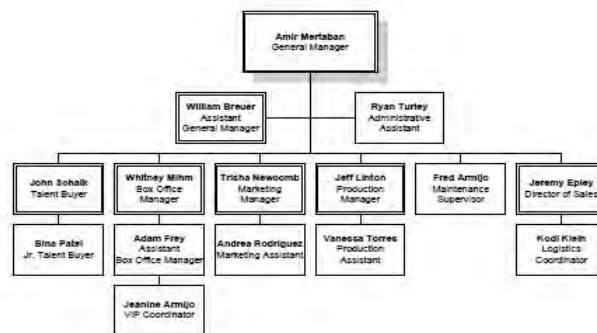




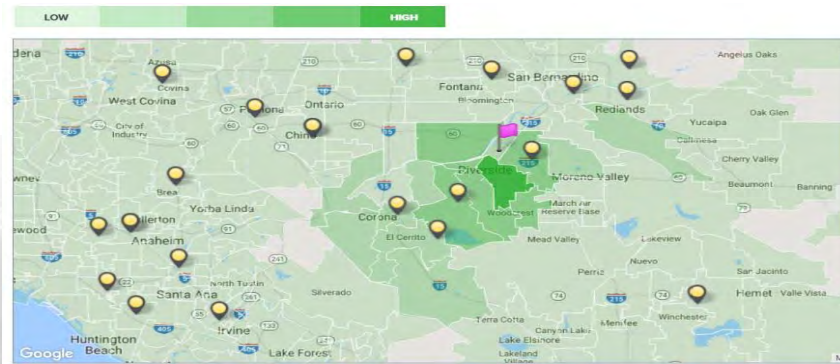
Riverside Market Org Chart



Heat Map of Ticket Purchases Fox PAC | Year In Review

TOP SALES CHANNELS		
Sales Channel	Face Value	% Total Sales
Internet	\$1,423,803.12	53.3%
Primary Box Office	\$899,542.84	32.2%
Mobile	\$281,523.54	10.5%
Channel Partners	\$52,832.39	2%
Agent Assisted Phone	\$32,066.50	1.2%

All Sales Channels			
County / FSA	Tickets	% Total Tickets	Face Value
Riverside, CA, USA	19,343	44.75%	\$772,774.16
San Bernardino, CA, USA	7,874	18.22%	\$344,066.44
Los Angeles, CA, USA	5,356	12.39%	\$262,958.58
Orange, CA, USA	4,678	10.82%	\$237,528.01
San Diego, CA, USA	921	2.13%	\$45,796.75

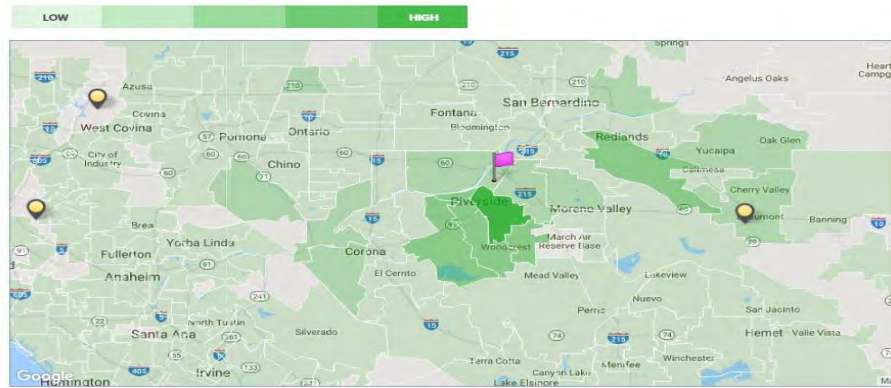


3

Heat Map of Ticket Purchases Fox PAC | Year To Date

TOP SALES CHANNELS		
Sales Channel	Face Value	% Total Sales
Internet	\$285,258.46	60.6%
Primary Box Office	\$123,414.37	26.2%
Mobile	\$41,393.75	8.8%
Channel Partners	\$12,615.11	2.7%
Agent Assisted Phone	\$5,060.02	1.1%

