



THE PLAYERS Championship

Duval County TDC

Multi-Year Marketing Grant Request

**DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL
MARKETING GRANT APPLICATION**

Please submit your **COMPLETE** application in a format using dividers or tabs for the items and Sections of the Application listed below and one (1) electronic submission copy with all attachments (separated or included in one file?) to:

**Tourist Development Council
c/o Executive Director
117 W. Duval St., Suite 425
Jacksonville, FL 32202**

(need email)@coj.net (consider email such as TDCgrants@coj.net)

Marketing Grants are TDC grants awarded to Applicants that market Duval County as a tourism destination through advertising and marketing campaigns approved by the TDC. Section 125.104, *Florida Statutes*, defines "**Tourist**" as a person who participates in trade or recreation activities outside the county of his or her permanent residence or who rents or leases transient accommodations.

TDC may award **Marketing Grants** to eligible entities based on the grant guidelines available on the TDC web site at <http://www.coj.net/city-council/tourist-development-council/grant-application-policies-and-procedures>.

Marketing grants are intended to assist applicants in promoting tourism to Duval County as a tourism destination through advertising and marketing outside our region, (i.e. at least a 150 mile radius from the County boundary), in campaigns or promotions approved by the TDC.

Applications must be completed and submitted in the manner prescribed herein by the applicable grant application cycle deadline, as required by the TDC. Marketing Grant applications shall be submitted to the TDC for review. Grant cycles and submission deadlines will be posted on the TDC webpage. Applications must be submitted to Visit Jacksonville for review of applicant's marketing plan a minimum of 5 business days prior to the published deadline for submission of the application to the TDC.

No application will be considered by the TDC unless the completed application is received at least 30 days prior to the TDC meeting at which it is to be considered. Applications will be posted on the TDC webpage and become public records upon submission.

PART 1 — Eligibility Review

Please answer the following eligibility requirements:

I. Threshold Requirements Review

Section 125.0104(5)(a)(3), *Florida Statutes*, requires that for grants to be awarded for marketing, that the marketing shall promote and/or advertise tourism of Duval County as a destination, within the state of Florida, nationally and/or internationally. **An Applicant who fails to demonstrate this threshold requirement shall be ineligible to receive Marketing Grant funding.** The following questions shall be answered in order for the TDC to determine if the Marketing meets this threshold requirement. Only if the answers demonstrate that the marketing campaign or promotion is marketing the County as a destination and is conducted outside the region, will a grant be awarded and if awarded, paid to recipient.

- a) **Describe how the Marketing Campaign or Promotion promotes and/or advertises the County as a destination, within the state of Florida but outside of our immediate region (i.e. at least a 150 mile radius from the County boundary), nationally and/or internationally (include target markets, regions of advertising, and any other information relevant to answering this question).**

Since THE PLAYERS Championship permanently moved to Northeast Florida in 1977, it has become one of the area's most recognized sporting, entertainment and social events, driving out-of-market tourists, corporate hospitality clients and businesses to the city of Jacksonville each spring.

Unlike single-day sporting events, THE PLAYERS is a weeklong tournament that attracts hundreds of thousands of in-person attendees and millions of followers and viewers across the globe. In addition to attending one of the world's most recognized sporting events, visitors also enjoy a wide range of amenities, offerings and experiences available in Northeast Florida. As such, THE PLAYERS promotes travel, multi-day lodging, tourism/recreational activities, dining and transportation in Duval County.

Driven by a goal to attract, inspire and accommodate travelers, golf enthusiasts, corporate leaders and influencers, THE PLAYERS develops comprehensive marketing and promotional campaigns to showcase its championship and the northeast Florida region. The overarching theme of THE PLAYERS' marketing campaign, "Our Gold Standard," promotes on-site attendance through messaging that highlights the appeal and quality of Northeast Florida attractions and experiences.

Working collaboratively with Visit Jacksonville, THE PLAYERS has a dedicated website, THEPLAYERS.com/Travel, to showcase the region, introduce lodging options and promote Northeast Florida attractions, dining and other offerings. In fact, for the period January 1, 2021 to March 14, 2021, 79% of the traffic to THEPLAYERS.com/travel came from outside of the 5-county area.

Building on this, THE PLAYERS is utilizing traditional and nontraditional media as well as television broadcasts in domestic and international markets to promote travel to Northeast Florida for THE PLAYERS Championship 2022, as detailed in this application.

The national campaign for the 2022 championship has already begun. Launched on September 2, 2021 during the week of the TOUR Championship (the final event of the 2021 PGA TOUR season), the first phase of the campaign features nearly 200 30-second national TV spots that are running on NBC, CBS and Golf Channel. The national marketing campaign will continue to run throughout 2021 and conclude during THE PLAYERS Championship tournament week in 2022. In addition to television and digital advertisements, the campaign will feature radio ads that will run on PGA TOUR's Sirius XM radio channel as well as print ads that will appear in partner publications such as Golf Digest and Fortune Magazine.

THEPLAYERS.com/travel is included as one of the calls to action during the first phase, via television and digital advertisements.

The markets below represent the highest percentage of ticket buyers outside of the Jacksonville DMA, according to Ticketmaster data.

THE PLAYERS marketing team has carefully selected target markets outside the Jacksonville DMA to promote the championship. They include:

Top Target Markets Outside Jacksonville:

- Orlando
- Atlanta
- Tampa-St. Pete
- Tallahassee
- Gainesville

Additional Markets Include:

- Savannah
- Ft. Myers
- Charlotte
- Charleston
- Nashville
- Pensacola
- Miami
- West-Palm
- Houston
- New York

b) How will you document that your Promotion or Campaign is executed in accordance with the Grant Award Contract should a grant be awarded?

Using the established award criteria and guidelines, THE PLAYERS produces a calendar detailing media buys, promotional campaign timelines and advertisement schedules. This comprehensive report will be made available, documenting the compliance and successful execution of the grant award. The grant award will be used for targeted marketing/outreach outside the 150-mile radius.

Failure to answer these questions renders you ineligible for any funds

II. Entity Eligibility Review

Please answer the following eligibility requirements:

1. Is the Applicant noncompliant with a City agreement to which the entity is a party?
 Yes, please identify contract(s):
 No.
2. Is the Applicant delinquent on taxes or the payment of liens or are there debts owed to the City?
 Yes, please identify all delinquencies:
 No.
3. Is the Applicant noncompliant with the conditions or requirements of a City grant award or program in which the entity is a recipient?
 Yes, please identify the grant award or program:
 No.

PLEASE BE ADVISED:

The Applicant shall be ineligible to receive a Marketing Grant if any of the above questions are answered in the affirmative. The Applicant shall be in compliance prior to the TDC's review of this Marketing Grant application if it decides to go forward with the application process.

PART 2—Required Documents

I. Please provide the following documents

- Articles of Incorporation (except government entities)
- IRS Form W-9
- I State of Florida Certificate of Solicitation of Contributions (see Florida Statutes Sec. 496.405) (if a not-for-profit)
- *TDC Post-Event Report (for previous TDC grantees only)
Note: did not apply for a grant for the 2021 championship
- Written authorization for Authorized Agent to act on behalf of Applicant
 - Resolution from the Applicant's governing board authorizing this application for funds
 - A notarized agent authorization form
- Certification of Grantee is executed (last page of this Application)
- Organization outline, including but not limited to names and addresses of each board member and corporate officer (except government entities);

- Complete Marketing Plan, including all programs, brochures, media articles, etc. **Note: Preliminary marketing plan is included. The final version will be provided for approval prior to execution.**
- Letter of Recommendation

PART 3— General Information

Applicant Information:

1. **Name of Applicant:** PGA TOUR, Inc. dba THE PLAYERS Championship
2. **Federal Employer Identification Number:** 59-0999206
3. **Phone:** 904-285-3700 **Fax:** N/A
4. **Mailing Address:** 1 PGA TOUR Blvd. City: Ponte Vedra Beach State: FL
Zip: 32082
5. **Name of Grant Coordinator:** Emily Tillo
6. **Title:** Manager, Community Outreach
**The Grant Coordinator shall be the person who will be in direct contact with TDC and be responsible for administering this grant if awarded.*
7. **Contact Information of Grant Coordinator:**
Mailing Address: 1 PGA TOUR Blvd. **City:** Ponte Vedra Beach **State:** FL
Zip: 32082
Telephone: 904-273-3642 **Fax:** N/A **Email:** EmilyTillo@pgatourhq.com
8. **Overview of the Applicant, Include following information:**
 - a) **Description of Applicant’s business and history:**

Founded in 1974, THE PLAYERS Championship is one of the world’s most recognized sporting events, attracting hundreds of thousands of on-site attendees, national and international corporations and millions of at-home viewers and followers across the globe.

Since its inception, THE PLAYERS has represented the 'Gold Standard' of the northeast Florida community.

As THE PLAYERS has consistently grown in stature, led by a fan-first approach and a commitment to being best-in-class, so has its number of out-of-market attendees. This includes golf enthusiasts and spectators as well as national and international business partners and sponsors seeking to leverage THE PLAYERS to introduce and host clients. These out-of-market guests – which continue to grow year-over-year – play a key role in contributing to the tournament's \$212 million annual economic impact on Northeast Florida, which has seen consistent growth over the last decade.

In addition, recent studies have indicated that tournament attendees annually contribute \$115 million in off-site spending in the Jacksonville MSA, with commercial lodging accounting for \$24 million. Hotel occupancy rates in Duval County during tournament week consistently average more than 80% (81% in 2021; 90% in 2019, according to STR reports; data from 2020 rendered incomplete due to cancellation of the tournament following the first round of play). In addition, the week of THE PLAYERS is consistently recognized as one of the busiest weeks of the year for Jacksonville International Airport. These efforts demonstrate THE PLAYERS' success in reaching, promoting and showcasing Duval County assets to national and international audiences.

b) Description of Applicant's programs, activities, services, and/or events:

While most recognized for showcasing the world's best professional golfers on the iconic PLAYERS Stadium Course at TPC Sawgrass, THE PLAYERS Championship is much "more than golf." Committed to sports and entertainment, THE PLAYERS caters to fans and event seekers of all interests, while maintaining the quality of the fan and guest experience. From golf fanatics and foodies, to C-suite clients and military families, THE PLAYERS hosts programs, activities and events that drive tourism and deliver economic and charitable impacts. These include, but are not limited to, the following activities:

Corporate Hospitality Experiences:

THE PLAYERS is the flagship event on the PGA TOUR, driving interest and participation from communities around the globe. As such, THE PLAYERS is seeing tremendous growth and heightened interest from out-of-market companies in wanting to leverage the platform of THE PLAYERS to grow their businesses.

In 2019, less than half of THE PLAYERS' hospitality clients (45%) came from outside of a 150-mile radius. Over the past two years, the percentage of out-of-market clients has increased considerably, to 57% in 2020 and 59% in 2021. This 14% increase over the past two years – achieved despite limited capacity protocols in 2021 – illustrates how THE PLAYERS has continued to attract and bring new business to Northeast Florida from outside of the 5-county region.

Neil Lock, Managing Director of Emerging Equities VIP Events, which is based in Vancouver, Canada, shared the following about why he decided to purchase hospitality with THE PLAYERS: “As live events come back online, we have selected a handful of VIP sporting events to attract High Net Worth Investors to our event, one being THE PLAYERS Championship. Our clientele and VIP attendees require top-level service in hospitality, venue and organization = THE PLAYERS suite delivers that for us, and we can't wait to host everyone in March.”

Another corporate partner, SERVPRO, which is the Official Cleanup and Restoration Company of the PGA TOUR, shared the following about why it purchases hospitality at THE PLAYERS: “For SERVPRO, THE PLAYERS is a staple event for our brand each year because the incredible field, location and setting all combine to serve as an appealing draw for our clients. We feel our hospitality suite is the ideal location for watching some of the best golf on tour at one of the most recognized and prestigious holes in golf. Our National Accounts team and our franchisees are able to showcase our location as the ideal meeting spot for entertaining clients and partners within our industry and has helped solidify many significant relationships that are part of our overall brand growth. We look forward to THE PLAYERS each year simply because, in

our opinion, it provides the perfect backdrop for entertaining guests and enjoying watching the best in golf battle at one of the most exciting tournaments on tour.”

B2B Opportunities:

THE PLAYERS is where the game of golf does business. During the week of THE PLAYERS, the PGA TOUR’s corporate partnerships team invites corporate sponsors and official marketing partners of the TOUR to a Partner Connect Forum, where partners and their executives connect with one other in order to exchange ideas, business opportunities and explore new revenue generating platforms.

Civic engagement activities:

THE PLAYERS partners with Jacksonville civic and membership organizations to host multiple events during tournament week each year, allowing these organizations the opportunity to connect, network and use the platform of THE PLAYERS to generate new ideas and opportunities for the Jacksonville business community. For example, THE PLAYERS works with the JAX Chamber and St. Johns County Chamber to host “After Hours at THE PLAYERS Championship,” where more than 500 Northeast Florida business leaders gather in a venue at THE PLAYERS for an evening of networking. In addition, THE PLAYERS has previously provided Visit Jacksonville a vendor space to survey on-site guests and promote city services. Outside of tournament week, THE PLAYERS is an active, year-round member of Jacksonville’s business community, participating in various chamber and economic development councils and initiatives.

Jacksonville restaurant partnerships:

Driven by a commitment to reflect the Jacksonville community and its offerings, THE PLAYERS annually features various Duval County restaurants at the tournament, including:

- 4Rivers BBQ
- ABBQ
- Carolina Jax
- Daily’s

- Firehouse Subs
- Homespun Kitchen
- Mamas
- Mini Bar Donuts
- Mojo BBQ
- Taco Lu
- Tikiz
- Twisted Okie BBQ and Tacos

Community engagement:

Guided by a mission to being more than just a golf tournament or sports league but a public trust, THE PLAYERS has generated more than \$100 million since its inception to support Northeast Florida charities and nonprofit organizations that provide youth enrichment, education, character development, health and wellness, military support and quality of life services in Duval, Baker, Clay, Nassau and St. Johns counties.

Given Jacksonville’s strong military presence, where 150,000 veterans call home, THE PLAYERS has a long-standing commitment to hosting and honoring men and women of the U.S. Armed Forces and their families during the championship.

THE PLAYERS designates the Tuesday of tournament week as Military Appreciation Day, complete with a ceremony of nationally-ranked dignitaries, military pageantry and a culminating concert.

In addition, THE PLAYERS provides complimentary/reduced admission for military members, discounted admissions for veterans, hospitality offerings and other events to honor local service men, women and their families. Even prior to tournament week, THE PLAYERS hosts a military job fair that is free and open to military personnel, veterans and military spouses, as well as a baby shower for local military moms-to-be.

PART 4—Marketing Campaign information

I. General Marketing Plan Information Section

1. Name of Campaign or Promotion:

THE PLAYERS Championship: Our Gold Standard

2. Overall description of Marketing effort or Campaign (Attach a detailed Marketing Plan and itemized costs; include samples or concepts regarding how local imagery and content will be used to market the destination):

Each year, following THE PLAYERS Championship, the marketing, communications, and tournament business operations teams work together to analyze and assess the effectiveness of its marketing and promotional efforts. *Where do ticket buyers live? What were the top performing drive-in and fly-in markets? How many new national and international corporate sponsors did we attract? Which new audiences do we hope to attract? What did survey data or feedback from guests, visitors and sponsors reveal about their experiences at THE PLAYERS and in the surrounding areas? What other media platforms can we use to reach consumers?*

Using this information, THE PLAYERS builds a robust advertising and marketing campaign designed to bolster targeted efforts that improve its reach to visitors outside of the geographic footprint of Northeast Florida and drive incremental room nights. Using the 2022 STR report, THE PLAYERS seeks to grow the positive percentage change across all categories.

THE PLAYERS 2022 national advertising campaign began in September 2021 and runs through THE PLAYERS Championship tournament week in 2022.

Attached is a preliminary marketing strategy to be finalized upon grant award.

The media plan includes television, digital and social media advertising in the below markets, all of which are outside the Jacksonville DMA.

THEPLAYERS.com/travel is included as one of the calls to action during the first phase of the campaign, via television and digital advertisements.

Top Target Markets Outside Jacksonville:

- Orlando
- Atlanta
- Tampa-St. Pete
- Tallahassee

- Gainesville

Additional Markets Include:

- Savannah
- Ft. Myers
- Charlotte
- Charleston
- Nashville
- Pensacola
- Miami
- West-Palm
- Houston
- New York

In addition, public relations engagement and outreach efforts will launch in the fall/winter of 2021, which includes invitations to reputable out-of-market media outlets to visit Jacksonville and experience the region which serves as host to THE PLAYERS Championship. Story ideas and pitches that complement the area and tournament are also provided to national and regional outlets.

3. Explanation of current need, problem or opportunity and how the Marketing Grant will address these issues:

THE PLAYERS 2020 was slated to reach record-setting milestones and achievements inside and outside the ropes, but increased health and safety threats resulted in the cancellation of the tournament following the first round of play. Despite a reduction from six to three days, the planning activities, marketing efforts and delivery of services remained best-in-class to support the operational success of a weeklong tournament. Several of these efforts included infrastructure and course improvements, enhanced technology for mobile ticketing, innovative design concepts and value-added outreach and fan engagement strategies that highlighted the visibility of the tournament, area and offerings.

Since March of 2020, the PGA TOUR has continued to move its business forward– in a safe and responsible way – so that it could continue to make investments that benefit citizens, economies and charities in the communities where we play. THE PLAYERS is

no exception. We have spent the past year reimagining our business operations to ensure this championship contributes to the health, safety and economic benefits of our Northeast Florida community, which has been our home since 1977.

The pandemic forced us to reevaluate all of our offerings and services to ensure continued delivery of best-in-class experiences for all stakeholders. Respecting the economic challenges posed by the pandemic, THE PLAYERS opted to not submit a grant request for TDC funds for the 2021 championship. Despite operating on a reduced marketing budget and reduced capacity protocols, THE PLAYERS 2021 was successful, delivering a fan experience that met attendance and health and safety goals while continuing to positively showcase Duval County to national and international audiences. The results of these successes are detailed throughout this marketing grant application and in the attached 2021 recap deck.

Plans for THE PLAYERS Championship 2022 are well underway, and THE PLAYERS seeks to continue this trajectory of year-over-year growth in these areas while ensuring its investments benefit Northeast Florida's tourism and economic development efforts. THE PLAYERS is requesting the Tourist Development Council's approval of a multi-year grant request to support its development of a comprehensive marketing strategy that will address the following key needs and opportunities:

- **Support THE PLAYERS' year-round marketing efforts in increasing the number of out-of-market ticket buyers and hospitality clients who visit Jacksonville and attend the tournament.** With an expectation that health and safety protocol restrictions will be lifted, THE PLAYERS expects to deploy its comprehensive marketing plan. As such, this multi-year grant request will help ensure THE PLAYERS has the necessary marketing resources to efficiently and effectively reach hundreds of thousands of out-of-market tourists, attracting them to Northeast Florida during and following tournament week.
- **Maximize off-site spending from all tournament attendees in the greater Jacksonville MSA.** The TDC's investment in THE PLAYERS will be integral to

the championship's robust marketing, outreach and promotional campaigns that are designed to increase awareness and contribute to the economic growth of Jacksonville, promoting spending at off-site amenities and attractions, including restaurants, lodging, retail, transportation and other recreational activities in Duval County.

THE PLAYERS greatly values its partnership with the City of Jacksonville and the opportunity to showcase and attract hundreds of thousands of tourists to Northeast Florida, as demonstrated by its consistent delivery on the TDC's investment during the years in which it has applied for marketing grants. THE PLAYERS Championship's most recent grant application (2020) earned a score of 57 out of a maximum of 60 points, revealing a return on investment calculated at \$85.28 (\$1 grant-\$1 impact); \$2 grant - tourist and an impact estimate of \$27,717,418.

With continued collaboration and support provided by the Tourism Development Council via this multi-year grant, THE PLAYERS will be able to more efficiently implement targeted and year-round strategies and activities that increase visibility and awareness of Duval County's quality amenities and offerings.

4. Explain and attach materials or other examples of past tourism marketing campaigns or promotions (not limited to the County):

Attached is a "By the Numbers" document and recap for THE PLAYERS Championship 2021 which includes examples of the broadcast vignettes, creative materials, reach, earned media placements and digital/social impact and impressions that promoted Duval County, Jacksonville and Northeast Florida attractions.

5. Anticipated quantifiable outcomes of this Campaign or Promotion or similar prior campaigns (not limited to within the County) For example, this

Campaign or Promotion will increase tourism to a specific asset (i.e. the beaches or the river) or for a specific activity (golfing or restaurant scene):

Since its inception, THE PLAYERS continues to be an industry leader in delivering the best experience in the modern game. Whether a spectator comes to watch the world's best players, hosts business clients in a hospitality suite or simply enjoys all the amenities on-site and in the surrounding Northeast Florida region, THE PLAYERS provides the highest expression of hospitality and entertainment.

With this intense focus on providing a world-class fan experience, THE PLAYERS provides a host of amenities and experiences for every level of fan. These experiences – on and off the course – include food and drink, merchandise, lodging and transportation, among others.

Quantifiable results of the 2022 campaign and promotion include, but are not limited to, the following:

- Duval County STR reports, revealing hotel occupancy rates during tournament week.
- Website visitors to THEPLAYERS.com/travel, a dedicated webpage that informs, engages and inspires visitors to come to Northeast Florida and showcases the amenities and attractions of the Jacksonville area.
- Out-of-market attendees, both grounds ticket holders and hospitality clients
- Duval County mentions and footage in the national broadcast.
- Duval County assets and experiences highlighted on THE PLAYERS' social and digital platforms.
- Inclusion of Duval County attractions and experiences within itineraries for national and international media members who attend THE PLAYERS, in collaboration with Visit Jacksonville.
- Media outlets from outside the 150-mile radius who attend and cover THE PLAYERS.

- Impressions, engagements and viewership stats from the national and international broadcasts and media partners.

6. Relevant timelines for the marketing Campaign or Promotion. Specifically, but not limited to the following information: when will the Campaign or Promotion begin, what is the duration and frequency of the Campaign or Promotion, if the Campaign or Promotion is related to a specific event, please include the information for the specific event, and what is the deadline for commitment to the Campaign or Promotion?

THE PLAYERS national advertising campaign began in September 2021 and runs through THE PLAYERS Championship tournament week in 2022.

Influencer outreach begins in the fall/winter of 2021 and includes invitations to reputable media contacts to visit Northeast Florida either leading up to, or during the 2022 championship.

7. Any other important information about the Campaign or Promotion:

2022 ticketing

While the 2021 PLAYERS Championship offered a reduced footprint, the 2022 championship is expected to return to a wider and global marketing reach. As a result, we expect this approach to encourage more attendees at THE PLAYERS 2022 to plan their trips to Northeast Florida earlier, an even greater tourism advantage for Northeast Florida.

Global Exposure

It is important to note that in addition to the in-person attendees THE PLAYERS Championship attracts each year, there are millions of other followers and fans who are exposed to the championship not only during tournament week but also throughout the year, through national broadcast, international programming, over-the-top subscription

services both nationally and internationally, digital/social media platforms and influencer relationships.

Broadcast Exposure

Nationally, THE PLAYERS works with NBC and Golf Channel to promote the region throughout the weeklong tournament broadcast. Each year, THE PLAYERS Executive Director Jared Rice attends the tournament broadcast editorial meeting, where he discusses tournament priorities and objectives, including Jacksonville exposure in the telecast. As a result, THE PLAYERS provides video footage and accompanying talking points (pre-approved by Visit Jacksonville's marketing team) for inclusion in the telecast. Even though THE PLAYERS did not apply for a marketing grant for the 2021 tournament, it continued to make these Duval County broadcast promotion efforts a priority, resulting in 39 mentions of Duval County assets during the 2021 telecast (up from 24 mentions in 2020), which amounted to more than four minutes of air-time and \$682,000 in media value.

