

TEAMS CANADA



A commercial partner built to reimagine, preserve, and invest in
Women's, Emerging, Inclusive and Community Sports



Problem

The communities, ecosystems and infrastructure behind sports that do not have “men’s major league” capitalization are breaking. Women’s, Emerging, Inclusive & Community sports (WEIC) need a new financial and operational model

Scale

These sports are reliant on government funding and grants. Each individual sport is perceived to be too small to garner significant sponsorship revenues, media revenues or professional investment. The lack of scale at an individual sport level, hinders commercial viability.

As a result of a lack of professional and commercial presence, each WEIC community relies on passionate individuals and strained National & Provincial Sport Organizations (NSOs & PSOs) to bootstrap and struggle to keep the sport alive.

Notes: NSOs and PSOs get 30-70% of their revenues from government or grant support, with another 10-30% coming from global sport organizing bodies. Commercially-generated revenues for WEIC sports are limited and reliant on live-event revenues. Limited revenues can be earned via sponsorship or media revenues given the lack of scale and following of each WEIC sport individually.

Sources: *Teams Canada Analysis, NSO Financial Statements, EMSI*

Headwinds

The COVID pandemic accelerated these issues, with every source of revenue and working capital facing material headwinds.

- Elimination of core revenue sources (ticket / event revenue), working capital pressure, and strong likelihood of personnel and overhead reduction resulted in stalled operations at best, and closures/bankruptcies at worst
- World sport organization funding is tied to international performance, with many WEIC NSOs have seen deteriorating international performance by their Men’s National Teams (e.g, rugby, cricket)

Notes: During COVID, Teams Canada uncovered multiple formerly-profitable sports-related businesses and multiple National and Provincial Sports Organizations that urgently sought financing relief / investment to avoid bankruptcy or planned for budget cuts (both personnel and other resources. This includes organizing bodies, facilities, training centres, youth sports programs and teams.

Sources: *Teams Canada Due Diligence File Path*

Capitalization

Similar headwinds are being faced by the entire global sports industry. In response, larger professional sports leagues rushed to recapitalize, drawing in massive private equity investments in sports. Some of the largest PE firms – including Silver Lake, CVC Capital Partners, Bain Capital, Blackstone, Axios & Arctos – as well as individual billionaire investors have raised over \$5B for such investments this year.

WEIC sports in Canada were unable to recapitalize the same way, creating immense pressure on organizations around them. Sports don’t become commercially viable without large-scale investment.

Notes: Emerging sports are commercialized via massive, long-term capital investment and years of losses to fund sport development, and often to not command PE investment. Consider a WEIC sport, Rugby –Major League Rugby (MLR) owners have already invested more than USD \$100M+ to-date to grow the sport/league in North America to get it to its current state.

Sources: *Pitchbook PE Deal Summary, CVC Investment Profile*



Opportunity

WEIC ecosystems present unique opportunities due to (i) the latent sponsorship and content value currently being unrealized and (ii) the fragmentation that exists across all the properties and organizations within them

Unmonetized, Community-Generated Content

The fans / communities around WEIC sports represent passionate, engaged, micro-communities that are highly valued by sponsors and advertisers. Due to a lack of scale across individual sports, powerful community content, with strong Canadian brand equity is not being monetized properly, marking a significant investment opportunity.

Latent Sponsorship Value

While each individual WEIC sport is perceived to be too small to garner significant sponsorship revenues, media revenues or professional investment, the aggregating WEIC theme would create the required scale to provide a far more compelling value proposition to sponsors and partners.

Fragmentation of Properties & Participants

Across and within each WEIC sports lies a fragmented group of organizations, businesses and individuals creating the investment opportunity to “roll up” these WEIC properties, forming an opportunity for attractive investment returns while aiding in the necessary commercialization, governance and strategy required for these sports to stay financially sustainable.

Examples of latent value using Women’s National Teams, Rugby & Cricket

Participation, performance & interest in women’s sports...

59% participation between ages 3-17 + strong national performance (e.g, hockey, rugby) garnering widespread Canadian interest and support

...not garnering commercial value and support

Women’s sports leaders cite insufficient funding and lack of media interest as causing reduced female participation levels due to lack of commercial potential

Rapid participation growth and global investment in rugby...

