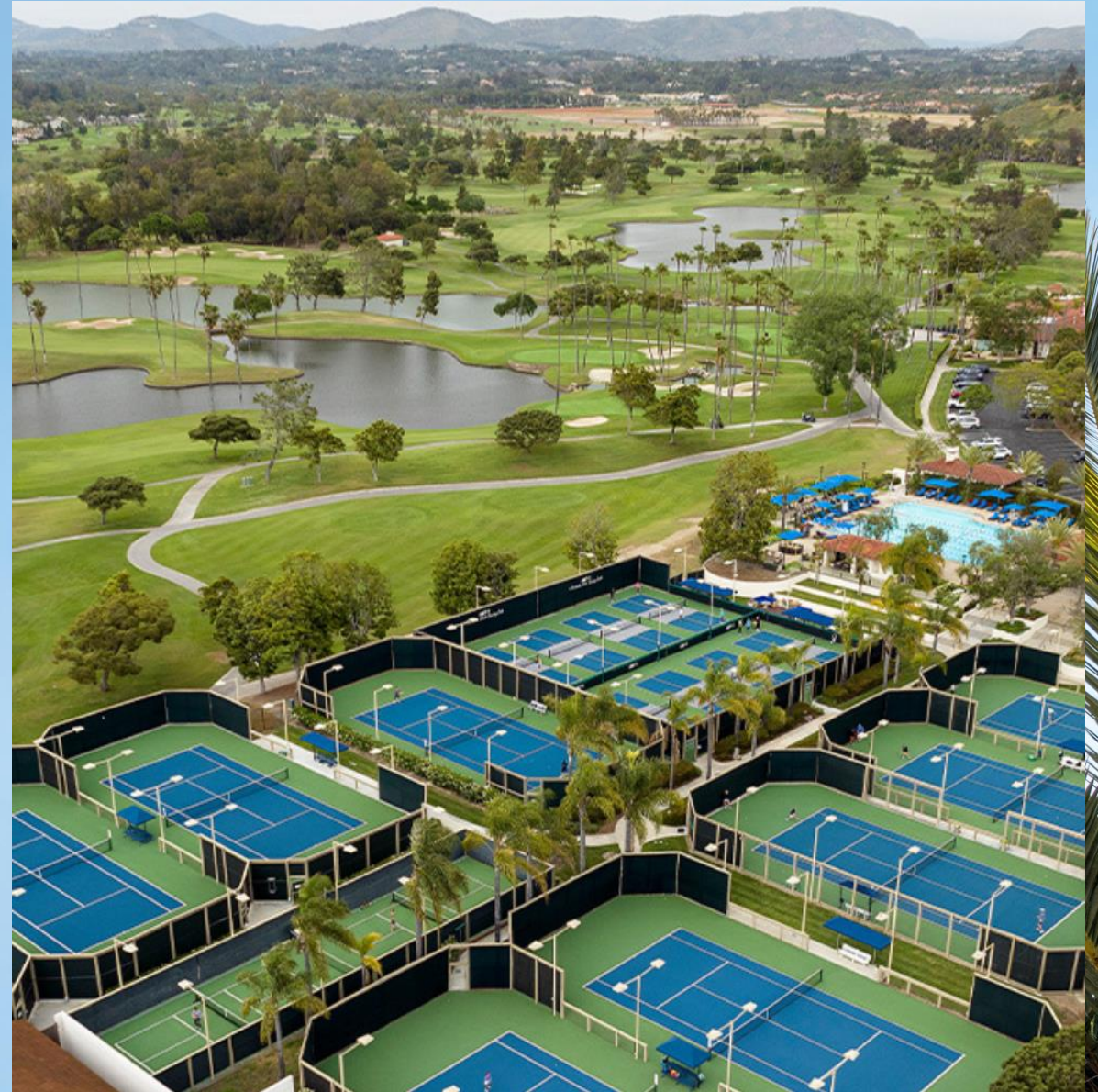




# The Bay Club Internship Program

→ Summer 2026



# Agenda

01. The Bay Club Company

02. People and Talent Development

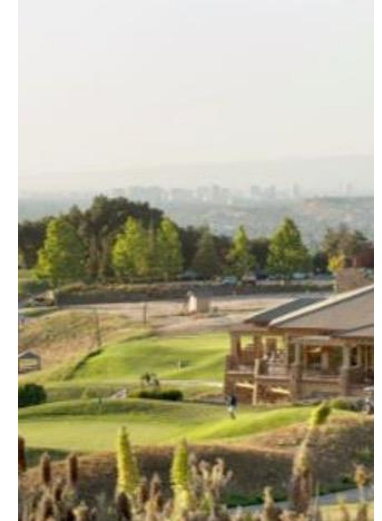
03. Bay Club Partner Opportunities



Bay Club Redwood Shores



Bay Club Getaway



Boulder Ridge Golf Club



Pro Club



Manhattan Club



Bay Club Ross Valley



01.

# The Bay Club Company

# High-Growth Subscription Business at the Intersection of the Sports, Outdoor Recreation, and Active Lifestyle Categories

Bay Club embodies the “cultural zeitgeist”, demonstrates all the key characteristics of a high-growth subscription business, and is supported by irreplaceable real estate with infrastructure-like cash flows.

