Georgia World Congress Center Authority

BOARD OF GOVERNORS MEETING

September 17- 19, 2024

Introduction & Agenda Overview

Action Item

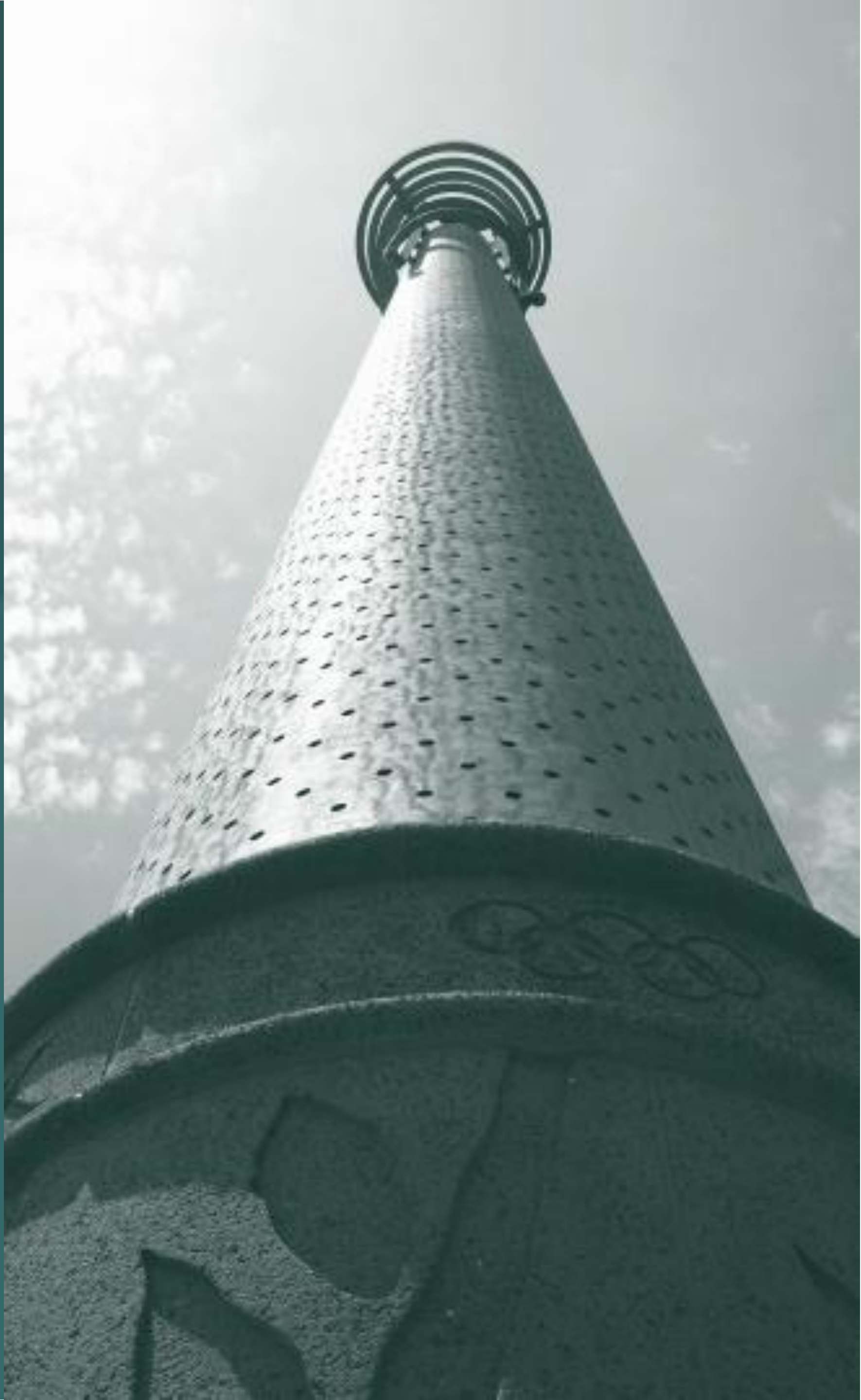
Georgia World Congress Center Authority

Approval of Minutes
August 27, 2024

Georgia World Congress Center Authority

Action Item: GWCC Chair Procurement

Pargen Robertson
Chief Legal Officer



Resolution

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of the Geo. L. Smith II Georgia World Congress Center Authority that the Chief Executive Officer is authorized, though not required, to execute and deliver, in substantially the form attached hereto as Exhibit A, but subject to the occurrence or satisfaction of any and all applicable contingencies, terms and conditions, an agreement with MICHIGAN TUBES SWAGERS & FABRICATORS, INC. d/b/a MTS SEATING essentially for the purchase of stackable banquet chairs and hand trucks, but only so long as such agreement complies with applicable law and, in the judgment of the Chief Executive Officer, is consistent with the corporate purposes and mission of the Authority and the Authority's sound business practices.

BE IT FURTHER RESOLVED that the Chief Executive Officer is authorized to take any and all actions, to execute and deliver any and all documents, agreements, certificates and instruments and to take any and all steps deemed by the Chief Executive Officer to be necessary or desirable to consummate the execution of an agreement for such work and work product and to carry out the purpose and intent of the foregoing resolution, and all actions heretofore taken in furtherance thereof are hereby ratified and confirmed in all respects.

Questions?

Georgia World Congress Center Authority

Industry Updates

Ken Holsinger

Senior Vice President – Strategy

Freeman Company

The Freeman Trends Report

Freeman

In this edition…

Attendee & Exhibitor Intent & Behavior

Methodology

- 4.1k Respondents
- Margin of Error +/- 2%
- Blend of event types

Freeman

What is your **biggest** "AHA"/Action Item?

Freeman

Learn the unique traits of your audience, but focus on their consumer preferences.

17 waves of research have shown some common traits and how they influence behavior.

1. Generation
2. Gender
3. Socioeconomics
4. Event type
5. Industry

Learn the unique traits of your audience, but focus on their consumer preferences.

17 waves of research have shown some common traits and how they influence behavior.

1. Generation
2. Gender
3. Socioeconomics
4. Event type
5. Industry

We see a new shift when attendees are asked to prioritize their primary objectives...

(starts with WHY?).

1. Event Objectives
2. Generation
3. Gender
4. Socioeconomics
5. Event type
6. Industry

How Macro Trends are Shaping the Future of Events

1

THE WORKFORCE IS EVOLVING

Do you know your Next Gen audience?

51 ▾ 44

Get it!

- Demographics
- Priorities

20-44 years old

More female

More educated

Authenticity, personal connections

Social impact

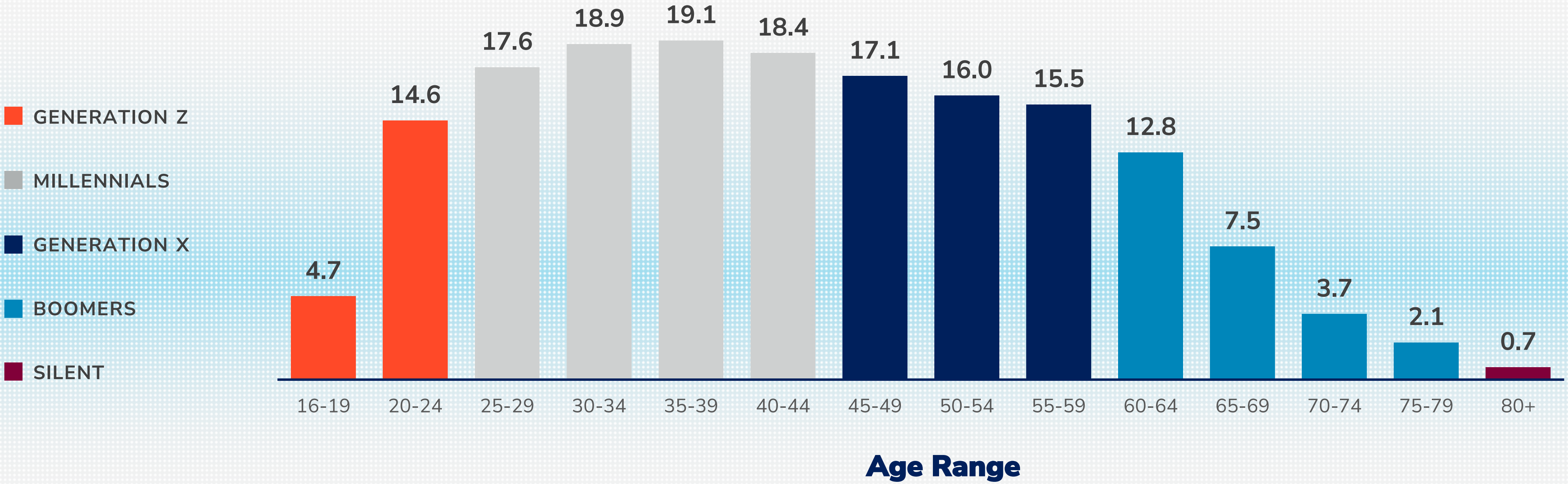
Professional growth

Source: The Freeman Trends Report Q1- 2023

Freeman

The workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025

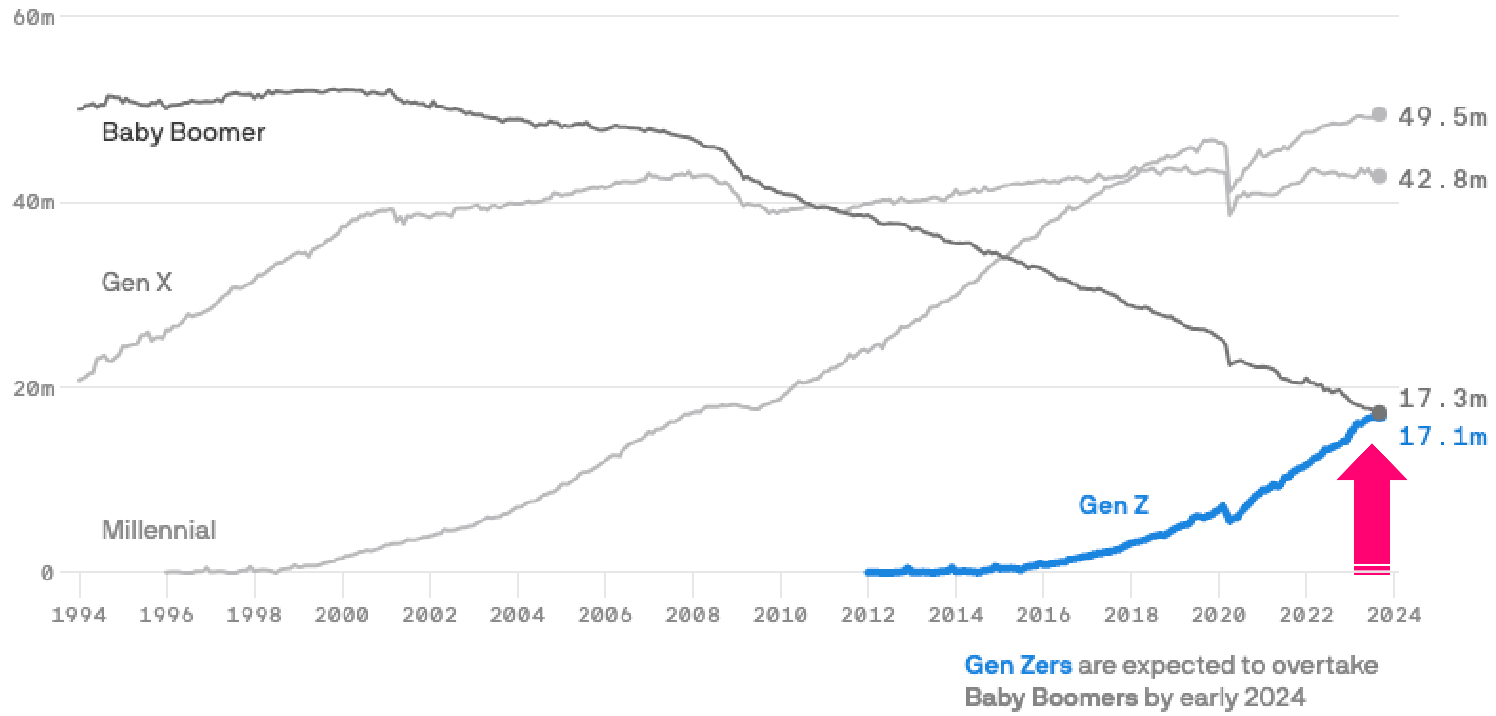


Source: Department of Labor | WSJ.com

Gen Z Will Overtake Boomers THIS YEAR!