All Sales Channels			
County / FSA	Tickets	% Total Tickets	Face Value
Riverside, CA, USA	2,851	38.81%	\$135,214.87
San Bernardino, CA, USA	1,462	19.90%	\$75,217.79
Los Angeles, CA, USA	1,005	13.68%	\$55,993.58
Orange, CA, USA	975	13.27%	\$53,626.95
San Diego, CA, USA	172	2.34%	\$9,776.29

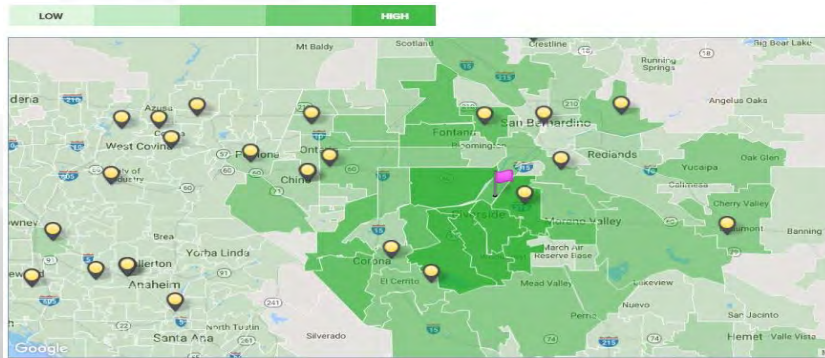


4

Heat Map of Ticket Purchases RMA | Year In Review

TOP SALES CHANNELS		
Sales Channel	Face Value	% Total Sales
Internet	\$412,377.79	43.1%
Mobile	\$287,207.80	30%
Primary Box Office	\$194,460.14	20.3%
Channel Partners	\$46,008.03	4.8%
Ticket Outlet	\$7,872.92	0.8%

County / FSA	Tickets	% Total Tickets	Face Value
Riverside, CA, USA	10,629	38.48%	\$251,820.78
San Bernardino, CA, USA	6,316	22.87%	\$153,219.72
Los Angeles, CA, USA	4,956	17.94%	\$124,270.20
Orange, CA, USA	2,591	9.38%	\$62,507.64
San Diego, CA, USA	785	2.84%	\$19,506.42
Ventura, CA, USA	164	0.59%	\$3,461.43
Kern, CA, USA	131	0.47%	\$3,179.98

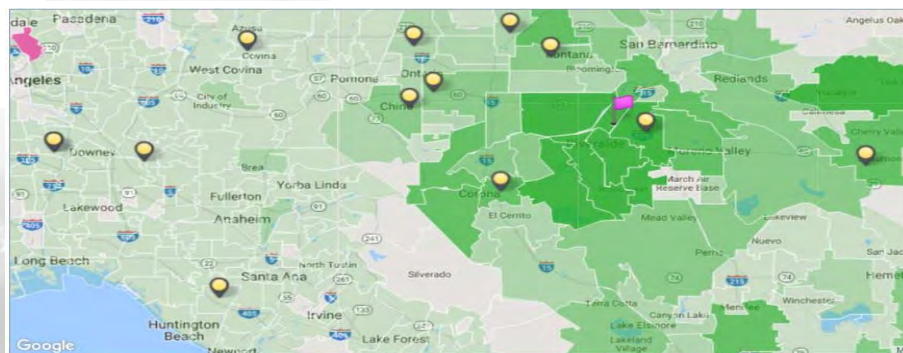


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Heat Map of Ticket Purchases RMA | Year To Date

