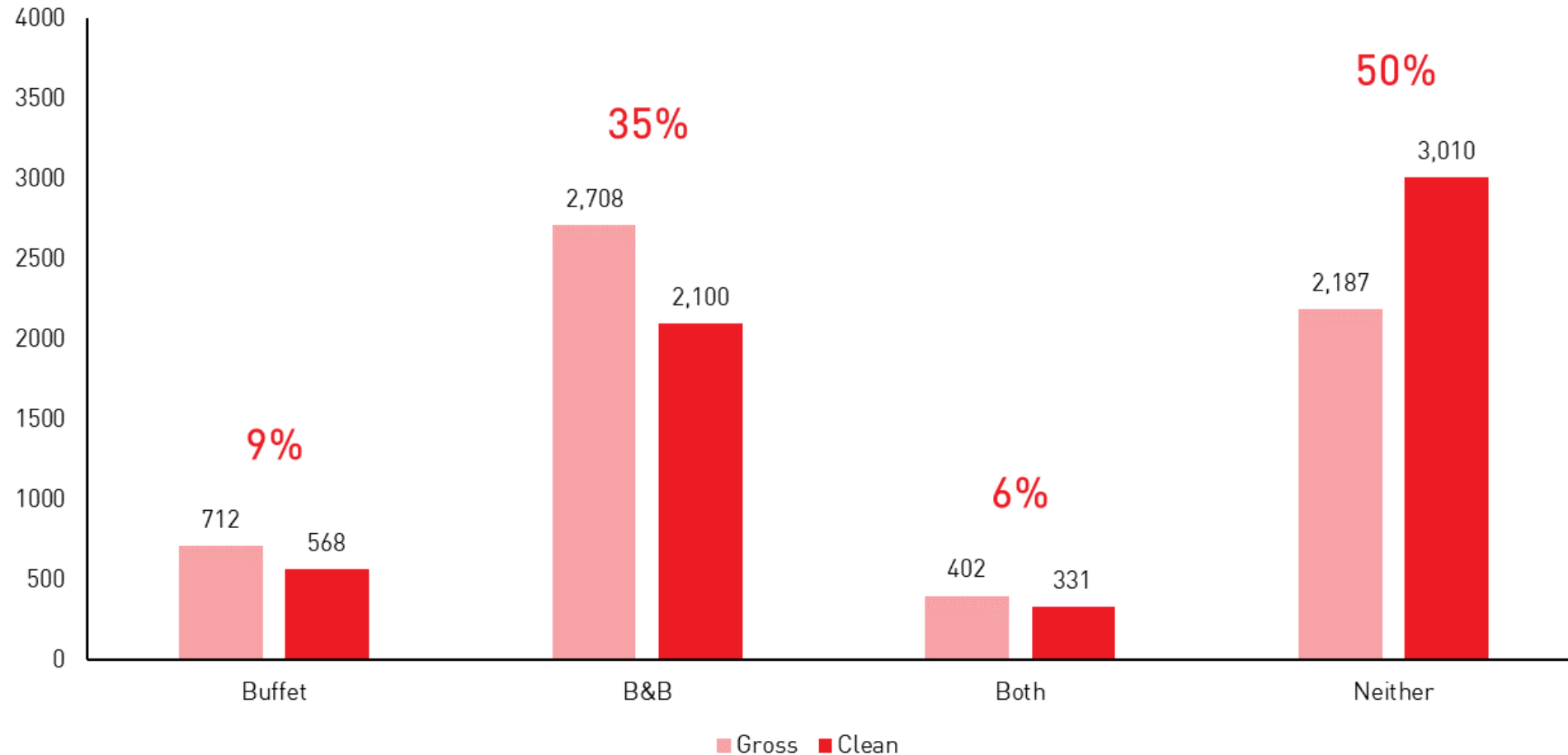
*How would you describe your interest in if the cost were...?*