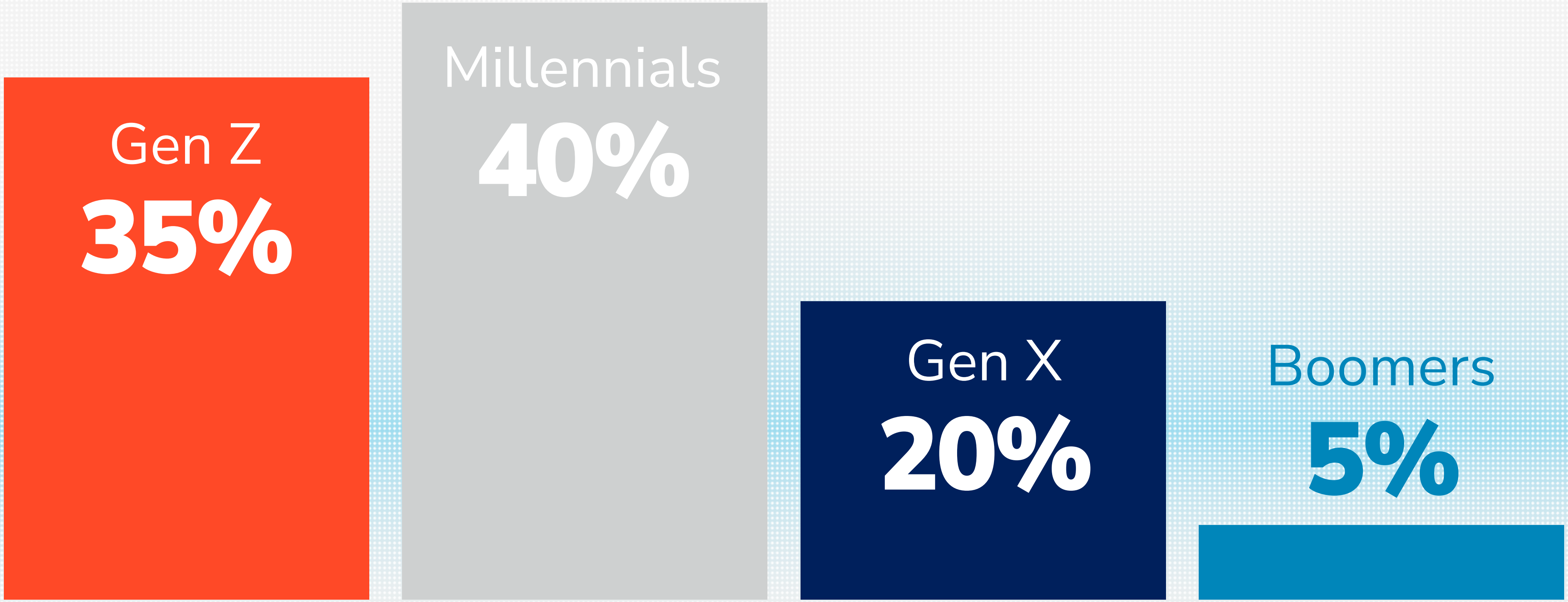
U.S. Full-time workforce, by Generation

Seasonally adjusted; Monthly, January 1994 to September 2023



Data: Glassdoor analysis of Census Bureau data; Chart: Simran Parwani/Axios

By 2030, the Workforce Composition Will Be:



Source – US Department Of Labor

2

OUR AUDIENCES HAVE DIVERSE PRIORITIES

Comparison of Values Between Generations

Priority	Baby Boomers	Generation X	Millennials	Generation Z
Job Stability	High	Moderate	Low	Low
Work-Life Balance	Low	High	High	High
Technological Adaptability	Low	High	Very High	Very High
Career Development	Moderate	High	High	Very High
Work Flexibility	Low	High	Very High	Very High
Material Wealth	High	Moderate	Low	Low
Experiences Over Possessions	Low	Moderate	High	Very High
Environmental/Social Responsibility	Low	Moderate	High	Very High

Freeman

Common Themes and Shifts

Work-Life Balance:

While Baby Boomers and Traditionalists may not prioritize work-life balance, Gen X, Millennials, and Gen Z place increasing importance on it, albeit in different ways.

Common Themes and Shifts

Technological Proficiency:

Younger generations (Millennials and Gen Z) are more tech-savvy and expect technology to facilitate their work and personal lives.

Common Themes and Shifts

Value-Driven Choices:

Millennials and Gen Z are more likely to make career and consumption choices based on their personal values, such as sustainability and social justice, compared to older generations who prioritize financial stability and job security

They want to conduct their own product research

Social media is the #1 product discovery channel

They shop on their phones more than any other device

1 in 3 use AI chatbots like ChatGPT

1 in 5 consider themselves content creators or influencers

More than half are being more careful with spending

75% say data privacy is a human right

They want to support brands committed to social advocacy

Source - Hubspot

Generation(s) We

Your event attendees are consumers first

NEXT GEN EVENT-GOER

TikTok trendsetters

Work-life alignment

Entry-level

GENERATION Z
1997 - 2012

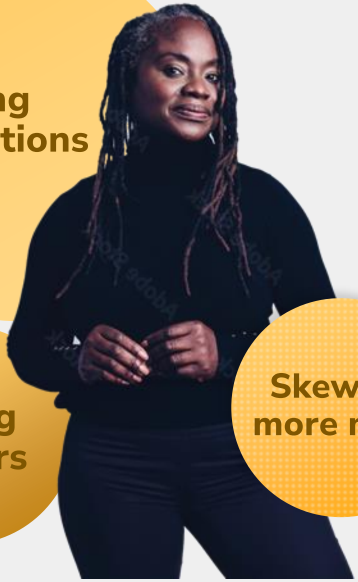
Authentic, personal connection

More female

Mid-career

MILLENNIAL
1981 - 1996

TRADITIONAL EVENT-GOER



Bridging generations

Rising leaders

Skewing more male

GENERATION X
1965 - 1980

Mentor/ legacy

85% male

Ready to retire

BOOMER
1946 - 1964

The Evolving Exhibit Marketer

And guess what. This year, **72% of respondents reported exhibiting at** various types of **events beyond just tradeshows.**

These steep shifts over just eight months indicate that exhibitor preferences and needs will continue evolving rapidly.

So, what does that mean for the events ecosystem? Here's your chance to find out.


Objectives must
drive results

Return on Objective

BY DESIGN

Return on investment (ROI) is a ley measure for exhibitors. But it's been a challenging task for event organizers to prove exhibitors' ROI without a sales pipeline and full picture of T&E. That said, event organizers can (and should) demonstrate a return on objectives (ROO). We are exploring what those objectives are so that event organizers can design and assess events accordingly.

The Freeman

XLNC Framework *(Pronounced "excellence")*

EXPERIENCE	LEARNING	NETWORKING	COMMERCE
To have fun, feel emotionally fulfilled, explore, hands-on	To be inspired, informed, discover something new	Connect with peers, build relationships with partners	Discover products/services, buy, build vendor relationships

Attendee Objectives

The Importance of Personalization

60%
of consumers say they'll become repeat customers after a personalized experience.

Twilio Segment

80%
of consumers will share personal data in exchange for deals or offers.

Sailthru

89%
of marketers see a positive ROI when they use personalization in their campaigns.

Adobe

Companies that get personalization right have
40%
more revenue potential

McKinsey & Company

75%
of consumers expect personalization to make navigation easier, both in-person and online.

McKinsey & Company

Improved customer experience
is the top benefit of personalization according to marketers.

Adobe

QUESTION

Imagine you are attending an in-person business event, allocate a total of 100 points across the below areas based on how important each component is to your overall experience.

Experience

Attendee POV

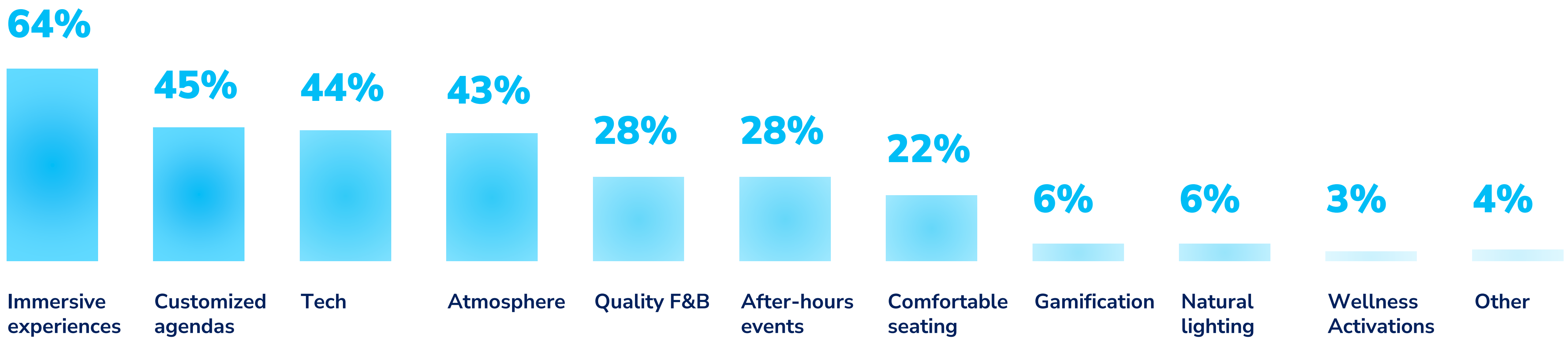
Location, Environment, Sentiment

QUESTION

When thinking about your overall experience at any in-person event, what are the top 3 factors that most positively influence your experience?

EXPERIENCE

Most important experience elements



+ **Understand the difference between what attracts them to the event vs. what enhances their experience at the event itself.**

EXPERIENCE

focused attendees

+

64%

Say that Immersive Experiences are their most important factor for choosing an event

About them

-Younger

-More female

-Low decision-making

-Often a first-timer

-X is a lens to their second choice

Opportunities

-B-Leisure = priority

-Highlight the “Fun” in all the things!

Risks

-Low quality F&B

-Overcrowding

-Poor event tech

“What do you want people to Think, Feel, or Do **differently**?”

Learning

Attendee POV

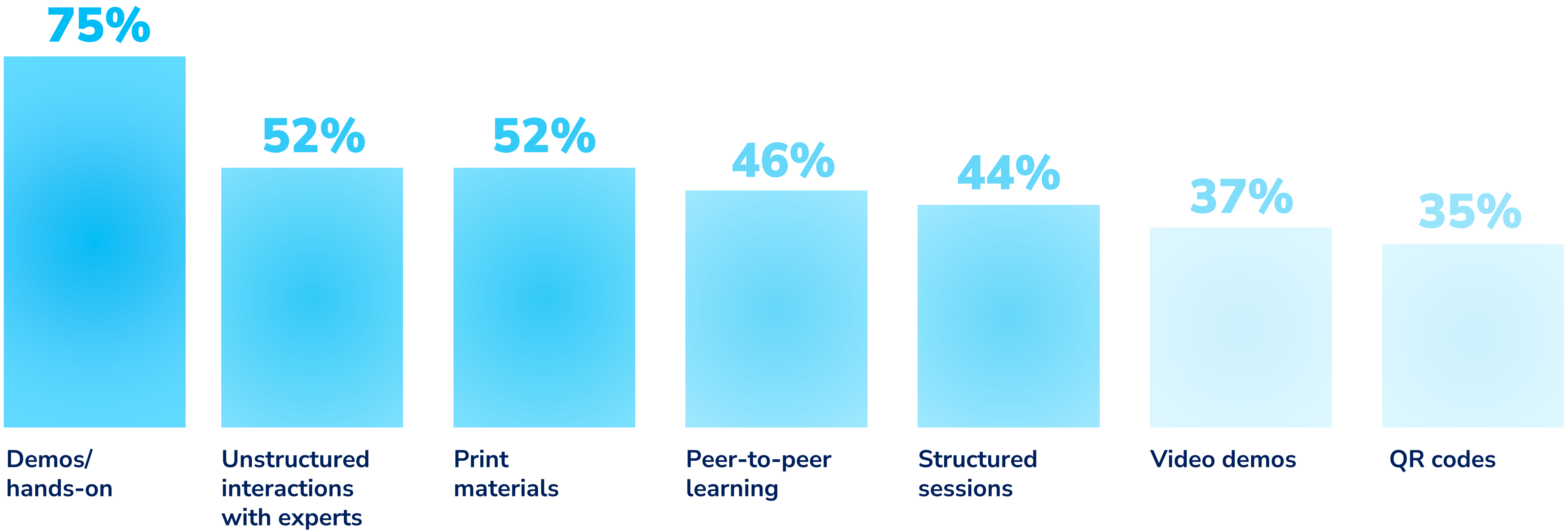
Education, Content, Discovery

QUESTION

How would you like to receive education/technical information? (Select all that apply).