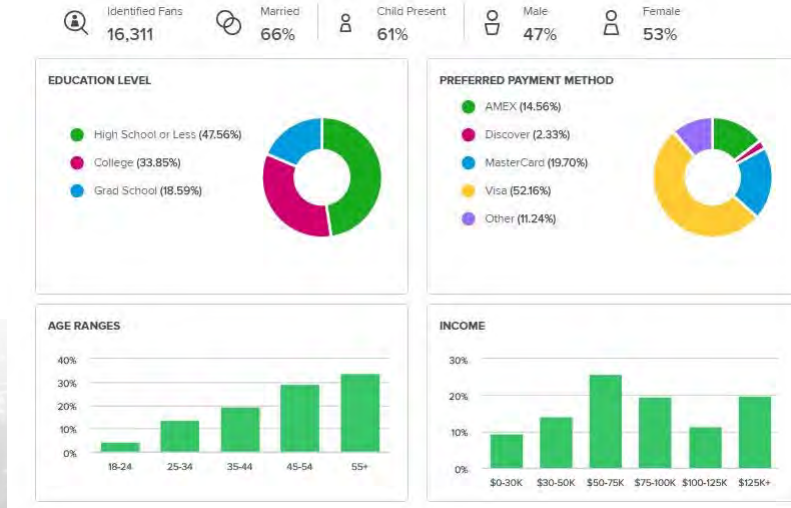
TOP SALES CHANNELS		
Sales Channel	Face Value	% Total Sales
Internet	\$151,302.06	51.8%
Mobile	\$75,979.00	26%
Primary Box Office	\$54,534.50	18.7%
Channel Partners	\$7,919.73	2.7%
Ticket Outlet	\$960.50	0.3%

County / FSA	Tickets	% Total Tickets	Face Value
Riverside, CA, USA	3,237	38.35%	\$82,700.02
San Bernardino, CA, USA	1,927	22.83%	\$49,476.50
Los Angeles, CA, USA	1,331	15.77%	\$36,486.00
Orange, CA, USA	745	8.83%	\$19,361.50
San Diego, CA, USA	320	3.79%	\$9,245.00



6

Lifetime Fan Data Fox PAC | Year In Review



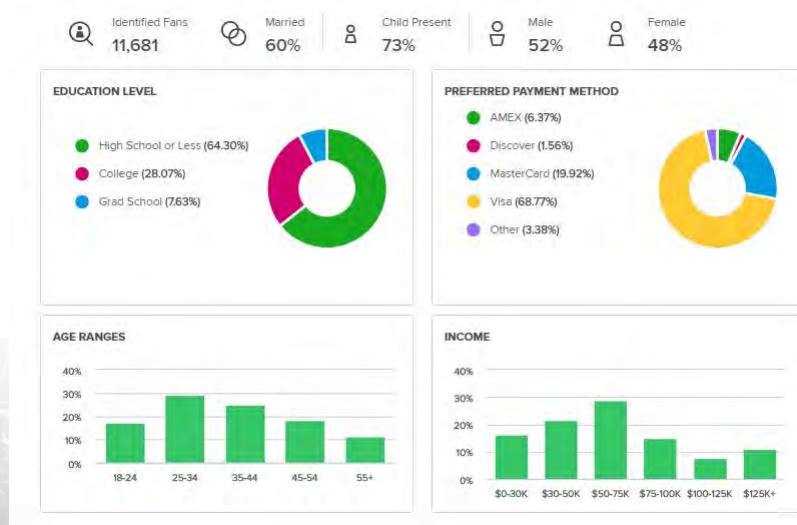
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Lifetime Fan Data Fox PAC | Year To Date