It is also important to note that THE PLAYERS consistently receives coverage from some of the top broadcast media outlets. At the 2021 championship, for example, Fox Business and the TODAY Show broadcast live from the tournament on multiple days. The clips can be found in the 2021 recap deck, attached to this grant application.

THE PLAYERS also receives additional linear and digital support from NBC Sports and the NBCUniversal portfolio. Linear and digital promotion ran across NBC, USA Network, Oxygen, CNBC, NBCSN, GOLF and more, including TODAY Show, Tonight Show, CNBC, MSNBC, Bravo, USA, E! and Universal Orlando, with an NBC Sports Grill & Brew takeover and custom THE PLAYERS Championship bar cart activation.

Additionally, the PGA TOUR's Over-the-Top subscription service, PGA TOUR LIVE, is the only place fans across the United States can watch featured groups coverage, and this service is available via NBC Sports Gold and Amazon Prime Video channels. In

fact, THE PLAYERS Championship 2021 was the most-watched PGA TOUR LIVE tournament of all time.

International Programming

Internationally, THE PLAYERS programming is available via 48 Licensed Media Partners in 215 countries and territories, and the live broadcast alone is available in 196 countries and territories in 28 languages.

The PGA TOUR also has a dedicated international over-the-top subscription service, GOLFTV powered by PGA TOUR. THE PLAYERS programming via GOLFTV is available in every country and territory, excluding U.S., China, and Korea. For the first time, THE PLAYERS was available on GOLFTV in Belgium, Balkans, Czech Republic, Slovakia and Taiwan. Additionally, during THE PLAYERS 2021, GOLFTV added the most subscriptions since its launch in 2019.

Digital/Social Media

Social media is a tool THE PLAYERS also uses to promote out-of-market visitors to Northeast Florida. By developing and sharing travel focused vignettes on social platforms (Example: <https://sq-al.facebook.com/THEPLAYERS/videos/discover-northeast-florida/530139987960913/>) THE PLAYERS promotes the region to out-of-market viewers.

THE PLAYERS and the PGA TOUR also receive strong engagement and impression figures during the week of the tournament, cementing THE PLAYERS' position as one of the most well-known golf tournaments in the world. For example, from March 8-15, 2021, THE PLAYERS' social media channels received 32.7 million cumulative social impressions, and the week of THE PLAYERS was the third-most engaging tournament week on PGA TOUR social media channels of all-time (8 million social engagements; a 50% increase from the 2019 tournament) and the top-tournament week of all time in terms of video views across PGA TOUR platforms (4.2 million video views).

Influencer Relationships

In addition, THE PLAYERS hosts nationally and internationally recognized and credible influencers in the tourism, travel, sport and dining industries, to educate and engage them on the world-class hospitality and entertainment experiences the tournament and Jacksonville region provide.

As in previous years, THE PLAYERS will continue to collaborate with Visit Jacksonville to incorporate Duval County activities and experiences (including hotels and restaurants) during the influencers' trips to THE PLAYERS 2022.

In 2021, 17 influencers posted about THE PLAYERS, reaching nearly 50 million followers and generating \$707k in social media value.

II. Total Tourism Impact Section

Objective: Explain how the Campaign or Promotion will drive tourism developments, benefits economic prosperity and opportunity for the County.
Answer in narrative form in the space provided. If you require more space, please attach additional pages, identified accordingly. The answer must address the following factors, where applicable:

1. The projected impact on tourism to be derived from the Campaign or Promotion to the TDC.

According to a recent economic development study, THE PLAYERS Championship's annual economic impact on Northeast Florida is \$212 million (up from \$151 million). In addition, recent studies have indicated that tournament attendees annually contribute \$115 million in off-site spending in the Jacksonville MSA, with commercial lodging accounting for \$24 million.

2. The potential number of tourists outside of 150-mile radius expected to visit the County as a result of the campaign or promotion.

Consistent with 2021 data which revealed that 59% of individual ticket buyers and 59% of hospitality clients were from outside a 150-mile radius, THE PLAYERS expects out-of-market tourists to represent more than 50% of the attendees at THE PLAYERS Championship 2022. The results of the campaign will be based on Ticketmaster data.

- 3. The potential for generating tourists beyond a specific event based on exposure, new markets, etc.** *The target audiences provide additional or unique tourism benefits for return visits, expansion of our market, etc. (NFL location, direct flight to JAX airport opportunity, major corporate partner, new demographic target, etc.).*

There are several new developments, partners and events that will yield additional exposure opportunities for Northeast Florida and Duval County via the 2022 PLAYERS championship.

- The PGA TOUR now has a landmark strategic alliance with the European Tour, whereby the PGA TOUR has acquired a minority investment stake in European Tour Productions (ETP), the European Tour’s Media Production company, which produces and distributes content internationally.
- In March 2021, the PGA TOUR announced a partnership with Amazon Web Services (AWS) as the official cloud provider of the PGA TOUR. A range of AWS services will be utilized to simplify content delivery, create new digital experiences and provide enhanced access to archived broadcast footage and highlights. This strategic alliance affords the PGA TOUR and THE PLAYERS increased opportunities to promote and showcase Duval County to global audiences. In addition, features like Every Shot Live and TOURCast will now be powered by AWS, which will allow for a more streamlined process and overall better product for fans. As a Golf.com article (<https://golf.com/news/pga-tour-aws-deal-golf/>) states, “The partnership ensures the TOUR will be able to take advantage of the widest breadth of new technology possible.”
- For the first time in its history, the World Golf Hall of Fame ceremony will take place during THE PLAYERS Championship. The ceremony – which will feature approximately 350 attendees – will be held in the PGA TOUR’s new Global Home and will be broadcast to national and international audiences via GOLF Channel. This historic ceremony has previously been hosted in such markets at

St. Andrews, Scotland, New York and California and affords the Jacksonville area additional global visibility and exposure.

- 4. The quantity, duration, and category or type of marketing and audiences targeted.** *The Applicant provides the expected audience that will be reached, the number of printed publications, social media postings, advertisements aired or broadcasted, etc.*

Key target audiences include:

- hospitality clients
- past ticket buyers
- core golf fans
- sports enthusiasts
- social event seekers

The preliminary marketing plan for out-of-market audiences is attached, detailing the proposed media mix, demographics, etc. The final plan will also be shared with Visit Jacksonville.

- 5. The existence of any other special economic benefits to the County from the Campaign or Promotion:** *The campaign promotes a new tourism attraction or asset that was funded in part by the TDC or local government, showcases a hidden gem, etc.*

THE PLAYERS is seeking to maximize opportunities to partner and engage with existing and credible sports and economic development offerings in the area. In previous years, it has partnered with the TaxSlayer Gator Bowl team and Jacksonville Track Club/Gate River Run. THE PLAYERS is committed to using its national and international platform to elevate the appeal of Jacksonville's sports scene overall.

Please also note that Northeast Florida serves as the global home of the PGA TOUR headquarters, a 187,000 square-foot building located in Ponte Vedra Beach, Florida, that opened in January 2021 and contributes an estimated \$282 million in annual economic impact to Northeast Florida. Of its Florida-based subcontractors, 70 percent of them are Jacksonville-based. In addition, the PGA TOUR plans to build a 150,000 square-foot facility next to its Global Home that will house all broadcast and media operations. Slated to be completed by 2024, this new media facility is estimated to deliver \$112 million in economic impacts to Northeast Florida.

III. Brand Opportunity Section

Objective: The Campaign or promotion will successfully articulate, competitively position, and positively promote the City's brand. Answer in narrative form in the space provided. If you require more space, please

attach additional pages, identified accordingly. The answer must address the following factors, where applicable:

- 1. The Campaign or Promotion creates a leadership position for the Jacksonville brand.** *The Campaign or Promotion sets Jacksonville apart from other destinations.*

Since 1977, THE PLAYERS Championship has been hosted in Northeast Florida. As the PGA TOUR's flagship event, THE PLAYERS attracts hundreds of thousands of people to Northeast Florida, plus millions of additional viewers from across the globe.

The efforts of this TDC-funded campaign, coupled with the manpower and resources the PGA TOUR puts behind this championship, will help drive awareness that the Jacksonville area serves as the permanent home to one the most premier sporting, entertainment and social events in the world.

- 2. The Campaign or Promotion is in alignment with the TDC adopted vision and brand of Jacksonville as a destination.** *There is significant brand alignment with the County's Water Life brand or one of our focus areas: Water & Outdoors, Sports, or Arts, Culture & History.*

Few things showcase the Jacksonville area to the world quite like THE PLAYERS Championship, a premier sporting event whose programming is available worldwide, in 215 countries and territories and in 28 languages. While a direct correlation to the priority area of sports, THE PLAYERS is so much more than just a golf tournament. Its international platform shines a spotlight on the other amenities and offerings that attendees at the championship can experience during their time in Northeast Florida. The quotes below from national media members THE PLAYERS has previously hosted illustrate how THE PLAYERS' promotion and marketing efforts directly align with the vision of the Tourism Development Council:

"It's not just a golf tournament going on. It's a festival." – National radio host Elvis Duran, whose syndicated show reaches an audience of nearly 4.5M weekly listeners across 80 stations nationwide

"THE PLAYERS Championship is golf's biggest festival...THE PLAYERS is Jacksonville's Kentucky Derby. This is a tradition that the local culture has embraced and one that the PGA Tour wants to foster... It's not all Jacksonville, as fans from across Florida, Georgia, and the South Carolina coast make the annual pilgrimage to Pete Dye's place... there is nothing else like it in the game." – Brendan Porath, SB Nation, which has over 3 million unique monthly visitors

"One of the absolute best tournaments to be part of the gallery is the annual edition of The Players Championship... It's an easy trip with plenty of activities in the surrounding area...The trip to Jacksonville from Nashville is just a little more than an hour if you grab one of Southwest Airlines direct flights, and you can usually get a pretty good fare if you

shop in advance. JAX airport is easy to get around with two smallish terminals and efficient baggage claim and car rentals.”

-Chris Chamberlain, Sounds Like Nashville, the definitive destination for Country music fans everywhere

“For those of you who still think golf tournaments are only enjoyable for those who have already cashed out their 401(k), we can assure you THE PLAYERS Championship is not your father’s golf tournament. The Stadium Course—which became the tournament’s official home in 1982—was literally built to optimize the spectator experience, and that tradition has continued year after year as new activations pop up along the tournament’s route. Whether you’re a fan, a foodie or simply there for the social scene, THE PLAYERS Championship is a must-do.” – *Jordan Hill, Modern Luxury’s JEZEBEL Magazine*

- 3. The quality or quantity of national or international television broadcast or other means of exposure. *The Applicant intends to advertise or promote the Jacksonville brand through several means of exposure and utilizes more than just the Visit Jacksonville logo.***

Broadcast

THE PLAYERS Championship programming is available nationally via NBC, GOLF Channel, PGA TOUR LIVE (via NBC Sports Gold and Amazon Prime) as well as internationally via programming (48 Licensed Media Partners in 215 countries and territories), live telecasts (196 countries, 28 languages) and live streaming via GOLFTV powered by PGA TOUR (in partnership with the mass media company, Discovery).

THE PLAYERS provides video footage and accompanying talking points (pre-approved by Visit Jacksonville’s marketing team) for inclusion into the telecast. These targeted efforts to promote Jacksonville assets to national and global audiences resulted in 39 mentions of Duval County assets during the 2021 telecast (up from 24 mentions in 2020), amounting to more than 4 minutes of mentions and footage, which equates to \$682,000 in media value.

Credentialed Media

THE PLAYERS 2021 credentialed 245 media members, representing 57 outlets and 7 countries.

Public Relations and Earned Media Efforts

THE PLAYERS public relations and communications teams work closely with Visit Jacksonville’s marketing/communications team when creating itineraries for familiarization trips for national and regional media, in order to include experiences and outings in Duval County.

Visit Jacksonville is also included in THE PLAYERS Championship’s boilerplate in all press releases that are sent to local, national and international media throughout the year.

Influencer Marketing

As mentioned above, THE PLAYERS hosts nationally and internationally-recognized and credible influencers in the tourism, travel, leisure, sport and dining industries, to educate and engage them on the world-class hospitality and entertainment experiences the tournament and region provide.

As in previous years, THE PLAYERS will continue to collaborate with Visit Jacksonville to incorporate Duval County activities and experiences (including hotels and restaurants) during the influencers' trips to THE PLAYERS 2022.

- 4. The integration of the Jacksonville brand and destination marketing logos and imagery in all the marketing and communication. *Jacksonville will be marketed as a destination throughout the Campaign or Promotion in numerous marketing efforts and to target audiences outside of the 150 mile radius. The Jacksonville logo is used in various event marketing approaches including promotional items.***

While logo placements are restricted due to corporate partner agreements, THE PLAYERS works collaboratively with Visit Jacksonville to develop content, messaging and imagery for national and international broadcast partners to utilize that promote the city. In addition, THE PLAYERS has developed a dedicated website via THEPLAYERS.com/Travel which promotes the city and amenities offered during attendees' visits to THE PLAYERS and surrounding areas, both during tournament week and throughout the year.

- 5. The potential and expected earned media coverage as a result of the campaign or promotion.**

In the attached 2021 recap are results of earned media coverage, resulting from out-of-market efforts. Notable 2021 highlights included:

- In the two-month period leading up to THE PLAYERS 2021 Championship, media mentions of "THE PLAYERS and Northeast Florida/Jacksonville" generated a cumulative **\$2.5 million in advertising value.**
- **Virtual FAM Experience:** In 2021, THE PLAYERS collaborated with Visit Jacksonville, Florida's Historic Coast and other Northeast Florida hotel partners to host a virtual press trip in mid-February in order to engage regional and national lifestyle and travel media members and generate awareness around THE PLAYERS, the Stadium Course's accessibility to tourists year-round and the host of experiences visitors can have while at the tournament or visiting Northeast Florida. During the one-hour tour of THE PLAYERS and the surrounding areas, the 11 national media members in attendance heard from various representatives from live locations throughout the area, including Visit Jacksonville at the Cowford Chophouse Rooftop bar. The 11 attendees have written for various national and international lifestyle

- and travel publications, including National Geographic Traveler, Forbes, Travel + Leisure, TripSaavy and The Guardian, among others.
- **Fox Business:** For the first time, Fox Business broadcasted live from THE PLAYERS throughout the day on Friday, March 12, 2021, to highlight fans being back on site at the PGA TOUR's flagship event. Executive Director Jared Rice was interviewed.
 - **CNN International:** 2019 PLAYERS Champion Rory McIlroy was interviewed on CNN International World Sport.
 - **ESPN+:** THE PLAYERS assisted ESPN+ and golf analyst Michael Collins in coordinating an episode for a magazine-style show called "America's Caddie," where Collins journeys across the country to various PGA TOUR events while exploring the surrounding areas. In the episode, "Jaguars, Tacos & The Island Green," Collins gave fans a tour around Jacksonville and Ponte Vedra Beach, where he took on the iconic 17th hole "Island Green," staged a friendly NFL/Golf crossover competition with former Jacksonville Jaguars kicker Josh Scobee and visited Jacksonville's TacoLu restaurant, a longtime food partner of the tournament.. The episode aired on Monday, March 8, 2021.
 - **ESPN SportsCenter:** Following his victory at THE PLAYERS, Justin Thomas joined ESPN SportsCenter via a live remote from the championship.
 - **The TODAY Show:** THE PLAYERS and the PGA TOUR worked with Mike Tirico and the NBC team on a live broadcast hit during championship week with PGA TOUR player Jordan Spieth, garnering 18 million impressions and \$166k in ad value.
 - **CNBC:** PGA TOUR Commissioner Jay Monahan joined the cast of Squawk Box via a live remote from THE PLAYERS on Tuesday, March 9. Additionally, on Monday, March 15, Justin Thomas was interviewed on CNBC's "The Exchange" following his victory.
 - **The TONIGHT Show Starring Jimmy Fallon:** 2019 PLAYERS Champion Rory McIlroy joined Jimmy Fallon for a one-on-one interview to promote THE PLAYERS on Tuesday, March 9. Additionally, Jimmy Fallon arranged for top PGA TOUR players to sneak in weird phrases in the middle of their press conferences for a segment called "Drop it In" that aired on March 16.

THE PLAYERS expects to once again achieve strong earned media results in 2022 from the TDC marketing grant that will help bolster and strengthen targeted outreach efforts in target markets. Leading up to and during the tournament, THE PLAYERS will continue its efforts of inviting and hosting national and regional lifestyle, travel and sports media to introduce them to the championship and the amenities and offerings in Northeast Florida. THE PLAYERS will employ a comprehensive strategy of ongoing outreach and engagement with these media members and influencers to encourage familiarization trips in the months leading up to, and during, championship week. In addition, customized itineraries will be created for each familiarization trip, to include experiences in Duval County specific to each media member's unique interests (food, arts and culture, etc.).

National media members and influencers are encouraged to attend the championship to experience all that THE PLAYERS and surrounding areas have to offer. In turn, these

familiarization trips during tournament week often lead to follow-up visits to Northeast Florida for other earned media opportunities that promote Jacksonville and Duval County. For example, after hosting journalist Matthew Meltzer at THE PLAYERS in 2018 on behalf of the outlet *Thrillist* (an online media website covering food, drink, travel and entertainment that reaches 9.7 million unique monthly visitors), his positive experience at the championship and the surrounding areas inspired him to produce an in-depth piece specifically on Jacksonville for Matador Network (a global media brand for modern adventurers, with more than 2 million unique monthly visitors), published in the fall of 2019. Visit <https://matadornetwork.com/read/jacksonville-winter-beach-vacation/> to read Matt's story.

IV. Marketing Plan Section

Objective: The proposed promotion or marketing plan demonstrates a likelihood of increasing tourism and that it is consistent with the Marketing Services Contractor's Marketing Plan. Answer in narrative form in the space provided. If you require more space, please attach additional pages, identified accordingly. The answer must address the following factors, where applicable:

- 1. The types of marketing approaches being used: What type of marketing will be utilized to attract tourists to the event? Explain the timeframes each marketing element is projected to run. Where will such marketing be conducted, specifically outside 150-mile radius of the County, and who are the target audiences? Identify the types of marketing you plan to use, i.e. traditional advertising, electronic and social media, public relations and earned media, collaborative, partnership and influence marketing.**

Each year, following THE PLAYERS Championship, the marketing, communications, and tournament business operations teams work together to analyze and assess the effectiveness of its marketing and promotional efforts. Using this information, THE PLAYERS builds a robust advertising and marketing campaign designed to bolster targeted efforts that improve the reach to visitors outside of the geographic footprint of Northeast Florida and drive incremental room nights. Using the 2022 STR report, THE PLAYERS seeks to grow the positive percentage change across all categories.

The preliminary marketing plan (full plan is attached) includes television, digital and social media advertising in select target markets, listed below. THEPLAYERS.com/travel is included as one of the calls to action during the campaign, in addition to the tickets page, THEPLAYERS.com/tickets.

Public relations engagement and outreach efforts are slated to launch in fall/winter 2021, which includes invitations to reputable out-of-market media outlets to visit Jacksonville and experience the region which serves as host to THE PLAYERS

Championship. Story ideas and pitches that complement the area and tournament are also provided to national and regional outlets.

Top Target Markets Outside Jacksonville:

- Orlando
- Atlanta
- Tampa-St. Pete
- Tallahassee
- Gainesville

Additional Markets Include:

- Savannah
- Ft. Myers
- Charlotte
- Charleston
- Nashville
- Pensacola
- Miami
- West-Palm
- Houston
- New York

Key target audiences include:

- hospitality clients
- past ticket buyers
- core golf fans
- sports enthusiasts
- social event seekers

2. The plan is innovative or unique: If applicable, describe how the marketing plan is innovative or unique.

THE PLAYERS Championship is the flagship event for the PGA TOUR, the world's premier membership organization for touring professional golfers. Headquartered in Northeast Florida, the PGA TOUR presents THE PLAYERS Championship as a Gold Standard event in the sports and entertainment industries. From the historic competition to an iconic golf course with unparalleled fan and hospitality/hosting experiences, THE PLAYERS is uncompromising in its pursuit to deliver the very best for all who travel to Northeast Florida to experience it.

By showcasing golf's greatest players on the iconic Stadium Course at TPC Sawgrass and leveraging national and global relationships and reach, THE PLAYERS promotes this community asset against a backdrop that highlights the Jacksonville area as its

permanent home and annually generates millions of dollars in exposure and economic impact for Northeast Florida.

V. Return on Investment Section

Objective: The value of the proposed Campaign or promotion substantially exceeds the grant amount. Answer in narrative form in the space provided. If you require more space, please attach additional pages, identified accordingly. The answer must address the following factors, where applicable:

1. Describe how the market value of the advertising provided compares to the amount of the grant request.

YEAR	MARKETING GRANT REQUEST
2022	\$300,000
2023	\$300,000
2024	\$300,000

Funds would be used to support advertising efforts as outlined in the attached preliminary marketing plan, as well as familiarization trips/influencer efforts.

2. If it is worth a minimum of 2x the grant amount, please explain why.

As detailed in the grant application above, THE PLAYERS drives global visibility, tourism and economic development for Jacksonville, during tournament week and throughout the year. Based on THE PLAYERS’ consistent delivery in generating market value well above the value of its previous marketing grants, we expect the value of this multi-year grant request to exceed 2x the grant amount. The following figures demonstrate our confidence in producing a market value above 2x the grant amount:

- \$682,000 - Media value for 39 Duval County broadcast mentions/appearances (more than four minutes of exposure) on the NBC/GOLF telecast for THE PLAYERS Championship 2021.
- THE PLAYERS’ national marketing campaign for the 2021 championship resulted in over 570 million impressions:
 - TV: 333M
 - Radio: 33M
 - Print: 8M
 - OOH: 2.2M
 - Digital: 103M

- Social: 91.4M
 - In addition, THE PLAYERS' 2020 grant application – which received a score of 57 out of a maximum of 60 points, the highest among grant applicants – revealed a return on investment calculated at \$85.28 (\$1 grant-\$1 impact); \$2 grant-tourist and an impact estimate of \$27,717,418.
2. In the alternative, if it is not worth a minimum of 2x the grant amount, please explain why and how it brings other nonmonetary value.
- NA

VI. Stewardship Section

Objective: The Campaign or promotion has leverage opportunities for the City. Answer in narrative form in the space provided. If you require more space, please attach additional pages, identified accordingly. The answer must address the following factors, where applicable:

1. Promotion of local assets. Does the proposed Campaign or Promotion promote local publicly owned or supported venues or assets?

Yes; Utilizing a dedicated website built to inform and educate visitors, THEPLAYERS.com/Travel highlights local publicly owned or supported assets, experiences and venues.

In addition, driven by a commitment to reflect the Jacksonville community and its offerings, THE PLAYERS annually features various local restaurants at the tournament, including:

- 4Rivers BBQ
- ABBQ
- Carolina Jax
- Daily's
- Firehouse Subs
- Homespun Kitchen
- Mamas
- Mini Bar Donuts
- Mojo BBQ
- Taco Lu
- Tikiz
- Twisted Okie BBQ and Tacos

As a Jacksonville Business Journal article from March 2021 –“Northeast Florida vendors feel the love from consumers at The Players Championship” – illustrates, the restaurants

featured on-site at THE PLAYERS benefit from the international broadcast exposure the championship generates. (<https://www.bizjournals.com/jacksonville/news/2021/03/13/players-championship-vendors-2021.html>)

As Candace Bradshaw, Catering Manager for TacoLu, explains, “It started really little. Then we had some major golf players that loved us and mentioned us on national (television). The national coverage led to our extraordinary business we do out here.”

THE PLAYERS is also partnering with the Home2Suites in Jacksonville to house tournament support staff and several vendors who support the championship’s operations, starting in late February and continuing through tournament week. Cumulatively, more than 320 rooms have been blocked.