LEARNING

Attendees want to make the most of in-person learning with hands-on demos and activities.

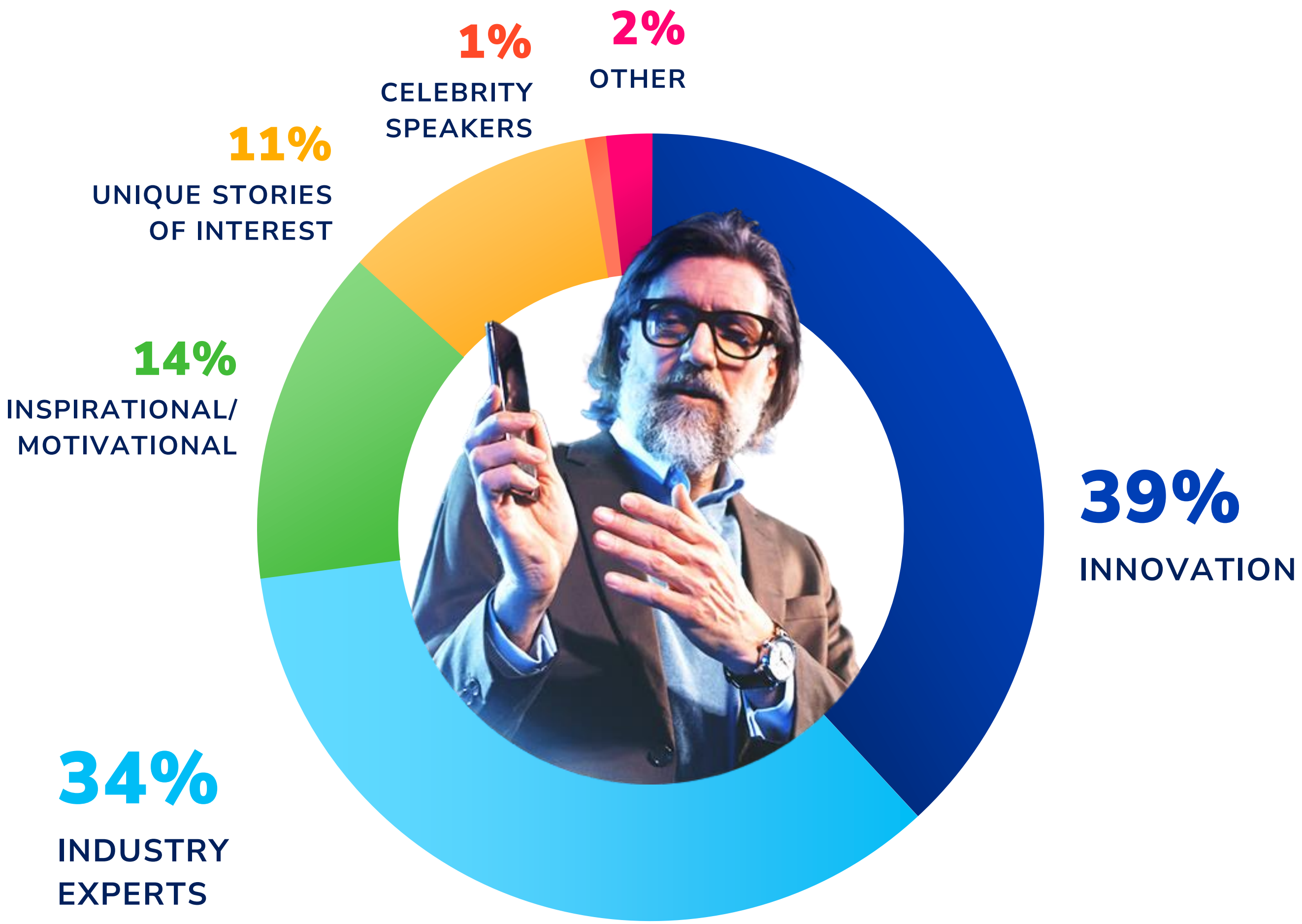


QUESTION

Which keynote speakers/topics do you prefer the most?

LEARNING

+ Innovation and industry experts prevail as the preferred keynote topics and speaker types



Attendees want to be informed, inspired, connected and engaged

LEARNING

Out

One-size-fits-all

Information-only

Lecture-only

Single-format

Low-tech

In

Highly customizable learning agendas

Informational, inspirational, entertaining and/or engaging

Hands on, experiential, participatory

Multi-format

High-tech

LEARNING

focused attendees

+75%

Looking for "Hands-On", collaborative learning styles

About them

-Seeking CE

-Look at their second choice strongly as well It is a key to their learning goals

Opportunities

-Curated content

-Highlight "Discovery"

-Collaboration

Risks

-Stale program

-Jammed Sessions

-Online Content


“If you can do it
on Zoom, don’t do
it in the room!”

Networking

Attendee POV

Formal & Informal Connections

NETWORKING
focused attendees

+ **52%**
Want to connect over shared challenges

<13% are looking for digital tools and speed meetups

Freeman

About them

-This has the most generational & gender flex.

-Men/Women & GenZ/Boomers have different approaches, preferences and even aversions to different types of connecting and building community.

Opportunities

-Up Front planning

-Highlight Meet-Ups

-Connect them with each other & SME’s

Risks

One size does not fit all

Pay careful attention to their career stage

“Who’s in charge of Networking?”

Commerce

Attendee POV

Discovering, Evaluating, Purchasing

COMMERCE

focused attendees

+ **87%**

Looking to discover NEW products and solutions

About them

-High- Level influencer/decision – maker.

-They are there to evaluate and purchase.

-Make it so!

Opportunities

-These are the “quality over quantity” your Exhibitors want!

Risks

-Poor execution from Exhibit partners.. .Not enough SME’s

Exhibitor Objectives

QUESTION

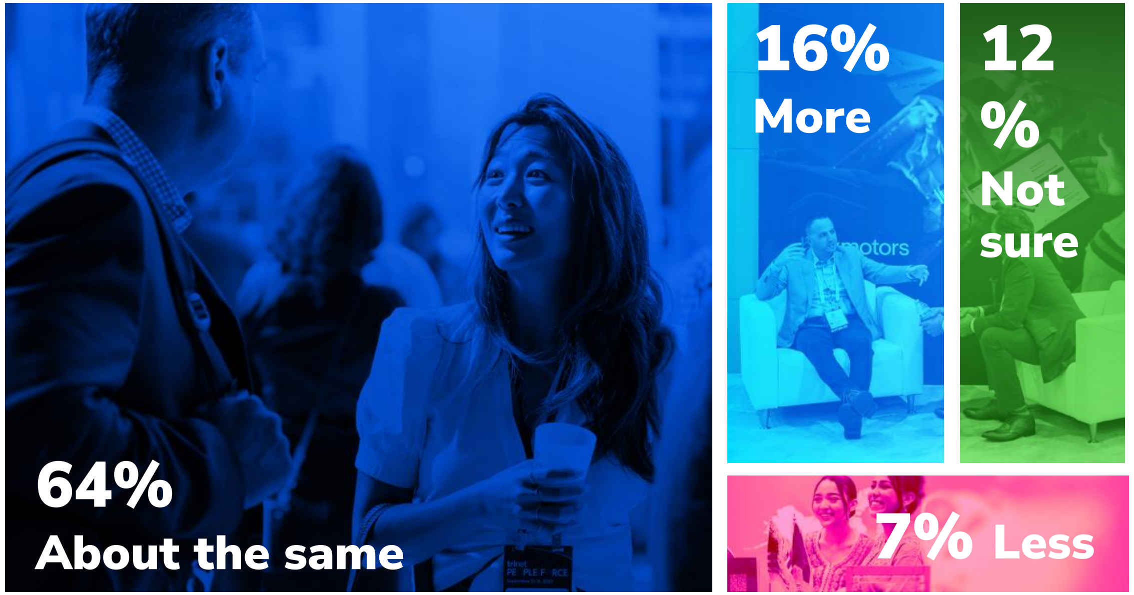
In the next 12 months, are you planning any changes to your standard booth square footage?

Some exhibitors are willing to spend more on booths, but objectives come first

Our takeaway: Objectives come first. Exhibitors shouldn't be upping their booth size just because their competitors are. Nor should they be decreasing their booth size to save on budget if it will jeopardize target attendee satisfaction.

It all comes down to who exhibitors want to connect with and what those attendees want.

Change in booth square footage in the next 12 months



QUESTION

Imagine you are exhibiting at an in-person business event, allocate a total of 100 points across the below areas based on how important each component is to your overall experience.

21% EXPERIENCE

33% COMMERCE

14% LEARNING

32% NETWORKING

While exhibitors prioritize commerce and networking, learning opportunities and overall experience matter too.

Experience

Exhibitor POV

A Frictionless Experience

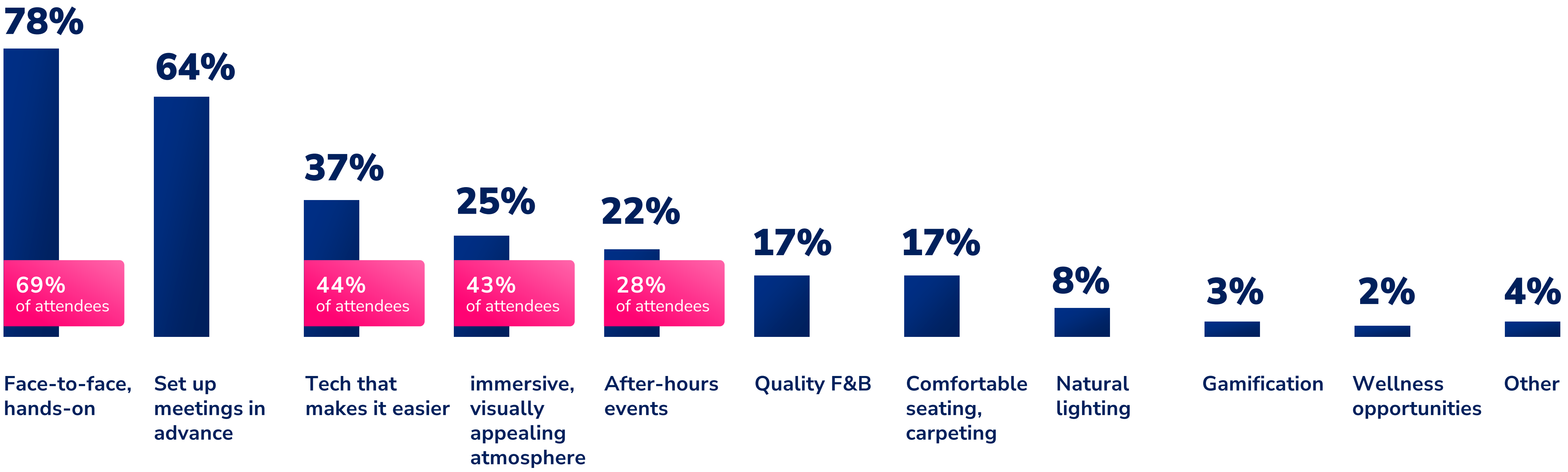
QUESTION

When thinking about your overall experience exhibiting at any in-person event, what are the top 3 factors that most positively influence your experience?

EXPERIENCE

Exhibitors favor face-to-face interactions and delivering hands-on experiences.

Most important experience elements



Freeman

EXPERIENCE
focused exhibitors

+74%

Of exhibit staff are new to their roles since the pandemic

Concerned with

-Ease of end-to-end exhibitor experience (or lack thereof)

-Unpredictable costs

-Complex on-site logistics

-Industry-standard lead retrieval

Opportunities

-Flag these exhibitors "at-risk"

-Incentivize your team and vendor partners to surprise, delight, and RETAIN them!