30% growth in Canadian participation, growing North American professional infrastructure, alongside global investment in the commercialization of rugby

...limited by financial and operational constraints

Increased financial deterioration of governing bodies has hindered significant opportunities to scale sponsorship and media revenues

Rapidly growing interest and participation in Canadian cricket...

130,000 existing participants with growth driven by annual South Asian immigration admissions of 100K+, creating growing community, amateur and club interest countrywide

...with significant financial and performance struggles nationally

Significant deterioration in national team performance, unsuccessful professional investments, and an NSO with limited funding and financial flexibility

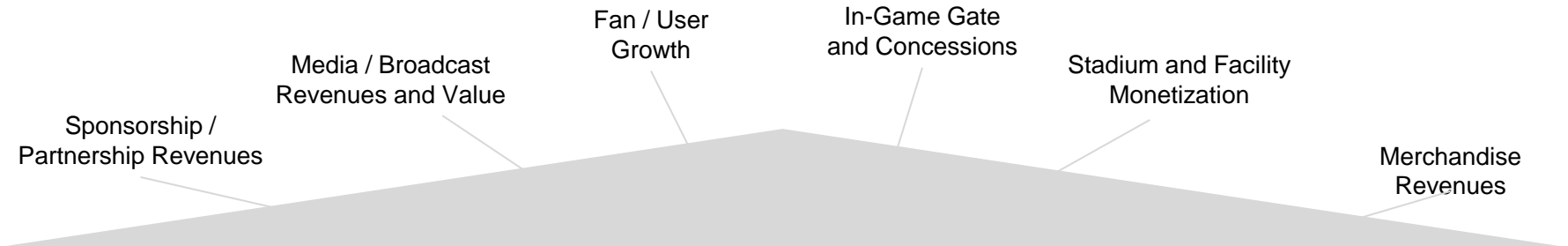
Solution

One commercial partner, investment / capital source and consolidator for all WEIC sports

Teams Canada

Business Model

Commercial / professional sports operators and personnel with expertise across every major revenue vertical



Sport Ecosystems

Stakes in professional teams (where applicable), partnerships with NSOs to develop national media/broadcast rights, and facilitating community sports and grassroots development programs

A WEIC Ecosystem		Rugby	Cricket	Sport 3,4,5...
<u>National</u> Partnership with NSOs and PSOs to acquire / grow content and National team media rights	<u>Professional</u> Acquisition of targeted professional opportunities in selected sports	National	National	National
		Professional	Professional	Professional
<u>Amateur</u> Clubs, intramural/school programs and university/college ecosystems	<u>Community</u> The broader grassroots support systems, families and fans	Amateur	Amateur	Amateur
		Community	Community	Community

Infrastructure

Strategic investments needed to support any sports ecosystem, built modularly to support any non-major league sport

Digital Infrastructure Content rights, in-house social and digital content creation & distribution, broadcast infrastructure and partners, advertising etc.	Operating Team A team of investment professionals, sports management and commercial operators	Physical Infrastructure Stadium, fields, training facilities, high performance training, commercial offices, sports science institute, affordable player housing and training space
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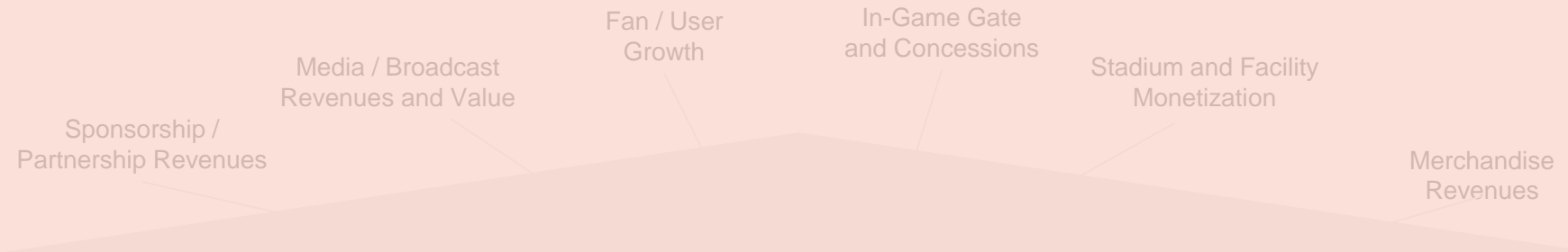
Cash Flow Ecosystem Investments