The following testimonials from Jacksonville hotels illustrate the impact that THE PLAYERS Championship has on driving hotel occupancy rates, economic prosperity and new business opportunities for the city:

“One Ocean Resort and Spa associates look forward to THE PLAYERS Championship each year as the biggest tourism event within the Jacksonville community including our beaches area. This world-class tournament by the PGA Tour provides our luxury resort the opportunity to host Fortune 100 companies and avid golf fans from all over the country. During the entire week of THE PLAYERS activities, One Ocean Resort and Spa benefits by enjoying the highest occupancy week of our year combined with our highest room rates and guest traffic week consistently each year. No event in the North Florida area that has a bigger, more positive impact on our associates with the tourism dollars they spend while attending this world-class event. Additionally, THE PLAYERS has provided over \$100 million to local Jacksonville charities which continues to uplift and enhance integral parts of our Jacksonville community.

– *Darren Keener, Director of Sales and Marketing, One Ocean Resort & Spa*

“THE PLAYERS Championship is an amazing event that is the busiest and most profitable week of the year for hotels in Jacksonville. The tournament draws in new individuals and businesses every year and exposes them to the best of Jacksonville and the Beaches. From our experience, every new company that comes to Jacksonville for the tournament continues to do business in Jacksonville moving forward.” -*Bradley Whitaker, General Manager, Sheraton Jacksonville*

Will the Campaign or Promotion promote one or more local attractions or museums?

It promotes multiple attractions. THE PLAYERS drives target audiences identified in its marketing campaign to THEPLAYERS.com/Travel. This page is dedicated to showcasing the amenities, waterways, parks, attractions, lodging and offerings in Northeast Florida and also links out directly to Visit Jacksonville’s website.

2. Potential business opportunities: Identify any and all potential business opportunities for area assets in collaboration or conjunction with the Campaign or Promotion.

THE PLAYERS makes it a year-round priority to engage with the City of Jacksonville, Visit Jacksonville, JAX Chamber and JAXUSA Partnerships to identify opportunities and hosts to curate engagement levels with corporations that drive and enhance business opportunities for Jacksonville.

3. Utilization of local talent, suppliers, service providers, or subcontractors: Identify all local talent, suppliers, subcontractors, and other local service providers utilized in the Campaign or Promotion.

THE PLAYERS works with more than 25 Jacksonville-based vendors and contractors to successfully produce the weeklong championship. Additionally, please note that 70 percent of the Florida-based subcontractors of the PGA TOUR's Global home are Jacksonville-based.

VII. Multiple Years Funding Section

Objective: Determine whether the Applicant received consecutive TDC funding last year and in prior years. If so, list all years you received funding from TDC and the amount of each year's grant:

THE PLAYERS Championship qualifies for signature event status.

Duval County TDC Funding:

- **2015:** \$250,000 Marketing grant
- **2016:** \$250,000 Marketing grant
- **2017:** \$225,000 Marketing grant (\$25,000 - hospitality tournament venue)
- **2018:** \$225,000 Marketing grant (\$25,000 - hospitality tournament venue)
- **2019:** \$40,000 Marketing grant
- **2019:** \$210,000 Special Events grant
- **2020:** \$325,000 Marketing and Special Events Grant
- **2021:** Respecting the economic challenges posed by the pandemic, THE PLAYERS opted to not submit a grant request for TDC funds for the 2021 championship.

Visit Jacksonville:

- **2012:** \$20,000 - marketing
- **2013:** \$25,000 - marketing
- **2014:** \$25,000 - marketing

PART 5—Certification

I, (print name) Jared Rice, as (Title) Executive Director, acting with authority from and on behalf of, (Applicant) THE PLAYERS Championship, the entity applying for this Marketing Grant, have reviewed the GRANT APPLICATION to the Duval County Tourist Development Council. I am in full agreement with the information and certifications contained in this application and its attachments, confirm that such information is true, accurate, and complete, and understand that this application will be rejected, or that the previous acceptance of this application will be withdrawn, should such information or certifications be untrue, incorrect, or incomplete.

I certify that the Applicant is in compliance with all City and County agreements to which the Applicant is a party, is in compliance with the conditions or requirements of all City or County grant awards or programs in which the Applicant is a recipient and is not delinquent on taxes or the payment of liens or other debt owed to the City or County.

I acknowledge my understanding that the Ordinance Code of the City of Jacksonville prohibits the advance payment of City funds and that all awards of the Duval County Tourist Development Council are for purposes of reimbursement and are conditioned upon the submission of documentation, acceptable to the Duval County Tourist Development Council and in keeping with its reimbursement criteria, evidencing the actual payment of all costs and expenses for which reimbursement is sought. Further, I guarantee that Applicant will abide by the TDC Marketing Grant Guidelines and all local, state and federal regulations as they apply.

I further acknowledge my understanding that the Duval County Tourist Development Council in making a Marketing Grant does not assume any liability or responsibility for the ultimate financial profitability of the marketing campaign for which the grant is awarded. The Duval County Tourist Development Council, unless otherwise specifically stated, is only a financial contributor to the marketing campaign and not a promoter or co-sponsor, and will not guarantee or be responsible or liable for any debts incurred for such campaign. The Duval County Tourist Development Council is not responsible or liable to any third party; its only obligation is to a successful applicant for grant funds, provided such applicant remains at all times in compliance with all terms of the award.



Signature

Date

September 27, 2021

Jared Rice, Executive Director of THE PLAYERS Championship
Print Name & Title



**Articles
of Incorporation**

ARTICLES OF INCORPORATION
OF
TOURNAMENT GOLFERS ASSOCIATION, INC.

approved and received for record by the State Department of Assessments and Taxation
of Maryland July 2, 1974 at 8:30 o'clock A.M. as in conformity
with law and ordered recorded.

A 33332

Recorded in Liber 2080, folio 71, one of the Charter Records of the State
Department of Assessments and Taxation of Maryland.

Bonus tax paid \$ 20.00 Recording fee paid \$ 25.00

To the clerk of the Circuit Court of Montgomery County

IT IS HEREBY CERTIFIED, that the within instrument, together with all indorsements thereon,
has been received, approved and recorded by the State Department of Assessments and Taxation of
Maryland.

AS WITNESS my hand and seal of the said Department at Baltimore.



TOURNAMENT GOLFERS ASSOCIATION, INC.

ARTICLES of INCORPORATION

(Under section 4)

FIRST: I, THE UNDERSIGNED, Deane R. Beman whose post office address is No. 6717 Michaels Drive, Bethesda Maryland 20034, being at least eighteen years of age, do hereby declare the following as incorporator with the intention of forming a corporation under and by virtue of the General Laws of the State of Maryland.

SECOND: The name of the corporation (which is hereinafter called the Corporation) is the TOURNAMENT GOLFERS ASSOCIATION, INC.

THIRD: The purposes for which the Corporation is formed are as follows:

1. To promote the common interests of professional tournament golfers.
2. To foster the improvement of business conditions for the professional tournament golfer through representing the professional tournament golfer's interest in the management, direction and financing of the professional golf tournament tour.
3. To promote interest in the vocation of professional golf.
4. To perform the operating functions of the Tournament Players Division of the Professional Golfer's Association.

5. To promote improvements in the conduct of professional golf tournaments, the professional golf tour or tours, and the golf courses and related facilities on which such tournaments are played.

6. To disseminate information and publications to its members and to professional tournament golfers in furtherance of its purposes.

7. To sanction professional golf tournaments, clinics, exhibitions, and other events, and toward that end, to sponsor, co-sponsor, approve, endorse, conduct, manage and administer said tournaments, clinics, exhibitions, and other events.

8. To acquire from all persons participating as contestants in professional golf tournaments and events sanctioned by the Corporation (and from others necessarily involved in such tournaments and events) their television, radio, motion picture and other broadcasting and publication rights; and to hold, sell, use, assign, grant, and dispose of said rights so as to promote the common interests of professional golfers.

9. In furtherance of its corporate purposes, and not to conduct business for profit, to construct, purchase, lease and otherwise acquire, own, manage, mortgage, sell, assign and otherwise dispose of and deal in and with real property and any interest in real property including, but not limited to, golf courses, golf

club houses, golf driving ranges and golf chip and putt courses, and with goods, merchandise and personal property of every character and description.

10. In furtherance of its corporate purposes, and not to conduct business for profit, to produce, exhibit, distribute and sell television, radio, motion picture and other productions.

11. In furtherance of its corporate purposes, and not to conduct business for profit, to produce, copyright, endorse, distribute and sell books, magazines and other written publications; and to conduct schools, demonstrations, clinics, exhibitions and other events concerning the sport of golf.

12. To borrow money and otherwise contract indebtedness, and to issue its notes or other evidences of indebtedness therefor, and to secure the same by mortgage, pledge or deed of trust of or lien upon any and all of its property, rights and franchises then owned or thereafter acquired.

13. To establish, manage or arrange for the management of any insurance pension, retirement, bonus, deferred compensation or similar plan or arrangement for the benefit of its members, its employees and professional tournament golfers or any one or more of the foregoing groups.

14. To assist in the implementation of the "Statement of Principles", dated December 13, 1968 (the "Statement of Principles"), between The Professional Golfers' Association of America, a Florida not-for-profit corporation (the "PGA") and American Professional Golfers, Inc. a Delaware non-profit corporation.

15. The Corporation shall not engage in any business of a kind ordinarily carried on for profit, even though conducted on a co-operative basis, or so as to produce sufficient income only to be self sustaining. No part of the Corporation's net earnings shall inure to the benefit of any shareholder or individual.

16. The Corporation shall have all the powers conferred by law, and all incidental powers necessary to effect any or all of the aforesaid purposes.

FOURTH: The post office address of the principal office of the Corporation in this State is 5101 River Road, Bethesda, Maryland 20016. The name and post office address of the resident agent of the Corporation in this State are Deane R. Beman, 5101 River Road, Bethesda, Maryland 20016. Said resident agent is a citizen of this State and actually resides therein.

FIFTH: The Corporation shall be without capital stock and will not be operated for profit.

SIXTH: The number of directors of the Corporation shall be ten (10), who shall be, from time to time, the individuals who are the regular members of this Corporation and are at the time serving as

members of the Tournament Policy Board of the PGA Tournament Players Division of the PGA. The number of directors may be increased or decreased to conform to the size of the Tournament Policy Board, but shall never be less than three. The names of the directors who shall act until the first annual meeting or until their successors are duly chosen and qualified are:

J. Paul Austin
P. O. Box 1734
Atlanta, Georgia

R. William Clarke
Hillendale Country Club
Phoenix, Maryland

Lionel Hebert
301 White Oak Drive
Lafayette, Louisiana

James Colbert
9028 West 104th Street
Overland Park, Kansas

Bernard H. Ridder, Jr.
55 E. Fourth Street
St. Paul, Minnesota

Lewis Lapham
280 Park Avenue
New York, N. Y.

Don Padgett
Green Hills Golf &
Country Club
Selma, Indiana

Henry C. Poe
Vanity Fair Golf Club
Monroeville, Alabama

Bob Dickson
1710 Fourth Natl. Bk. Bldg.
Tulsa, Oklahoma

Charles Coody
105 Hedges Road
Abilene, Texas

SEVENTH: The following provisions are hereby adopted for the purpose of defining, limiting and regulating the powers of the Corporation and of the directors and members:

1. Membership

A. Regular Members. The regular members of the Corporation shall consist of the individuals at the time serving as members of the Tournament Policy Board (the "Board") of the PGA

Tournament Players Division (the "Division") of the PGA. Upon the death, resignation, removal or expiration of term of any member of the Board, he shall cease to be a member of this Corporation and shall be succeeded as a regular member of this Corporation by his successor on the Board, as selected or elected in accordance with the provisions then governing the death, resignation, removal or election of members of such Board, provided that if the Board is abolished or its composition, authority or organization is revised in any way from that set forth in the Statement of Principles, without the unanimous written consent of the members of such Board, the majority of the members of this Corporation immediately prior to any such change will have the right to continue the existence and operation of this Corporation, to establish such terms of membership and procedures for electing or selecting their successors in membership and to amend this Certificate of Incorporation and the by-laws thereof, all as they in their absolute discretion may determine.

B. Associate Members. The associate members of the Corporation shall consist of the individuals who are, at the time, members of the PGA Tournament Players Division of the PGA.

C. Voting by Members. So long as the regular members and members of the Board of Directors are the members of the Tournament Policy Board and said Board's composition, authority and organization are as set forth in the Statement of Principles (unless

any change in such composition, authority or organization is revised from that set forth in the Statement of Principles with the unanimous written consent of the members of such Board), neither the regular members (as members) nor the associate members shall have any right to vote on any corporate matter; thereafter any voting rights shall be determined as provided in the last sentence of paragraph "A" above.

2. Board of Directors. The activities and affairs of the Corporation shall be managed by its Board of Directors who shall consist of the individuals as provided in Article SIXTH above, and if any director shall cease to be a regular member of the Corporation, he shall cease to be a director of the Corporation and shall be succeeded as a director by his successor as a regular member of the Corporation.

3. Officers. The officers of the Corporation shall consist of a President who shall be the director then serving as Chairman of the Board of Directors, one or more Vice Presidents, a Secretary, a Treasurer and such other officers, agents or employees as the directors may elect or designate. The officers shall be elected at the annual meeting of the directors or at any other meeting of directors as the By-Laws may provide.

4. Indemnification of Directors and Officers. Each director or officer, whether or not then in office, shall be indemnified by the Corporation (directly or by insurance), against all costs and expenses reasonably incurred by or imposed upon him in connection with

or arising out of an action, suit, or proceeding in which he may be involved by reason of his being or having been a director or officer of the Corporation, to the fullest extent as provided in Section 64 of Article 23, Annotated Code of Maryland, 1957, such expenses to include the cost of reasonable settlements (other than amounts paid to the Corporation itself) made with a view to curtailment of costs of litigation. The foregoing right of indemnification shall be in addition to any other rights to which any director or officer may be entitled as a matter of law.

5. By-Laws. The Board of Directors shall have the power to make, alter, amend or rescind By-Laws of the Corporation at any meeting of the Board of Directors by the unanimous affirmative vote of the Board, provided that notice of such meeting states the substance of the proposed By-Law or alteration, amendment or rescission.

6. Amendments. These Articles of Incorporation may be amended at any meeting of the Board of Directors by the unanimous affirmative vote of the Board, providing that notice of the substance of such amendment has been given in the notice of such meeting.

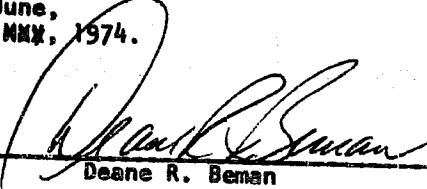
7. Dissolution. In the event of any dissolution of the Corporation any assets remaining after payment of all debts shall be distributable, as determined by the Board of Directors, to one or more organizations whose purposes are to promote the common interests of professional tournament golfers, and which are exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code, and

OF THE CORPORATION TO THE EXTENT OF ASSETS OF SAID CORPORATION AT THE
TIME OF THE LIQUIDATION OF SAID CORPORATION TO BE PAID TO THE
PERSONS OR ENTITIES TO WHOM SAID ASSETS ARE TO BE PAID AS DETERMINED
BY THE BOARD OF DIRECTORS OF SAID CORPORATION AT THE TIME OF SUCH LIQUIDATION

If no such organization exists, or if no such organization is determined by the Board of Directors to be an appropriate recipient of the Corporation's remaining assets, said assets shall be distributable, as determined to the Board of Directors, to an organization or organizations, exempt from Federal income tax, which promotes the interest of professional golfers or the game of golf.

EIGHTH: The duration of the Corporation shall be perpetual.

IN WITNESS WHEREOF, I have signed these Articles of
June,
Incorporation on this 20th day of ~~MMX~~, 1974.


Deane R. Beman

STATE OF MARYLAND,

COUNTY of MONTGOMERY, ss:

I HEREBY CERTIFY that on ~~May~~ ^{June} 20, 1974, before me, the subscriber, a notary public of the State of Maryland in and for the County of Montgomery personally appeared Deane R. Beman, and acknowledged the foregoing Articles of Incorporation to be his act.

WITNESS my hand and notarial seal, the day and year last above written.



Harold S. Cole
Notary Public

Comm. Expires July 1, 1974

ARTICLES OF MERGER

MERGING

PGA TOURNAMENT PLAYERS CORPORATION (DEL. CORP.)

INTO

TOURNAMENT GOLFERS ASSOCIATION, INC. (MD. CORP.)-SURVIVOR

changing its name to:

TOURNAMENT PLAYERS ASSOCIATION, INC.

approved and received for record by the State Department of Assessments and Taxation
of Maryland December 30, 1974 at 9:30 o'clock A.M. as in conformity
with law and ordered recorded.

A 37547

14

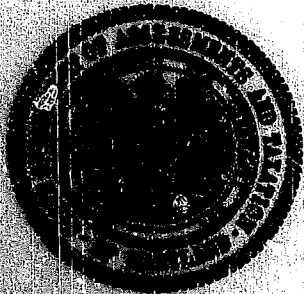
Recorded in Liber 2138, folio 148, one of the Charter Records of the State
Department of Assessments and Taxation of Maryland.

Bonus tax paid \$----- Recording fee paid \$21.00

To the clerk of the Circuit Court of Montgomery County

IT IS HEREBY CERTIFIED, that the within instrument, together with all indorsements thereon,
has been received, approved and recorded by the State Department of Assessments and Taxation of
Maryland.

AS WITNESS my hand and seal of the said Department at Baltimore.



PLAN AND AGREEMENT OF MERGER

Plan and Agreement of Merger (hereinafter called "this agreement") dated as of the thirtieth day of December, 1974 by and between TOURNAMENT GOLFERS ASSOCIATION, INC., a Maryland non-stock corporation (hereinafter sometimes referred to as the surviving corporation) and PGA TOURNAMENT PLAYERS CORPORATION, a Delaware non-stock corporation (hereinafter sometimes referred to as the merging corporation).

WITNESSETH:

WHEREAS, TOURNAMENT GOLFERS ASSOCIATION, INC. is a corporation duly organized and existing as a non-stock membership corporation under the laws of the State of Maryland, having been incorporated on the Second day of July, 1974 under general law, under the name TOURNAMENT GOLFERS ASSOCIATION, INC. and PGA TOURNAMENT PLAYERS CORPORATION is a non-stock corporation duly organized and existing under the laws of the State of Delaware, having been incorporated on the Fourteenth day of March, 1969, under general law, under the name stated above; and

WHEREAS, The Board of Directors of both PGA TOURNAMENT PLAYERS CORPORATION and TOURNAMENT GOLFERS ASSOCIATION, INC. deem it advisable for the general welfare of their respective corporations and their respective members that they merge into a single corporation pursuant to this agreement, and that they respectively desire to so merge pursuant to this agreement and pursuant to the applicable provisions of the laws of the State of Maryland and the State of Delaware;

NOW, THEREFORE, In consideration of the premises of the mutual agreements herein contained, PGA TOURNAMENT PLAYERS CORPORATION and TOURNAMENT GOLFERS ASSOCIATION, INC. hereby agree, in accordance with the applicable provisions of the law of the State of Maryland and the State of Delaware, that the merging corporation shall be merged into the surviving corporation, which is not a new corporation and which shall continue its corporate existence and shall be the corporation surviving the merger, that the parties covenant to observe, keep and perform the terms and conditions of the merger hereby agreed upon (hereinafter sometimes referred to as the "Merger") and that the mode of carrying the same into effect are and shall be as hereinafter set forth:

ARTICLE I

EFFECTIVE TIME OF THE MERGER

At the effective time of the Merger, the separate existence of the merging corporation shall cease and it shall be merged into the surviving corporation. Consummation of this agreement shall be effective after satisfaction of the respective requirements of the applicable laws of ARTICLE 23 Section 65 et. seq. of the Annotated Code of Maryland and Title 8-Chapter 1, Subchapter IX of the Delaware Code 1953 as amended.

ARTICLE II

GOVERNING LAW, ARTICLES OF INCORPORATION

The laws which are to govern the surviving corporation are the laws of the State of Maryland. The Articles of Incorporation of the surviving corporation, as herein amended, shall, at the effective time of the merger, and as so amended,

3.

remain in effect thereafter until the same shall be further amended or altered in accordance with the provisions thereof. The merging corporation is qualified to do business in the State of Delaware as a domestic corporation and in the States of New York and Maryland as a foreign corporation, having qualified to do business in Maryland on April 17, 1974.

ARTICLE III

NAME OF SURVIVING CORPORATION

The name of the surviving corporation shall be "TOURNAMENT PLAYERS ASSOCIATION, INC." and ARTICLE SECOND of the Articles of Incorporation of the surviving corporation shall be amended in the Articles of Merger to read as follows: "SECOND The name of the corporation (which is hereinafter called the Corporation) is the TOURNAMENT PLAYERS ASSOCIATION, INC."

ARTICLE IV

PRINCIPAL OFFICE AND REGISTERED AGENT OF SURVIVING CORPORATION

The principal office of the surviving corporation in the State of Maryland shall be located at 5101 River Road, Bethesda, County of Montgomery, and State of Maryland, and the name and address of its resident agent is DEANE R. BEMAN, 5101 River Road, Bethesda, County of Montgomery and State of Maryland. Said surviving corporation hereby agrees that it may be served with process in the State of Delaware and the State of New York in any proceeding for the enforcement of any obligation of the merging corporation. Said surviving corporation hereby makes an irrevocable appointment of the Secretary of State of Delaware as its agent to accept service of process in any such proceeding within the State of Delaware and hereby makes an irrevocable appointment of the Secretary

of State of the State of New York as its agent to accept service of process in any such proceeding within the State of New York. The post office address to which the Secretary of State of Delaware may mail a copy of any process against the corporation which may be served on him is 5101 River Road, Bethesda, Maryland 20016. The post office address to which the Secretary of State of New York may mail a copy of any process against the corporation which may be served on him is 5101 River Road, Bethesda, Maryland 20016.

ARTICLE V

OBJECTS OF SURVIVING CORPORATION

The nature of the objects or purposes to be transacted, promoted or carried on by the surviving corporation are the purposes for which the surviving corporation was formed as set forth in said corporation's Articles of Incorporation.

ARTICLE VI

DURATION OF SURVIVING CORPORATION

The surviving corporation is to have a perpetual duration.

ARTICLE VII

BY-LAWS

The By-Laws of the surviving corporation, at the effective time of the merger, shall be the by-laws of the surviving corporation until the same shall be altered or amended in accordance with the provisions thereof.

ARTICLE VIII**DIRECTORS**

The number of directors of the surviving corporation shall be ten (10), who shall be, from time to time, the individuals who are the regular members of the surviving corporation and who are at the time serving as members of the TOURNAMENT POLICY BOARD of the PGA TOURNAMENT PLAYERS DIVISION of the PGA. The number of directors may be increased or decreased to conform to the size of the TOURNAMENT POLICY BOARD, but shall never be less than three. The Board of Directors of the surviving corporation, in addition to the powers vested in it by the laws of the State of Maryland, shall possess all powers possessed by the Board of Directors of the surviving corporation under its Articles of Incorporation, as herein and hereafter amended.

ARTICLE IX**CONVERSION OF MEMBERSHIPS**

The mode of carrying into effect the merger provided in this agreement, and the manner and basis of converting the membership interests of the merging corporation into the membership interests of the surviving corporation is as follows:

The membership interests of the merging corporation and of the surviving corporation are held by the same individuals, namely the members (from time to time) of the TOURNAMENT POLICY BOARD of the PGA TOURNAMENT PLAYERS DIVISION of the PGA. After this merger, said

persons shall be members only of the surviving corporation in accordance with its Articles of Incorporation and By-Laws.