Risk

-Frustrated with complexities, budgets, low quality leads

Learning

Exhibitor POV

Thought Leadership

LEARNING

focused exhibitors

+ **84%**

Of your largest exhibitors are in this category

Driven by

-Speaking opportunities & sharing thought leadership

-Connecting with attendees via topic-specific discussions

-Leading roundtables

-Offering hands-on demos

-Generating leads rather than completing sales on-site

Most satisfied with

-Ability to acquire leads at events

Watch out for

-More likely to be executing or planning their own events already

Key exhibitor characteristic

-Represent larger companies (2,000+ employees)


Networking
Exhibitor POV
Connecting, nurturing, growing pipeline

NETWORKING

focused exhibitors

+

61%

Looking to connect and set up meetings ahead of the event

Driven by

-Connecting with attendees in advance

-Pre-scheduling meetings with attendees or industry partners

-Connecting with attendees one-on-one or in small groups

-Generating leads rather than completing onsite sales

Less interested in

-Introducing new products at events

Watch out for

-Less satisfied with their ability to introduce new products, acquire leads, & promote brand/ product awareness

Key exhibitor characteristic

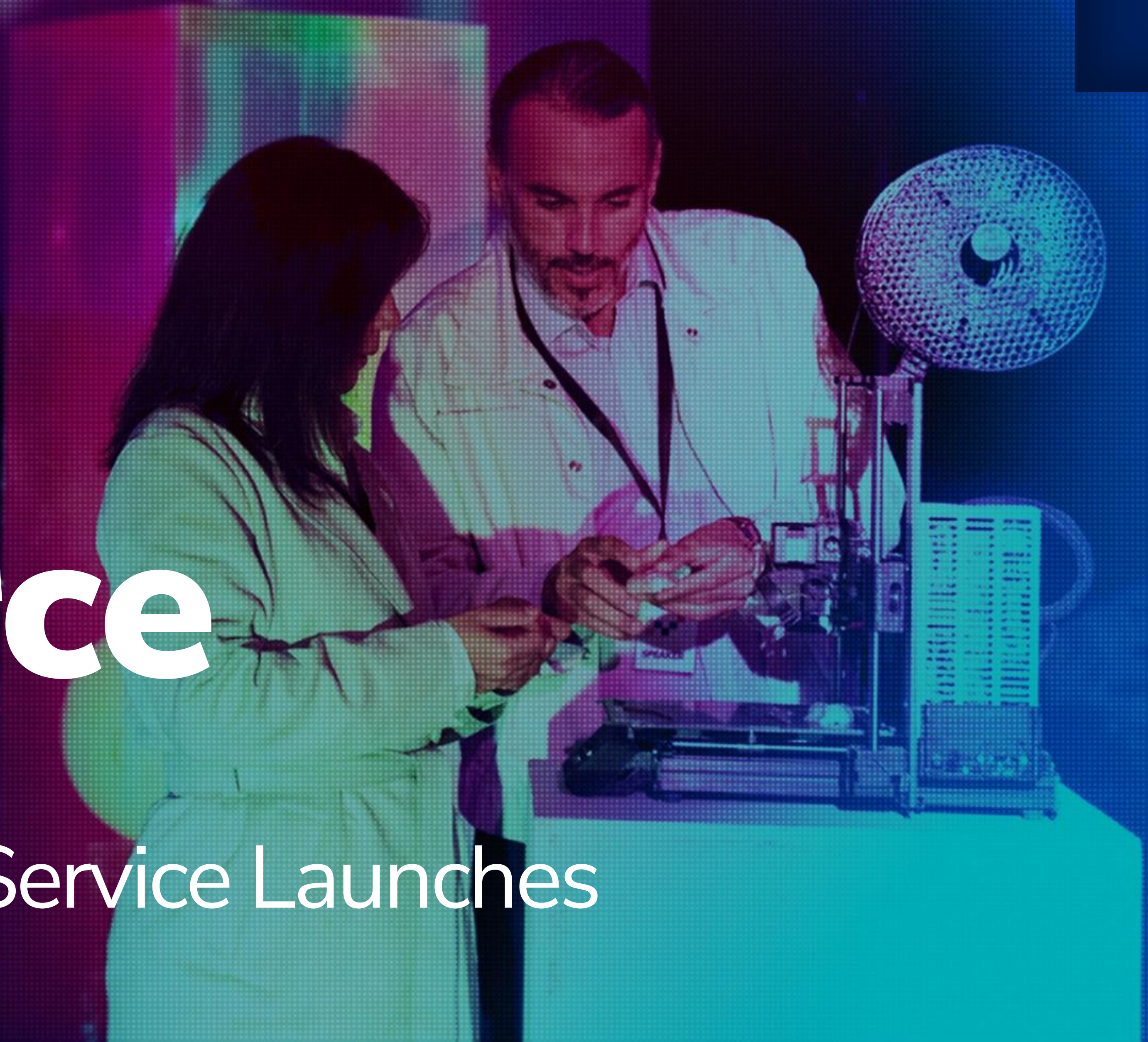
More likely to represent exhibitors with small to mid-sized booths (<600 square feet)

Freeman

Commerce

Exhibitor POV

Transactions, Product/Service Launches

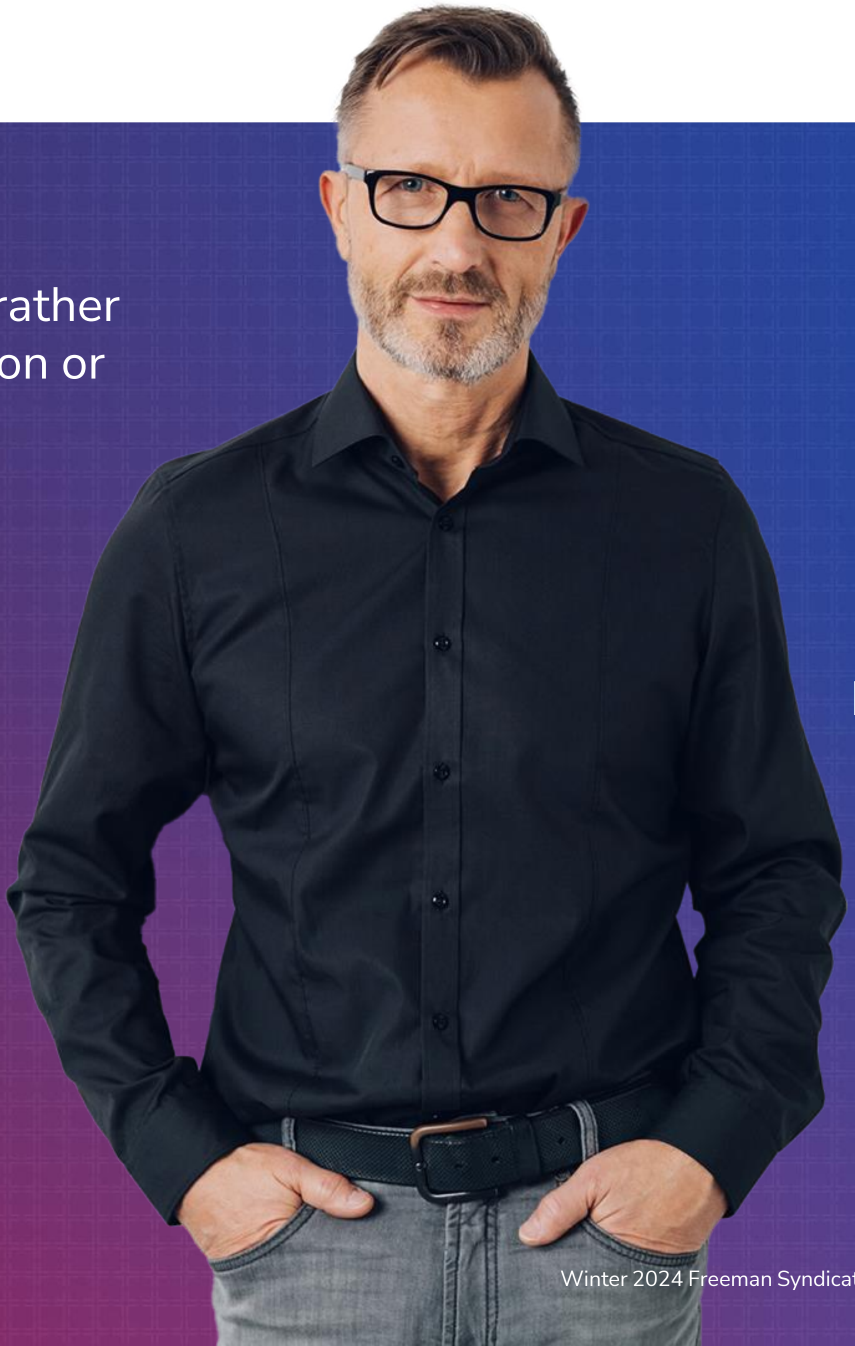


COMMERCE

focused exhibitors

+ **87%**

Looking to discover NEW products and solutions



Driven by

Completing sales rather than lead generation or lead nurture

Introducing new products

Providing product samples or service demos

Watch out for

Less satisfied with meeting customers & prospects, lead acquisition, brand awareness, & meeting industry partners

More likely to change the number of events where they are an exhibitor

Key exhibitor characteristic

Represent smaller companies (<100 employees)

QUESTION

What is your company's preferred way to make a new product announcement?

COMMERCE

Attendees and exhibitors have different preferences for new product announcements.

72%

Said the #1 channel for product launches was industry events and tradeshows pre-pandemic.

Freeman

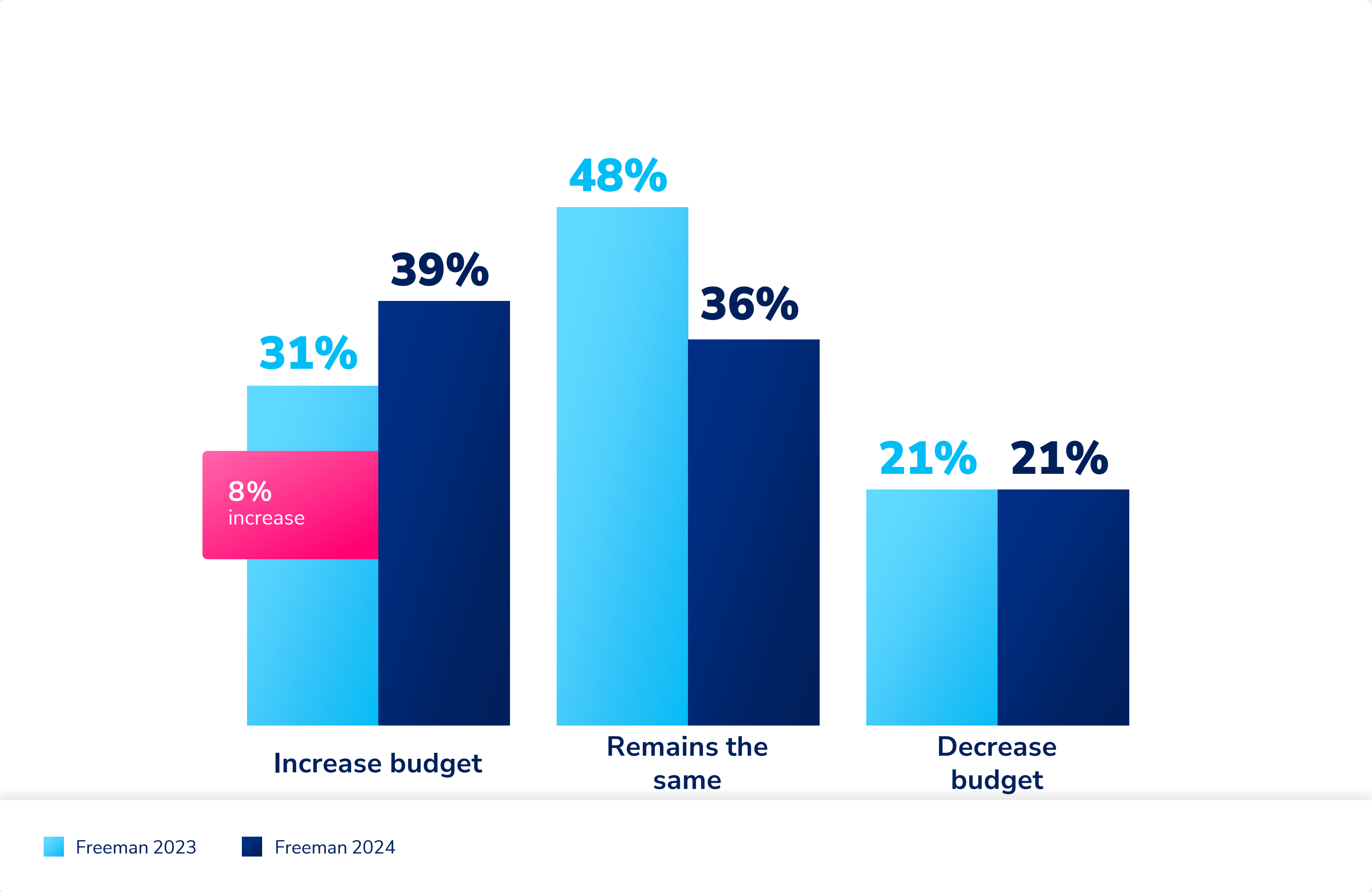
Preferred way to make new product announcements

QUESTION

Over the next 12 months, how do you expect your exhibiting budget to change relative to 2023?