## Bay Club is at the Forefront of the Sports, Outdoor Recreation and Active Lifestyle Categories

### Active Lifestyle Clubs

**Demographic**  
Middle to High Income with a Wide Age Range

**Recurring Revenue**  
Monthly and Annual Membership



### Outdoor Recreation

**Demographic**  
Middle to High Income with a Wide Age Range

**Recurring Revenue**  
Season Passes

### Hospitality

**Demographic**  
Middle to High Income with a Wide Age Range

**Recurring Revenue**  
Conference & Corporate Guests



### Fitness / Youth

**Demographic**  
Middle to High Income with a Wide Age Range

**Recurring Revenue**  
Monthly and Annual Membership

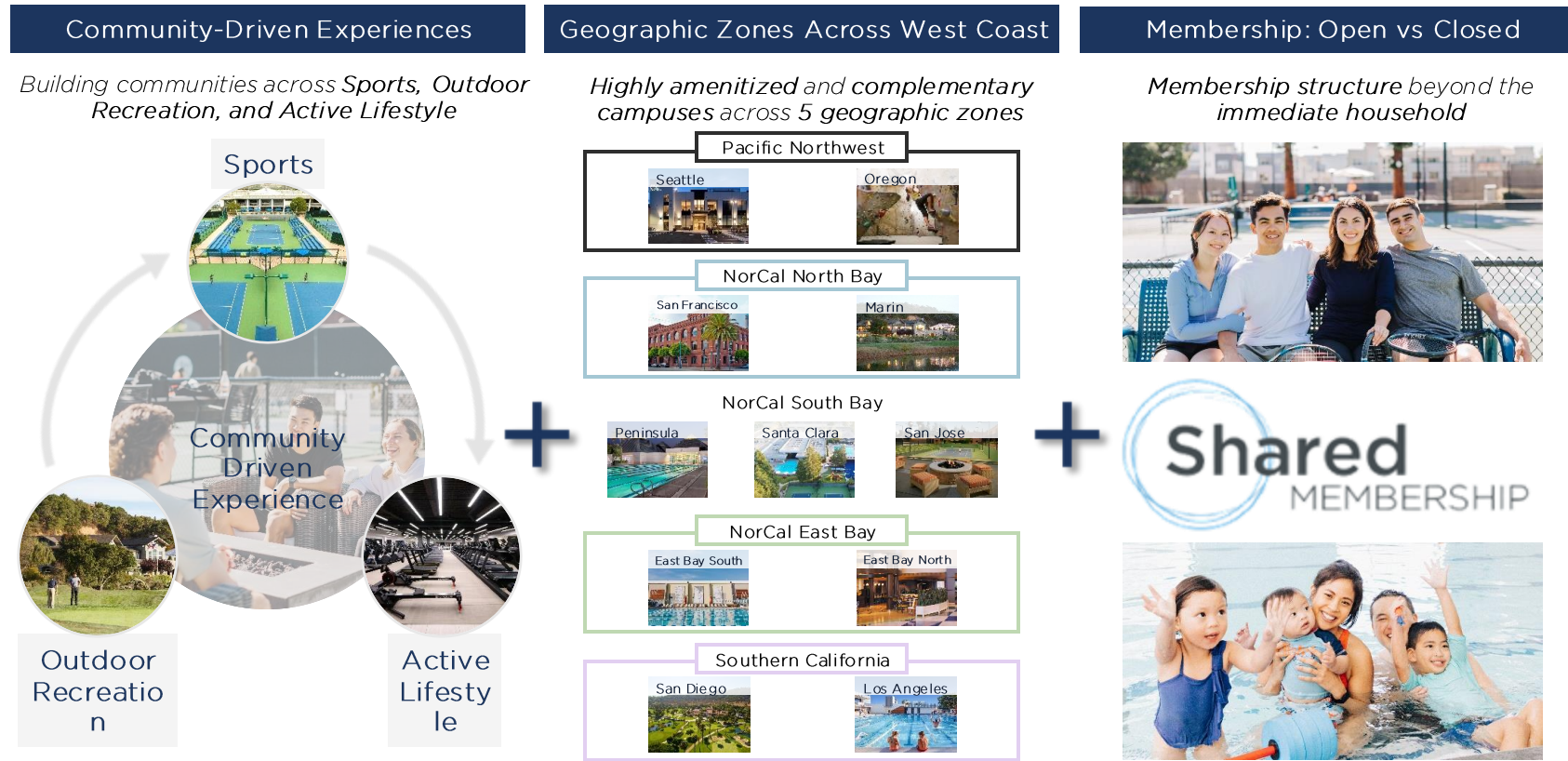
Industry Consolidation Opportunity



Consumer Overlap  
Professional Sports

**Demographic**  
Wide Income and Age Range  
**Recurring Revenue**  
Season Tickets

# Bay Club Playbook: Three-Step Process



Software package that builds a holistic, *community-driven experience* in the sports, outdoor recreation, and active lifestyle category