ARTICLE X

EFFECT OF THE MERGER

At the effective time of the merger, the surviving corporation shall succeed to, without other transfer, and shall possess and enjoy, all the rights, privileges, immunities, powers and franchises both of a public and a private nature, and be subject to all the restrictions, disabilities and duties of the merging corporation, and all the rights, privileges, immunities, powers and franchises of the merging corporation and all property, real, personal and mixed, and all debts due to the merging corporation on whatever account, shall be vested in the surviving corporation, and all property, rights, privileges, immunities, powers and franchises, and all and every other interest shall be thereafter as effectually the property of the surviving corporation as they were of the merging corporation, and the title to any real estate vested by deed or otherwise in the merging corporation shall not revert or be in any way impaired by reason of the merger; provided, however, that all rights of creditors and all liens upon any property of the merging corporation shall be preserved unimpaired, limited in lien to the property affected by such liens as the effective time of the merger, and all debts, liabilities and duties of the merging corporation, shall thenceforth attach of the surviving corporation and may be enforced against it to the same extent as if said debts, liabilities and duties had been incurred or contracted by the surviving corporation.

ARTICLE XI

ACCOUNTING MATTERS

The assets and liabilities of the merging corporation, at the effective time of the merger, shall be taken up on the books of the surviving corporation at the amounts at which they shall be carried at that time on the books of the merging corporation. The amount of capital of the merging corporation shall be taken up on the books of the surviving corporation at the amount at which it shall be carried at the time of the merger on the books of the merging corporation. The amount of surplus of the merging corporation shall be taken up on the books of the surviving corporation at the amount at which it shall be carried at the time of the merger on the books of the merging corporation.

ARTICLE XII

APPROVAL OF DIRECTORS,

FILING OF CERTIFICATE OF MERGER

This agreement shall be submitted to the Board of Directors of the merging corporation and the surviving corporation as provided by law and their respective Articles of Certificates of Incorporation at meetings which shall be held on or after October 27, 1974 or such later date as the Board of Directors of the surviving corporation and merging corporation shall mutually approve. Since all members of the surviving corporation and the merging corporation entitled to vote are members of the Board of Directors of the respective corporations, no separate vote of the members is necessary. This agreement shall take effect and be deemed and taken to be the agreement and act of merger of the surviving corporation and the merging corporation upon adoption thereof by the votes of more than two-thirds (2/3)

of the Board of Directors of the respective corporations and upon the doing of such other acts and things as shall be required by the applicable provisions of law of each jurisdiction involved herewith. After such adoption and approval, and subject to the conditions contained in this agreement, and subject to the approval of the State Corporate Commissions of each of the two jurisdictions involved herewith, the Maryland State Department of Assessments and Taxation shall prepare a certificate of merger, giving the names of the parties to the articles, the name and location of the principal office or place of business of the surviving corporation and the time of the acceptance of the articles for record by said Maryland State Department of Assessments and Taxation.

ARTICLE XIII

LAND RECORDS

Neither the merging corporation nor the surviving corporation owns property in any county of the State of Maryland, State of Delaware or State of New York the title to which could be affected by the recording of an instrument among the land records.

ARTICLE XIV

PRINCIPAL OFFICE

The principal office of the surviving corporation is located in Montgomery County, Maryland. The principal office of the merging corporation is located in Montgomery County, Maryland.

ARTICLE XV

TERMINATION AND ABANDONMENT

Anything herein or elsewhere to the contrary notwithstanding, this agreement may be terminated and abandoned at any time before the effective time of the merger, whether before or after adoption or approval of this agreement by the Board of Directors of the surviving corporation or the merging corporation, under any one or more of the following circumstances:

1. By the mutual consent of the Board of Directors of the surviving corporation and the merging corporation; or
2. By either the surviving corporation or the merging corporation if any action or proceeding before any court or other governmental body or agency shall have been instituted or threatened to restrain or prohibit the merger and such corporation deems it inadvisable to proceed with the merger. Upon any such termination and abandonment, neither corporation shall have any liability or obligation hereunder to any other party hereof.

ARTICLE XVI

GENERAL

The headings in this agreement shall not affect in any way its meaning or interpretation. This agreement may be executed simultaneously in two or more counterparts, each of which shall be deemed as original, but all of which together shall constitute one and the same instrument.

ARTICLE XVII

AMENDMENTS

Any of the terms and conditions of this agreement may be modified or waived at any time before the effective time of the merger by either the surviving corporation or the merging corporation upon the authority of the Board of Directors of such party, provided that any such modification or waiver shall, in the judgment of the corporation not making such amendment, not affect substantially or materially and adversely the benefits to such corporation intended under this agreement. Any such modification or waiver must be consented to in writing by the Board of Directors of each corporation.

ARTICLE XVIII

EFFECTIVE DATE

The effective date of this merger as it relates to the surviving corporation shall be the date when the Articles of Merger and this Agreement have been accepted for record by the Maryland State Department of Assessments and Taxation and shall be as to the merging corporation upon the issuance of the certificate of merger by the Delaware Secretary of State.

IN WITNESS WHEREOF, The corporations parties to the merger have caused this Plan and Agreement of Merger to be signed in their respective corporate names and on their behalf by their respective presidents, and their corporate seals to be hereunto affixed and attested by their respective Secretaries

or Assistant Secretaries, and each officer signing this document acknowledges it to be the corporate act of his respective corporation and that, to the best of his knowledge, information and belief all matters and facts set forth herein are true in all material respects, all as of the 30th day of December, 1974.

ATTEST:

TOURNAMENT GOLFERS ASSOCIATION, INC.


Secretary

By


President

ATTEST:

PGA TOURNAMENT PLAYERS CORPORATION


Secretary

By


President

CERTIFIED BOARD RESOLUTION

I, HUGH R. OLIVER, Executive Director of Tournament Golfers Association, Inc. hereby certify that I was the Secretary of a Board of Directors' Meeting of the Corporation held on October 29, 1974 and that the following Resolution was passed unanimously at that meeting.

WHEREAS, The Board of Directors considers it to be in the best interests of the corporation that the corporation merge with PGA TOURNAMENT PLAYERS DIVISION CORPORATION, a Delaware non-stock corporation pursuant to the Plan of Merger which has been submitted to the meeting, It is hereby

RESOLVED, That the terms and conditions of the Plan of Merger submitted to this meeting are approved, and that this corporation merge pursuant to the terms of such Agreement; and

FURTHER RESOLVED, That the President and other appropriate officers of the corporation are hereby authorized and directed to take such steps and to do such things necessary to effectuate and consummate the Plan of Merger as may be prescribed by law, including, but not limited to, filing the necessary documents with the appropriate state officials and with the Internal Revenue Service.

IN WITNESS WHEREOF, I have signed this Certified Board Resolution this 27th day of December, 1974.


HUGH R. OLIVER

STATE OF MARYLAND,
COUNTY OF Montgomery, ss:

I HEREBY CERTIFY that on December 27, 1974, before me, the subscriber, a notary public of the State of Maryland in and for the county aforesaid personally appeared HUGH R. OLIVER, and acknowledged the foregoing Certified Board Resolution to be his act.

WITNESS my hand and notarial seal, the day and year last above written.



Notary Public

My Commission Expires: July 1, 1978

CERTIFIED BOARD RESOLUTION

I, HUGH R. OLIVER, Executive Director of PGA Tournament Players Division Corporation hereby certify that I was the Secretary of a Board of Directors' Meeting of the Corporation held on October 29, 1974 and that the following Resolution was passed unanimously at that meeting.

WHEREAS, The Board of Directors considers it to be in the best interests of the corporation that the corporation merge into TOURNAMENT GOLFERS ASSOCIATION, INC., a Maryland non-stock corporation pursuant to the Plan of Merger which has been submitted to the meeting, it is hereby

RESOLVED, That the terms and conditions of the Plan of Merger submitted to this meeting are approved, and that this corporation merge pursuant to the terms of such Agreement; and

FURTHER RESOLVED, That the President and other appropriate officers of the corporation are hereby authorized and directed to take such steps and to do such things necessary to effectuate and consummate the Plan of Merger as may be prescribed by law, including, but not limited to, filing the necessary documents with the appropriate state officials and with the Internal Revenue Service.

IN WITNESS WHEREOF, I have signed this Certified Board Resolution this 27th day of December, 1974.


HUGH R. OLIVER

STATE OF MARYLAND
COUNTY OF Montgomery, ss:

I HEREBY CERTIFY that on December 27, 1974, before me, the subscriber, a notary public of the State of Maryland in and for the county aforesaid personally appeared HUGH R. OLIVER, and acknowledged the foregoing Certified Board Resolution to be his act.

WITNESS my hand and notarial seal, the day and year last above written.



Notary Public

My Commission Expires: July 1, 1978

NOTICE OF CHANGE OF RESIDENT AGENT &
AGENT'S ADDRESS

OF

TOURNAMENT PLAYERS ASSOCIATION, INC.

received for record June 26, 1979

, at 8:30 A. M.

and recorded on Film No. 2448

Frame No. 00836 one of

the charter records of the State Department of Assessments and Taxation of Maryland.

To the clerk of the Circuit

court of Montgomery County

AA N^o 17668

Special Fee Paid	\$5.00
Recording Fee Paid	\$3.00
Total	<u>\$8.00</u>

Mr. Clerk Mail to: Mercier, Sanders, Baker & Schnabel
730 - 15th Street, N.W.
Washington, D.C. 20005

rnc

TOURNAMENT PLAYERS ASSOCIATION, INC.NOTICE OF CHANGE
OF
RESIDENT AGENT AND ADDRESS

THIS IS TO CERTIFY:

That at a meeting of the Board of Directors of the Corporation duly held on the 22 day of May, 1979, the following resolution was adopted and approved:

"RESOLVED, That from and after the date hereof ROBERT V. SCHNABEL be the Resident Agent of the Corporation, with the address of 7200 Denton Road, Bethesda, Maryland 20014. The said ROBERT V. SCHNABEL is a citizen of the State of Maryland and actually resides therein."

And it was--

FURTHER RESOLVED, That notice of the changes as aforesaid be furnished to the Maryland State Department of Assessments and Taxation so that proper notations would be made thereof on the records of the Maryland State Department of Assessments and Taxation.

TOURNAMENT PLAYERS ASSOCIATION, INC.

By Robert S. Dilman
President

Robert M. Shaw
Secretary

(Corporate Seal)

NOTICE OF CHANGE OF RESIDENT AGENT'S ADDRESS

OF

TOURNAMENT PLAYERS ASSOCIATION, INC.

received for record August 17, 1981

, at 8:30 A.M.

and recorded on Film No. 2516

Frame No: 0677 one of

the charter records of the State Department of Assessments and Taxation of Maryland.

To the clerk of the Circuit

court of Montgomery County

AA N^o 19332 A.

Special Fee Paid	\$5.00
Recording Fee Paid	<u>\$3.00</u>
Total	\$8.00

Mr. Clerk Mail to: Sanders, Schnabel, Joseph & Powell
1110 Vermont Avenue, N.W.
Washington, D.C. 20005

rnc

STATEMENT of CHANGE
of
REGISTERED OFFICE
ROBERT V. SCHNABEL

TO: Maryland State Department
of Assessments and Taxation

Pursuant to the provisions of Corporation and Associations, Title 2 of the Code of Laws of the State of Maryland the undersigned registered agent hereby submits the following statement of change:

- FIRST: The name of the registered agent is ROBERT V. SCHNABEL, a citizen and resident of the State of Maryland.
- SECOND: The old address of such registered agent is 7200 Denton Road, Bethesda, Maryland 20014.
- THIRD: The names of the corporations represented by such registered agent are:
 - The American Consulting Group, Inc.
 - Applied Engineering Consultants, Inc.
 - Applied Specialties, Inc.
 - Judd's, Incorporated
 - Schnabel Engineering Associates, P.C.
 - Schnabel Foundation Corporation
 - Tournament Players Association, Inc.
- FOURTH: The new address of such registered agent is 615 Maid Marian, Sherwood Forest, Maryland 21405.
- FIFTH: Such change in registered office shall be effective immediately.
- SIXTH: Each of the corporations listed above have been duly notified of such change of registered address.
- DATE: August 12, 1981.



ROBERT V. SCHNABEL

ARTICLES OF AMENDMENT & RESTATEMENT
OF

TOURNAMENT PLAYERS ASSOCIATION, INC.

Changing its name to:

PGA TOUR, INC.

approved and received for record by the State Department of Assessments and Taxation
of Maryland November 17, 1982 at 8:43 o'clock A. M. as in conformity
with law and ordered recorded.

Recorded in Liber 2569, folio 2461 one of the Charter Records of the State
Department of Assessments and Taxation of Maryland.

Bonus tax paid \$ _____ Recording fee paid \$ 22.00 Special Fee paid \$ _____

To the clerk of the Circuit Court of Anne Arundel County

IT IS HEREBY CERTIFIED, that the within instrument, together with all indorsements thereon, has
been received, approved and recorded by the State Department of Assessments and Taxation of Maryland.

AS WITNESS my hand and seal of the said Department at Baltimore.



A 134158
8304783

dlw

AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF
TOURNAMENT PLAYERS ASSOCIATION, INC.
CHANGING ITS NAME TO
PGA TOUR, INC.

TOURNAMENT PLAYERS ASSOCIATION, INC., a nonstock corporation organized under the laws of the State of Maryland, hereby certifies to the State Department of Assessment and Taxation that its Articles of Incorporation are amended and restated to read as follows (the following being all of the provisions of its charter currently in effect):

FIRST: I, the undersigned, DEANE R. BEMAN, whose post office address is 475 Osprey Point, Sawgrass, Ponte Vedra Beach, Florida 32082, being at least eighteen years of age, do hereby declare the following as incorporator with the intention of forming a corporation under and by virtue of the General Laws of the State of Maryland.

SECOND: The name of the corporation (which is hereinafter called the "Corporation") is PGA TOUR, INC.

THIRD: The purposes for which the Corporation is formed are as follows:

1. To promote the common interests of professional tournament golfers.
2. To foster the improvement of business conditions for the professional tournament golfer through representing the professional tournament golfer's interest in the management, direction and financing of the professional golf tournament tour, including those tournaments that are known collectively as the "PGA TOUR".
3. To promote interest in the vocation of professional golf.
4. To perform the operating functions of the PGA TOUR.
5. To promote improvements in the conduct of professional golf tournaments, and the golf courses and related facilities on which such tournaments are played.
6. To disseminate information and publications to its members and to others interested and involved in professional tournament golf in furtherance of its purposes.

7. To sanction professional golf tournaments, clinics, exhibitions, and other events, and toward that end, to sponsor, co-sponsor, approve, endorse, conduct, manage and administer said tournaments, clinics, exhibitions, and other events.
8. To acquire from all persons participating as contestants in professional golf tournaments and events sanctioned by the Corporation (and from others necessarily involved in such tournaments and events) their television, radio, motion picture and other electronic media and publication rights; and to hold, sell, use, assign, grant, and dispose of said rights so as to promote the common interests of professional golfers.
9. In furtherance of its corporate purposes, and not to conduct business for profit, to construct, purchase, lease and otherwise acquire, own, manage, mortgage, sell, assign and otherwise dispose of and deal in and with real property and any interest in real property including, but not limited to, golf courses, golf club houses, golf driving ranges and golf chip and putt courses, and with goods, merchandise and personal property of every character and description.
10. In furtherance of its corporate purposes, and not to conduct business for profit, to produce, exhibit, distribute and sell television, radio, motion picture and other productions.
11. In furtherance of its corporate purposes, and not to conduct business for profit, to produce, copyright, endorse, distribute and sell books, magazines and other written publications; and to conduct schools, demonstrations, clinics, exhibitions and other events concerning the sport of golf.
12. To borrow money and otherwise contract indebtedness, and to issue its notes or other evidences of indebtedness therefor, and to secure the same by mortgage, pledge or deed of trust of or lien upon any and all of its property, rights and franchises then owned or thereafter acquired.
13. To establish, manage or arrange for the management of any insurance pension, retirement, bonus, deferred compensation or similar plan or arrangement for the benefit of its members, its employees and professional tournament golfers or any one or more of the foregoing groups.

14. To assist in the implementation of the various agreements and joint programs which are designed for the betterment of professional golf between the Corporation and The Professional Golfers' Association of America growing out of the "Statement of Principles," dated December 13, 1968 between The Professional Golfers' Association of America and American Professional Golfers, Inc.
15. The Corporation shall not engage in any business of a kind ordinarily carried on for profit, even though conducted on a cooperative basis, or so as to produce sufficient income only to be self-sustaining. No part of the Corporation's net earnings shall inure to the benefit of any shareholder or individual.
16. The Corporation shall have all the powers conferred by law, and all incidental powers necessary to effect any or all of the aforesaid purposes.

FOURTH: The post office address of the principal office of the Corporation in this State is 615 Maid Marian, Sherwood Forest, Maryland 21405. The name and post office address of the resident agent of the Corporation in this State are Robert V. Schnabel, 615 Maid Marian, Sherwood Forest, Maryland 21405. Said resident agent is a citizen of this State and actually resides therein.

FIFTH: The Corporation shall be without capital stock and will not be operated for profit.

SIXTH: The policies of the Corporation shall be determined by its Board of Directors which shall be composed of ten (10) persons, consisting of--

- (a) Four Player Members elected from among their own number ("Player Directors").
- (b) The three officers of The Professional Golfers' Association of America ("PGA") most recently elected as President, Secretary and Treasurer of the PGA, respectively, who shall be directors of the Corporation ("PGA Directors") during their incumbency as such PGA officers.
- (c) Three independent public figures with demonstrated interest in golf ("Independent Directors"), one of whom shall serve as Chairman of the Board.

The manner of electing directors, their terms, and other such matters shall be set forth in the By-Laws.

The names and addresses of the directors of the Corporation currently in office are as follows:

Joe Black
Brookhaven Country Club
Box 34355
Dallas, TX 75234

Robert S. Oelman
5 Pine Lane
Village of Golf
Boynton Beach, FL 33436

Jim Colbert
Las Vegas Mun. Golf Course
4348 Vegas Drive
Las Vegas, NV 89108

Mickey Powell
Golf Club of Indiana
6905 South, 525 East
Lebanon, IN 33458

E. M. deWindt
Eaton Corporation
100 Erieview Plaza
Cleveland, OH 44114

Jim Simons
27 Bay Harbor Road
Tequesta, FL 33458

Robert E. Kirby
Westinghouse Electric Corp.
2300 Westinghouse Bldg.
Pittsburgh, PA 15222

Ed Sneed
4155 Nottingham Hill Gate Rd.
Columbus, OH 43220

Mark Kizziar
Adams Park Golf Club
5801 E. Tuxedo
Bartlesville, OK 74003

Howard Twitty
3411 E. Marlette
Paradise Valley, AZ 85253

SEVENTH: The following provisions are hereby adopted for the purpose of defining, limiting and regulating the powers of the Corporation and of the directors and members:

1. Membership. The members of the Corporation shall consist of Board Members and Player Members. Board Members shall consist of the directors of the Corporation. Player Members shall consist of professional tournament golfers who are "Voting Members" of the PGA TOUR as provided in the PGA TOUR Tournament Regulations as they may apply from time to time.
2. Voting. Board Members in their capacities as directors of the corporation shall have the right to vote on all policy matters affecting the Corporation, according to the procedures set forth in the By-Laws. The voting rights of Player Members in their capacities as such members shall be confined to the election of the Player Directors of the Corporation as set forth in Section 3 of this ARTICLE SEVENTH, according to the procedures set forth in the By-Laws.

3. Officers. The officers of the Corporation shall consist of a President who shall be the director then serving as Chairman of the Board of Directors, a Commissioner, one or more Vice Presidents, a Secretary, a Treasurer, and such other officers as the Board of Directors may elect or designate. Except as the By-Laws or Board may otherwise provide, the officers other than the Commissioner shall be elected at the annual meeting of the directors.

The Commissioner shall be the chief executive officer of the Corporation and shall be generally responsible for operation and management of the Corporation, subject to the policies of the Board of Directors to whom the Commissioner shall report.

The Commissioner's term shall be as determined by the Board of Directors.

4. Indemnification of Directors and Officers. Each director or officer, whether or not then in office, shall be indemnified by the Corporation (directly or by insurance), against all costs and expenses reasonably incurred by or imposed upon him in connection with or arising out of an action, suit, or proceeding in which he may be involved by reason of his being or having been a director or officer of the Corporation, to the fullest extent as provided by law, such expenses to include the cost of reasonable settlements (other than amounts paid to the Corporation itself) made with a view to curtailment of costs of litigation. The foregoing right of indemnification shall be in addition to any other rights to which any director or officer may be entitled as a matter of law.
5. By-Laws. The Board of Directors shall have the power to make, alter, amend or rescind By-Laws of the Corporation at any meeting of the Board of Directors by the unanimous affirmative vote of the Board, provided that notice of such meeting states the substance of the proposed By-Law or alteration, amendment or rescission.
6. Amendments. These Articles of Incorporation may be amended at any meeting of the Board of Directors by the unanimous affirmative vote of the Board, providing that notice of the substance of such amendment has been given in the notice of such meeting.
7. Dissolution, Etc. Any dissolution of the Corporation, transfer of all or substantially all of its assets, merger of the Corporation into another entity, and any

similar corporate acts, shall require an affirmative vote of two-thirds of the entire Board of Directors. In the event of any dissolution of the Corporation any assets remaining after payment of all debts shall be distributable, as determined by the Board of Directors, to one or more organizations whose purposes are to promote the common interests of professional tournament golfers, and which are exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code, and if no such organization exists, or if no such organization is determined by the Board of Directors to be an appropriate recipient of the Corporation's remaining assets, said assets shall be distributable, as determined by the Board of Directors, to an organization or organizations, exempt from Federal income tax, which promotes the interest of professional golfers or the game of golf.

"EIGHTH: The duration of the Corporation shall be perpetual.

"IN WITNESS WHEREOF, I have signed these Articles of Incorporation on this 20th day of June, 1974.

/S/ DEANE R. BEMAN"

The foregoing Restated Articles of Incorporation and the amendments to the Corporation's Articles of Incorporation contained therein were adopted by the unanimous affirmative vote of the Board of Directors of the Corporation at a meeting held on October 18, 1982 pursuant to notice to all directors, which notice contained the substance of the foregoing Restated Articles of Incorporation and the amendments incorporated therein.

IN WITNESS WHEREOF, the Corporation has caused its officers thereunto duly authorized to sign, attest and seal these Restated Articles of Incorporation on this 18th day of October, 1982.

TOURNAMENT PLAYERS ASSOCIATION, INC.
(hereafter "PGA TOUR, INC.")

By Robert S. DeLuca
President

ATTEST: Deane R. Beman
Secretary

(SEAL)

THE ARTICLES OF AMENDMENT AND RESTATEMENT
OF
PGA TOUR, INC.

APPROVED AND RECEIVED FOR RECORD BY THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION
OF MARYLAND FEBRUARY 10, 1993 AT 8:30 O'CLOCK A.M. AS IN CONFORMITY
WITH LAW AND ORDERED RECORDED.

ORGANIZATION AND
CAPITALIZATION FEE PAID:

RECORDING
FEE PAID:

SPECIAL
FEE PAID:

\$ _____

\$ 20.00

\$ _____

00519132

TO THE CLERK OF THE COURT OF

ANNE ARUNDEL COUNTY

IT IS HEREBY CERTIFIED, THAT THE WITHIN INSTRUMENT, TOGETHER WITH ALL INDORSEMENTS THEREON, HAS
BEEN RECEIVED, APPROVED AND RECORDED BY THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OF MARYLAND.

RETURN TO:
PGA TOUR
ATTN: SARA H. MOORES
112 TPC BOULEVARD
PONTE VEDRA BEACH FL 32082

156C3067484

A 414561



RECORDED IN THE RECORDS OF THE
STATE DEPARTMENT OF ASSESSMENTS
AND TAXATION OF MARYLAND IN LIBER. FOLIO.