8

Lifetime Fan Data RMA | Year In Review



9

Lifetime Fan Data RMA | Year To Date



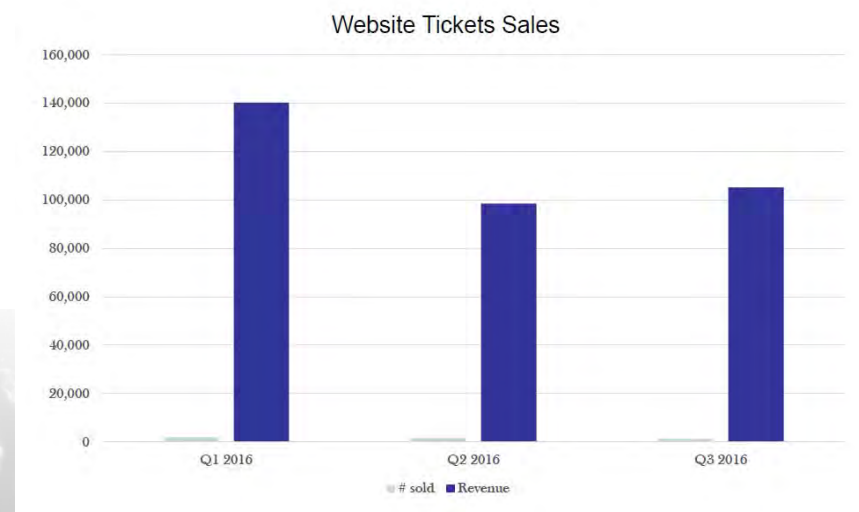
10

Fox PAC Website Visits & Views



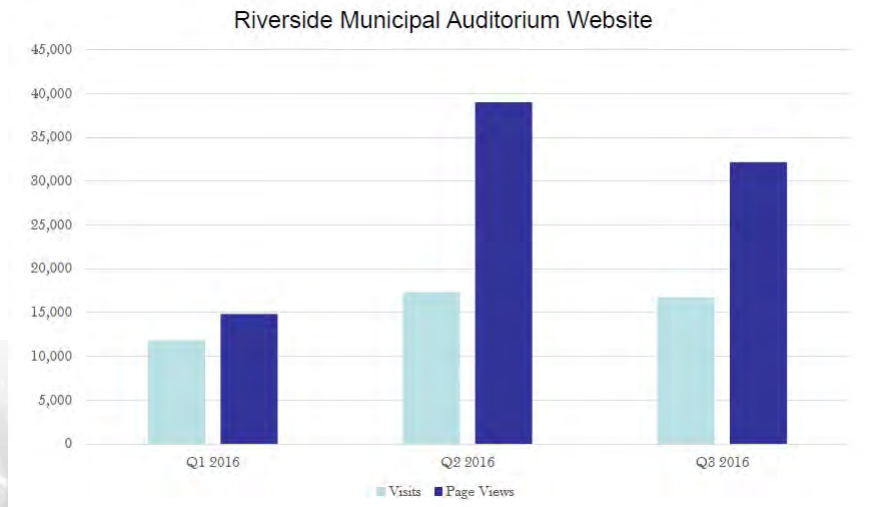
11

Fox PAC Website Sales



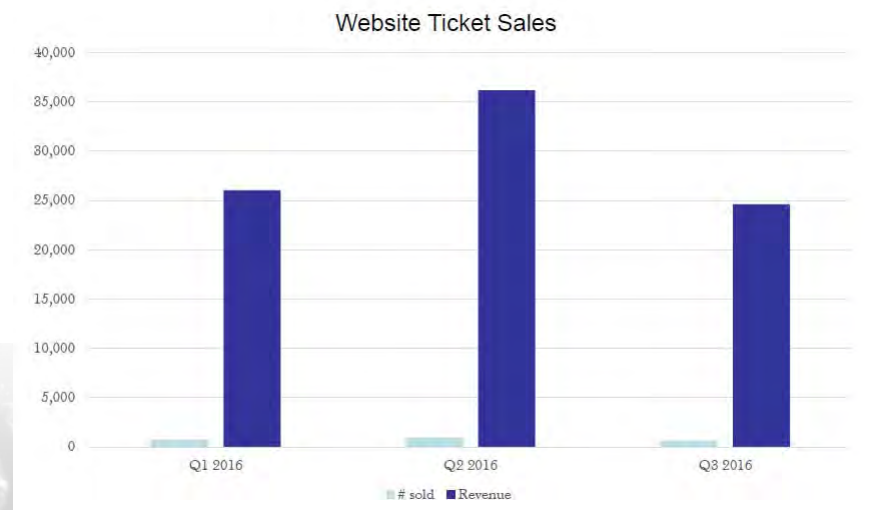
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RMA Website Visits & Views