Most exhibitor budgets will increase or stay the same over the next year

Event organizers rejoice: **75% of exhibitors do not plan on cutting back their exhibiting budgets.**

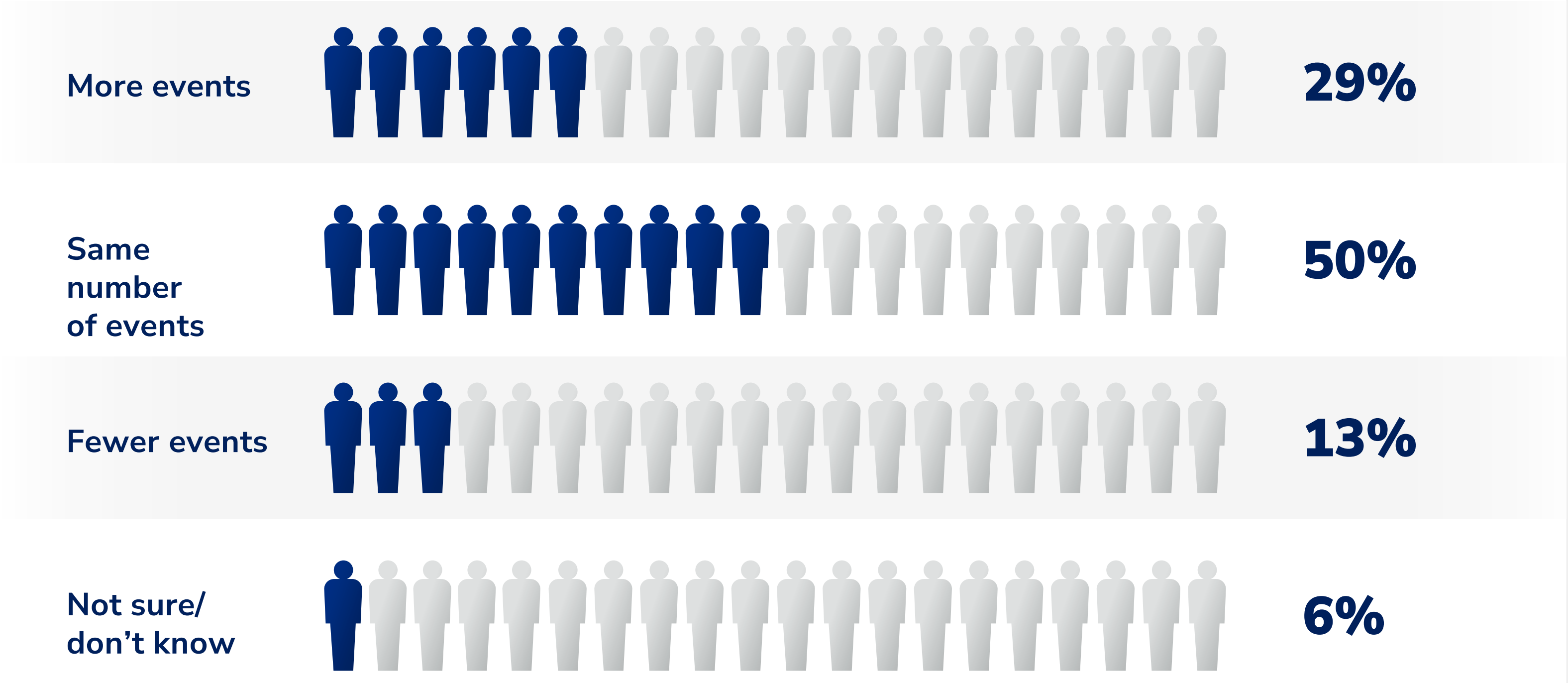


QUESTION

Looking ahead to the next 12 months, how do you expect your in-person exhibit plans to change?

+79% of exhibitors plan to attend the same number of events or more in the next year

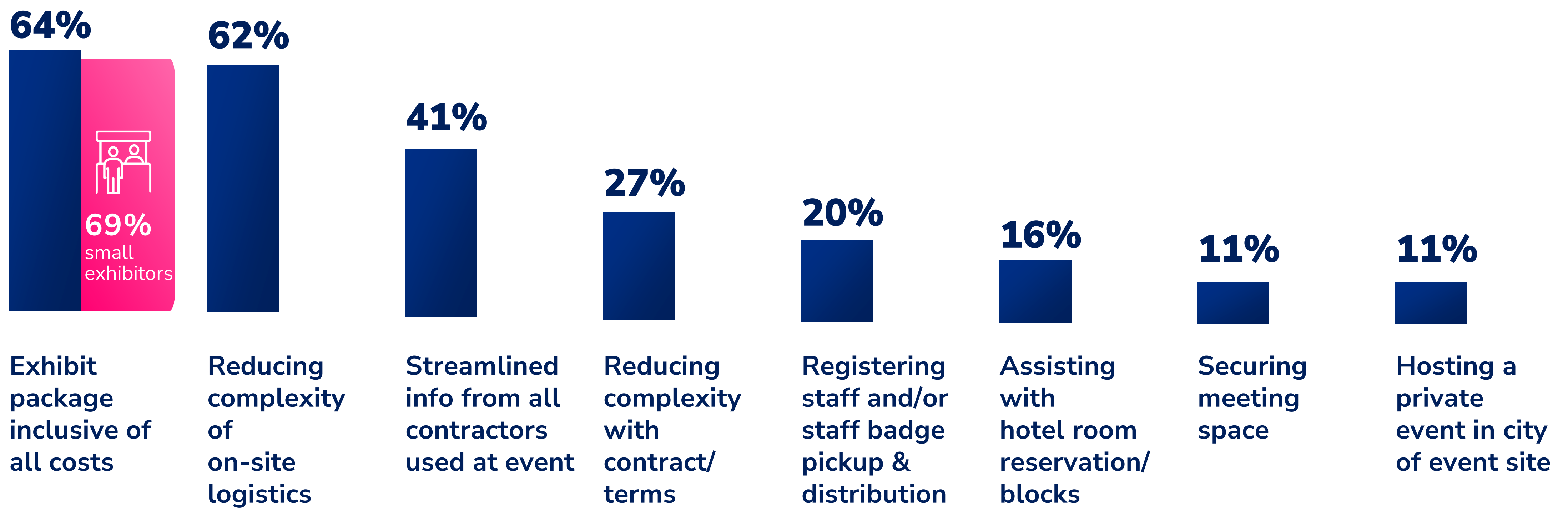
Changes to in-person exhibit plans



QUESTION

For the most important event where you exhibit/sponsor, select the top 3 options where event organizer assistance would be most helpful.

Most important type of event organizer assistance



+Exhibitors want predictable, all-inclusive packages

Partnership Packages are aligned on a spectrum of booth size and key objectives.

Booth Size

-Booth
-Graphics
-Basic AV
-Services

Partner Packages

Key Objectives

-Speaking
-Brand Activations
-EAC/Booth
-Special Events

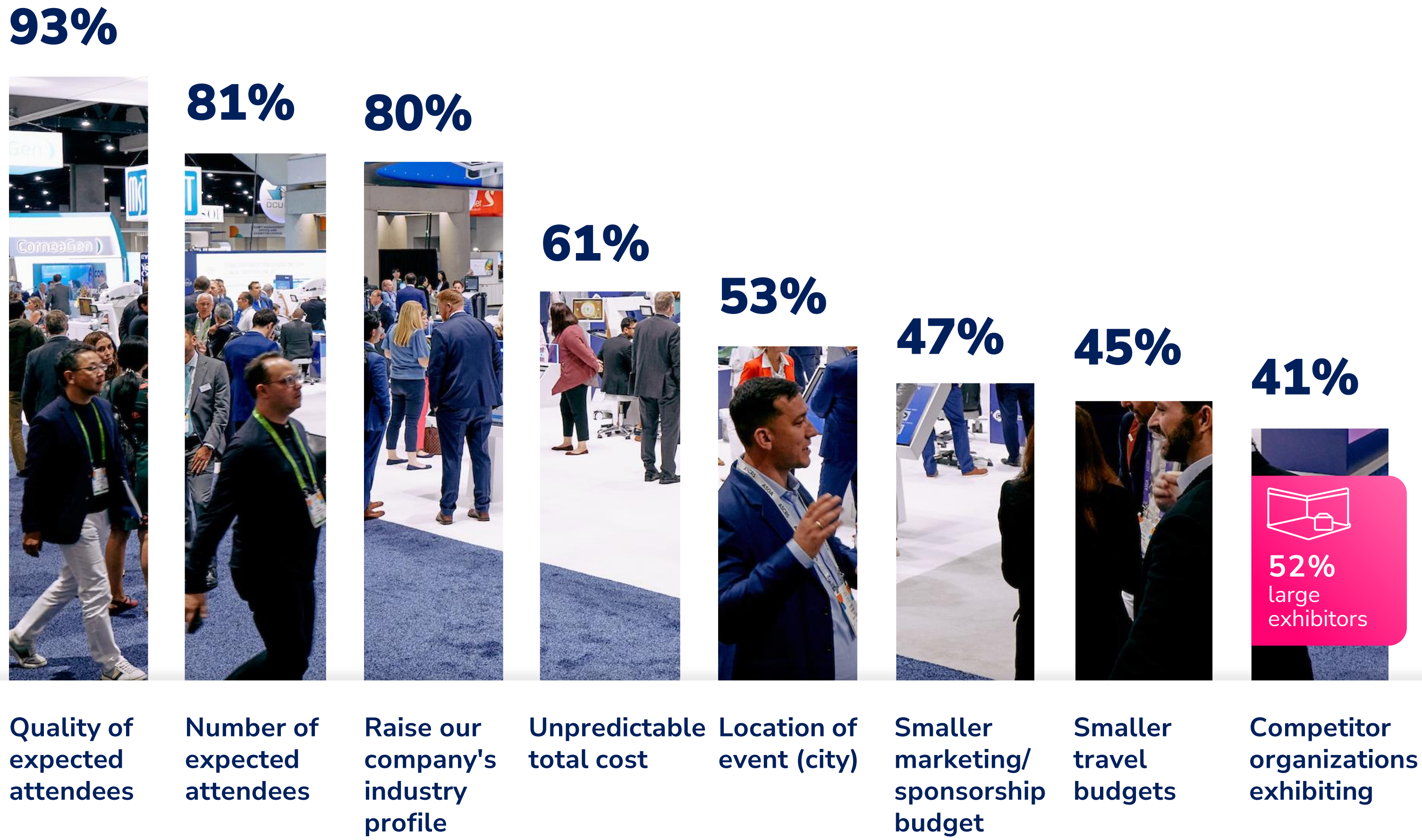
QUESTION

Rate the impact of each of the following on exhibiting at in-person events.

The quality and quantity of leads outweigh cost concerns .

Despite cost concerns, it seems that most exhibitors will invest if the event predictably delivers quality leads for their organization.