APPROVED FOR RECORD

2/10/93 at 8:30

**ARTICLES OF AMENDMENT TO
THE AMENDED AND RESTATED
ARTICLES OF INCORPORATION OF
PGA TOUR, INC.**

The undersigned do hereby certify as follows:

A. The name of this corporation is PGA TOUR, Inc., a Maryland, not-for-profit, non-stock corporation.

B. An amendment to Article THIRD, Sections 14, 15 and 16; Article SIXTH, and Article SEVENTH, Sections 5 and 6 have been authorized and adopted by the directors of this Corporation pursuant to Maryland General Corporation Law. Powers of voting members are restricted solely to the election of player directors to the Board of Directors pursuant to paragraph Seventh, Section 2. of the Amended and Restated Articles of Incorporation and, therefore, approval by voting members is not required. As amended or restated, the Articles and Sections read as follows:

1. Article THIRD is hereby amended by deleting Section 14 thereof and renumbering Sections 15 and 16 as Section 14 and 15, respectively.

2. Article SIXTH is hereby deleted and restated in its entirety as follows:

SIXTH: The policies of the Corporation shall be determined by its Board of Directors which shall be composed as follows:

(a) Four Player Members elected from among their own number ("Player Directors").

(b) Through December 31, 1992, three independent public figures with demonstrated interest in golf ("Independent Directors"); commencing January 1, 1993, four Independent Directors; one of the Independent Directors shall serve as Chairman of the Board.

00418551

(c) Through December 31, 1992, the three officers of The Professional Golfers Association of America ("PGA") most recently elected as President, Vice President and Secretary of PGA, respectively, who shall be directors of the Corporation ("PGA Directors") during their incumbency as PGA officers; commencing January 1, 1993 and continuing through December 31, 1994, the two officers of the PGA most recently elected President and Vice President, respectively, who shall be PGA Directors during their incumbency as PGA officers; commencing January 1, 1995, the officer of the PGA most recently elected President who shall be a PGA Director during such person's incumbency as PGA President; provided, however, that in the event of a final, non-appealable judicial determination terminating the agreement between the Corporation and PGA dated December 3, 1991, due to a material breach thereof on the part of PGA, there shall cease to be any PGA Directors on the Board of Directors and the provisions of this subsection (c) as it relates to the rights of PGA Directors to be directors of the Corporation shall cease. In the event of a termination of PGA Directors as provided in the immediately preceding sentence of this subsection (c), notwithstanding any other provisions of this Article SIXTH, the composition of the Board of Directors shall be four Player Directors and five Independent Directors and the Independent Directors then serving on the Board of Directors shall select such number of additional Independent Directors as shall be required so that there are five Independent Directors.

C. Article SEVENTH, Section 5, is hereby deleted in its entirety and restated as follows:

5. By-Laws. The Board of Directors shall have the power to make, alter, amend or rescind the By-Laws of the Corporation at any meeting of the Board of Directors by the affirmative vote of two-thirds of the entire Board of Directors (except that any alternation, amendment or rescission of Section 4.03(c) of the By-Laws of the Corporation shall require the unanimous affirmative vote of the entire Board of Directors), provided that notice of such meeting states the substance of the proposed By-Law or alteration, amendment or rescission.

D. Article SEVENTH, Section 6 is hereby deleted in its entirety and restated as follows:

6. Amendments. These Articles of Incorporation may be amended at any meeting of the Board of Directors by a vote of two-thirds of the entire Board of Directors (except that any amendment to Article SIXTH, Subsection (c), shall require the unanimous affirmative vote of the entire Board of Directors), providing that notice of the substance of such amendment has been given in the notice of such meeting.

E. The date of the adoption of the amendment to the Amended and Restated Articles of Incorporation by the Board of Directors is December 3, 1991.

IN WITNESS WHEREOF, PGA TOUR, Inc. has caused these Articles of Amendment to the Amended and Restated Articles of Incorporation of PGA TOUR, Inc. to be signed in its name by its Vice President and Assistant Secretary of said corporation this 8th day of February, 1993 and who certify under penalties of perjury and to the best of their knowledge, information and belief, that the matters and facts set forth in these Articles are true in all material respects.

By: *Stephen C. Bankin*
Vice President

By: *Edward L. Monchouse*
Assistant Secretary

STATE OF FLORIDA
COUNTY OF ST. JOHNS

The foregoing Articles of Amendment to the Amended and Restated Articles of Incorporation of PGA TOUR, Inc., were sworn to and acknowledged before me this 8th day of February, 1993, by Stephen C. Bankin and Edward L. Monchouse, Vice President and Assistant Secretary, respectively, of PGA TOUR, Inc. a Maryland corporation, on behalf of said corporation.

Personally known
 Produced I.D.

Sara H. Moores
Sara H. Moores
(Type/print name of notary)
Notary Public, State of Florida

My Commission Expires: 1-16-97



ARTICLES OF AMENDMENT
OF
PGA TOUR, INC.

APPROVED AND RECEIVED FOR RECORD BY THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION
OF MARYLAND JUNE 20, 1996 AT 10:22 O'CLOCK A. M. AS IN CONFORMITY
WITH LAW AND ORDERED RECORDED.

ORGANIZATION AND
CAPITALIZATION FEE PAID:

\$ _____

RECORDING
FEE PAID:

\$ 20.00

SPECIAL
FEE PAID:

\$ _____

D0519132

IT IS HEREBY CERTIFIED, THAT THE WITHIN INSTRUMENT, TOGETHER WITH ALL INDORSEMENTS THEREON, HAS
BEEN RECEIVED, APPROVED AND RECORDED BY THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OF MARYLAND.

THE PRENTICE-HALL CORPORATION
SYSTEM, MARYLAND
11 E. CHASE ST.
BALTIMORE

MD 21202

248C3095389

A 526838



RECORDED IN THE RECORDS OF THE
STATE DEPARTMENT OF ASSESSMENTS
AND TAXATION OF MARYLAND IN LIBER. FOLIO

90

6-20-96

10226

**ARTICLES OF AMENDMENT TO
THE AMENDED AND RESTATED
ARTICLES OF INCORPORATION OF
PGA TOUR, INC.**

The undersigned do hereby certify as follows:

A. The name of this corporation is PGA TOUR, Inc., a Maryland, not-for-profit, non-stock corporation. **61768125**

B. An amendment to Article SEVENTH, Section 4 has been authorized and adopted by the Board of the Directors of this Corporation in the manner and by the vote required by the Corporation's Amended and Restated Articles of Incorporation and bylaws and by law. The Corporation is a non-stock corporation which does not have any stockholders. Powers of voting members are restricted solely to the election of player directors to the Board of Directors pursuant to Article SEVENTH, Section 2 of the Amended and Restated Articles of Incorporation and, therefore, approval by voting members is not required.

C. As amended Article SEVENTH, Section 4 reads in its entirety as follows:

4. Indemnification and Limitation of Liability of Directors and Officers. Each director or officer, whether or not then in office, shall be indemnified by the Corporation (directly or by insurance), against all costs and expenses reasonably incurred by or imposed upon him in connection with or arising out of an action, suit, or proceeding in which he may be involved by reason of his being or having been a director or officer of the Corporation, to the fullest extent permitted by the Maryland General Corporation Law, as from time to time amended, such expenses to include the cost of reasonable settlements (other than amounts paid to the Corporation itself) made with a view to curtailment of costs of litigation. The foregoing right of

RECEIVED
96 JUN 20 10:22

indemnification shall be in addition to any other rights to which any director or officer may be entitled as a matter of law. To the maximum extent that limitations on the liability of directors and officers are permitted by the Maryland General Corporation Law, as from time to time amended, no director or officer of the Corporation shall have any liability to the Corporation or its members for money damages. This limitation on liability applies to events, acts or omissions occurring at the time a person serves as a director or officer of the Corporation whether or not such person is a director or officer at the time of any proceeding in which liability is asserted and is effective with respect to any such events, acts or omissions occurring since February 18, 1988. No amendment or repeal of this Section or any portion thereof, or the adoption of any provision of the Corporation's Articles of Incorporation inconsistent with this Section, shall apply to or affect in any respect the rights to indemnification or limitation of liability of any director or officer of the Corporation with respect to any alleged event, act or omission which occurred prior to such amendment, repeal or adoption.

D. The date of the adoption of the amendment to the Amended and Restated Articles of Incorporation by the Board of Directors is May 21, 1996.

IN WITNESS WHEREOF, PGA TOUR, Inc. has caused these Articles of Amendment to the Amended and Restated Articles of Incorporation of PGA TOUR, Inc. to be signed in its name by its Executive Vice President and Assistant Secretary of said corporation this 14th day of June, 1996, who certify under penalties of perjury and to the best of their knowledge, information and belief, that the matters and facts set forth in these Articles are true in all material respects.

By: Charles L. Zuk
Charles L. Zuk
Executive Vice President

By: Edward L. Moorhouse
Edward L. Moorhouse
Assistant Secretary

STATE OF FLORIDA
COUNTY OF ST. JOHNS

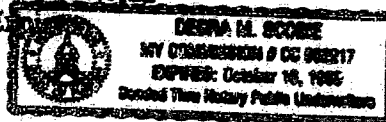
The foregoing Articles of Amendment to the Amended and Restated Articles of Incorporation of PGA TOUR, Inc., were sworn to and acknowledged before me this 14th day of June, 1996, by Charles L. Zink and Edward L. Moorhouse, Executive Vice President and Assistant Secretary, respectively, of PGA TOUR, Inc. a Maryland corporation, on behalf of said corporation, both of whom are personally known to me.

Debra M. Scobie

(Print Name) Debra M. Scobie

Notary Public, State of Florida

My Commission Expires



CHANGE OF RESIDENT AGENT & ADDRESS AND PRINCIPAL OFFICE
OF
PGA TOUR, INC.

APPROVED AND RECEIVED FOR RECORD BY THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION
OF MARYLAND MARCH 10, 1997 AT 11:13 O'CLOCK A. M. AS IN CONFORMITY
WITH LAW AND ORDERED RECORDED.

ORGANIZATION AND
CAPITALIZATION FEE PAID:

RECORDING
FEE PAID:

SPECIAL
FEE PAID:

\$ _____

\$ 10.00

\$ _____

D0519132

IT IS HEREBY CERTIFIED THAT THE WITHIN INSTRUMENT, TOGETHER WITH ALL INDORSEMENTS THEREON, HAS
BEEN RECEIVED, APPROVED AND RECORDED BY THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OF MARYLAND.

PGA TOUR, INC.
GAYLE S. REINSCH
112A PC BOULEVARD
PONTE VEDRA BEACH FL 32082



174C3103650

A553134

RECORDED IN THE RECORDS OF THE
STATE DEPARTMENT OF ASSESSMENTS
AND TAXATION OF MARYLAND IN LIBER. FOLIO.

**NOTICE OF CHANGE OF PRINCIPAL OFFICE,
REGISTERED AGENT, AND REGISTERED AGENT'S ADDRESS
OF PGA TOUR, INC.**

The Board of Directors of PGA TOUR, Inc., a corporation organized in Maryland on July 2, 1974 duly approved resolutions by Unanimous Written Consent dated October 3, 1995, as follows:

RESOLVED, that Edward L. Moorhouse, Executive Vice President and Assistant Secretary of the Corporation, is hereby authorized to execute, deliver and file in any jurisdiction all such documents, instruments and certificates as may be necessary or appropriate to qualify the Corporation to do business in any jurisdiction in which its activities may require qualification, and in connection therewith, to appoint a registered agent to accept service of process in any such jurisdiction;


70698733

FURTHER RESOLVED, that the officers of the Corporation are, and each of them acting singly is, authorized to take any and all such other actions and to pay such expenses and other amounts as in such persons' or person's judgment shall be necessary, proper or advisable in connection with the qualification of the Corporation to do business or in order to carry out the intent and purpose of the foregoing resolution.

I, Edward L. Moorhouse, Executive Vice President and Assistant Secretary certify under the penalties of perjury that to the best of my knowledge, information and belief the foregoing resolutions are true in all material respects. I further certify that set forth below are the name and address of the new registered agent of PGA TOUR, Inc. in Maryland and the new address of the principal office of PGA TOUR, Inc. in Maryland:

Registered Agent: Mark J. O'Neil
Registered Office: 10000 Oaklyn Drive
Potomac, Maryland 20854
Principal Office: 10000 Oaklyn Drive
Potomac, Maryland 20854

Date: March 7, 1997


Edward L. Moorhouse
Executive Vice President:
Assistant Secretary

STATE DEPARTMENT OF ASSESSMENTS
AND TAXATION

APPROVED FOR RECORD

3/10/97 at 11:13 A.M.

RECEIVED
'97 MAR 10 AM 11 13
ASSESS. & TAX.

**NOTICE OF CHANGE OF PRINCIPAL OFFICE,
REGISTERED AGENT, AND REGISTERED AGENT'S ADDRESS
OF PGA TOUR, INC.**

The Board of Directors of PGA TOUR, Inc., a corporation organized in Maryland on July 2, 1974 duly approved resolutions by Unanimous Written Consent dated October 3, 1995, as follows:

RESOLVED, that Edward L. Moorhouse, Executive Vice President and Assistant Secretary of the Corporation, is hereby authorized to execute, deliver and file in any jurisdiction all such documents, instruments and certificates as may be necessary or appropriate to qualify the Corporation to do business in any jurisdiction in which its activities may require qualification, and in connection therewith, to appoint a registered agent to accept service of process in any such jurisdiction;

FURTHER RESOLVED, that the officers of the Corporation are, and each of them acting singly is, authorized to take any and all such other actions and to pay such expenses and other amounts as in such persons' or person's judgment shall be necessary, proper or advisable in connection with the qualification of the Corporation to do business or in order to carry out the intent and purpose of the foregoing resolution.

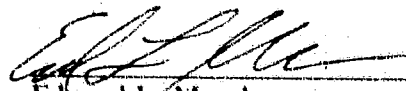
i, Edward L. Moorhouse, Executive Vice President and Assistant Secretary certify under the penalties of perjury that to the best of my knowledge, information and belief the foregoing resolutions are true in all material respects. I further certify that set forth below are the name and address of the new resident agent of PGA TOUR, Inc. in Maryland and the address of the principal office of PGA TOUR, Inc. in Maryland:

Resident Agent: Michael G. Leemhuis

Agent's address: 10000 Oaklyn Drive
Potomac, Maryland 20854

Principal Office: 10000 Oaklyn Drive
Potomac, Maryland 20854

Date: January 29, 1995


Edward L. Moorhouse
Executive Vice President;
Assistant Secretary

STATE DEPARTMENT OF ASSESSMENT AND TAXATION

Corp98 touchg.twp

APPROVED FOR RECORD

1-30-95 at 10:11 A.M.

I.D. NR# D0519132
ACKN. NO. - 150C3114711
PGA TOUR, INC.

01/30/98 AT 10:11 A.M.

80338086

RECORDED - 1017105

**NOTICE OF CHANGE OF PRINCIPAL OFFICE,
REGISTERED AGENT, AND REGISTERED AGENT'S ADDRESS
OF PGA TOUR, INC.**

The Board of Directors of PGA TOUR, Inc., a corporation organized in Maryland on July 2, 1974 duly approved resolutions by Unanimous Written Consent dated October 3, 1995, as follows:

RESOLVED, that Edward L. Moorhouse, Executive Vice President and Assistant Secretary of the Corporation, is hereby authorized to execute, deliver and file in any jurisdiction all such documents, instruments and certificates as may be necessary or appropriate to qualify the Corporation to do business in any jurisdiction in which its activities may require qualification, and in connection therewith, to appoint a registered agent to accept service of process in any such jurisdiction;

FURTHER RESOLVED, that the officers of the Corporation are, and each of them acting singly is, authorized to take any and all such other actions and to pay such expenses and other amounts as in such persons' or person's judgment shall be necessary, proper or advisable in connection with the qualification of the Corporation to do business or in order to carry out the intent and purpose of the foregoing resolution.

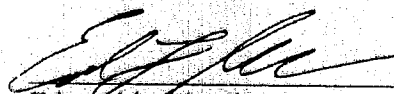
I, Edward L. Moorhouse, Executive Vice President and Assistant Secretary certify under the penalties of perjury that to the best of my knowledge, information and belief the foregoing resolutions are true in all material respects. I further certify that set forth below are the name and address of the new registered agent of PGA TOUR, Inc. in Maryland and the address of the principal office of PGA TOUR, Inc. in Maryland:

Registered Agent: CSC - Lawyers Incorporating Service Company

Registered Office: 11 East Chase Street
Baltimore, Maryland 21202

Principal Office: 10000 Oaklyn Drive
Potomac, Maryland 20854

Date: January 2, 2001



Edward L. Moorhouse
Executive Vice President:
Assistant Secretary



ID # 000519132 ACK # 1000298047000000
LIBER: 800223 FOLIO: 1192 PAGES: 0002
PGA TOUR, INC.

01/25/2001 AT 02:49 P WO # 0000408608

RESIDENT AGENT'S NOTICE OF CHANGE OF ADDRESS

I certify that I, CSC-Lawyers Incorporating Service Company

am the resident agent of & NOW YOU KNOW ENTERPRISES, LLC
(Name of Entity)

(See attached list for additional entities)

organized under the laws of _____ My address as resident
(State)

agent has changed from 11 East Chase Street
Baltimore, MD 21202

to 7 St. Paul Street, Suite 1660
Baltimore, MD 21202

(CHECK IF APPLICABLE) The old and new addresses of the resident agent
are also the old and new addresses of the principal office of this entity in Maryland.

The above named entity has been advised by me in writing of this change.

CSC-Lawyers Incorporating Service Company



Resident Agent

JOHN H. PELLETIER
ASST. VICE PRESIDENT

Mail to: State Department of Assessments & Taxation
301 W. Preston Street
Room 801
Baltimore, MD 21201-2395

CUST. ID: 0001876809
WORK ORDER: 0001319847
DATE: 11-20-2006 09:24 AM
AMT. PAID: \$60,000.00

RUN DATE: 11/28/2006
TIME: 06:27.06

STATE OF MARYLAND
DEPARTMENT OF ASSESSMENTS AND TAXATION
MASS RESIDENT AGENT ADDRESS UPDATE
FOR CSC-LAWIERS INCORPORATING SERVICE COMPANY

PROGRAM: MASRACSC
PAGE 127

DEPT ID. ENTITY NAME

20713676 PERSHING LLC
D10991669 PERSIA REAL ESTATE CORP.
F07929730 PERSISTENT SUPPLY COMPANY
M1206471 PERSISTENT SYSTEMS, LLC
F04808493 PERSONAL TOUCH HOME AIDS OF BALTIMORE, INC.
F04808493 PERSONAL TOUCH HOME AIDS OF BALTIMORE, INC.
M10192839 PES OF OHIO, LLC
F05645924 PET MEMORIAL SERVICES CORP.
F03855132 PETER PAN BUS LINES, INC.
F06096895 PETRO-CANADA AMERICA LUBRICANTS INC.
F04992285 PFG, INC. A/K/A PROVIDENT FUNDING GROUP, INC.
F06045108 PFIC SECURITIES CORPORATION
F11560927 PFC TENNESSEE AGENCY, INC.
F0782401 PFM ASSET MANAGEMENT LLC
F0770442 PFS SUB 1, INC.
D07419716 PFS SUB 1, INC.
F10385482 PG-FACILITIES HOLDING, INC.
D00519132 PGI ACQUISITION CO., INC.
F10305456 PGI ACQUISITION CO., INC.
F10385524 PGI RISK SOLUTIONS LLC
F05433776 PGT INDUSTRIES, INC.
M10223134 PH ADVANTAGE, LLC
F11574880 PHA ENVIRONMENTAL RESTORATION, INC.
F10305456 PHA ENVIRONMENTAL RESTORATION, INC.
M10107852 PHARMACY BUILDERS #3, LLC
F07542194 PHARMATHENE, INC.
D10594464 PHASE 5 GROUP, INC.
M10415677 PHH AUTO FINANCE LLC
D03056389 PHH BROKER PARTNER CORPORATION
D00166447 PHH CARIBBEAN LEASING, INC.
M10415693 PHH CONTINENTAL LEASING LLC
D00171744 PHH CORPORATION
D10305456 PHH FINANCIAL SERVICES LLC
M10415586 PHH FOUNDATION, INC.
D00166512 PHH FOUNDATION, INC.
Z103030025 PHH HOME LOANS, LLC
D03114824 PHH INSURANCE ASSOCIATES CORPORATION
F01935394 PHH MORTGAGE CORPORATION
D01076132 PHH MORTGAGE SERVICES CORPORATION
D00166579 PHH PERSONALLEASE CORPORATION
F07486940 PHH SOLUTIONS AND TECHNOLOGIES, LLC
D10305456 PHH SOLUTIONS AND TECHNOLOGIES, LLC
D01452983 PHH-WAREH LEASING, INC.
D01463454 PHH-WILFORD LEASING, INC.
D00917559 PHH-NATIONAL LEASING, INC.
D00903252 PHH-NATIONAL LEASING, INC.
D00755173 PHH-POWER LEASING, INC.
D02665776 PHH-ST. PAUL LEASING, INC.
Z11393683 PHIBRO LLC
F04291894 PHILIPS ELECTRONICS NORTH AMERICA CORPORATION
F04295783 PHILIPS ELECTRONICS NORTH AMERICA CORPORATION, LLC
F02729781 PHILIPS SEMICONDUCTORS INC.

CORPORATE CHARTER APPROVAL SHEET

**** KEEP WITH DOCUMENT ****

DOCUMENT CODE 82 BUSINESS CODE _____

W11297900

Close _____ Stock _____ Nonstock _____

P.A. _____ Religious _____

Merging (Transferor) _____

Surviving (Transferee) _____



1000361993931520

ID # W11297900 ACK # 1000361993931520
LIBER: B01035 FOLIO: 1509 PAGES: 0186
& NOW YOU KNOW ENTERPRISES, LLC

11/20/2006 AT 09:24 A WO # 0001319847

New Name _____

FEES REMITTED

Base Fee: <u>25</u>	Change of Name
Org. & Cap. Fee: _____	Change of Principal Office
Expedite Fee: _____	Change of Resident Agent
Penalty: _____	Change of Resident Agent Address
State Recordation Tax: _____	Resignation of Resident Agent
State Transfer Tax: _____	Designation of Resident Agent and Resident Agent's Address
_____ Certified Copies	Change of Business Code
_____ Certificates	Adoption of Assumed Name
Certificate of Status Fee: _____	_____
Personal Property Filings: _____	_____
Mail Processing Fee: _____	Other Change(s)
Other: _____	_____
TOTAL FEES: <u>25</u>	_____

Credit Card _____ Check _____ Cash _____

Code 049

_____ Documents on _____ Checks

Attention: _____

Approved By: 012

Mail: Name and Address

Keyed By: _____

CSC-LAWYERS INCORPORATING SERVICE COMPAN
7 ST. PAUL STREET, SUITE 1660
BALTIMORE MD 21202

COMMENT(S):

Stamp Work Order and Customer Number HERE

CUST ID: 0001876809
WORK ORDER: 0001319847
DATE: 11-20-2006 09:24 AM
AMT. PAID: \$60,000.00



W9 Form

**Request for Taxpayer
 Identification Number and Certification**

Give Form to the
 requester. Do not
 send to the IRS.

Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
 See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
PGA TOUR, INC.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

Individual/sole proprietor or single-member LLC C Corporation S Corporation Partnership Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ **501(c)(6) Corporation**

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
 Exempt payee code (if any) _____
 Exemption from FATCA reporting code (if any) _____
(Applies to accounts established outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
1 PGA TOUR BLVD

6 City, state, and ZIP code
PONTE VEDRA BEACH, FL 32082

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-				-				
--	--	--	---	--	--	--	---	--	--	--	--

OR

Employer identification number

5	2	-	0	9	9	9	2	0	6
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▶  Date ▶ **11/2021**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.