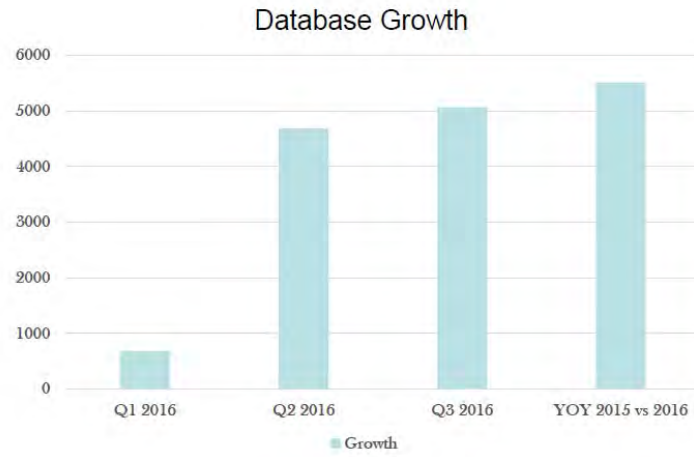
13

RMA Website Ticket Sales



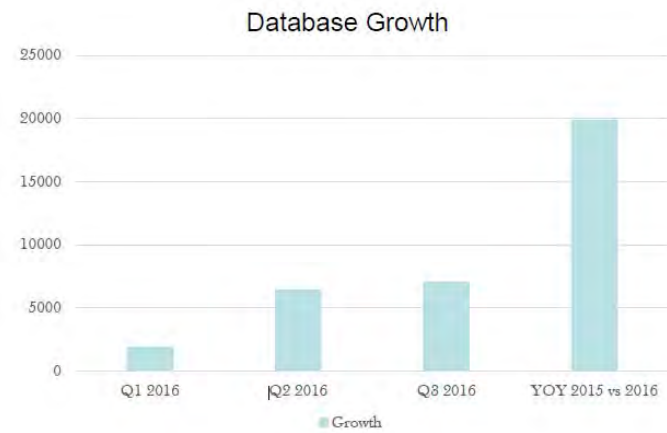
14

RMA Database Growth



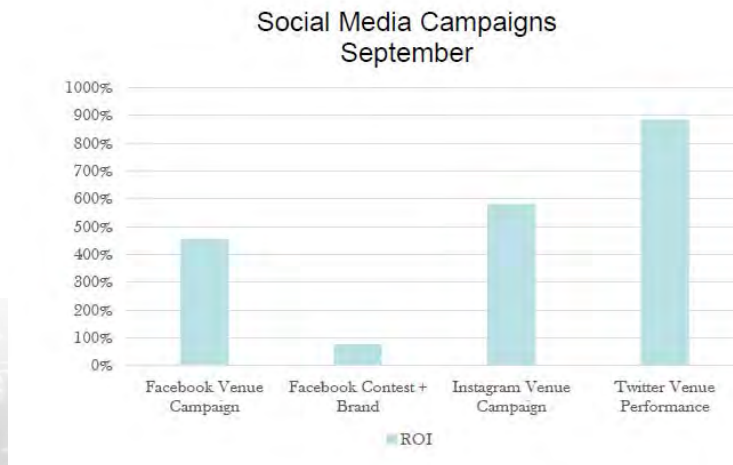
15

Fox PAC Database Growth



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Riverside Live Social Media Campaigns September



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Key Accomplishments for 2016

- **Exceeded budget at the Fox by \$62,000 & at the RMA by \$334,000**
- **Exceeded budgeted event count at the Fox & RMA by a total of 25 events**
- **Capitalized on Latin programming at RMA**
 - Latin promoted shows are at their highest count ever and will continue to increase
 - The Latin demographic supports the RMA and has embraced its programming
 - The strategy has paid off. Sold out shows include: Ramon Ayala, Enrique Bunbury, Cesar Lozano, Alejandra Guzman and Amanda Miguel
- **Increased Alternative programming at Fox & RMA**
 - Pokémon Go Night @ Fox
 - Rat Pack / Brat Pack Movies Summer Movie Series @ Fox
 - Food Truck Festival @ RMA with 4,000+ people
 - Riverside Beer & Music Festival @ RMA
- **Focused on reducing talent costs**
 - Shows booked in 2016 were 101% more profitable than 2015
 - We made smarter decisions on booking talent and were more competitive by leveraging our other venues in the market
- **Focused on Guest Services**
 - The Fox received a 4.9 grade (out of 5) on Overall Guest Experience
 - Based on post-event Ticketmaster surveys and Live Analytics
 - Highest amongst C&T in the country and received national recognition