“Extremely/very impactful” element of exhibiting at in-person events



QUESTION 1

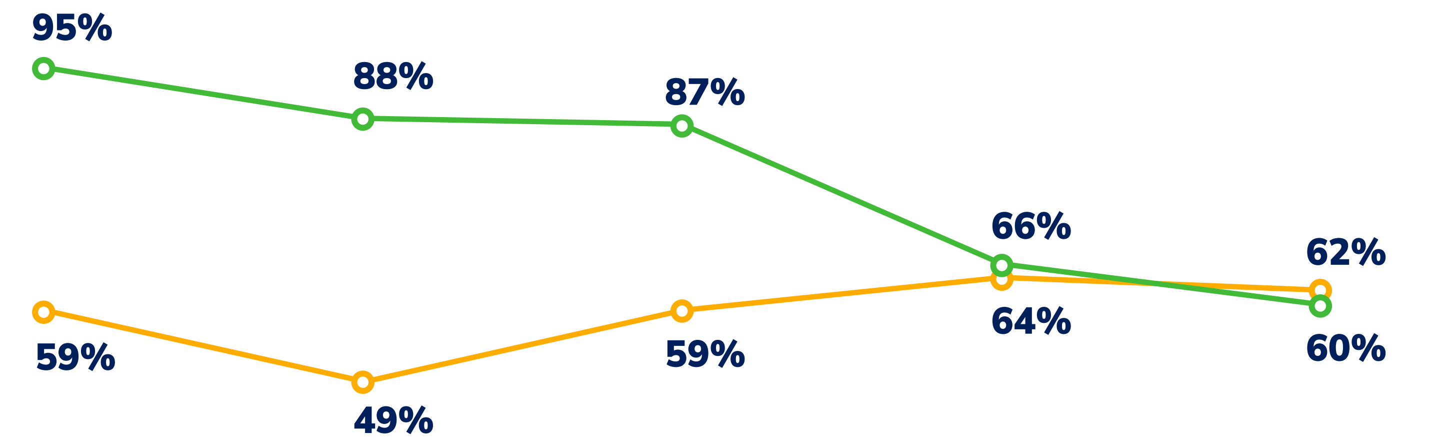
Thinking about the most important event you exhibit at, please rate the importance of each of the following objectives.

QUESTION 2

Now rate your satisfaction with this event in meeting those objectives that were highly important to you (those rated extremely/very important).

+ These gaps remain larger than during pre-pandemic times

Reasons for exhibiting (importance and satisfaction)



	Meeting/Networking with Customers/ Prospects	Lead Acquisition	Brand/Product Awareness	Meeting/Networking with Industry Partners	New Product Introduction
2024 gap	-36	-39	-28	-2	+2
2023 gap	-33	-37	-30	-5	+2
Pre-pandemic gap	-30	-31	-22	+23	0

■ Extremely/Very important ■ Extremely/Very Satisfied

Freeman


The power
of trust

QUESTION

How trustworthy are the following sources of information?

+ In-person events are seen as the most trustworthy sources of information

.

	2023	2024
IN-PERSON EVENTS	75%	80% ▲
~~PROFESSIONAL TRADE ORGS~~	~~68%~~	~~68%~~
ACADEMIC INSTITUTIONS	65%	61% ▼
WEBINARS	48%	44% ▼
COMPANY LEADERS	45%	42% ▼
THOUGHT LEADERS	36%	31% ▼
MEDIA OUTLETS	12%	12%
BLOG POSTS	9%	9%
GOVERNMENT LEADERS	8%	8%
SOCIAL MEDIA/INFLUENCERS	6%	7%

▲ ▼ Statistically significant difference between waves

NGEG

.

In the age of increasing misinformation, trust is the ultimate currency. And in-person events are the ultimate trusted channel.

In the age of increasing misinformation, trust is the ultimate currency. And in-person events are the ultimate trusted channel.

Freeman

Focusing on **Attendee & Exhibitor objectives** to drive satisfaction and **results**.

Provide **ROO** to enable **ROI**.

+Thank You!

ken.holsinger@freeman.com

Focusing on Attendee & Exhibitor objectives to drive satisfaction and results.

Provide ROO to enable ROI.

+ Share!

Focusing on Attendee & Exhibitor objectives to drive satisfaction and results.

Provide ROO to enable ROI.

+ Get it!

Questions?

Georgia World Congress Center Authority

Sales & Marketing Updates

Joe Bocherer
Chief Commercial Officer

Dan Corso, President
Atlanta Sports Council

2024 Projects:

- 2024 Copa America
- 2025 College Football Playoff National Championship
- 2025 NCAA Men's Regional Basketball Tournament
- 2025 Major League Baseball All-Star Game
- 2026 FIFA World Cup
- *2028 NCAA Men's Regional Basketball Tournament*
- 2031 NCAA Men's Final Four

***Super Bowl and College Football Playoff National Championship*

Georgia World Congress Center Authority

Questions?

Charlene Lopez, EVP/Chief Sales Officer
Atlanta Convention & Visitors Bureau

Industry Recovery Dashboard

First half of 2024 (June YTD) vs. 2019

Legend
- 110%+
- 100-110%
- 90-100%
- < 90%

	Lead Volume	Number of Bookings	Expected Attendance	Booked Room Nights
Total Industry (200+ DMOs)	116%	95%	94%	103%
Convention Center Events at Category D Cities (18 DMOs)	122%	94%	82%	89%
Convention Center Events at ACVB	141%	103%	112%	136%

ACVB's recovery metrics surpass peers and the total industry

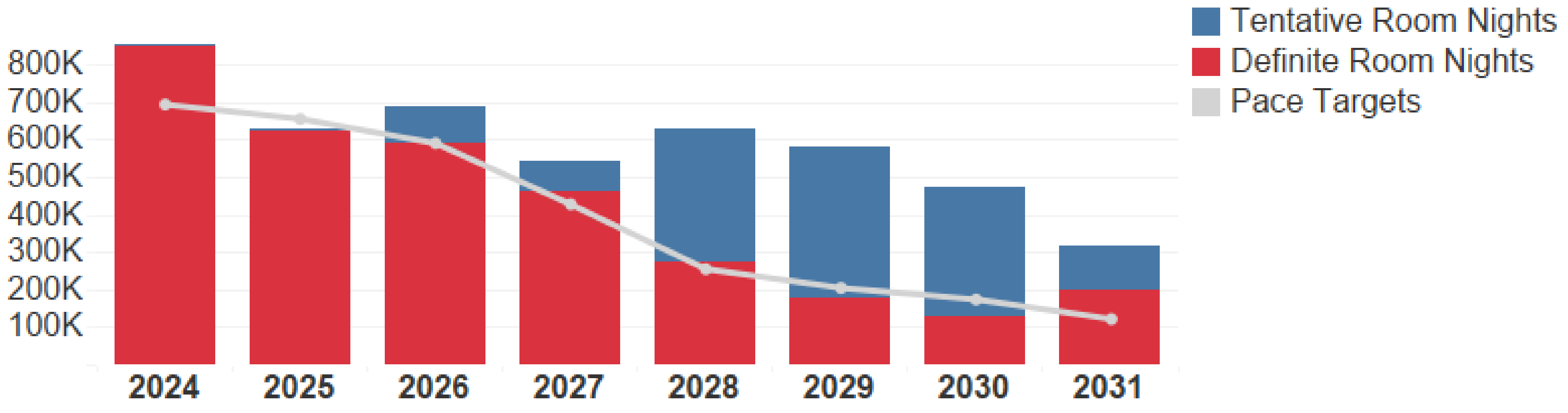
Unlike peers, ACVB's average attendance for booked events exceeds pre-pandemic.

Source: 2Synergize, Simpleview Sales Quarterly Mid-Year 2024

LONG-TERM PACE REPORT

GWCC Events, Pace Relative to 2021 - 2023

	2024	2025	2026	2027	2028	2029	2030	2031	Total
Definite Room Nights	854,699	624,147	593,036	460,193	275,320	179,744	128,580	197,552	3,313,271
Pace Targets	695,570	657,154	592,144	429,317	256,549	206,187	175,458	123,241	3,135,620
Variance	159,129	-33,007	892	30,876	18,772	-26,443	-46,878	74,311	177,651
Consumption Benchmark	698,489	698,489	698,489	698,489	698,489	698,489	698,489	698,489	5,587,913
Pace Percentage	123%	95%	100%	107%	107%	87%	73%	160%	106%
Total Tentatives	240	6,606	95,520	84,065	351,378	400,456	343,687	118,319	1,400,271
Annual Tentatives			40,311	70,445	253,287	240,701	206,333	118,319	929,396

