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Pickleball is clear.



CARVANA[®] PPA TOUR

Pickleball has been aggregated into one ecosystem. The sport is clear. The future is clear. This is the case for getting in now.

— THE PROBLEM, UNTIL RECENTLY

Pickleball was the Wild Wild West.

Five to seven conversations to touch one sport. Separate tours, retailers, tech platforms, media rights and clubs — none of it connected. Too fragmented for a brand to make a bet.

Competing pro tours

Scattered retailers

Rival team leagues

Changing rules

Fragmented tech

No single media home

Disconnected clubs

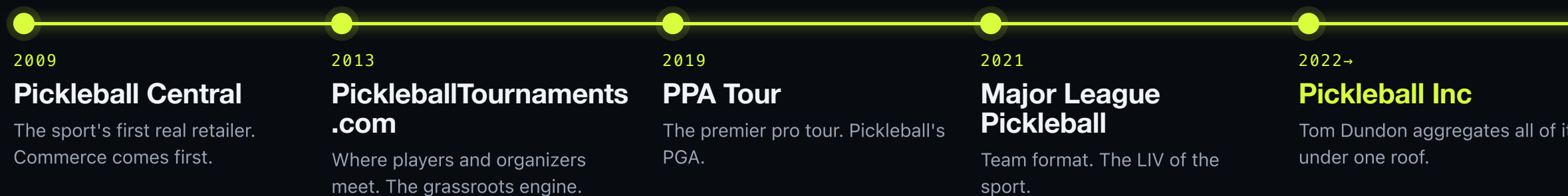
Paddle technology

Different data everywhere

No clear front door

— THE AGGREGATION

Four pillars. One roll-up.



Each was the best in its lane. The move was not to build another one — it was to bring them under a single company. Grassroots to pro, paddle to broadcast, first serve to championship point.

Note: Founding years approximate; brands were aggregated under Pickleball Inc from 2022 onward.

THE RESULT

Pickleball is clear. The future is clear.

One company now sits at the top of the sport — 250 employees, one data spine, one front door. No more Wild Wild West.



ONE LOGIN. ONE IDENTITY. EVERY BRAND UNDER ONE ROOF.

CARVANA PPA TOUR

MLP logo with a red and white ball icon.

Pickleball Central logo with a red ball icon.

pbt pickleball tournaments logo with a blue and white icon.

pbtv logo with a green icon.

PICKLR logo with a blue icon.

— WHO IS BEHIND IT

Tom Dundon makes the bet early — and cashes it late.

Majority owner of Pickleball Inc. His thesis was simple and no one else had executed it: aggregate everything pickleball into one unified ecosystem. That is now done.



Topgolf

Backed it when it was "a chip and a ball." Built it, sold to Callaway, remains the largest shareholder.



Carolina Hurricanes

Owner. Won the Stanley Cup — a bet on a franchise, taken to the top.



Portland Trail Blazers

Bought the NBA franchise. A second major-league platform in the portfolio.



Pickleball Inc

Same playbook, earlier innings: consolidate the category, then scale it.

Apollo just wrote the check.

In May 2026, Apollo — one of the largest alternative asset managers in the world — financed the platform. The kind of diligence that only happens once a category is consolidated and legible.

APOLLO INVESTMENT

\$225_M

New capital into Pickleball Inc, May 2026.

BALANCE SHEET

\$120_{M+}

Cash on hand after refinancing ~\$100M of debt. Built to invest, not survive.

ANNUAL REVENUE

\$150_M

Run-rate today, across the full ecosystem.

— THE SCALE & THE TRAJECTORY

Reach that transacts — and a clear path to 2×.

REVENUE, CONSOLIDATED

USD, \$M · FY20–FY31E



1.5M

People in the ecosystem — one connected identity.

600k+

Transacted in the last 52 weeks — paddle, ticket, entry or stream.

#3

Most-played U.S. sport — passing tennis this year.