<p>Same Store / Organic Growth</p> <p>Mid to High Single Digit Revenue Growth</p> <p>Double Digit EBITDA Growth</p>	<p>Free Cash Flow Generation</p> <p>85% FCF Generation<sup>(1)</sup></p>	<p>Value Accretive M&amp;A</p> <p>Successfully Buying Down Multiples over Two Years</p>	<p>Real Estate Optimization</p> <p>Creative Real Estate Strategy to Fund Growth</p>
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Notes:  
(1) FCF Generation defined as (EBITDA - Base Capital) / EBITDA.

# Code of Culture



## **OUR MANTRA...**

**RESPECT THE PAST.  
ACCEPT RESPONSIBILITY.  
PAY IT FORWARD.**

## **ACTIONS WE LIVE BY...**

**KEEP IT REAL. ALWAYS.  
STAY HUMBLE. HUSTLE HARDER.  
THINK AHEAD. BE AN OWNER.  
ONE TEAM. ONE VOICE.  
BE CURIOUS. ASK WHY.**

## **PETE'S PROMISE...**

**SERVICE FORWARD.  
RUTHLESSLY CONSISTENT.  
DO THE RIGHT THING.**



# 02



## People & Talent Development

OUR (not so) SECRET SAUCE

# Approach to Human Capital is Unmatched



**96%** Believe Bay Club has a positive business outlook on Glassdoor

---

**4.6 / 5.0** Glassdoor employee satisfaction



**79%** Annual employee retention<sup>1</sup> vs. 62% for U.S. labor market

---

**~300** Employees in equity pool



**76%** Of general managers are internal promotes

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**53%** Of executive team are internal promotes



