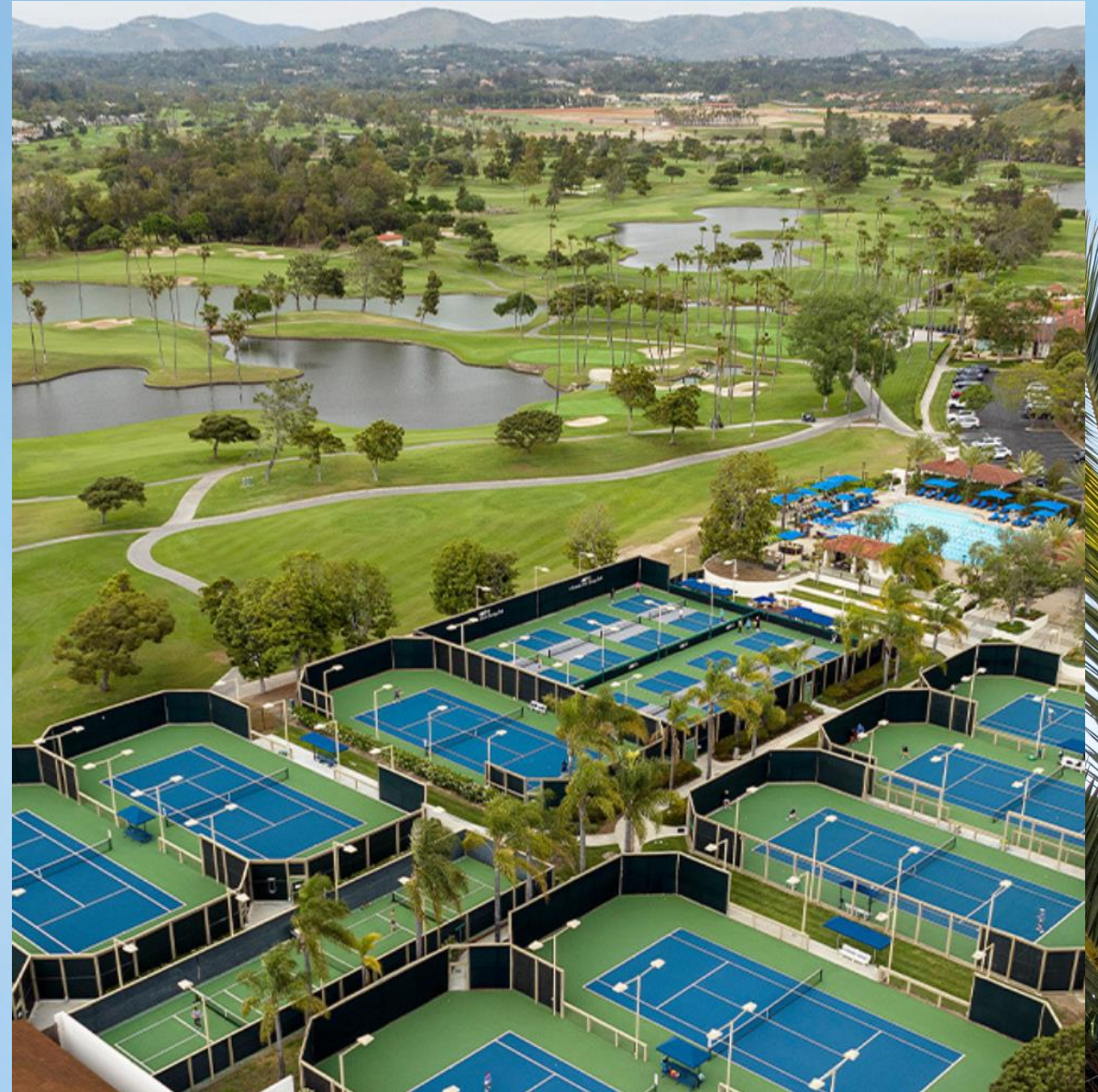




The Bay Club Internship Program

→ Summer 2026



Agenda

01.