# DEMAND ESTIMATION – SAMPLE DISTRIBUTION



## Gross and Clean sample bases



CONCOURSE F&B

# PROJECTIONS



- In the new stadium the projections show an average spend of €7.19 – an increase of 91% from the current level.
- Stadion Feijenoord believe this will increase substantially for a number of reasons
  - Improved access and number of service points
  - Improved product offerings available
  - Longer “dwell” time in the stadium
  - Improved technology to speed up transaction time
- ISG have assessed each of these points using data from the surveys and also compared to benchmarks from other stadia
- ISG have also analysed the impact of “high spenders” using the Theme Rooms and hence depressing concourse spending



# PHASE 2 CONCLUSION



- VIP Catering – projections are reasonable
- Theme Rooms - one fewer Theme Room is recommended
- Concourse – overall ISG’s estimated spend per head is €5.99 per person, still a substantial increase from today, but lower than Stadion Feijenoord’s projections
- This results in a small decrease in F&B revenue (equivalent to 2% of total projected stadium revenue). However, given the profit margin, these two recommendations have only a small impact on the EBITDA projections

**CATERING INCOME NON-MATCH DAY**

# ROTTERDAM MARKET



- Currently in Rotterdam there are estimated to be 840 restaurants, generating revenues of €627m per annum
- ISG conducted a detailed survey on a sample of 502 respondents, comprised to 250 inhabitants and 252 visitors of Rotterdam.
- Based on their reported current spending habits in the survey, we can estimate that this sample represents around 0.138% of the Rotterdam market

# NON-MATCH DAY CONCLUSION



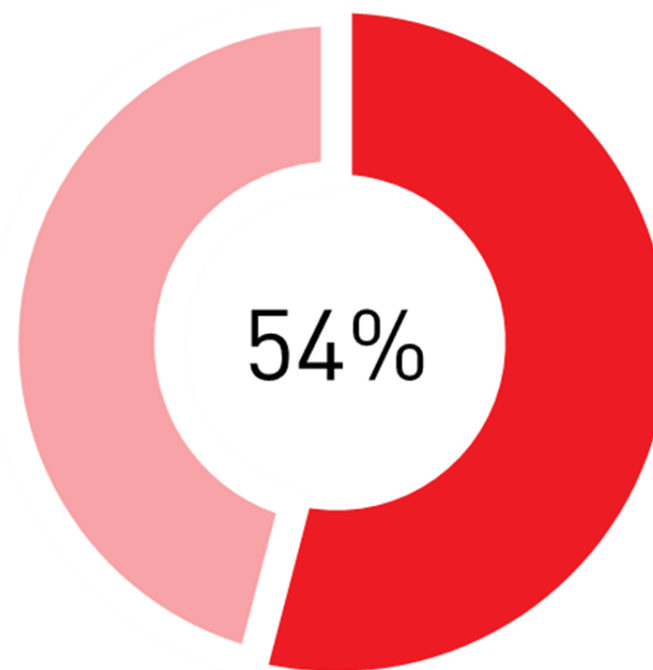
- Based on their stated spending habits, the sample indicated that they would spend around 21.8% of their current level of restaurant spending in Feyenoord City upon opening
- Scaling up for the estimated population size suggests that the facilities could generate €78.5m
- For comparison, the financial model estimated an annual revenue of €8.19m and Von Spronsen expects €10.65m
- It should be noted that while ISG believe the analysis to be accurate, the actual performance of the proposed restaurants is reliant on several factors which are not included in this analysis, such as: the quality of the restaurant offering, weekend bookings, the development of other restaurant clusters in Rotterdam, the wider economy - among other factors. These should be borne in mind when considering this analysis.

**TOUR / ATTRACTION**

# LIKELIHOOD OF VISITING NEW STADIUM ATTRACTIONS



- During the Phase 1 analysis, we expressed concern that the multiple alternative non-match day activities would cannibalise each other, rather than driving incremental cross selling
- The appeal of the non-match day restaurant business which brings visitors to the site, the survey data analysed by ISG and benchmarks analysed from other attractions during Phase 2 have alleviated our concerns somewhat
- However we remain of the opinion that the projections are somewhat over ambitious and should be reduced.