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Actual Budget 2015-2016

➤ Surpassed 15-16 Fiscal Budget by \$397,410

FOX	Budget	Actual	Variance	RMA	Budget	Actual	Variance
Show Count	65	71	6	Show Count	28	47	19
Special Events Count	17	53	36	Special Events Count	25	38	13
Paid Ticket Count	71,981	43,104	(28,877)	Paid Ticket Count	29,029	32,669	3,640
Show CM	\$648,000	\$378,057	(\$269,943)	Show CM	\$173,000	\$280,529	\$107,529
Special Events CM	\$88,000	\$545,968	\$479,968	Special Events CM	\$165,000	\$409,075	\$244,075
Total CM	\$917,000	\$922,932	\$5,932	Total CM	\$318,000	\$688,784	\$370,784
Total Fixed	\$932,000	\$875,520	(\$56,480)	Total Fixed	\$634,000	\$668,786	\$34,786
AOI	(\$15,000)	\$47,412	\$62,412	AOI	(\$315,000)	\$19,998	\$334,998

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Fox Performing Arts Center

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LA LEY

NOFX

RAMON AYALA

MACHINE HEAD

MOTORHEAD

CAFÉ TACVUBA

COLLECTIVE SOUL

CHASE RICE

Riverside Municipal Auditorium

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Budget Pacing 2016-2017

- Q1 & Q2 are performing at same pace as prior year and on budget
- Q3 & Q4 are forecasted to be on budget
- We will meet the 2016-2017 Fiscal Year Budget

FOX

Show Count	70
Special Events Count	19
Paid Ticket Count	77,518
Show CM	\$72,000
Special Events CM	\$101,000
Total CM	\$1,024,000
Total Fixed	\$953,000
AOI	\$71,000

RMA

Show Count	31
Special Events Count	25
Paid Ticket Count	32,139
Show CM	\$199,000
Special Events CM	\$170,000
Total CM	\$349,000
Total Fixed	\$648,000
AOI	(\$299,000)

Key Strategies for 2017

- **Grow alternative programming at Fox & RMA**
 - We have an aggressive goal of producing 40 filler/tentpole events, the highest in the country
 - Riverside Rewind – Tribute Nights @ Fox & RMA
 - Food Truck Festivals @ RMA
 - Sing-a-longs @ Fox
 - Fox Wine Tastings (on-stage) @ Fox
- **Develop robust VIP Programs**
 - Beta test venue for Live Nation
 - Renovate the VIP Lounges at the Fox & RMA
 - Continue to push upsells on night of show to generate ancillary revenue
 - Curate 3-show & 6-show packages for corporate and group sales customers
- **Broadway Market**
 - The 2016/2017 Broadway Season has already proven to be the most profitable season at the Fox
 - Continue to leverage our partners in other Broadway markets and utilize assets to support and grow the Broadway series for the 2017/2018 season

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Trends & Metrics

Trends

- **Consumers care deeply about VALUE**
- **Competition to the Fox & RMA has grown tremendously over the past two years**
- **Casinos and competing venues are aggressively pursuing talent and are over paying artists. This causes higher ticket prices, higher ticket fees resulting in a significant increase in consumer spending**
- **Consumers are continuing to seek and will pay for VIP & Exclusive Experiences (i.e. Meet & Greet, Stage-side seating, etc....)**
- **To combat the competition The Fox & RMA are focusing their attention on superior Guest Service, Value and VIP offerings**
- **Industry has recognized Riverside as a viable play in the market**

Metrics

- **Riverside leads national average in F&B spend \$15.62 vs \$12.44 avg**
- **As an example of VIP & Exclusive experiences, Riverside holds Live Nation's national record of revenue for show upgrades (i.e. Encore Lounge, Fast Lane)**
- **Special Event return rate is the nation's highest at 92%**
- **Social interactions have grown by 77% over prior year**

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And the Encore...

