

Message

From: omaze@aderassa.com [omaze@aderassa.com]
Sent: 1/29/2019 7:27:26 AM
To: Mindala Wilcox [/o=Inglewood/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b46bfd8a1e12482fb4f973bea21d23c4-Mindala Wilcox]
Subject: Cost of Revenue of Inglewood's Arena Project

Dear Mrs. Wilcox,

I would like to discuss with you about **Cost of Revenue** of your project.

What is cost of revenue?

It is the **total cost of producing and distributing services** for the **Fan experience** in the facility.

What are sources of Cost of revenue for your project?

FAN EXPERIENCE (REVENUE)

- Visitor journey
- Wagering/betting
- Connectivity
- Event & Hospitality

GAME FACILITIES (REVENUE/COST)

- Game infrastructures
- TV Broadcast infrastructures
- Press & Media facilities

TECHNICAL INFRASTRUCTURES (COST)

- Audiovisual
- IT
- Security
- Building Management

What impact for your project?

If the cost of your infrastructures is not in perfect adequacy with your FAN EXPERIENCE needs: **it will cost you millions and your economic models will not perform because you will have to absorb this cost during decades.**

When do you have to take care about cost of revenue?

From the start of the project because:

- It will give more figures for the financing of your project
- It shows to lawmakers and cities boards you are not expecting revenues for taxes but you have a real vision of you costs
- Earlier you are taking care about this, larger are savings you can expect
- Design and engineering will be more efficient

Why discuss with us?

During these last 10 years we saved millions for our clients during construction steps of 12 stadiums, 5 arenas and 12 racetracks.

We also supported them to secure Economic models up to 21 years.

I would like to have the opportunity to organise this discussion through a first call or a meeting, depending on your availability.

With my kind regards.

Olivier MAZÉ
CEO

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