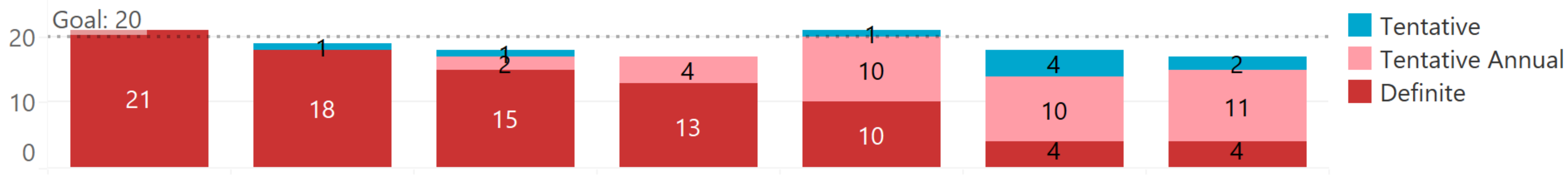


7/1/2024

LARGE GROUPS FOR FUTURE YEARS

5,000+ on Peak

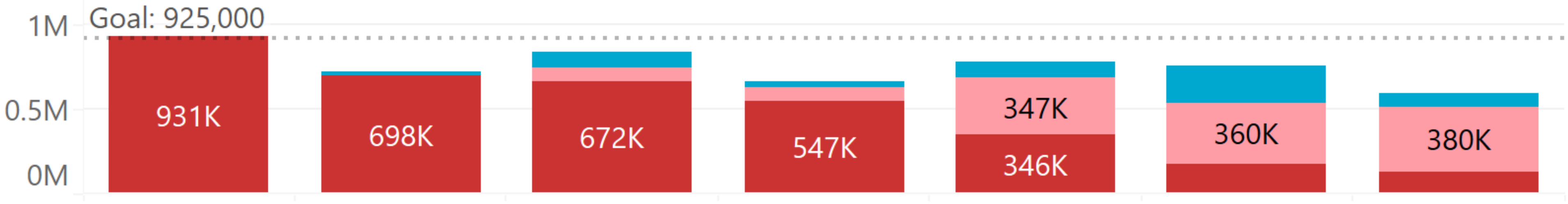
Number of Events



2024	2025	2026	2027	2028	2029	2030
21	19	18	17	21	18	17

2,500+ on Peak

Room Nights



2024	2025	2026	2027	2028	2029	2030
931K	721K	844K	668K	780K	758K	600K

Closing Thoughts

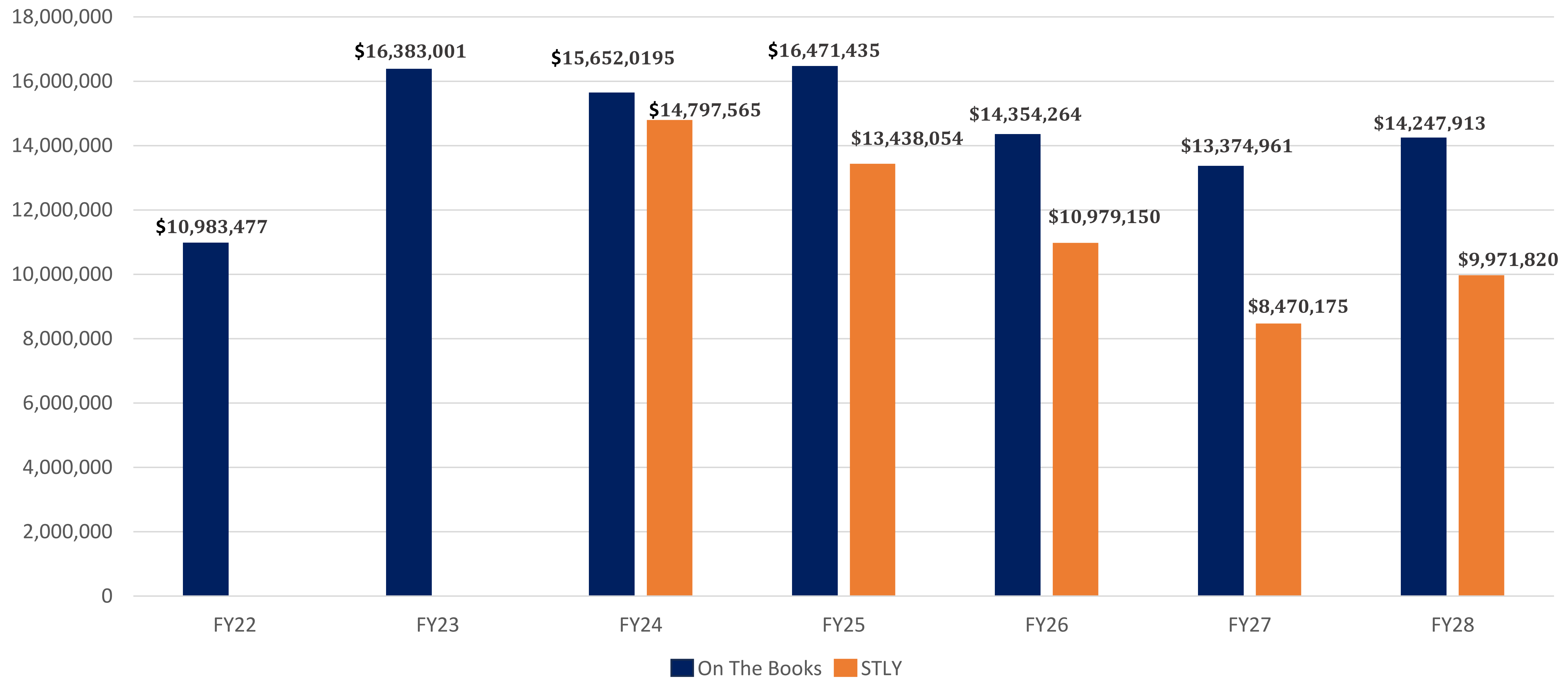
- Evolution of Downtown continues
- Customer sentiment surveys show safety and security of the city and GWCCA campus has improved by 13%
- Group lead volume is strong
- Ahead of our booking pace by 6%
- 60 million visitors expected by 2030

Questions?

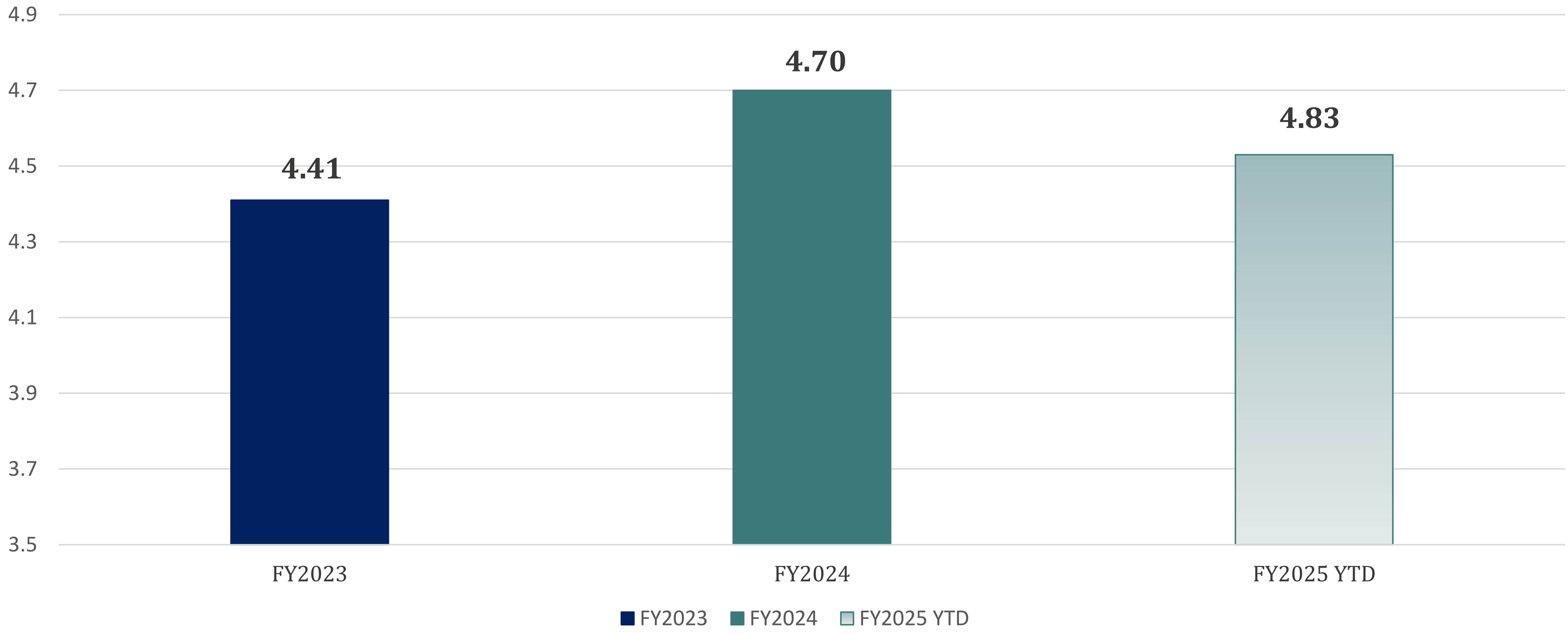
Kim Allison, VP of Convention Sales
GWCCA

GWCC Rental Production 2025-2028

Georgia World Congress Center Authority



Overall Satisfaction



Outlook

- The future is strong
- Optimizing business mix impacts campus occupancy
- Safety and security are still top of mind for event organizers
- A strong collaboration among ACVB, GWCC, and Signia sales teams and Atlanta Sports Council keeps us on pace
- Adjacent development will generate interest, support future bookings, and positively impact customer satisfaction

Questions?

Julia Austin, Director of Sales & Marketing
Signia by Hilton Atlanta

Signia by Hilton

Sales & Marketing Updates 2024

What We Are Hearing

The Reviews Are In…

What Our Meeting Planners are Saying…

- *“The food and rooms were excellent” – Hunter Hotels Investments*

- **“From start to finish, this venue was top notch, sales, to service, to front-line execution was excellent!” – Vizient Inc.**

- *“Michael Stuckey, Danny, Robert, Encore, everyone who was a part of this event, did an amazing job. I thank all of you for your hospitality. We will be doing this again!” - Trace3*

- **“Staff was extremely helpful and pleasant to work with. Made our guests feel welcome” – Huntington Bancshares Inc**

- *“Our event coordinator Jay Johnson was very thorough in keeping me informed and making sure the guests had the best experience” – AMB Sports and Entertainment*

What Our Leisure Guests are Saying…

- *“The hotel was absolutely stunning and the employees were so kind and thoughtful. We stayed here for a concert at the State Farm arena and it was a breeze of a walk there by cutting through the Nest on Four. The food there was also great! The room was so beautiful and had great amenities. The Friendship Market was also adorable!”*

- **“I cannot express enough how amazing and beautiful my experience has been at Signia Atlanta. From the moment I arrived, the staff went above and beyond to make me feel welcome. Everyone I encountered was pleasant, helpful, warm and accommodating; creating an atmosphere of true hospitality.**

- *“Staff was AMAZING!! Going above and beyond is what they do. From the lovely lady at the hostess stand tracking me down a Diet Coke, to Tucker, a Valet Manager, whose charm and personality alone would win a 5 star review.”*

Stay Score Updates

Pace & Position

Pace & Position 2025-2028

As of 9/1/24	Definite Position	Crossover Target	Variance to Goal	Tentative Revenue	Room Nights OTB	Room Nights Goal
2025	$25,594,694	$36,905,300	-$8,355,606	$2,471,239	104,693	139,945
2026	$17,085,503	$25,300,610	-$8,215,107	$3,685,084	61,075	91,408
2027	$9,011,111	$13,647,760	-$4,636,649	$457,007	32,299	65,886
2028	$10,663,609	$8,534,850	$2,218,759	$591,528	32,868	42,737

Strong Prospect Revenue:

2025	2026	2027	2028
$1,604,757	$2,477,923	$4,551,317	$2,880,211

Food & Beverage

Group & Local Catering

As of 8.31.24	GROUP	LOCAL
BUDGET	$9,726.966	$578,096
ACTUAL	$11,486,542	$706,071
VARIANCE	$1,759,576	$127,975

- **YTD Average F&B spend is up 44% from original contracted minimum**
- **Affiliate Revenue is $437,000 YTD**
- **Room Rental up $257K to budget YTD**




Elevating Signia

Elevating Signia thru Hilton

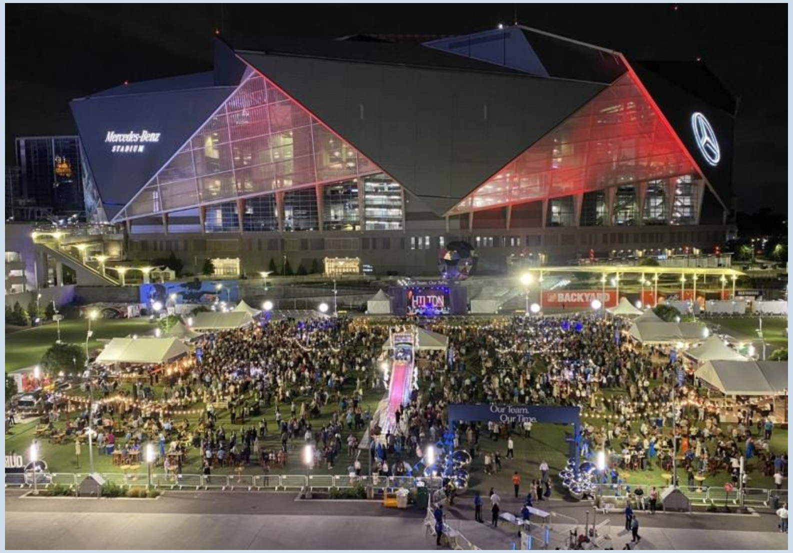
- **Signia by Hilton Luxury Launch**
  - Luxury Brand Channels promoting Signia with WA, Conrad, LXR, Nomad
  - Tradeshow alignment
  - HWS Luxury Sales Representation both Group and Transient
  - Hilton Luxury Incentive Collection
- **Hilton Means Business**
- **Hilton for Business**
- **Exposure from GBTA**
- **Brand Support**
  - GBTA Customer Event
  - Cvent Signia Brand Site Signia by Hilton (cvent.com)
- **Marketing**
  - Site Pro Exclusive
- **Sales**
  - Increase Conversion of In-House Multi-Years
  - Peer to Peer Focused

Elevating Signia thru Hilton

- **Digital Innovations**
  - Add Ons: Guest can purchase additional non rooms products at time of reservations. Parking, Late Checkout, Etc…
  - Digital Upsells: Expand the capability to upsell guest via Hilton channels through enhanced rooms attributions.

- **Digital Marketing Enterprise Match Programs**
  - Amplify and Elevate enterprise match program
  - 100% match, up to $3000 digital marketing spend

America's Leadership & Commercial Conference



Georgia World Congress Center Authority

Questions?