A series of related cash flow private-equity investments in hospitality, media, entertainment and other synergistic industries

Teams Canada

Business Model

Commercial / professional sports operators and personnel with expertise across every major revenue vertical



Sport Ecosystem

Stakes in professional (where applicable), partnership (where applicable), develop national media/brand and facilitating community and grassroots development programs

A unifying investment in physical and digital infrastructure that can service multiple WEIC sports – critical to generating the required scale and return on investment that these sports lack at an individual level

A WEIC Ecosystem		Rugby	Cricket	Sport 3,4,5...
<u>National</u> Partnership with NSOs and PSOs to acquire / grow content and national team media rights	<u>Professional</u> Acquisition of targeted professional opportunities in selected sports	National	National	National
<u>Amateur</u> Clubs, intramural/school programs and university/college ecosystems	<u>Community</u> The broader grassroots support systems, families and fans	Professional	Professional	Professional
		Amateur	Amateur	Amateur
		Community	Community	Community

Infrastructure

Strategic investments needed to support any sports ecosystem, built modularly to support any non-major league sport



Strategic investments at the individual sport level to leverage digital and physical infrastructure, while investing in the sport across the national, professional, amateur and community programs, with the objective of scaling them until they can support their own infrastructure akin to a men's major league

Commercial / professional sports operators and personnel with expertise across every major revenue vertical

Sport

Partnership Revenues

Media / Broadcast Revenues and Value

Fan / User Growth

In-Game Gate and Concessions

Stadium and Facility Monetization

Merchandise Revenues

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Infrastructure

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Digital Infrastructure

Content rights, in-house social and digital content creation & distribution, broadcast infrastructure and partners, advertising etc.

Operating Team

A team of investment professionals, sports management and commercial operators

Physical Infrastructure

Stadium, fields, training facilities, high performance training, commercial offices, sports science institute, affordable player housing and training space

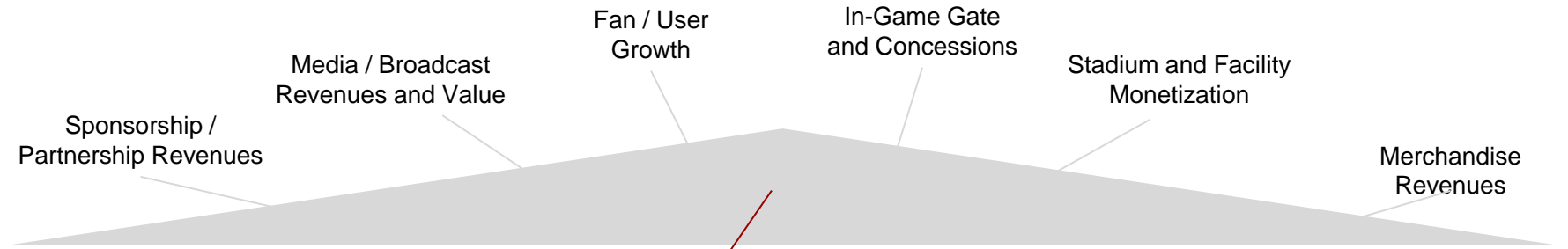
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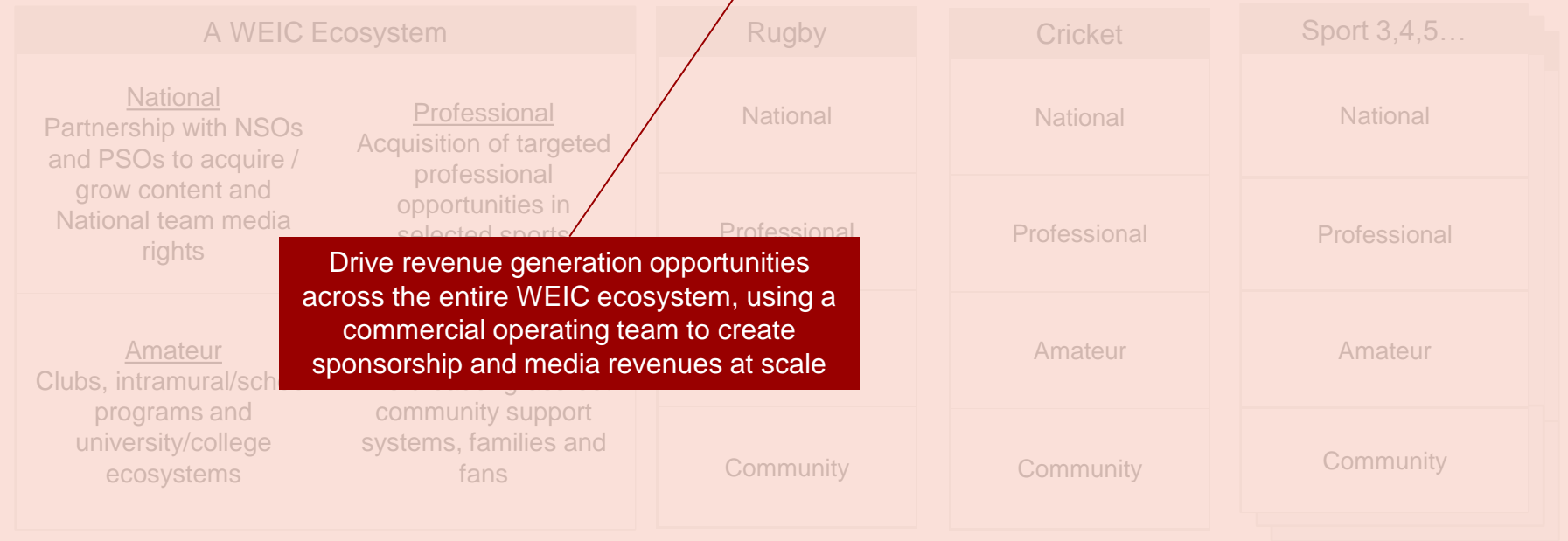
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Sport Ecosystems