**[%]** Employees with cross-functional training

---

**375** Employees completed Leadership Fundamentals 2025



**400+** Management's industry tenure (in years)

---

**[x]** Clubs demonstrate deep management succession coverage

# Unparalleled Talent Engine Propels the Platform



Bay Club has an unparalleled approach to talent acquisition and retention, which drives a transformational culture and provides Bay Club with a deep bench of top tier talent

High School Internships	College Internships	Management Development	Quarterly Leadership Fundamentals	Annual Polaris Conference
<ul style="list-style-type: none"> <li>• Early exposure to Bay Club operations</li> <li>• Covers fitness, sports, hospitality and corporate</li> </ul>	<ul style="list-style-type: none"> <li>• Wednesday - Thursday: Education days</li> <li>• Friday - Sunday: Hands-on experience</li> <li>• Direct pipeline to full-time roles</li> </ul>	<ul style="list-style-type: none"> <li>• Structured performance feedback across all levels</li> <li>• Continuous growth and improvement of team</li> </ul>	<ul style="list-style-type: none"> <li>• 8-week structured training program</li> <li>• Builds leadership from within</li> </ul>	<ul style="list-style-type: none"> <li>• Annual team-wide learning and development event</li> <li>• Reinforces team culture and values</li> </ul>
<p><b>60</b> Expected 2026 Interns</p>	<p><b>100</b> Expected 2026 Interns</p>	<p><b>[12]</b> Structured Management Meetings per Year</p>	<p><b>375</b> Leadership Fundamentals Participants in 2025</p>	<p><b>300</b> 2025 Attendees</p>

Select Internship Partners:

AMERICA'S  
**GREATEST WORKPLACES**  
FOR  
★★★ **ENTRY LEVEL** ★★★  
20 **Newsweek** 26  
PLANT-A INSIGHTS GROUP

*Foundation of human capital positions Bay Club to be the category leader for the long-term*



# Data Supports Community and People Focus

1

## Internship Program

Focused on hands-on operations experience, featuring speaker events from finance, technology and active lifestyle industry veterans

2

## Internal Promotion

Prioritize human development and training the “Bay Club Way,” leading to an exceptionally high amount of internal promotions

3

## Low Turnover

Strong culture and career progression drive turnover well below industry averages

4

## Internal General Manager Fill Rate

Bay Club’s deep bench of operational talent and structured development programs enable the majority of GM roles to be filled internally

5

## Glass Door Rankings

Bay Club’s focus and commitment to company culture translates to high scores on Glassdoor, including 4.6/5.0 employee satisfaction

6

## Time to Hire

Proactive talent pipeline, relationships with recruiters and strong employer brand reduce time to fill key roles

7

## Employee Engagement

Employees are consistently engaged in company leadership trainings, community service efforts and conferences

## Key Stats

60%

Of The Executive Team Are Internal Promotes

24%

Employee Turnover vs 38% U.S. Average

96%

Glassdoor Positive Employee Outlook



# 03.

## 2026 Partner Opportunities

# 2024 Summer Interns

Summer of 2024, we welcomed the 16 interns for four weeks to the Sports, Outdoor Recreation and Active Lifestyle Internship.



**Drew Stevens**  
Fairfield University  
Joining in 2026 as an  
associate



**Silas Starr**  
Stanford University  
Current Associate



**Sophia Warren**  
Cornell University



**Emma Maturo**  
Graduated



**Jimmy Rayhill**  
Cornell University



**Ashley Messier**  
Cornell University  
Returning in 2026 as a  
2<sup>nd</sup> year intern



**Theodore Stevens**  
Fairfield University  
Returning as a 3<sup>rd</sup> year  
Intern



**Alyssa Villarde**  
Brown University



**Jack O'Brien**  
Cornell University



**Mia Pomponio**  
USC  
Joining Rotational Leadership  
Program  
in 2026



**Kyler Kovich**  
Cornell University



**Taylor Amann**  
Graduating 2026



**Zoe Zimmerman**  
Graduating 2026



**Cole Shields**  
University of Alabama



**Ian Shane**  
Cornell University  
Returning in 2026 as a  
2<sup>nd</sup> year intern



**Thalia Parker**  
San Jose State University

# 2025 Summer Interns



In 2025, we welcomed 14 interns into the Sports, Outdoor Recreation and Active Lifestyle internship and 13 students joined us as Bay Club operations interns.