State of Florida
Certificate of
Solicitation Contributions

DIVISION OF CONSUMER SERVICES
(850) 410-3800



THE RHODES BUILDING
2005 APALACHEE PARKWAY
TALLAHASSEE, FLORIDA 32399-6500

FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES
COMMISSIONER NICOLE "NIKKI" FRIED

February 12, 2021

Refer To: CH8173

PGA TOUR, INC.
100 PGA TOUR BLVD
PONTE VEDRA BEACH, FL 32082-3046

RE: PGA TOUR, INC.
REGISTRATION#: CH8173
EXPIRATION DATE: February 11, 2022

Dear Sir or Madam:

The above-named organization/sponsor has complied with the registration requirements of Chapter 496, Florida Statutes, the Solicitation of Contributions Act. A COPY OF THIS LETTER SHOULD BE RETAINED FOR YOUR RECORDS.

Every charitable organization or sponsor which is required to register under s. 496.405 must conspicuously display the registration number issued by the Department and in capital letters the following statement on every printed solicitation, written confirmation, receipt, or reminder of a contribution:

"A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE (800-435-7352) WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE."

The Solicitation of Contributions Act requires an annual renewal statement to be filed on or before the date of expiration of the previous registration. The Department will send a renewal package approximately 30 days prior to the date of expiration as shown above.

Thank you for your cooperation. If we may be of further assistance, please contact the Solicitation of Contributions section.

Sincerely,

Cassie Miller
Regulatory Consultant
850-410-3719
Fax: 850-410-3804
E-mail: cassie.miller@fdacs.gov



THE PLAYERS 2021 Recap

\$ 212 Million
Annual economic impact on Northeast Florida.

\$115 Million
Annual off-site spending in the Jacksonville MSA from tournament attendees.

59%
Individual ticket buyers from outside a 150-mile radius (+7% from 2020).

NBC \$682k
Media value for 39 Duval County broadcast mentions/appearances (> 4 minutes of exposure) on the NBC/GOLF telecast.

28 Languages
Broadcast live via 48 international media partners in 196 countries/territories

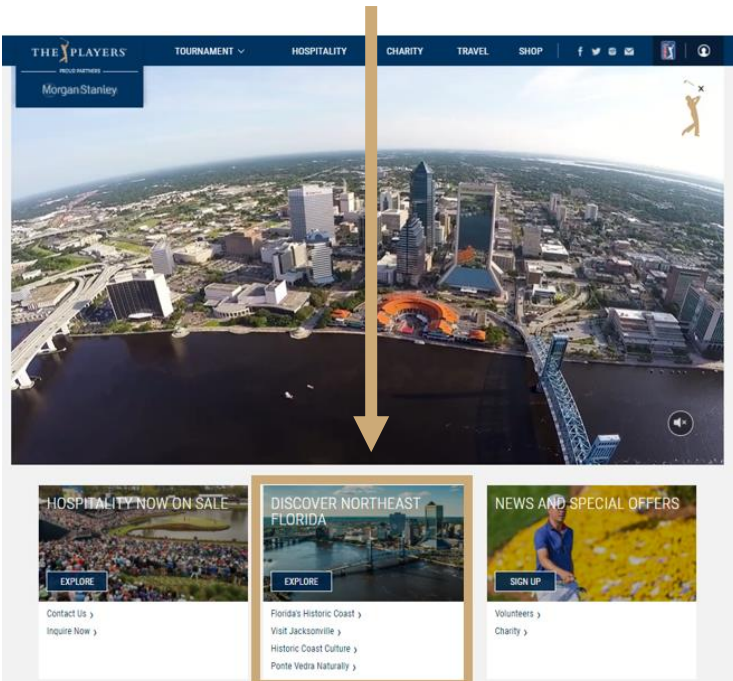
8
International media partners with a full production presence on-site.

59%
Hospitality clients from outside a 150-mile radius (+14% from 2019 and +2% from 2020).

50 Million
Cumulative number of followers for the 17 influencers who posted about THE PLAYERS, generating \$707k in media value.

11 National Writers
Joined our virtual FAM, hosted with Visit Jacksonville: including Forbes, National Geographic, Travel & Leisure.

79% Traffic to THEPLAYERS.com/travel that came from outside of the 5-county area.



“ Testimonials ”

“THE PLAYERS Championship is an amazing event that is the **busiest and most profitable week of the year** for hotels in Jacksonville. The tournament **draws in new individuals and businesses** every year and exposes them to the best of Jacksonville and the Beaches. From our experience, every new company that comes to Jacksonville for the tournament **continues to do business in Jacksonville moving forward.**” -Bradley Whitaker, General Manager, Sheraton Jacksonville

“One Ocean Resort and Spa associates look forward to THE PLAYERS Championship each year as the **biggest tourism event within the Jacksonville community**, including our beaches area... During the entire week of THE PLAYERS activities, One Ocean Resort and Spa benefits by enjoying the **highest occupancy week of our year combined with our highest room rates and guest traffic week consistently each year.**” -Darren Keener, Director of Sales and Marketing, One Ocean Resort & Spa

*From January 1, 2021 to March 14, 2021

THE PLAYERS CHAMPIONSHIP 2021 RECAP



P R O U D P A R T N E R S



EXECUTIVE SUMMARY



THE PLAYERS Championship: The Gold Standard in increasing tourism, producing economic impact and showcasing Northeast Florida to the world

Since THE PLAYERS Championship permanently moved to Northeast Florida in 1977, it has become one of the area's most recognized sporting, entertainment and social events.

As THE PLAYERS has consistently grown in stature, led by a fan-first approach and a commitment to being best-in-class, so has its number of out-of-market attendees. This includes golf enthusiasts and spectators as well as national and international business partners and sponsors seeking to leverage THE PLAYERS to introduce and host clients. These out-of-market guests – which continue to grow year-over-year – play a key role in contributing to the championship's \$212 million annual economic impact on Northeast Florida. In addition, studies have indicated that tournament attendees annually contribute \$115 million in off-site spending in the Jacksonville MSA, with commercial lodging accounting for \$24 million.

THE PLAYERS shares the TDC's mission to increase tourism growth and visibility for Duval County. The TDC's investment in THE PLAYERS is integral to the championship's robust marketing, outreach and promotional campaigns that are designed to increase awareness and contribute to the economic and tourism growth of Jacksonville. This recap highlights the deliverables THE PLAYERS consistently meets in driving out-of-market visitors, economic growth and earned media impressions for Duval County.



NOTE: Videos will not play in PDF form. Please use the PowerPoint version to watch the video.

Direct viewing link: <https://www.dropbox.com/s/n578ag87v6nk9d8/THE%20PLAYERS%202021%20Recap%20-%20Duval%20County%20TDC%20.mp4?dl=0>



TESTIMONIALS



Testimonials from Jacksonville hotels:

“One Ocean Resort and Spa associates look forward to THE PLAYERS Championship each year as **the biggest tourism event within the Jacksonville community** including our beaches area. This world-class tournament by the PGA Tour provides our luxury resort the opportunity to host Fortune 100 companies and avid golf fans from all over the country. During the entire week of THE PLAYERS activities, One Ocean Resort and Spa benefits by **enjoying the highest occupancy week of our year combined with our highest room rates and guest traffic week consistently each year**. No event in the North Florida area that has a bigger, more positive impact on our associates with the tourism dollars they spend while attending this world-class event. Additionally, THE PLAYERS has provided over \$100 million to local Jacksonville charities which continues to uplift and enhance integral parts of our Jacksonville community.”

– Darren Keener, Director of Sales and Marketing, One Ocean Resort & Spa

“THE PLAYERS Championship is an amazing event that is **the busiest and most profitable week of the year for hotels in Jacksonville**. The tournament **draws in new individuals and businesses every year** and exposes them to the best of Jacksonville and the Beaches. From our experience, **every new company that comes to Jacksonville for the tournament continues to do business in Jacksonville moving forward.**”

-Bradley Whitaker, General Manager, Sheraton Jacksonville

Testimonials from hospitality partners:

“As live events come back online, we have selected a handful of VIP sporting events to attract High Net Worth Investors to our event, one being THE PLAYERS Championship. Our clientele and VIP attendees require top-level service in hospitality, venue and organization = THE PLAYERS suite delivers that for us, and we can’t wait to host everyone in March.”

– Neil Lock, Managing Director - Emerging Equities VIP Events (based in Canada)

“For SERVPRO, THE PLAYERS is a staple event for our brand each year because the incredible field, location and setting all combine to serve as an appealing draw for our clients. We feel our hospitality suite is the ideal location for watching some of the best golf on tour at one of the most recognized and prestigious holes in golf. Our National Accounts team and our franchisees are able to showcase our location as the ideal meeting spot for entertaining clients and partners within our industry and has helped solidify many significant relationships that are part of our overall brand growth. We look forward to THE PLAYERS each year simply because, in our opinion, it provides the perfect backdrop for entertaining guests and enjoying watching the best in golf battle at one of the most exciting tournaments on tour.” -SERVPRO

DUVAL COUNTY EXPOSURE



Duval County Broadcast Exposure:

- Each year, THE PLAYERS Executive Director Jared Rice attends the **NBC/GOLF Channel broadcast planning meeting**, where he discusses tournament priorities and objectives, including **Jacksonville exposure in the telecast**.
- As a result, **THE PLAYERS provides Duval County video footage and accompanying talking points** (pre-approved by Visit Jacksonville's marketing team).
- Respecting the economic challenges posed by the pandemic, THE PLAYERS opted to not submit a grant request for TDC funds for the 2021 championship. However, it **continued to make Duval County broadcast promotion efforts a priority**, resulting in:
 - **39 mentions** of Duval County assets
 - **More than 4 minutes** of Duval County exposure
 - **\$682,000** in media value





“

THE PLAYERS Stadium Course at TPC Sawgrass, conveniently **located just 20 minutes southeast of Jacksonville**. If you ever plan a trip down here, **fly to Jacksonville**, make your way from there. Largest city by landmass in the continental US. **Plenty of things to see and do**. Experience Northeast Florida. A beautiful part of the world, rich culture, history, a great place to explore nature and the outdoors. There's been a lot to explore here, too. Trevor Lawrence, the likely number one pick. **There will be a lot of attention come the NFL season**, and Urban Meyer, the new head coach. There will be a lot of energy, **Duval County** will be behind the Jacksonville Jaguars as this season gets going.

”

NOTE: Videos will not play in PDF form. Please use the PowerPoint version to watch the video.

Direct viewing link: <https://www.dropbox.com/s/0iii5h8qvtp10pe/2021%20Players%20Championship%20-%20First%20Round%20-%20Jacksonville%20mention.mp4?dl=0>





“ Northeast Florida made up of several beaches. Beautiful ones, Amelia Island, the **beaches of Jacksonville**, St. Augustine beach. We're in Ponte Vedra Beach. Altogether it's 127 miles of pristine beaches. Morning runs and walks, dog out there, all that good stuff. The **real estate is good**, too. 38 natural manmade reefs off the Northeast Florida coast make the diving and fishing adventures extra special. We've seen a lot of the water today. 31 balls on 17. This is the water you want to see when you come to northeast Florida. The Atlantic Ocean...We're just a mile away from the Stadium Course, TPC Sawgrass, as you look back at that **long strand of the beaches on Northeast Florida**. ”

NOTE: Videos will not play in PDF form. Please use the PowerPoint version to watch the video.

Direct viewing link: <https://www.dropbox.com/s/6dm5isejmtr237o/Round%201-%20Beaches%20bumper.mp4?dl=0>





“ Garcia leading by two on this 75-degree day here at THE PLAYERS, TPC Sawgrass. 20 minutes southeast of **Jacksonville**. The largest city by land mass in the continental U.S. That means a lot to do, a lot of things to experience in Northeast Florida. **Culture, history, great nature and outdoors opportunities** and football, too. The new coach of the **Jacksonville Jaguars**, Urban Meyer. He was on the property earlier this afternoon getting ready, with the Jags having the number one pick in the agency next week. A lot of folks getting excited about **Jacksonville Jaguars** season coming up down the road.

NOTE: Videos will not play in PDF form. Please use the PowerPoint version to watch the video.

Direct viewing link: <https://www.dropbox.com/s/mlucwg9kl0gu1te/JAX%20Round%20%20-%20Bumper%20and%20Urban%20Meyer%20%281%29.mp4?dl=0>



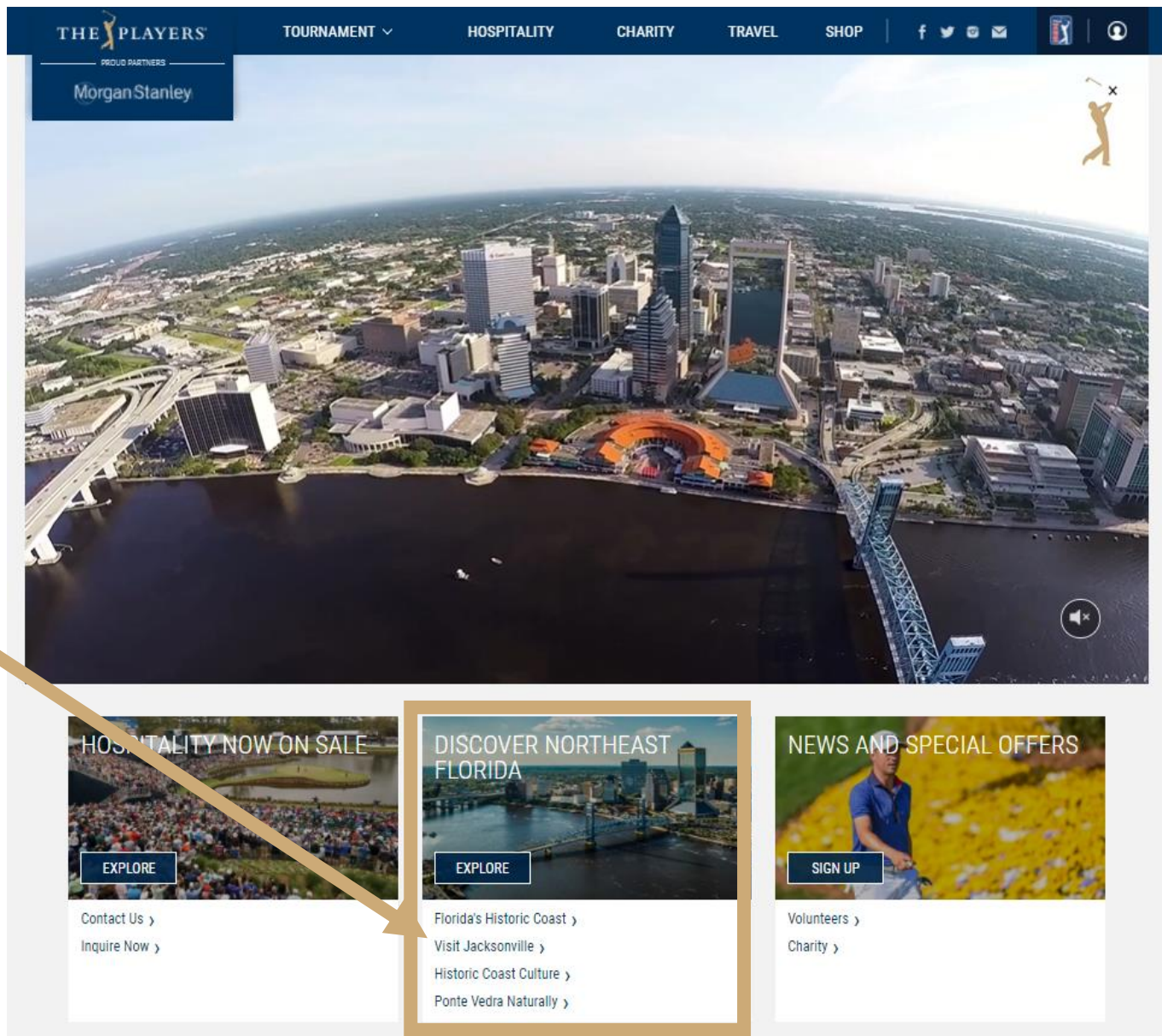
THEPLAYERS.com/travel

Working collaboratively with Visit Jacksonville, THE PLAYERS has a dedicated website to:

- Showcase the region
- Introduce lodging options
- Identify Duval County attractions, experiences and offerings

KEY WINS:

79% of the traffic to this site came from **outside of the 5-county area** from January 1, 2021 to March 14, 2021.



THE PLAYERS Championship utilized its social media channels to promote Northeast Florida experiences, as evidenced by the below video that included footage of Jacksonville assets.



7:00 PM · Mar 8, 2021 · Twitter Media Studio

NOTE: Videos will not play in PDF form. Please use the PowerPoint version to watch the video.

Twitter

Impressions: 16k

Facebook

Impressions: 25k

Instagram

Impressions: 29k

Total Impressions: 70k



MARKETING & BRAND CAMPAIGN



National TV Spots

9/4/20-3/28/21

Impressions: 333M



NOTE: Videos will not play in PDF form. Please use the PowerPoint version to watch the video.

Direct viewing link: <https://www.dropbox.com/s/21mil2ialtthahm/TP20-2282H%20-%202020%20THE%20PLAYERS%20-%20Equity%20TV%20TOUR%20CHAMP%2030%20CLEAN%2030%20Sec%20H264.mp4?dl=0>

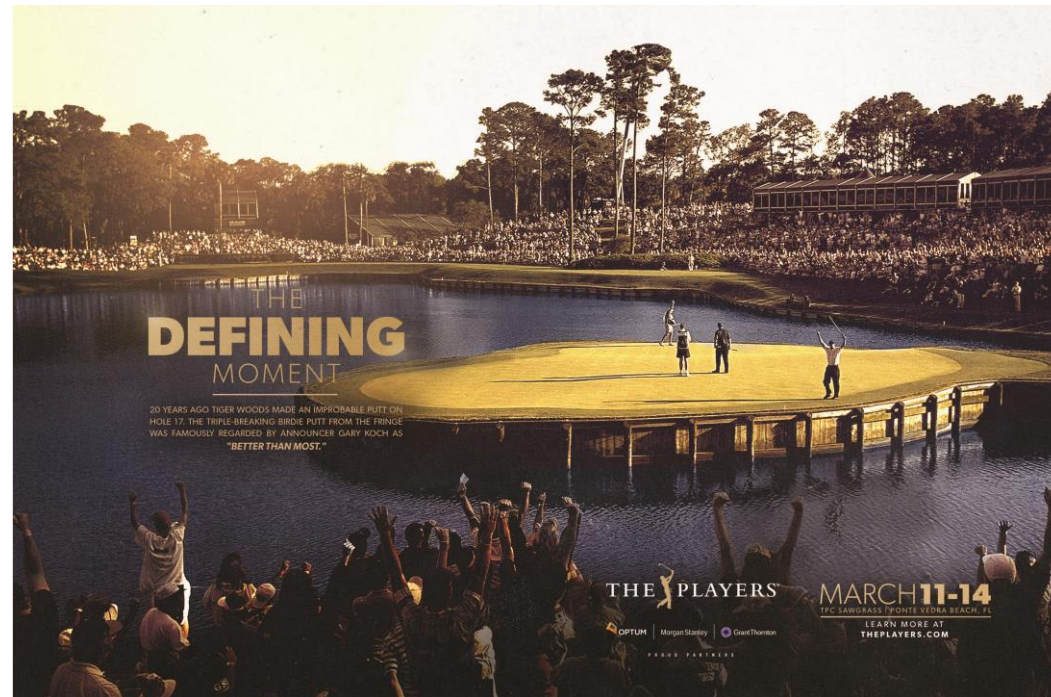


Digital

- USATODAY.COM
 - Advance week countdown
 - Tune in
- GOLFDIGEST.COM
 - Rich media
 - Tune in
- FORTUNE.COM
 - Rich media
 - Tune in
- PGATOUR.COM
 - Year-round messaging
 - Countdown units
 - Tune in
- Programmatic buy

Print

- FORTUNE
- Golf Digest
 - Spread
 - Full Page
- NetJets Magazine



NATIONAL MARKETING CAMPAIGN

CAMPAIGN

- In 2021, THE PLAYERS Championship campaign had a unique opportunity to amplify and celebrate some of the tournament's biggest milestones and Defining Moments.
 - THE PLAYERS branded PGATOUR.COM homepage, App, Email and Social Media
 - THE PLAYERS countdown & Crown Units on PGATOUR.COM
- Delivered assets to USA TODAY, Golf Digest, Fortune, Golf Digest, NetJets Magazine and PGATOUR.COM

NATIONAL MEDIA

- National advertising including TV, Digital, Social and Search advertising
- 573 million impressions

VIK MEDIA

- Brand/Ticket Sale/Congrats TV spots (+28% in units YoY); spots aired from 9/4/20 to 3/28/21



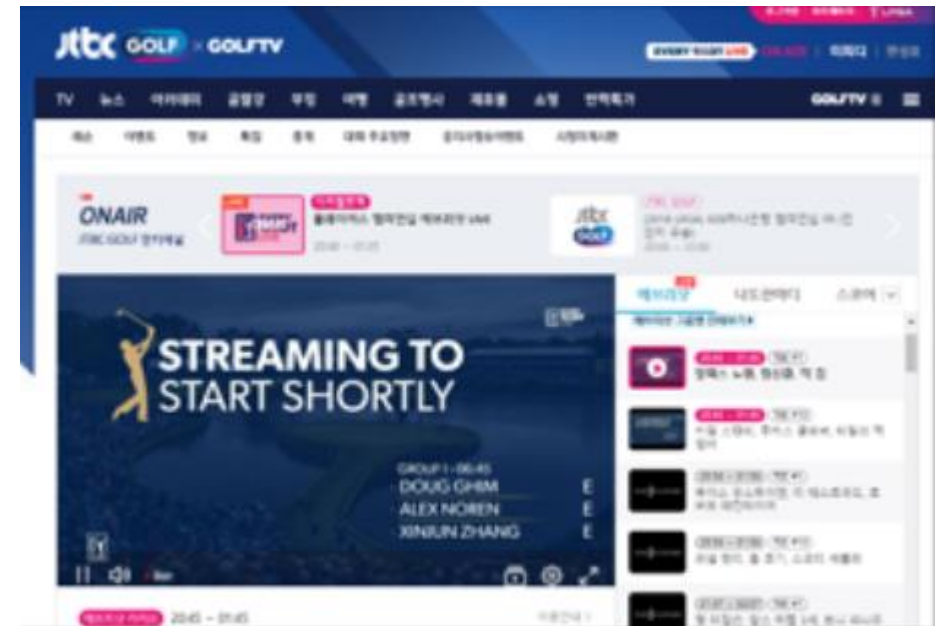
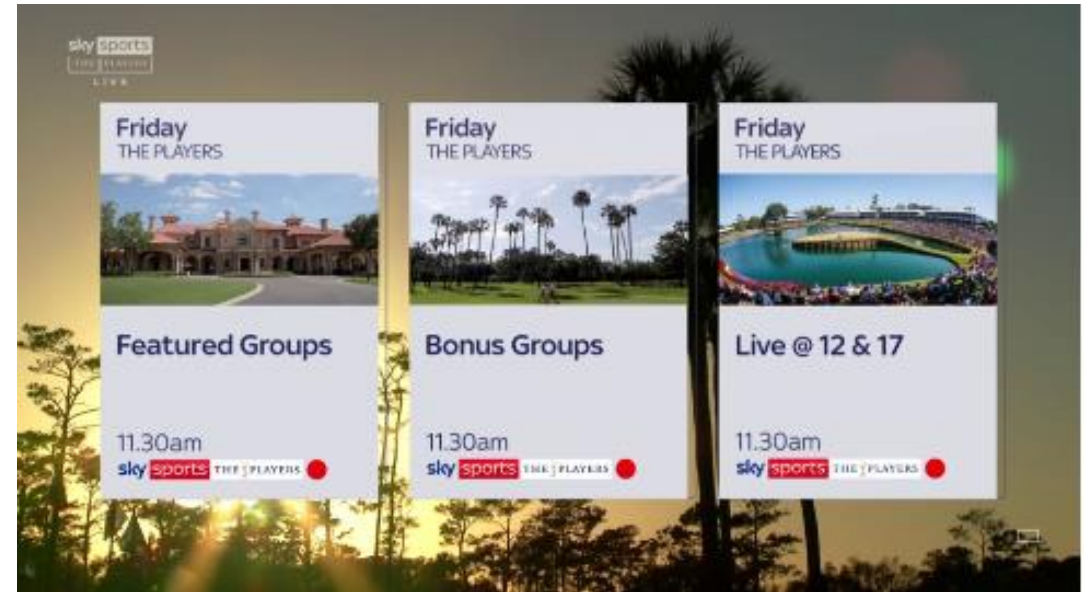
GLOBAL EXPOSURE



In addition to the in-person attendees THE PLAYERS Championship attracts each year, there are millions of other followers and fans who are exposed to the championship both during tournament week and throughout the year.