95%

Share of organized events over 100 players.

Source: Pickleball Inc. management figures. FY27–31E illustrates the stated goal to double revenue from a consolidated base; not a forecast. Participation rank per industry data (SFIA/APP).

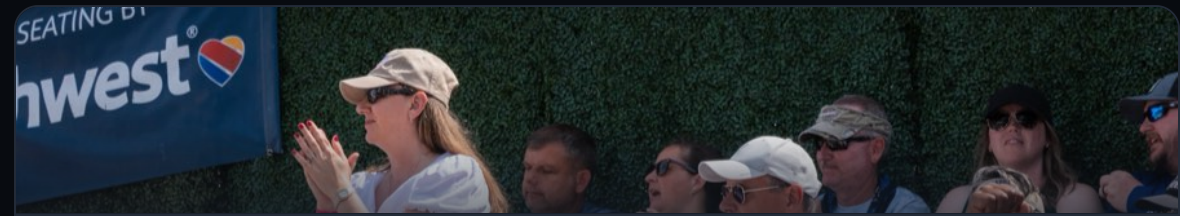
One partner. Every touchpoint.



PPA Tour

The premier pro tour on CBS & ABC. 25 domestic stops, plus Asia & Europe.

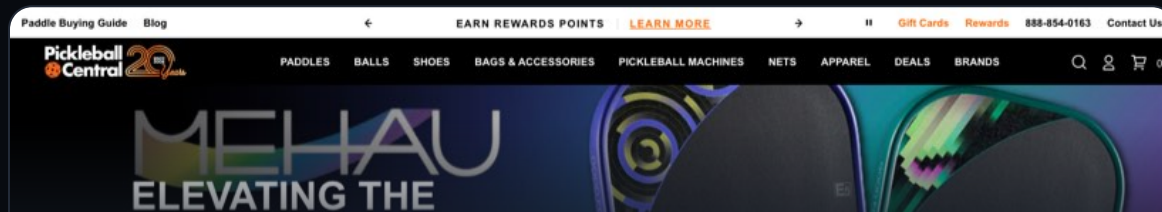
BROADCAST REACH



Major League Pickleball

Team format. Playoffs in Central Park; finals as a marquee moment.

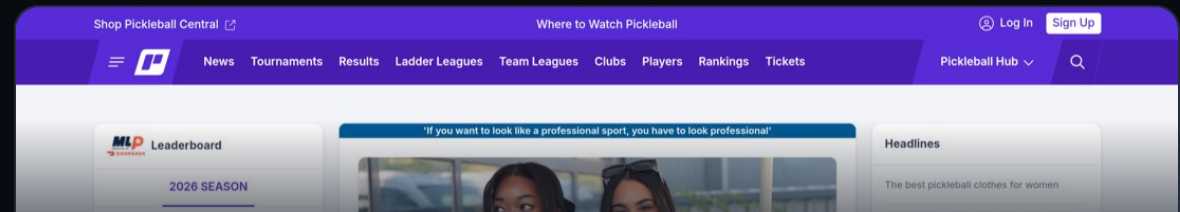
LIVE EVENTS



Pickleball Central

The largest e-commerce retailer in the sport. Always-on spend.

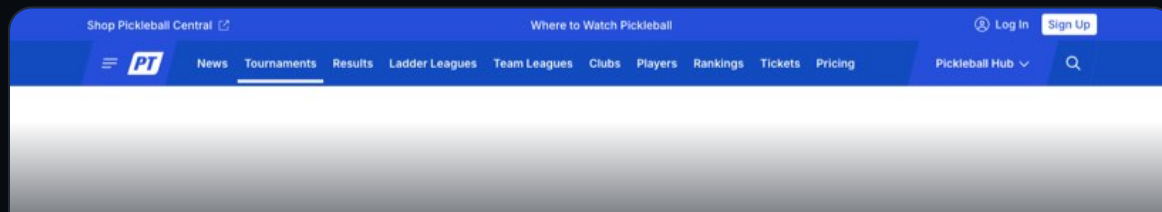
RETAIL · OFFERS



pickleball.com

Powers the sport's news, media and platform technology.