**Zach Navone**  
St. Thomas University  
Joining the RLP program



**Gabi Jones**  
St. Lawrence University  
Current RLP Associate



**Cole Van Valin**  
Oregon State University  
Current Associate



**Vanessa Stevens**  
John Carroll University



**Jordan Luo**  
University of Michigan



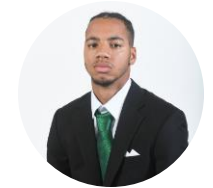
**Kohner Wray**  
Southern Utah University  
Joining the RLP Program



**Alex Dorfler**  
Washington State



**Morgan Massey**  
Cornell University



**Jay Bowles**  
Tulane University  
Returning as a 2<sup>nd</sup> year intern



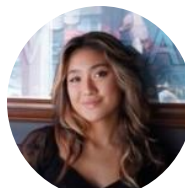
**JT Machle**  
Tufts University  
2<sup>nd</sup> year intern in 2026



**Niccolo Ratto**  
Texas Christian University  
2<sup>nd</sup> year intern in 2026



**Emma Resnick**  
Dartmouth  
2<sup>nd</sup> year intern in 2026



**Kaila Ah Moo**  
Cornell University



**Heidi Sack**  
University of Alabama



**Anna Rayhill**  
Harvard University



**Pedro Gutierrez**  
Cal Poly  
2<sup>nd</sup> year intern in 2026



**Celeste Lloyd**  
Santa Clara University  
2<sup>nd</sup> year intern in 2026



**Nico Tribuzio**  
University of Wisconsin



**Mathew Harrison**  
University of Colorado,  
Boulder  
Joining as a full time  
associate



**Jessica Luo**  
University of Michigan



**Dawson Hein**  
University of San Diego  
Returning as 2<sup>nd</sup> year  
intern



**Sabreen Moazzam**



**Molly Mandelbrot**  
UCLA  
Joining the RLP  
program



**Aman Nadkarni**  
Southern Methodist  
University



**Brandon Allred**  
Oregon State University  
Joining the RLP program



**Christian  
Jimenez Arenas**  
San Diego State



**Colin Devereux**  
Boston College

# Meet Our 2026 Interns

Here is your chance to get to know this summer's amazing crew of interns. Stay tuned to meet them all !



90

Interns

45+

Universities

# The Sports, Outdoor Recreation, and Active Lifestyle Internship

## Opportunity for our Partners in 2026

Our mission is to redefine the industry by fostering early-talent pipelines, amplifying industry credibility, and inspiring the next generation of leaders to pursue meaningful, impactful careers in this space. A key part of this mission is introducing our interns to leaders across the Sports, Outdoor Recreation, and Active Lifestyle industry.

Between June 15 and August 7, 2026, partners will have the opportunity to connect with interns in Seattle, San Francisco, or Los Angeles through one of the following engagement formats:

- A 90-120 minute presentation with a dedicated Q&A
- An on-site visit, where interns tour your workplace and hear from your team
- A custom engagement, tailored to your availability and goals

These experiences help interns grow their network, explore career paths, and deepen their understanding of the industry while giving partners a meaningful way to invest in emerging talent.

## Internship Industry Partners

Previous Internship partners included industry leaders in Sports & Active Lifestyle, Luxury Hospitality, Professional Sports, Finance & Technology, Fitness Brands, as well as Bay Club's Board Members.

Bay Area / Tahoe	
Bay Area / Tahoe	<p>Board Member Master Class</p>
Southern California	
Pacific Northwest	<p>Board Member Master Class</p>
Mountain Region	

## Key Statistics for 2024, 2025 and 2026 Programs

120 Interns

60 Universities

50+ Industry Partners



Thank you