The following slides will provide an overview of THE PLAYERS' global exposure through:

- National broadcast
- International programming and licensed media partners
- Over-the-top subscription services both nationally (PGA TOUR LIVE) and internationally (GOLFTV)



National

GOLF Channel/NBC

- **Highest-rated live sports broadcast of the weekend.**
- **38 hours** - THE PLAYERS had over 38 hours of coverage on Golf Channel and NBC (up from 33 hours in 2019).
- **55 million hours** - Viewers spent over 55 million hours tuned in (up from 50 million in 2019).

PGA TOUR LIVE

- **Most watched PGA TOUR LIVE tournament** of all-time.
- **Every Shot Live- 830 hours** of live coverage; average viewer watched for **more than 2 hours** over four days of competition.

International

Licensed Media Partners

- **Programming:** 48 licensed media partners in 215 countries and territories.
- **Live Broadcast:** 196 countries and territories in 28 languages.
- **8 international partners** had a production presence on-site.

GOLFTV

- Available in **every country and territory, excluding U.S., China, and Korea.**
- Available in **Belgium, Balkans, Czech Republic, Slovakia and Taiwan** for the first time.
- **Added the most subscriptions** since launch (2019).



LICENSED MEDIA PARTNERS

Exposure through International Licensed Media Partners

Live Broadcast: 1251 total hours via 48 licensed media partners (+3 YoY) throughout 196 countries and territories (+25 YoY). Broadcast coverage was localized in **28 languages (+5 YoY).**

Partners increased the number of live feeds taken by nearly 36% YoY. 7 partners took Every Shot Live feeds (+3 YoY).

9 media partners also rebranded their channels for THE PLAYERS (+2 YoY):

- United Kingdom – Sky Sports
- Scandinavia – Cmore Golf
- France – Golf+
- Iceland - Stöð 2 Golf
- Spain- Telefonica
- South Africa – SuperSport Golf
- Hong Kong- Now TV
- Taiwan - Sportcast
- Thailand- Golf Channel Thailand

8 International media partners had a production presence on-site at THE PLAYERS:

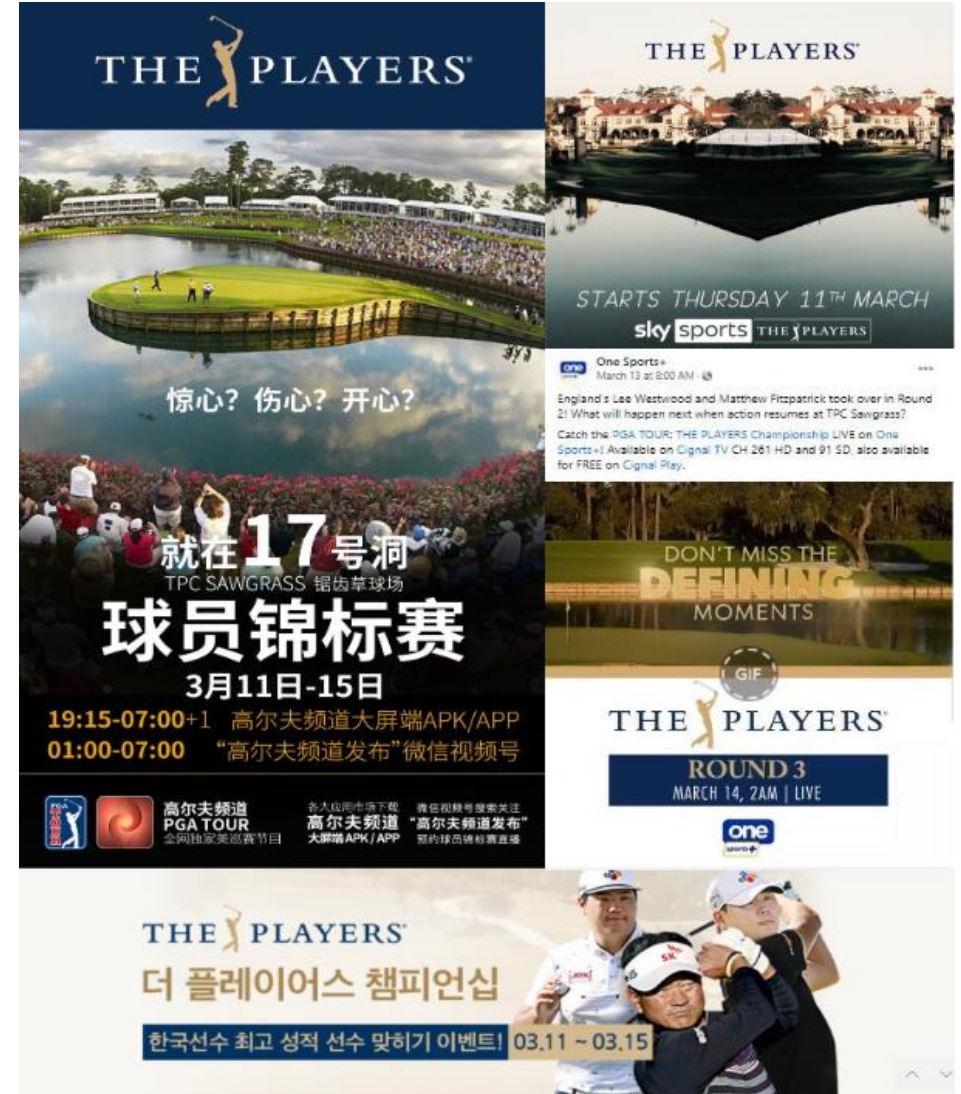
- GOLFTV powered by PGA TOUR
- Sky UK
- Canal+ France
- Golf Channel Latin America
- ESPN Latin America
- Golf Network Japan
- NHK Japan
- RDS Canada



24 partners leveraged THE PLAYERS brand toolkit in their own campaigns:

GOLFTV powered by PGA TOUR
 Sky Sports UK
 Canal+ France
 Sky Germany
 Syn Iceland
 Ziggo Netherlands
 Golf Zone Poland
 Cmore Scandinavia
 Telefonica Spain
 SportKlub Balkans
 Eurosport Pan-Europe
 Eurosport Italy
 Golf Turismo Italy
 Golf Experten Denmark

SportCastTaiwan
 One Sports Philippines
 Astro Malaysia
 Contento Indonesia
 NAVER Korea
 JTBC Golf Korea
 Eurosport India
 FOX Australia
 ESPN Latin America
 Golf Channel Latin America



SOCIAL & DIGITAL REACH



**THE PLAYERS Championship Channels* -
Performance during THE PLAYERS 2021**

- Social Impressions
 - Facebook: 5.4M
 - Twitter: 24.3M
 - Instagram: 3.0M
 - **Total: 32.7M**

- Social Engagements
 - Facebook: 264k
 - Twitter: 3.0M
 - Instagram: 185k
 - **Total: 3.5M**

- Video Views
 - Facebook: 957k
 - Twitter: 688k
 - Instagram: 67k
 - **Total: 1.7M**



*data from March 8-15, 2021



PGA TOUR Channels - Performance during THE PLAYERS 2021

- **3rd most engaging tournament week of all time** (of all PGA TOUR events)
- **8M social engagements (+50% vs. 2019)**
 - 6M Instagram engagements (more than any other PGA TOUR event of all time)
- **197M social video views (+85% vs. 2019)**
- **4.2M video views across PGA TOUR platforms; top tournament of all-time (+220% vs. 2019)**
- **+175% in YouTube Minutes Watched vs. 2019**



EARNED MEDIA



Key Wins (see proceeding pages for the media clips):

- **Virtual FAM Experience:** THE PLAYERS collaborated with Visit Jacksonville and other Northeast Florida hotel partners to host a virtual press trip in mid-February to generate awareness around the host of experiences visitors can have while at the tournament or visiting Northeast Florida.
- **ESPN+:** THE PLAYERS assisted ESPN+ and golf analyst Michael Collins in coordinating an episode for a magazine-style show called “America’s Caddie.” During the episode, “Jaguars, Tacos & The Island Green,” Collins gave fans a tour around Jacksonville.
- **The TODAY Show:** THE PLAYERS and PGA TOUR worked with Mike Tirico and the NBC team on a live hit during championship week that featured PGA TOUR player Jordan Spieth and garnered 18 million impressions and \$166k in ad value.
- **CNN International:** 2019 PLAYERS Champion Rory McIlroy was interviewed on CNN International World Sport. Additionally, CNN International aired a 7-minute longform feature following Justin Thomas’ victory.
- **Fox Business:** For the first time, Fox Business broadcasted live from THE PLAYERS.
- **ESPN SportsCenter:** Following his victory at THE PLAYERS, Justin Thomas joined ESPN SportsCenter via a live remote from the championship.
- **CNBC:** PGA TOUR Commissioner Jay Monahan joined the cast of Squawk Box live from THE PLAYERS on Tuesday, March 9. Additionally, on Monday, March 15, Justin Thomas was interviewed on CNBC’s “The Exchange” following his victory.
- **The TONIGHT Show Starring Jimmy Fallon:** 2019 PLAYERS Champion Rory McIlroy joined Jimmy Fallon for a one-on-one interview to promote THE PLAYERS on Tuesday, March 9. Additionally, Jimmy Fallon arranged for top PGA TOUR players to sneak in weird phrases in the middle of their press conferences for a segment called “Drop it In” that aired on March 16.

Credentialed Media

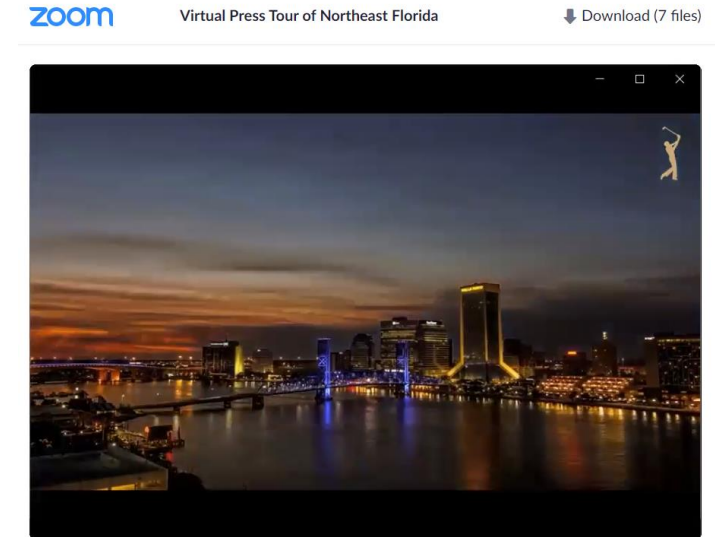
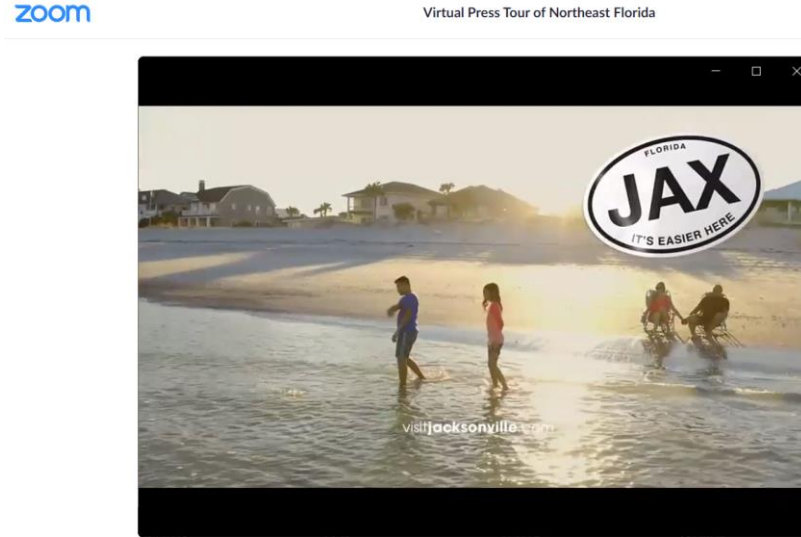
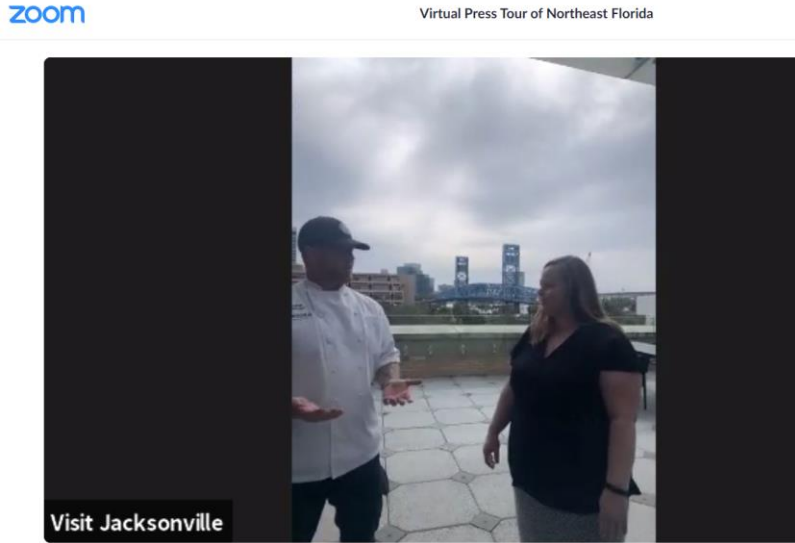
- **245** media members, representing **57** outlets and **7** countries.

Earned Media

- In the two-month period leading up to the 2021 championship, **media mentions of “THE PLAYERS and Northeast Florida/Jacksonville”** generated a cumulative **\$2.5 million in advertising value.**



Virtual FAM Experience February 2021



THE PLAYERS collaborated with Visit Jacksonville and other Northeast Florida hotel partners to host a virtual press trip in mid-February in order to engage regional and national lifestyle and travel media members and generate awareness around THE PLAYERS, the Stadium Course’s accessibility to tourists year-round, and the **host of experiences visitors can have while at the tournament or visiting Northeast Florida.**

During the **one-hour tour of THE PLAYERS and the surrounding areas**, the 11 national media members in attendance heard from various representatives from **live locations throughout the area, including Visit Jacksonville at the Cowford Chophouse Rooftop bar.**

The **11 attendees** have written for various national and international lifestyle and travel publications, including **National Geographic Traveler, Forbes, Travel + Leisure, TripSaavy and The Guardian**, among others.

To watch the entire Virtual FAM experience, visit <https://us02web.zoom.us/rec/share/BioN4FBw4RqYxr8YAZH-FyJ7QzvKwHLIGt29BXEvdmThW1D3QQUDES�cj70yJWw.fGxiFCEsc7gLuZzF> and enter the passcode B7Xm@qbD



ESPN+
March 8, 2021



THE PLAYERS assisted ESPN+ and golf analyst Michael Collins in coordinating an episode for a magazine-style show called “America’s Caddie,” where Collins journeys across the country to various PGA TOUR events while exploring the surrounding areas.

In the episode, “Jaguars, Tacos & The Island Green,” Collins gave fans a tour around Jacksonville and Ponte Vedra Beach, where he took on the iconic 17th hole “Island Green,” staged a friendly NFL/Golf crossover competition with former Jacksonville Jaguars kicker Josh Scobee and visited Jacksonville’s TacoLu restaurant, a longtime food partner of the tournament.



The TODAY Show
March 10, 2021

18M impressions
\$166k ad value



THE PLAYERS worked with Mike Tirico and the NBC team on a live broadcast hit during championship week that featured PGA TOUR player Jordan Spieth.



CNN International World Sport
March 11 and , 2021



2019 PLAYERS Champion Rory McIlroy was featured on CNN International World Sport ahead of the 2021 competition.

Additionally, CNN International aired a 7-minute longform feature following Justin Thomas' victory.



Fox Business
March 12, 2021



Fox Business broadcasted live from THE PLAYERS for the first time, conducting several live hits from TPC Sawgrass throughout the day on Friday, March 12, including an interview with Executive Director Jared Rice.



ESPN SportsCenter
March 14, 2021



Justin Thomas joined ESPN SportsCenter live from TPC Sawgrass following his PLAYERS victory.



CNBC
March 9 and 15, 2021



PGA TOUR Commissioner Jay Monahan joined the cast of Squawk Box live from THE PLAYERS.

Additionally, Justin Thomas was interviewed on CNBC's "The Exchange" following his victory.



The Tonight Show starring Jimmy Fallon March 9 and 16, 2021



2019 PLAYERS Champion Rory McIlroy joined Jimmy Fallon for a one-on-one interview on Tuesday, March 9.

Additionally, Jimmy Fallon arranged for top PGA TOUR players to sneak in weird phrases in the middle of their press conferences for a segment called "Drop it In" that aired on March 16.



JACKSONVILLE BUSINESS JOURNAL

Food & Lifestyle

Northeast Florida vendors feel the love from consumers at The Players Championship

Email Share LinkedIn Share Tweet Share Article Print Order Reprints



Vendors during The Players Championship took a hit during the 2021 tournament. Attendance is limited to 20 percent of capacity. Vendors are noticing a decline in revenue, but those declines are smaller than the decline in visitors for the 2021 championship.

WILL BROWN



By Will Brown - Reporter, Jacksonville Business Journal
Mar 13, 2021, 7:00am EST

VyStar is a pro The Fa Click to learn our business



RECOMMENDED

SPONSORED CONTENT by The Business Jour
How to get star branded content

TECHNOLOGY

Inno Under 25: Cleveland entrepreneur's enables player voices to conti

Each year, **THE PLAYERS** features **Duval County restaurants on-site** during the weeklong tournament.

As this JBJ article from March 2021 illustrates, the restaurants featured on-site at THE PLAYERS benefit from the international exposure the championship generates.

“ It started really little. Then we had some major golf players that loved us and mentioned us on national (television). **The national coverage led to our extraordinary business we do out here.** ”
-Candace Bradshaw, Catering Manager for TacoLu



Notable International PR wins:

- **Fox Sports Asia** - used video highlights from THE PLAYERS in SportCenter show, which reaches **30 million households across 11 countries.**
- **Korea** - total coverage of THE PLAYERS **increased 29%** vs. 2020.
- **Asia Pacific** - PLAYERS-themed column ran in China Daily, Golf Australia, Vietnam News Express, Bangkok Post, Jakarta Post, Malay Mail Malaysia.

FROM the PGA TOUR



Photo credit Getty Images

Two decades later, Tiger's 'Better Than Most' moment lives on

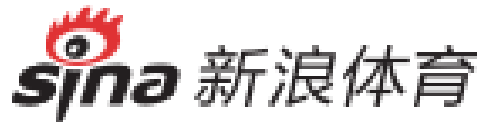
By Mike McAllister

เมื่อ 20 ปีที่แล้ว Tiger Woods ได้ยืนบนแท่นแชมป์หนุ่ม 17 ปีเป็นครั้งที่สองครั้งล่าสุดที่ได้อันดับแรก TPC Sawgrass วันนั้นเป็นวันเสาร์ และเป็นการแข่งขันวันที่ 3 ของ THE PLAYERS Championship ปี 2001 โดย Tiger พยายามทำแต้มเพื่อไล่ทันกับคู่แข่งห่างจากเขาไป 137 หลา บทเรียนที่เขียนจาก Fred Funk กำลังจะเกิดขึ้น โดยมีเส้นทางที่ตีดีที่เร็ว และเร็วในนักกอล์ฟ Woods ชิงแชมป์จากแฟน

ที่ออฟฟิศความสงบและมั่นคงเพื่อที่จะดูและผลงานการตีของ Funk โดยผลที่การตีที่ออกมาไม่สู้ดีนัก ฟังก์ตีของ Funk รั้งอย่างจริงจังและมุ่งไปหยุดอยู่ชงบนกรีน และส่งลูกให้เขาทำ 4 ฟังก์ตีจบด้วยสกอร์ Double Bogey แม้จะไม่ได้ดีนักก็ตาม ซึ่งเหตุการณ์ทั้งหมดนี้อยู่ในสายตาของ Tiger ที่หันตบท้ายลูกไปด้านหลังที่ Funk อยู่ อย่างที่นักกอล์ฟที่เป็นไปไม่ได้

Tiger ที่ต้องขอบคุณการเปิดตัวของ Funk ก่อนหน้าจึงทำให้ Woods ตระหนักว่าจะต้องทำการแก้ไขการตีที่เสียไป
 “ผมรู้สึกว่าผมตีดีได้ความเร็วเท่าเดิม ผมจึงให้โค้ชกับ Tiger อธิบาย ‘ลูกเสียวไปทางซ้ายเยอะมากในช่วงแรก หลังจากนั้นลูกก็ชิ่งที่ทำการถ่ายถอดการแข่งในสนามหลายปีคือ NBC ได้ตัดเข้าสู่โฆษณา และผู้บรรยาย Gary Koch ที่ไม่อยู่นอกสนาม การแข่งที่กรีนผม 16 ชั่วโมงเวลาที่ตีโดยเขาไม่รู้ว่าเขาไปตีแล้ว Tommy Fry ก็วิ่งที่ข้างเส้น เนื่องจากเขาจาก Funk แล้วมีนักกอล์ฟอีกหลายคนก็ต้องวิ่งอีกก็เมื่อได้ตีลูกในวันนั้น”
 “นักกอล์ฟทุกคนที่อยู่จุดนี้คือได้ตีลูกในวันนั้น” Koch เข้าใจเหตุการณ์ในวันนั้น “สาเหตุมาจากสโลปที่มากจนไฟโกล์ในการตีคือไฟพอ ลูกมีไลน์เข้าไปวางจนลูกทำลูกไปหยุดที่ขอบพอร์ซ”
 Fry และ Koch ได้วิเคราะห์ลูกของ Tiger และเมื่อกลับมาถ่ายบอลใหม่ Koch ได้รายงานสถานการณ์ให้ผู้ชมทราบ ขณะที่ Woods เดินมาตีลูกของตน และพยายามอ่านไลน์ที่ลูกอยู่ห่างประมาณ 60 ฟุต หลังจากพิจารณาอยู่นาน Woods ก็ตีฟัดตูกออกไปจนผู้วิเคราะห์เกมของ NBC Johnny Miller ได้ถาม Koch ว่า “คุณคิดว่ามันเป็นอย่างไร?”
 Koch สั่นกลั้วตัวฟัดตูกของ Tiger มีไลน์ และน้ำหนักที่แตกต่างจากนักกอล์ฟคนอื่น ๆ จึงตอบกลับไปว่า
 “ชู้ดีกว่าคนอื่น ๆ”
 และประโยคนี้แม้ว่าจะผ่านมา 20 ปี ยังคงเป็นประโยคที่โด่งดังที่สุดของการแข่งขัน THE PLAYERS Championship ที่ทำการแข่งขันที่สนาม 47 ปี และถือได้ว่าเป็นไฮไลท์ที่ดีที่สุดของ Woods ในจำนวน 5,054 ครั้งที่เขาตีที่สนาม Stadium Course at TPC ในความร่วมมือของรายการนี้มา 19 ครั้ง และการที่เหตุการณ์นี้เกิดขึ้นที่หลุมที่โด่งดังที่สุดของ PGA TOUR ยิ่งทำให้เป็นตำนานมากยิ่งขึ้น
 การฟัดตูกนี้ พร้อมกับการบรรยายของ Koch และการชู้ก่าขึ้นของ Tiger หลังจากตีลูกตีลงหลุมไป จะมีการโปรโมตลูกที่ตีจะมีการแข่งขันนี้ จากหลายเป็นส่วนหนึ่งของ THE PLAYERS ถือได้ว่าเป็นเหตุการณ์ที่ไม่มีใครจะลืมได้เกิดขึ้นกับนักกอล์ฟที่ดีที่สุดในโลก และเป็นเชื้อเพลิงที่ทำให้เขาได้แชมป์ที่รายการ THE PLAYERS มาแล้ว 2 ครั้ง
 “ผมเชื่อว่าทุกคนเมื่อรู้จักกับเหตุการณ์นี้” Reese Gooden ที่บรรจุอยู่ใน World Golf Hall of Fame กล่าวว่า “ทุกคนที่ได้ยินประโยคนั้นจะคิดถึง Tiger ในทันที”
 แต่ประโยคนี้จะสามารถกล่าวได้ถึงการฟัดตูกที่ยอดเยี่ยมของ