Georgia World Congress Center Authority

15-Minute Break

Georgia World Congress Center Authority

GWCCA Financial Update & 3-Year Forecast

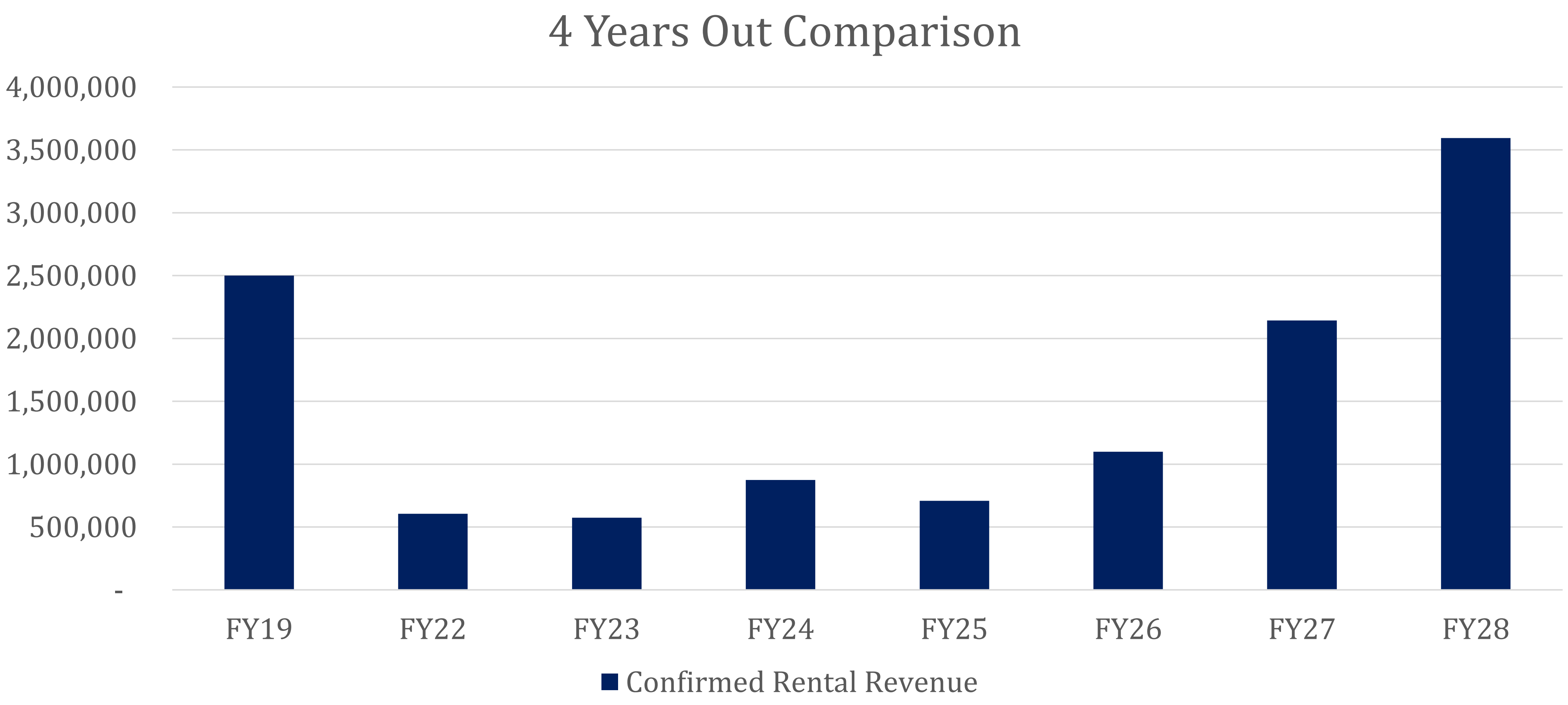
Rey Rodriguez
Director of Finance

Moving Beyond Pandemic

Georgia World Congress Center Authority

Revenue	FY19 Actual	FY24 Actual
Rental	15,171,093	15,036,024
F&B	10,098,016	9,933,577
Utilities	11,725,082	8,754,066
Parking	10,451,621	8,271,380
H/M	7,188,266	8,613,392
Contract Labor	3,932,991	6,817,655
Telecom/Audio Visual	2,329,283	3,800,009
Advert/Sponsorship	1,889,446	1,865,617
Other	2,661,655	4,208,500
	68,022,954	67,300,219
Expenses		
Personnel Services	25,412,502	20,528,764
Temp/OT/Show Labor	10,514,531	8,955,676
Operating Expenses	23,781,448	29,170,363
Net Profit	8,314,473	8,645,416

Customer Confidence



Forecasting Challenges

Georgia World Congress Center Authority

- Changing/Evolving Market Conditions
- Rising Costs
- Volatility in Customer Behavior
- Impact of Global Events

Boulders vs. Pebbles: What is the right mix?

Georgia World Congress Center Authority

Events with Revenue over $1M

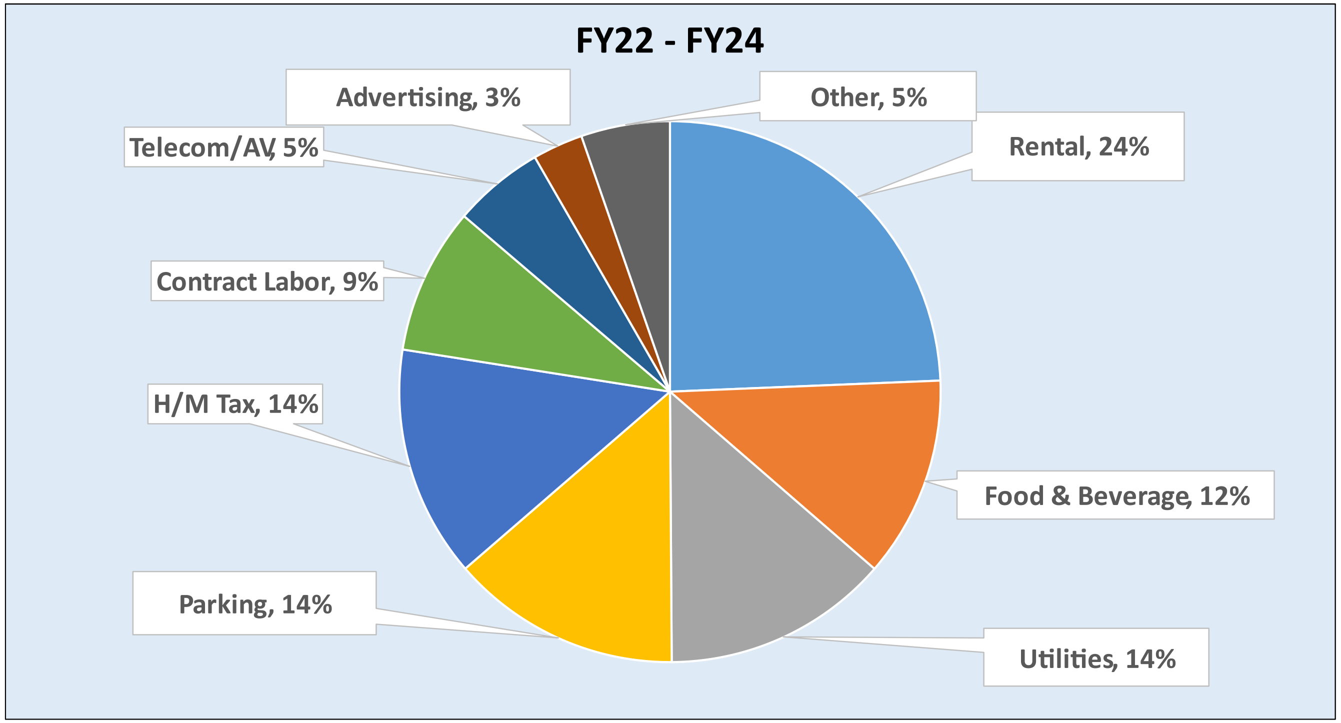
	Fiscal Year	# of Events	Revenue	% of Total Event Revenue	Total # of Events
Actual	2016	9	12,048,045	29%	347
Actual	2017	6	16,111,029	35%	308
Actual	2018	7	12,520,272	31%	295
Actual	2019	12	26,429,536	49%	312
Actual	2023	12	19,469,513	50%	146
Actual	2024	13	25,101,235	50%	131
Budget	2025	11	18,117,207	44%	93
Forecast	2026	5	8,604,362	32%	49
Forecast	2027	5	7,697,813	32%	35
Forecast	2028	6	14,187,942	48%	38

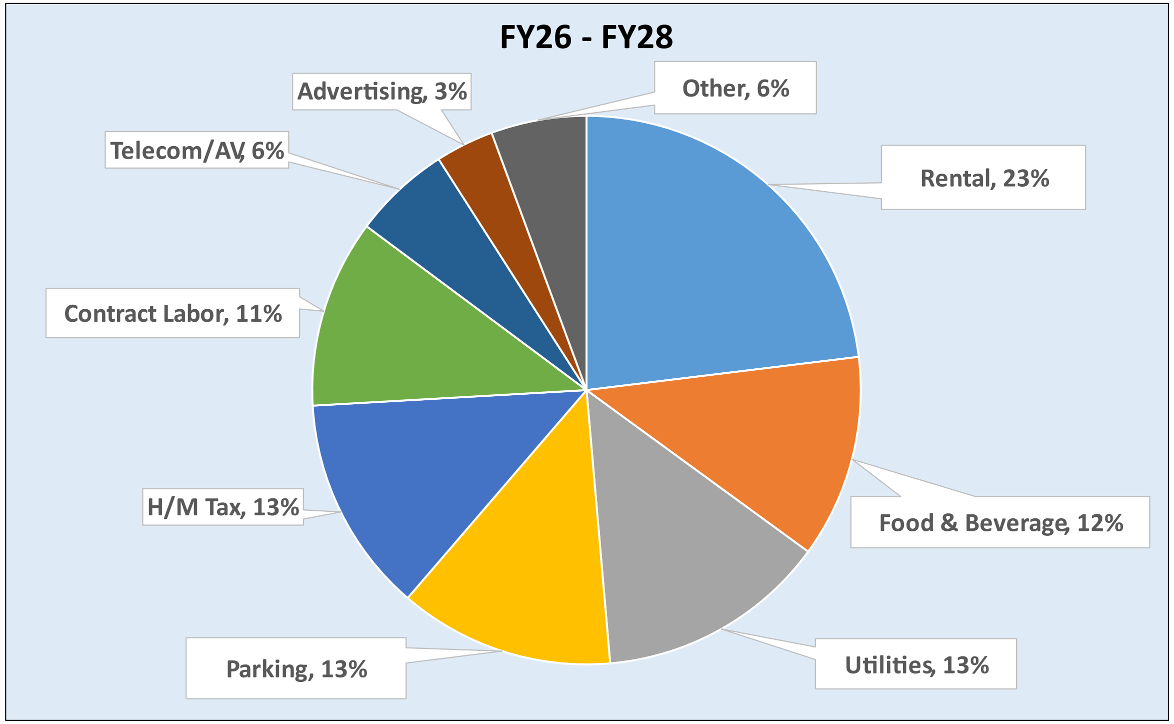
FY26 – FY28 Revenue Highlights

Georgia World Congress Center Authority

FY26	FY27	FY28
➢ $11.4 million in highly likely Rent Revenue	➢ $7.7 million in highly likely Rent Revenue	➢ $7.0 million in highly likely Rent Revenue
➢ 5 large shows – over $1M in Total Revenue	➢ 5 large shows – over $1M in Total Revenue	➢ 6 large shows – over $1M in Total Revenue
➢ $8.2M in minimum F&B	➢ $5.3M in minimum F&B	➢ $4.3M in minimum F&B
➢ 5 FIFA Games	➢ 3 FIFA Games	

Revenue Analysis: FY22-24/FY26-28





Expense Highlights

- Total FTE Count Stabilizing
- Temporary/Contract Labor: Variable based on events
- Operating Expenses: 3-10% increases
- Energy Performance Contract (EPC)
- FIFA Unknowns

FY26 Forecast

Georgia World Congress Center Authority

Revenue		Expenses	
Rental	16,354,265	Personnel Services	23,877,054
F&B	8,899,163	Temp/OT/Show Labor	10,377,616
Utilities	8,815,353	Operating Expenses	31,661,707
Parking	8,524,555	Maint. Repair/Renov.	1,000,000
H/M	8,907,710		**66,916,376**
Contract Labor	7,499,420		
Telecom/Audio Visual	3,711,264		
Advert/Sponsorship	2,223,110		
Other	3,633,778		
	68,568,617	**Net Profit**	**1,652,241**

FY27 Forecast

Revenue		Expenses	
Rental	16,374,961	Personnel Services	24,593,365
F&B	7,526,646	Temp/OT/Show Labor	10,553,944
Utilities	10,189,813	Operating Expenses	32,626,055
Parking	8,775,856	Maint. Repair/Renov.	500,000
H/M	9,085,295		**68,273,364**
Contract Labor	7,724,403		
Telecom/Audio Visual	4,082,390		
Advert/Sponsorship	2,445,421		
Other	3,997,156		
	70,201,940	**Net Profit**	**1,928,576**

FY28 Forecast

Revenue		Expenses	
Rental	16,247,913	Personnel Services	25,331,166
F&B	8,579,022	Temp/OT/Show Labor	10,562,370
Utilities	10,077,927	Operating Expenses	33,593,631
Parking	8,631,375	Maint. Repair/Renov.	1,000,000
H/M	9,357,854		**70,487,166**
Contract Labor	8,496,843		
Telecom/Audio Visual	4,490,629		
Advert/Sponsorship	2,689,963		
Other	4,396,871		
	72,968,397	**Net Profit**	**2,481,231**

Questions?

Lunch