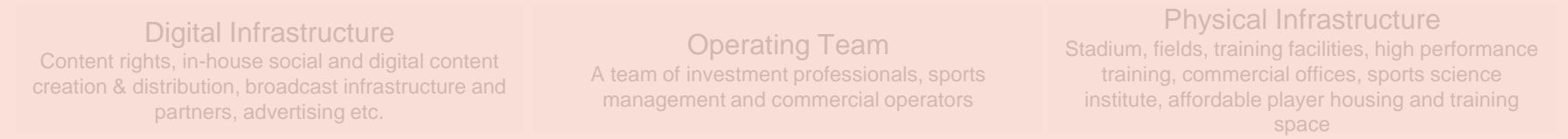
Stakes in professional teams (where applicable), partnerships with NSOs to develop national media/broadcast rights, and facilitating community sports and grassroots development programs



Drive revenue generation opportunities across the entire WEIC ecosystem, using a commercial operating team to create sponsorship and media revenues at scale

Infrastructure

Strategic investments needed to support any sports ecosystem, built modularly to support any non-major league sport



Cash Flow Ecosystem Investments

A series of related cash flow private-equity investments in hospitality, media, entertainment and other synergistic industries



Approach

One commercial partner, investment / capital source and consolidator for all WEIC sports

1

Investment Management, Private Equity, Venture Capital and Strategic Acquisitions

Teams Canada was built by professional investment managers and business builders, allowing for a variety of acquisitions and strategic internal investments

2

Professional Sports Experience – Owners, Operators, and Functional Expertise

A group of commercial / professional sports operators who cover all major functions, including franchise ownership, professional league management, fan engagement, digital strategy, sponsorship, media/broadcast, stadium development, sports science, merchandising, and business development

3

Community Investment

Invest in community and amateur WEIC sports through community building, organized structures grassroots sports, and amateur player development to grow sport interest, participation, fan base and community presence

4

Start With Rugby

Immediate opportunity in an entire sport ecosystem via investments and partnership – national, professional, amateur, community – in a sport with global private equity appeal, growing professional presence, a formidable women's national team¹ and a sport driven by values and inclusiveness



Who? Leadership & Vision

The individuals below include (i) those who have directly contributed to the development of this initiative and (ii) represent **intended / targeted stakeholders** we'd like to add to the project given the material contributions we believe they could make