Tiger ที่ต้องขอบคุณการเปิดตัวของ Funk ก่อนหน้าจึงทำให้ Woods ตระหนักว่าจะต้องทำการแก้ไขการตีที่เสียไป
 “ผมรู้สึกว่าผมตีดีได้ความเร็วเท่าเดิม ผมจึงให้โค้ชกับ Tiger อธิบาย ‘ลูกเสียวไปทางซ้ายเยอะมากในช่วงแรก หลังจากนั้นลูกก็ชิ่งที่ทำการถ่ายถอดการแข่งในสนามหลายปีคือ NBC ได้ตัดเข้าสู่โฆษณา และผู้บรรยาย Gary Koch ที่ไม่อยู่นอกสนาม การแข่งที่กรีนผม 16 ชั่วโมงเวลาที่ตีโดยเขาไม่รู้ว่าเขาไปตีแล้ว Tommy Fry ก็วิ่งที่ข้างเส้น เนื่องจากเขาจาก Funk แล้วมีนักกอล์ฟอีกหลายคนก็ต้องวิ่งอีกก็เมื่อได้ตีลูกในวันนั้น”
 “นักกอล์ฟทุกคนที่อยู่จุดนี้คือได้ตีลูกในวันนั้น” Koch เข้าใจเหตุการณ์ในวันนั้น “สาเหตุมาจากสโลปที่มากจนไฟโกล์ในการตีคือไฟพอ ลูกมีไลน์เข้าไปวางจนลูกทำลูกไปหยุดที่ขอบพอร์ซ”
 Fry และ Koch ได้วิเคราะห์ลูกของ Tiger และเมื่อกลับมาถ่ายบอลใหม่ Koch ได้รายงานสถานการณ์ให้ผู้ชมทราบ ขณะที่ Woods เดินมาตีลูกของตน และพยายามอ่านไลน์ที่ลูกอยู่ห่างประมาณ 60 ฟุต หลังจากพิจารณาอยู่นาน Woods ก็ตีฟัดตูกออกไปจนผู้วิเคราะห์เกมของ NBC Johnny Miller ได้ถาม Koch ว่า “คุณคิดว่ามันเป็นอย่างไร?”
 Koch สั่นกลั้วตัวฟัดตูกของ Tiger มีไลน์ และน้ำหนักที่แตกต่างจากนักกอล์ฟคนอื่น ๆ จึงตอบกลับไปว่า
 “ชู้ดีกว่าคนอื่น ๆ”
 และประโยคนี้แม้ว่าจะผ่านมา 20 ปี ยังคงเป็นประโยคที่โด่งดังที่สุดของการแข่งขัน THE PLAYERS Championship ที่ทำการแข่งขันที่สนาม 47 ปี และถือได้ว่าเป็นไฮไลท์ที่ดีที่สุดของ Woods ในจำนวน 5,054 ครั้งที่เขาตีที่สนาม Stadium Course at TPC ในความร่วมมือของรายการนี้มา 19 ครั้ง และการที่เหตุการณ์นี้เกิดขึ้นที่หลุมที่โด่งดังที่สุดของ PGA TOUR ยิ่งทำให้เป็นตำนานมากยิ่งขึ้น
 การฟัดตูกนี้ พร้อมกับการบรรยายของ Koch และการชู้ก่าขึ้นของ Tiger หลังจากตีลูกตีลงหลุมไป จะมีการโปรโมตลูกที่ตีจะมีการแข่งขันนี้ จากหลายเป็นส่วนหนึ่งของ THE PLAYERS ถือได้ว่าเป็นเหตุการณ์ที่ไม่มีใครจะลืมได้เกิดขึ้นกับนักกอล์ฟที่ดีที่สุดในโลก และเป็นเชื้อเพลิงที่ทำให้เขาได้แชมป์ที่รายการ THE PLAYERS มาแล้ว 2 ครั้ง
 “ผมเชื่อว่าทุกคนเมื่อรู้จักกับเหตุการณ์นี้” Reese Gooden ที่บรรจุอยู่ใน World Golf Hall of Fame กล่าวว่า “ทุกคนที่ได้ยินประโยคนั้นจะคิดถึง Tiger ในทันที”
 แต่ประโยคนี้จะสามารถกล่าวได้ถึงการฟัดตูกที่ยอดเยี่ยมของ

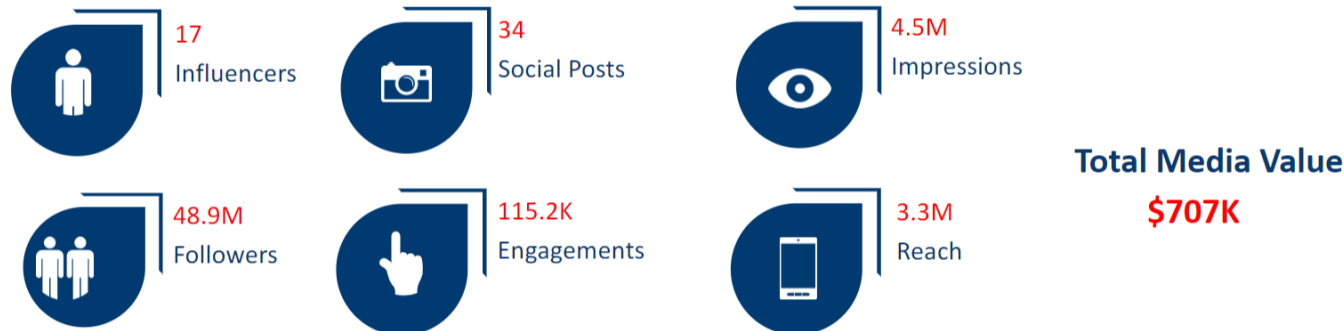


INFLUENCERS



- **17 influencers** posted about THE PLAYERS, reaching **nearly 50 million followers** and generating **\$707k in social media value**.
- The PGA TOUR **engaged with influencers virtually** by sending “Surprise and Delight” packages including custom PLAYERS items.
- In addition to virtual engagement, **THE PLAYERS hosted several influencers on-site**, including Kygo, Urban Meyer, Josh Lambo, Gardner Minshew and Olympian Justin Gatlin.

CAMPAIGN RESULTS



Kygo



kygomusic • Follow
THE PLAYERS Championship

kygomusic Thanks for having me @rickiefowler @theplayerschamp @pgatour Glad to see you rocking our @palmtreecrew x @pumagolf collection!
2d

rickiefowler @kygomusic we are just getting started!!
2d 38 likes Reply
View replies (2)

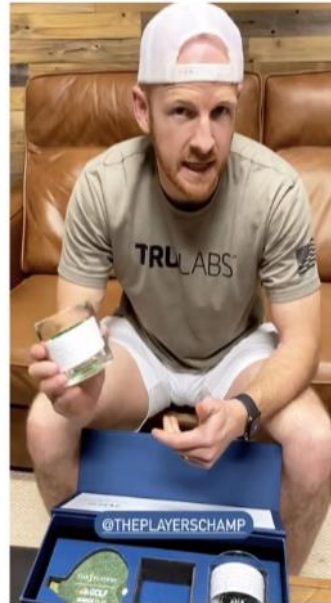
theplayerschamp See you soon on a Tuesday?
2d 1 like Reply

Liked by rickiefowler and 90,624 others
2 DAYS AGO

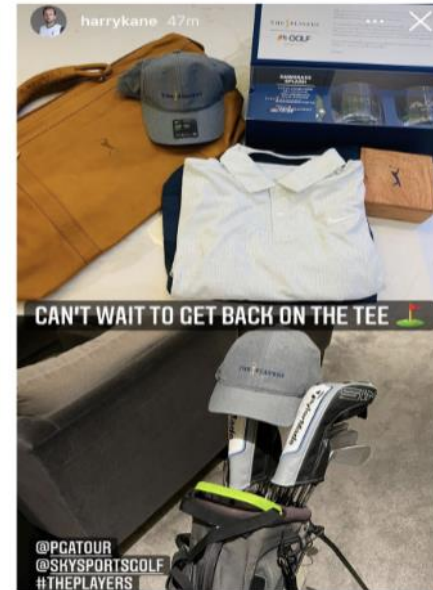
Add a comment... Post



Dude Perfect



Harry Kane



THE PLAYERS 2021 INFLUENCERS



Dude Perfect

11.3M FOLLOWERS
227.1K SOCIAL MEDIA VALUE
906.6K IMPRESSIONS
680K REACH



Harry Kane

10.1M FOLLOWERS
101.4K SOCIAL MEDIA VALUE
404.9K IMPRESSIONS
303.7K REACH



Jessica Jung

9.5M FOLLOWERS
95.4K SOCIAL MEDIA VALUE
380.9K IMPRESSIONS
285.7K REACH



Taylor Lautner

6.4M FOLLOWERS
127.4K SOCIAL MEDIA VALUE
507.9K IMPRESSIONS
381K REACH



Kygo

4M FOLLOWERS
54.3K SOCIAL MEDIA VALUE
966.5K IMPRESSIONS
749K REACH



Michael Vaughan

2M FOLLOWERS
28.9K SOCIAL MEDIA VALUE
764.5K IMPRESSIONS
494.3K REACH



Urban Meyer

2M FOLLOWERS
9.5K SOCIAL MEDIA VALUE
212.7K IMPRESSIONS
150.3K REACH



Adam Schefter

1.2M FOLLOWERS
12.4K SOCIAL MEDIA VALUE
48.9K IMPRESSIONS
36.7K REACH



Craig Conover

688K FOLLOWERS
7.1K SOCIAL MEDIA VALUE
27.5K IMPRESSIONS
20.6K REACH



Jason Kennedy

547.7K FOLLOWERS
17K SOCIAL MEDIA VALUE
65.7K IMPRESSIONS
49.3K REACH



Austen Kroll

498.7K FOLLOWERS
10.4K SOCIAL MEDIA VALUE
39.9K IMPRESSIONS
29.9K REACH



Golden Tate

371.9K FOLLOWERS
7.8K SOCIAL MEDIA VALUE
29.8K IMPRESSIONS
22.3K REACH





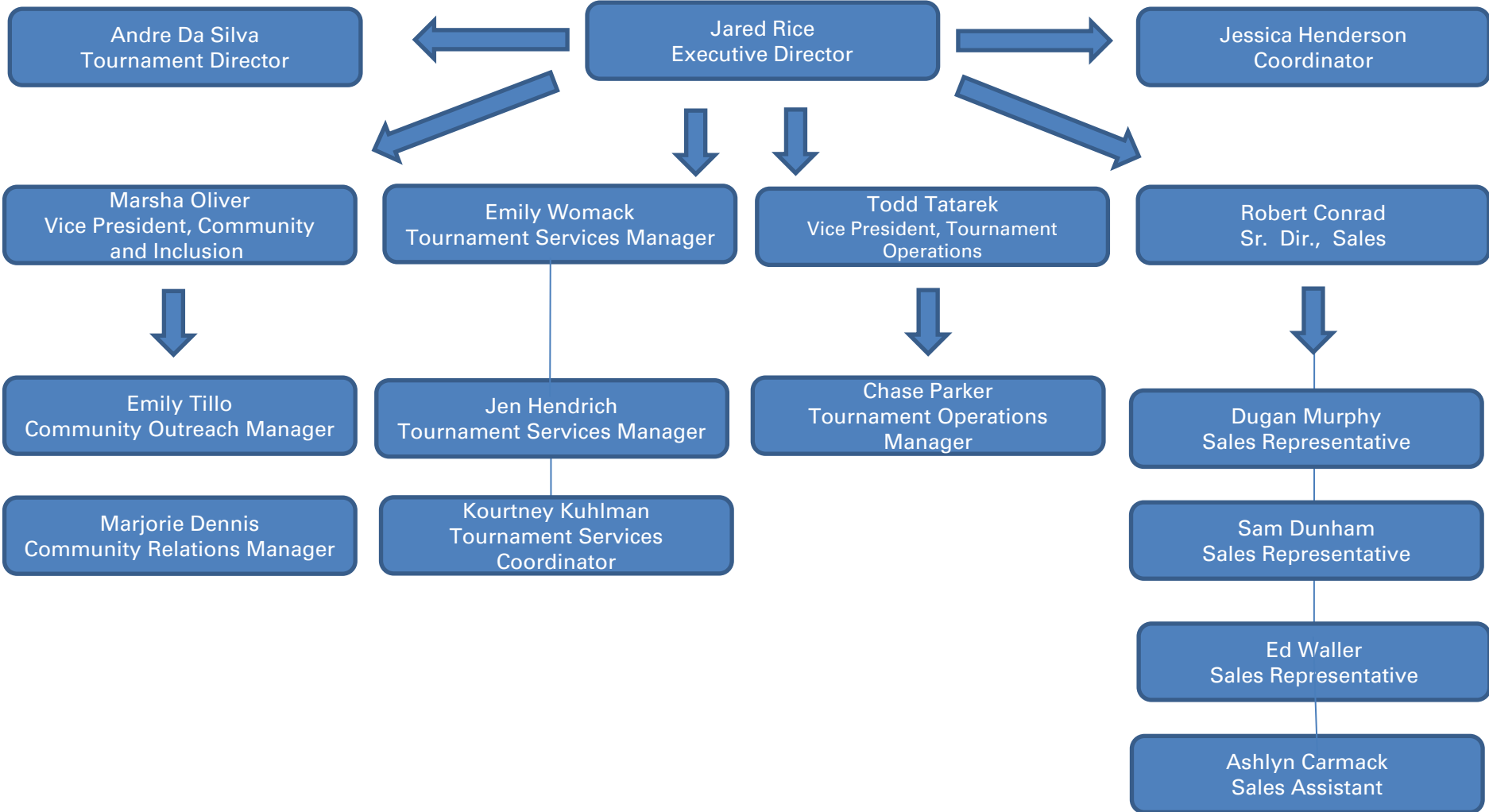
OUR
GOLD
STANDARD





Organization Outline

THE PLAYERS Championship



THE PLAYERS Championship

1 PGA TOUR Blvd.

Ponte Vedra Beach, FL 32082

Jared Rice
Executive Director
JaredRice@pgatourhq.com

Jessica Henderson
Coordinator
JessicaHenderson@pgatourhq.com

Marsha Oliver
Vice President, Community and Inclusion
MarshaOliver@pgatourhq.com

Emily Tillo
Manager, Community Outreach
Emilytillo@pgatourhq.com

Marjorie Dennis
Manager, Community Relations
Marjoriedennis@pgatourhq.com

Emily Womack
Manager, Tournament Services
Emilywomack@pgatourhq.com

Kourtney Kuhlman
Coordinator, Tournament Services
KourtneyKuhlman@pgatourhq.com

Jen Hendrich
Manager, Tournament Services
Jenhendrich@pgatourhq.com

Andre da Silva
Tournament Director
Andredasilva@pgatourhq.com

Todd Tatarek
Vice President, Tournament Operations
ToddTatarek@pgatourhq.com

Chase Parker
Manager, Tournament Operations
ChaseParker@pgatourhq.com

Robert Conrad
Sr. Director, Sales
RobertConrad@pgatourhq.com

Sam Dunham
Sales Representative
SamDunham@pgatourhq.com

Ed Waller
Sales Representative
EdwardWaller@pgatourhq.com

Dugan Murphy
Sales Manager
DuganMurphy@pgatourhq.com

Ashlyn Carmack
Sales Assistant
Ashlyncarmack@pgatourhq.com



Preliminary Marketing Plan



THE PLAYERS Championship 2022 Preliminary Strategic Marketing Plan

Strategy

In preparation for THE PLAYERS Championship 2022, we have re-established our tickets and travel-focused strategy that will incorporate data-driven target market identification.

In 2022, our main goals are to:

- Promote tickets and travel to the event
- Enhance and further develop our relationships with national and international partners and markets
- Continue to expand our presence and partnerships in the greater Jacksonville community while highlighting the experience our fans have onsite

Our team has identified the below “buckets” of focused messaging:

- Tickets and travel
- International partner and market opportunities
- Fans in the local community and their history at THE PLAYERS
- Highlight why this championship is the Ultimate Fan Experience
- Watch, follow and engage initiatives for our fans around the world

Out of Market Media Breakdown

Based on our market research, we will focus our initial marketing efforts on our top-five performing markets outside of Northeast Florida. Based on available market data, we can identify our top performing markets based on percentage of ticket buyers per market (according to Ticketmaster data). As we move into 2022 and beyond, we plan to expand the reach of the campaign into additional target markets.

Top Target Markets Outside Jacksonville:

- Orlando
- Atlanta
- Tampa-St. Pete
- Tallahassee
- Gainesville

Additional Markets Include:

- Savannah
- Ft. Myers
- Charlotte
- Charleston
- Nashville
- Pensacola
- Miami
- West-Palm

- Houston
- New York

Key target audiences include:

- Hospitality clients
- Past ticket buyers
- core golf fans
- sports enthusiasts
- social event seekers

International Partner Activation

We will continue to leverage past relationships with international partners such as GOLFTV (international over-the-top subscription service) and international influencers to continue to build awareness and exposure.

Other international opportunities include:

EMEA: Norway, Denmark, Italy, UK, Germany, Sweden, Spain, France, Iceland, Africa

Asia-Pacific: South Korea, Japan, China, Taiwan, Hong Kong, Thailand, Philippines, Australia

Americas: Canada and Latin America

Media Mix

THE PLAYERS Championship team will leverage a combination of advertising tactics to reach target markets and audiences. Advertisements will take place in both national and location platforms, including television, programmatic and digital ads, radio and print placements, out of home advertisements, tournament and partner social media platforms and tournament and partner email marketing.

Timing

- National awareness campaign: The national campaign for the 2022 championship has already begun. Launched on September 2, 2021, during the week of the TOUR Championship (the final event of the 2021 PGA TOUR season), the first phase of the campaign features nearly 200 30-second national TV spots that will run on NBC, CBS and Golf Channel. The national marketing campaign will continue to run throughout 2021 and conclude during THE PLAYERS Championship tournament week in 2022. In addition to television and digital advertisements, the campaign will feature radio ads that will run on PGA TOUR's Sirius XM radio channel as well as print ads that will appear in partner publications such as Golf Digest and Fortune Magazine.
 - THEPLAYERS.com/travel (the dedicated website that showcases the region, introduces lodging options, and promotes Jacksonville attractions, dining and other offerings) is included as one of the calls to action during the first phase, via television and digital advertisements.
- Ticket launch campaign: The current ticket launch plan is to begin selling tickets to THE PLAYERS 2022 in late fall 2021, capitalizing on purchasing behavior during the holiday season.

Messaging

- Continue to represent THE PLAYERS Championship as the premier event on the PGA TOUR and in sports/entertainment
- Highlight the uniqueness of the course and championship from the players' perspective
- Continue to show what makes TPC Sawgrass one of the premier sport venues in the world
- Characterize the iconic moments that have happened throughout championship history

Community Engagements

- Driven by a commitment to reflect the Jacksonville community and its offerings, THE PLAYERS Championship will continue to partner with local Jacksonville restaurants and businesses to increase tournament awareness in Northeast Florida and expose the tournament's global audiences/followers to the Jacksonville community. In 2021, we partnered with several local restaurants and golf courses to create 'THE PLAYERS Takeovers' at various locations in Jacksonville. In 2022, we'll look to continue to build on the success of the Takeover program and expand into different locations throughout Jacksonville.

Campaign imagery examples

TV spot end card:



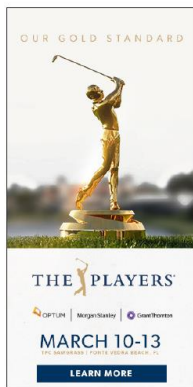
Digital ads:



970x90



728x90



300x600



300x250



320x50



Letters of Recommendation



Sept. 27, 2021

Duval County Tourist Development Council
117 W. Duval St. Suite 260
Jacksonville, FL 32202

Dear Members of the Duval County TDC:

On behalf of JAXUSA Partnership, Jacksonville's regional economic development organization, I am writing in strong support of THE PLAYERS Championship's request for their three-year grant request to supplement their out-of-market advertising, promotion and tourism growth efforts. The continuity of a dedicated investment in marketing from the TDC will ensure THE PLAYERS' long-term branding efforts for repeat or aspirational visitation to the tournament and region.

THE PLAYERS' standing as a premier international sporting event held in the Jacksonville region each year pays dividends in our goals of attracting, expanding and retaining top businesses and talent. The event is one of the greatest assets in our economic development toolbox for growing the region's global brand recognition as the top place to live and work. We leverage its local presence by hosting national and international business decision makers and site consultants working in our five target industry sectors at the tournament. Each year, JAXUSA hosts these clients in the region during the event to showcase what Northeast Florida has to offer to their bottom lines and workforce.

Access to and the ability to attract top talent is the #1 factor for businesses when considering relocation and expansion. The augmentation of Jacksonville's status as a desirable city for tourism and world-class events can contribute to our efforts at attracting skilled talent to our region. Research has shown that 80 percent of people prefer to visit a destination before choosing to plant roots. Through events like THE PLAYERS, we have a real opportunity to pique interest of fans and spectators – potential new residents – while they are visiting during tournament weekend.

I am asking for your support for THE PLAYERS' grant funding request. With their global reputation of excellence, THE PLAYERS' ability to market its home base of the Jacksonville region and its in-person accessibility to fans and spectators ensure that we all win.

Sincerely,

A handwritten signature in black ink that reads "Aundra C. Wallace". The signature is written in a cursive, flowing style.

Aundra C. Wallace
President



SHERATON
Jacksonville Hotel

Sheraton Jacksonville Hotel
10605 Deerwood Park Blvd
Jacksonville, Florida 32256

September 17, 2021

Re: The Impact of the TPC on the tourism industry in Jacksonville

To: The City of Jacksonville

The TPC is an amazing event that is the busiest and most profitable week of the year for hotels in Jacksonville. The tournament draws in new individuals and businesses every year and exposes them to the best of Jacksonville and the Beaches. From our experience, every new company that comes to Jacksonville for the tournament continues to do business in Jacksonville moving forward.

Sincerely,

Bradley Whitaker
General Manager
Sheraton Jacksonville Hotel
Bradley.whitaker@sheratonjacksonville.com