

## VENUE OPERATIONS REPORT

01/07/25 to 31/12/25

### Financials

VENUE OPERATIONS	Jul-Dec 2025	Jul-Dec 2025 FY 25-26 Budget	Variance
<b>REVENUE</b>			
<b>Venue Operations_</b>			
4022 - Arena Rental	10.550,00	9.090,00	1.460,00
4023 - Campus Rental	16.500,00	16.500,00	0,00
4025 - Municipality	48.000,00	48.000,00	0,00
4026 - Investment rights	0,00	49.998,00	(49.998,00)
4029 - Reimbursement for Venue Upgrades	9.615,36	1.002,00	8.613,36
4013 - Foresteria Rental	820,00	2.502,00	(1.682,00)
4049 - Arena Events - Additional Sales	0,00	4.090,00	(4.090,00)
<b>Total Venue Operations_</b>	<b>85.485,36</b>	<b>131.182,00</b>	<b>(45.696,64)</b>
<b>COST OF SALES</b>			
<b>Venue Operations</b>			
5092 - Arena - Rental	809,80	0,00	809,80
5094 - Campus - Rental	39.727,32	38.910,00	817,32
5096 - Certification/Licensure Costs	2.700,60	3.498,00	(797,40)
5097 - Security	1.241,50	1.200,00	41,50
5124 - Venue Insurance	3.074,46	1.800,00	1.274,46
5137 - VO_Uilities	2.222,68	2.275,00	(52,32)
5098 - Arena Events - Additional Costs	100,00	3.410,00	(3.310,00)
<b>Total Venue Operations_</b>	<b>49.876,36</b>	<b>51.093,00</b>	<b>(1.216,64)</b>
<b>GROSS PROFIT</b>	<b>35.609,00</b>	<b>80.089,00</b>	<b>(44.480,00)</b>

The revenue gap vs. budget is non-operational. It is driven by the VSE €100k right-to-equity conversion, shifting value from the P&L to the Balance Sheet. Operationally, the department is performing as expected, with all costs tracking on-budget for the first half of the season.

### Operations Analysis

Arena occupancy Rate: 18/184 days = 1% (Games included)

- July: 0/31 days
- August: 1/31 days
  - Birthday Party
- September: 2/30 days
  - 2 friendly games vs Bergamo and Reggio Emilia
- October: 5/31 days
  - 2 Serie A games
  - 2 birthday parties
  - 1 usage for video making (Carlo Recalcati movie)
- November: 2/30 days
  - 2 Serie A home games
- December: 8/31 days
  - 1 Serie A home Game
  - 3 Christmas Dinners (OJM, BSN, PV)
  - 1 Christmas Party (Varese Calcio)
  - 1 University Career day (From Municipality)

- 2 days of preparation

Campus occupancy Rate: Daily

## **Compliance**

This semester, we successfully managed all mandatory safety requirements, including the fixed monthly fees for the RSPP (Safety Manager) and the ODV (Supervisory Body), both legally required.

A key project this period was the modernization of the visiting fan section, where we replaced the old metal cage with a new glass barrier system. This required specialized engineering certifications to ensure safety and legal standards.

## **Unrealized & Pending Opportunities**

- RAI Production (4-Day Event – Scheduled for April)
  - Full arena buyout for a concert
  - An offer was submitted. Despite multiple follow-ups, there is still no follow up.
  - Send out final follow up by mid-February.
- Music Video Production (1-Day Shoot)
  - Facility rental for commercial filming.
  - Canceled by Client. The client paid a €2,000 non-refundable deposit but chose not to proceed with the filming (we retained the deposit).
  - Follow-up to understand the reason
- Dancing Event (Campus)
  - Dancing event for high school students
  - Court measurement standards weren't met (roof height)

## **Strategic Takeaways**

- The interest from major entities like RAI confirms the Arena's appeal for non-sporting events.
- Our deposit policy proved effective in the case of the music video cancellation, protecting our margins despite the change in schedule.

## **Upcoming Confirmed Events**

Our event pipeline for the second half of the season is balancing community projects with revenue-generating rentals.

### Revenue Generating events

- Minibasket Tournament Finals (Feb 22): € 1.500 + Cleaning costs
- U13 Tournament (May 30 – June 2): € 1.000/day + Cleaning costs
- Foresteria Rental
  - 3 days apartment rental for a group of 12 kids + 2 coaches during Trofeo Garbosi Tournament: € 1.200

- 3 apartment rental for a group of 12 kids + 2 coaches during U13 Tournament: € 1.200

### Community events

These events do not generate a net profit, the organizers cover all operational expenses (cleaning, utilities, and staff), ensuring zero loss for the club

- School Cup Finals: Middle Schools (March 27) and High Schools (April 24).
- Trofeo Giovani Leggendo: Final match (April 5).
- Trofeo Garbosi: Final match (April 6).

### **Strategic Next Step & Growth Opportunities**

The Venue Operations department is currently operating in a "Reactive Mode." In order to transition this into a high-growth business vertical, we need to switch to a different mentality and try to market the arena differently.

#### Transitioning from Reactive to Proactive Sales

Currently, we rely on inbound requests rather than active prospecting. To fix this, we will need to:

- Collaborating with event management agencies (on a commission basis) to market the Arena to corporate clients and concert promoters.
- Developing a dedicated "Venue" landing page or website to showcase technical specs, catering options, and availability to external planners.
- Creating a professional digital brochure to pitch the facility to local businesses for conventions and team-building events.

#### New Revenue Streams: The Museum

Once the certification will be released for the Museum space, it will be a great opportunity for revenue growth.

- This space is ideal for smaller, more agile events because it has independent external access.
- Beyond game-day fan zones and hospitality, we will market this space for B2B meetings, private dinners, and corporate parties.
- We anticipate this area being fully operational and "market-ready" by May 2026.

#### Possible Opportunity

- Integrate venue rentals into our current sponsorship packages to increase the value of our corporate partnerships.