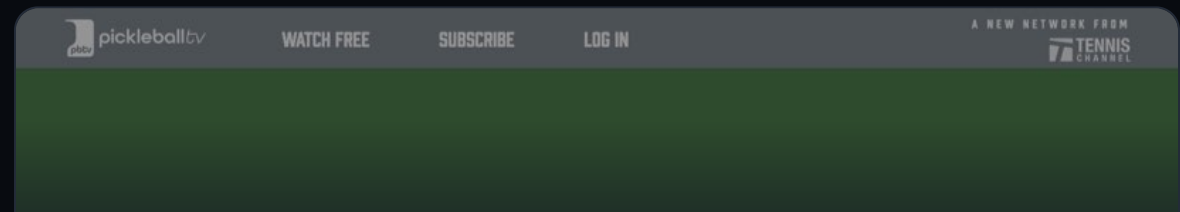
MEDIA · TECH



PickleballTournaments.com

1,200+ active events live now. The hub of grassroots play.

95% SHARE



Pickleball TV

Streaming JV with Tennis Channel. The sport's living room.

STREAMING



The Picklr

"Planet Fitness for pickleball." 85 clubs open, 100 by year-end.



Pickleball Vacations

Rabid fans travel with pros — Punta Cana, Turks & Caicos, camps.

— THE OPPORTUNITY — TOGETHER

The participatory frontier you haven't cracked yet.

"We have not found a stronghold in the participatory angle of sports... something that fits the portfolio, aligns to the design target, and solves a customer pain point. We see how pickleball could fit that spot."

— AMEX, ON THIS CALL

You know your card members. We know pickleball. **This is a blank canvas** — here's the surface area only we can offer. Let's design what fits, together.

• Access to 25+ marquee events

• Card-member presale & tickets

• VIP & elevated viewing

• Always-on retail offers

• Court time across 100 clubs

• Rewards multipliers, ecosystem-wide

• On-court brand visibility

• Participation & everyday play

Starting points, not a fixed plan. One partner unlocks all of it — we'll shape the program with your team.

— HOW IT MAPS

Awareness, access, and the everyday player — in one deal.

PPA Tour + MLP

THE TOP

→ **Awareness & prestige.** Broadcast on CBS/ABC, patch visibility, VIP hospitality at flagship events.

Live Events

HEAT MOMENTS

→ **Differentiated access.** Presale, fast-track, card-member-only decks and lounges — your standard suite, on a new stage.

Central + PBT.com

EVERYDAY SPEND

→ **Scaled benefits.** Always-on offers and rewards on the sport's largest retail and events platforms.

The Picklr

PARTICIPATION

→ **Meet them where they play.** Priority court time for card members — the casual, weekly touchpoint Amex has been looking for.

Moments worth showing up for.

WORLD CHAMPIONSHIP · DALLAS

A stadium built for pickleball.

5,000-seat stadium court, double-decker VIP, its own boulevard of activations.

60,000

THROUGH THE WEEKEND

MLP PLAYOFFS · CENTRAL PARK

Wollman Rink, converted.

We turn an NYC icon into a pickleball venue — the team finale, in the middle of Manhattan.

NYC

MARQUEE LIVE MOMENT

PICKLEBALL VACATIONS

The premium super-fan.

Rabid fans travel with pros to Punta Cana & Turks — first-access is a card-member dream.

Travel

— THE INVITATION

Let's build it together.

American Express and pickleball. The participatory frontier you've been looking for, now one clear and unified ecosystem. It's a blank canvas, we move fast, and it's ours to shape together.



CARVANA® PPA TOUR

BRYCE MORGAN · PRESIDENT & CMO CONNOR PARDOE · FOUNDER & CEO