William R. Webb

Investment Management, Professional Sports, Corporate Executive

[Professional Experience](#)

Bob Hunter

Professional Sports Executive, Venues, Media & Entertainment Executive

[Professional Experience](#)

Paul Beeston

Professional Sports Executive and Corporate Executive

[Professional Experience](#)

Allen Vansen

NSO Chief Executive Officer, Sports & Venue Management Executive

[Professional Experience](#)

Built For Zero Canada

Strategic Partner, Eradicating Chronic Homelessness

[Background](#)

Ghislaine Landry

Olympic and Professional Athlete

[Professional Experience](#)

Rick Powers

Global Sporting Events (e.g, Commonwealth Games), Governance, Corporate Executive

[Professional Experience](#)

TBD - Targeting

Philip Crawley

Newspaper / Media Chief Executive Officer (Global & Mail)

[Professional Experience](#)

Keith Gillam

Stadium & Construction Executive, Global Sporting Events (e.g, Commonwealth Games)

[Professional Experience](#)

David Fortier

Media, Entertainment, Sports & Hospitality Entrepreneur and Corporate Executive

[Background](#)

Kathleen McGinn

Provincial Sports Organization (PSO) and Corporate Executive

[Professional Experience](#)

Alan Broadbent

Community, Social & Public Policy Leader, Business Executive

[Professional Experience](#)

TBD - Targeting

Bill Di Nardo

Investment Executive and Community, Social & Public Policy Leader

[Professional Experience](#)

Duncan McNaughton

Civil Engineering, Infrastructure, Technology & Development Partnership

[Professional Experience](#)

TBD - Targeting

Dr. Arabah Chintoh

CAMH, Physician and Mental Health Expert

[Professional Experience](#)

Mark Winokur

Sports & Entertainment Operational Executive, Professional Sports GM

[Professional Experience](#)

TBD - Targeting

Angus McNab

Professional Sports & Corporate Executive and Operator

[Professional Experience](#)

Srin Sridharan

Socioeconomic Impact Executive, Private Equity, Sports Strategy

[Professional Experience](#)



Digital Infrastructure Investments

Teams Canada has identified critical areas of digital infrastructure required to grow key WEIC ecosystems

1

Investment into broadcast, media rights and production

Media rights represent a critical component of value and monetization for sports properties. Typically, growing a sports popularity requires significant investment in quality production and broadcast to allow for the value of these rights to be monetized.

2

Sports science, teletherapy and personalized exercise protocols

Targeted investments intended to equip WEIC athletes with the digital support systems available to many professional athletes, including rehabilitation tools, teletherapy and custom nutritional and physical science protocols for individual athletes.

3

Digital, content, advertising, social media and fan growth investments

A digital strategy team to produce, create and distribute digital assets and create rich media content across the WEIC ecosystem. This team will also invest in in-house digital applications and fan growth techniques that each WEIC organization can use to grow its fan following.

Detailed Due Diligence: Teams Canada Due Diligence File Path – Rationale and Specifics on each proposed investment can be found in our due diligence folders



The Rugby Ecosystem

Immediate opportunity to own an entire sport ecosystem via investments and partnerships – national, professional, amateur, community – in men’s and women’s rugby

Teams Canada has the immediate partnerships and investments in place to support the entire rugby union ecosystem today.

Our due diligence folders include comprehensive analyses of the Canadian rugby landscape, and Teams Canada’s business plan for the sport:

- Fan segmentation and customer studies showcasing level of fan interest, engagement, and rapidly-growing participation within the sport
- Due diligence on each individual transaction / partnership opportunity across national, professional, amateur and community Rugby
- Within our [due diligence filepath](#), refer to Rugby Ecosystem section