HAVE ATTENDED  
WITH THOSE WHO HAVE ATTENDED  
VISITING AN AVERAGE OF  
**1.6**

# TEAM PERFORMANCE



# TEAM PERFORMANCE



- This analysis and ISG's report will be written on the assumption that Feyenoord finish in the top-3 each season and hence qualify for European competition
- The additional revenue generated from the stadium will potentially provide Feyenoord with a competitive advantage over all, or nearly all, the other teams in the Dutch league
- However, if the league performance does not meet these criteria over a prolonged period, then there will likely be a significant impact on key revenue streams, including
  - Business Unit and Business Seat income
  - Ticketing income
  - F&B income (fewer matches, plus lower business spend)
  - Naming Rights (potential for clauses in contract around performance)

**CONCLUSION**

# SUMMARY OF FINDINGS



- Overall, ISG believe that Stadion Feijenoord's projections are reasonable and well considered.
- We believe certain items should be adjusted to reflect the analysis
- The negative variances shown result in a decrease in revenue of 3% of Stadion Feijenoord's projections and a 5% reduction in EBITDA.
- ISG believe there is the potential to increase yield per seat in the Business Seats to increase revenue at the new stadium, and as this is higher margin than F&B, were it to be undertaken the majority of these increases will flow through to EBITDA.
- ISG believe there is the potential to more than offset the reductions above.
- ISG's assessment has been undertaken on the basis that Feyenoord finish in the top 3 of the league and hence qualify for European competition.

Revenue Area	ISG Adjustments	Impact (v Total Revenue)
GA Tickets	Forecasts are reasonable	-
Business Units/Seats	Forecasts are reasonable, ISG believe potential to increase revenues through higher yield per seat	-
Rent	Forecasts are reasonable	-
F&B	One fewer theme room and lower concourse spend per head	-2%
Sponsorship	Slightly lower value of stadium related assets	0%
Touring/Attraction	-20% for the tour and -30% for the attraction/sightseeing.	-1%
BVO	Forecasts are reasonable	
Commercial rent	Forecasts are reasonable	
Parking	Forecasts are reasonable	
<b>Total Revenue</b>		<b>-3%</b>
Operating Costs		1%
<b>EBITDA</b>	<b>5% reduction (equivalent to 2% of revenue)</b>	<b>-2%</b>





THANK YOU

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*ISG heeft in overeenstemming met de regels van de AVG, voor haar marktonderzoek gebruik gemaakt van de klant-bestanden van Feyenoord. Het gaat daarbij om een survey onder de seizoenkaarthouders en onder bestaande en mogelijke zakelijke klanten van Feyenoord. Op basis van de survey zijn analyses uitgevoerd onder andere met betrekking tot klantprofielen en klantvoorkeuren over aantallen, prijzen en hospitality-arrangementen die mogelijk in het nieuwe stadion kunnen worden aangeboden. Deze klantvoorkeuren zijn vervolgens onder andere vertaald naar vraag-patronen en prijs-elasticiteiten die op hun beurt weer zijn gebruikt om de projecties uit de business case uit 2016 te toetsen. De resultaten van de analyse door ISG bevatten commercieel vertrouwelijke informatie die door Stadion en Feyenoord gebruikt worden voor de actualisatie en optimalisatie van de business case. Commercieel vertrouwelijke informatie maken wij niet openbaar.*

*ISG have, in accordance with applicable privacy-regulations, made use of the Feyenoord database on GA and B2B contacts. Using this information surveys were held on GA and B2B-clients, both actual as warm and cold-leads. On the basis of the surveys analyses were performed, among other things, on customer preferences with respect to demand, pricing and hospitality-arrangements that could be offered in the new stadium. These analyses were then used to deduct demand- and price-patterns and e.g. elasticity of prices. Finally these results were used to validate the projections in the Feyenoord business case (version 2016). The analyses and findings from the phase 2 research contain commercially and strategically confidential information, in a competitive market, that Feyenoord will use to improve its business case. Commercially confidential information will not be made publicly available by Feyenoord.*



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