The Bay Club Company

02.

People and Talent
Development

03.

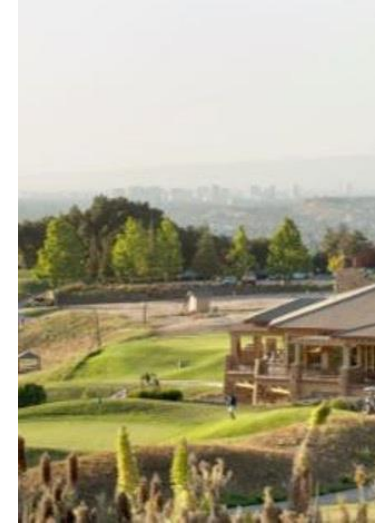
Bay Club Partner
Opportunities



Bay Club Redwood Shores



Bay Club Gateway



Boulder Ridge Golf Club



PRO Club



Manhattan Country 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



Industry Consolidation Opportunity

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

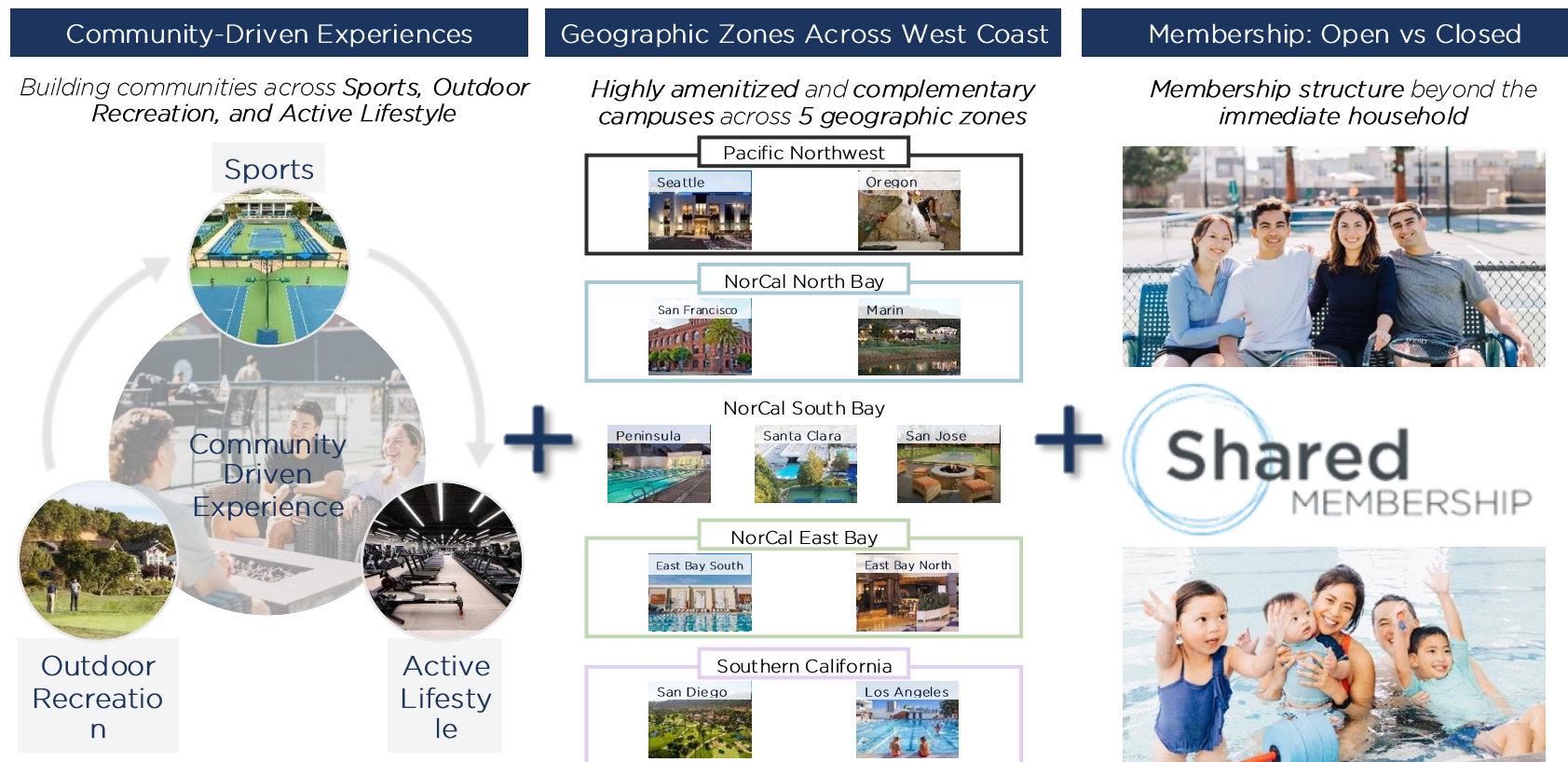
Monthly and Annual Membership



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

Same Store / Organic Growth	Free Cash Flow Generation	Value Accretive M&A	Real Estate Optimization
Mid to High Single Digit Revenue Growth	85% FCF Generation ⁽¹⁾	Successfully Buying Down Multiples over Two Years	Creative Real Estate Strategy to Fund Growth
Double Digit EBITDA Growth			

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
retention¹ vs. 62% for
U.S. labor market

~300

Employees in
equity pool



76%

Of general managers
are internal promotes

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
• Early exposure to Bay Club operations • Covers fitness, sports, hospitality and corporate	• Wednesday – Thursday: Education days • Friday – Sunday: Hands-on experience • Direct pipeline to full-time roles	• Structured performance feedback across all levels • Continuous growth and improvement of team	• 8-week structured training program • Builds leadership from within	• Annual team-wide learning and development event • Reinforces team culture and values
60 Expected 2026 Interns	100 Expected 2026 Interns	[12] Structured Management Meetings per Year	375 Leadership Fundamentals Participants in 2025	300 2025 Attendees

Select Internship Partners:

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
2nd year intern



Theodore Stevens
Fairfield University
Returning as a 3rd 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
2nd 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 2nd year intern



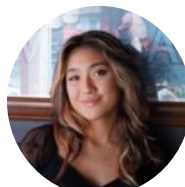
JT Machle
Tufts University
2nd year intern in 2026



Niccolo Ratto
Texas Christian University
2nd year intern in 2026



Emma Resnick
Dartmouth
2nd year intern in 2026



Kaila Ah Moo
Cornell University



Heidi Sack
University of Alabama



Anna Rayhill
Harvard University



Pedro Gutierrez
Cal Poly
2nd year intern in 2026



Celeste Lloyd
Santa Clara University
2nd 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 2nd 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 !



Proprietary & Confidential



THE UNIVERSITY OF UTAH



Syracuse University



SJSU SAN JOSE STATE UNIVERSITY

THE UNIVERSITY OF ARIZONA

SDSU San Diego State University



INDIANA UNIVERSITY



CLAREMONT MCKENNA COLLEGE

TCU



UCLA



Portland Community College

University of San Diego



DARTMOUTH



MIAMI



COLORADO STATE UNIVERSITY

Tulane University

UNIVERSITY OF DENVER

WHITWORTH UNIVERSITY



UC SANTA BARBARA

UC Berkeley

University of Colorado Boulder

CHAPMAN UNIVERSITY



FLORIDA ATLANTIC UNIVERSITY



University of Nevada, Reno

UNIVERSITY OF Redlands



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	<td>Board Member Master Class</td>	Board Member Master Class
Southern California		
Pacific Northwest	<td>Board Member Master Class</td>	Board Member Master Class
Mountain Region		

Key Statistics for 2024, 2025 and 2026 Programs

120
Interns

60
Universities

50+
Industry Partners



Thank you