Figure 1: Teams Canada’s partnerships within the rugby ecosystem

National	Professional
<ul style="list-style-type: none">• Strategic partnerships with Rugby Canada and Rugby Ontario• Collaboration to combine Men’s and Women’s National Team Rights to invest and build media rights value• 10+ year strategy program in advance of 2031 Rugby World Cup – North America with intention to bid• #3 Ranked Women’s National Team	<ul style="list-style-type: none">• Teams Canada was incubated from Toronto Arrows – Canada’s first professional Rugby Union franchise• The Arrows are a Major League Rugby (MLR) Franchise – a 13-team league with well-capitalized ownership base (\$100M+ invested by its owners to-date) early commercial success already¹• No Canadian competition
Amateur	Community
<ul style="list-style-type: none">• Pre-existing relationships with major university programs, and strong ties to club rugby programs across all provinces• Newly-defined training and player development pathways	<ul style="list-style-type: none">• Highlight grassroots partnerships already in place• Partnership with Rugby Canada• Profile the community strategy built during COVID• Opportunity to collaborate with wheelchair rugby



Operating Team

A curated group of investment, sports, entertainment and operating professionals to oversee the operations and objectives of Teams Canada

Alex Borthwick

Digital Strategy, Professional Sports, Marketing and Innovation

- Extensive experience in media, digital, content, social and digital video across entertainment, sport, eSport, and mobile industries
- Experience: Aston Villa Football Club, Samsung, RugbyPass & more

[Professional Experience](#)

Rahul Srinivasan

Strategic Partnerships, Sponsorships, Customer Loyalty

- 6+ Years in sales, marketing, management, customer loyalty, strategic and commercial sponsorships and partnerships
- Experience: Air Miles, Toronto Arrows

[Professional Experience](#)

Neil MacDougall

Ticketing & Event Management, Professional Sports Marketing

- Diversified commercial experience across professional sports, ticketing and event management globally
- Experience: Toronto Arrows, Rugby Canada, World Rugby Sevens, 2015 PanAm Games, Real Madrid CF, Super Rugby

[Professional Experience](#)

Brock Smith

Content, Marketing & Communication Specialist

- Marketing & communications specialist. content creator, fan/consumer experience across professional sports and media
- Experience: Toronto Arrows, Richmond Hill Public Library, Rugby Ontario, Bell Media

[Professional Experience](#)

Robyn Masters

Ticketing, Sponsorship, Project Management & Coordination

- Project management and coordination across all functional areas with particular focus on sponsorship, ticketing & merchandise
- Experience: Toronto Arrows, Waypoint Investment Partners, Kestenberg Siegal Lipkus

[Professional Experience](#)

Elliott Devine

Media, Entertainment & Event Management, Fan Experience

- Designer, planner and executor of best-in-class entertainment and event experience in professional sports, corporate events and more
- Experience: House Party Co., 20+ years of professional event management

[Professional Experience](#)

Broadcast & Production Team

Leveraging our leadership team and network, a variety of broadcast and production partners and resources are available to Teams Canada

Digital, Content & Design Team

Teams Canada uses a variety of content, design, illustrative and digital design partners, resources, and contractors to support our operational team

Investment & Strategic Due Diligence

Teams Canada's leadership team provides several professional investment management and analytical resources to facilitate due diligence, deal structure, and capital allocation experience



Due Diligence File Path

For those interested, the supporting analysis and further due diligence to this document can be found in our Investor Due Diligence Room, which includes:

Folders	Description of Contents
Women's, Emerging, Inclusive & Community Sports	Analysis of Major Issues / Headwinds and Commercial Struggles, Relevant Case Studies, Participation / Interest Statistics and Major Sport-by-Sport Investment Roadmaps/Opportunities
Sports Private Equity	Approach to Commercial Partnership, Private Equity in Sports, Improving Operating Model in Sports
Physical Investment #1 Lamport	Lamport Stadium Project Overview, Stadium Investment Models, Key Stadium Design Personnel Bios / Experience, Long-Term Development Project Plan
Physical Investment #2 Institute	Financial Model of Institute Development, Deep Dive Into Case Studies and Relevant Mixed Use + Live Work Developments, Detail on Proposed Institute Partnerships
Digital Investments	Digital Investments Planned
Rugby Ecosystem	Participation, Global Commercial Operations, Fan Trends, Investment Opportunities Within Rugby (Global, USA and Canada), Toronto Arrows Financial Model and Due Diligence, Major League Rugby Financial Model and Due Diligence
Financial Investment Thesis	Investor Financial Model, Valuation, Investment Thesis
Socioeconomic / Impact Thesis	Socioeconomic Impact Measurement Models, Socioeconomic Impact Measurement Process for Teams Canada

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