

2019 Retrospective





DELAWARE NORTH 2019 RETROSPECTIVE

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OUR VISION
To delight guests
by creating the
world's best
experiences
today while
reimagining
tomorrow.

What's Next Happens Now

The end of the year is a natural time to reflect on our business, both on what we have accomplished and what new and exciting things are next. 2019 will go down in Delaware North's history as one of our most ambitious and transformative years to-date.

Across our operations, we delighted guests with authentic experiences in some of the world's most unexpected places - from the grand entryway to Yellowstone National Park, to the hallowed and historic grounds of the old Boston Garden, to the launching pad where humankind endeavors to become an interplanetary species.

With warm hospitality and skilled expertise, our 55,000 associates create world-class experiences for our guests every day in more than 200 locations across the globe. We do so with a commitment to Delaware North's legacy of firmly held values and continuous promise to give back through charitable investments and green initiatives. Our Delaware North family is the best team in the world, and we are incredibly proud of all they have accomplished.

In the pages ahead, you will read about some of our favorite highlights from the past year. **Let's continue to work together, because what's next happens now.**

Jeremy M. Jacobs
Chairman
Delaware North

Jeremy M. Jacobs Jr.
Co-Chief Executive Officer
Delaware North

Louis M. Jacobs
Co-Chief Executive Officer
Delaware North

Charles M. Jacobs
Chief Executive Officer
Delaware North's
Boston Holdings



Lou Jacobs, Jeremy M. Jacobs, Jerry Jacobs Jr., Charlie Jacobs

About Delaware North

Delaware North is one of the largest privately-owned hospitality and entertainment companies in the world – a symbol of stability and reliability for more than 100 years.

Whether you are a fan, traveler, visitor or guest, chances are very good that you've enjoyed memorable moments personally delivered by our company. Serving more than a half-billion guests annually, our associates are dedicated to creating special experiences worldwide at high-profile places such as sports and entertainment venues, national and state parks, destination resorts, restaurants, casinos and other gaming venues, airports and travel hubs.

Our \$3.7 billion enterprise stems from our family of operating divisions. While each operates with expertise in its respective industry, they also contribute to our collective think tank of hospitality and entertainment leadership. The outcome is a progressive company that shares insights, best practices and resources across more than 200 operating locations in North America, the United Kingdom, Australia, New Zealand and Singapore.

	\$3.7B revenue
	100+ years family owned and operated
	200+ locations operating across four continents
	55,000+ associates globally
	500M+ guests served annually
	1,000+ food and beverage outlets
	300+ brands and concepts
	350+ retail locations
	4,000+ lodging rooms
	11,000+ gaming machines

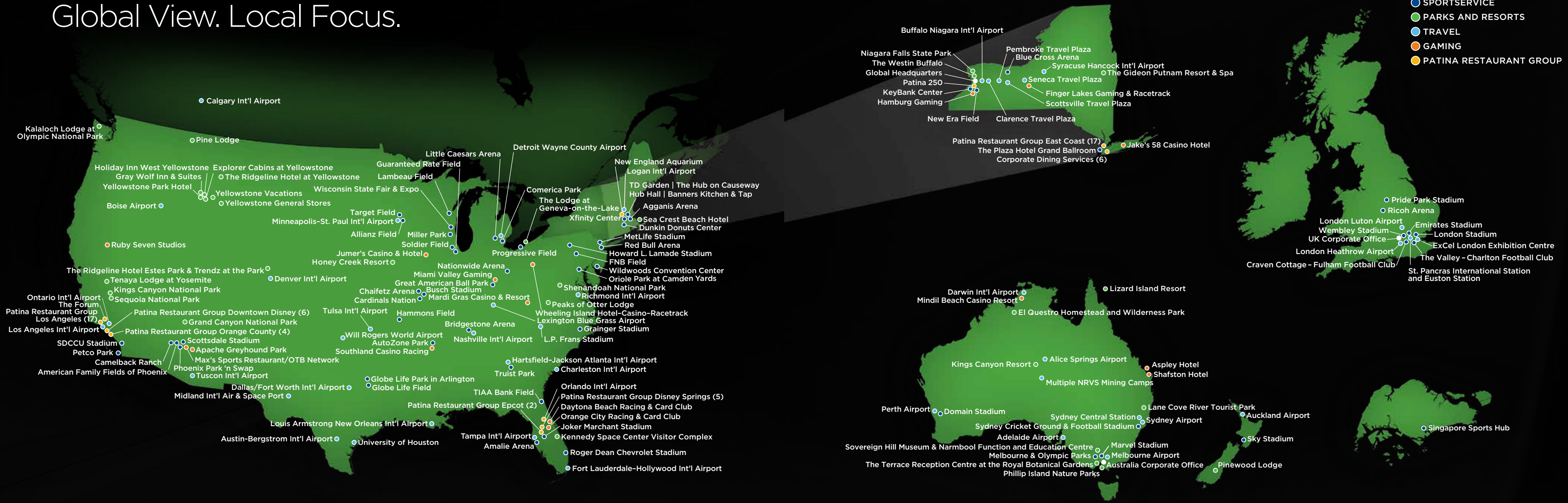
One Vision. One Mission.



Global View. Local Focus.

Our Locations

- SPORTSERVICE
- PARKS AND RESORTS
- TRAVEL
- GAMING
- PATINA RESTAURANT GROUP



A Year in Review

Delaware North truly solidified itself as a global leader in hospitality and entertainment in 2019. Between new acquisitions and investment in existing operations, it was another year of delivering bucket-list experiences for our guests around the world.



Delaware North adds Lane Cove Holiday Park *Page 31*



Delaware North invests \$250M in Southland Casino Racing *Page 32*



Mindil Beach Casino Resort unveiled *Page 35*



Hamburg Gaming opens \$2M gaming veranda *Page 38*



Transformative projects debut in Boston *Page 10*



Delaware North hosts MLB in the U.K. *Page 16*



Australian Open continues to break records *Page 19*



Green Bay Packers partnership expands *Page 21*



State-of-the-art terminal opens in New Orleans Airport *Page 40*



Bruins Bar opening highlights Delaware North's new presence at Boston Airport *Page 45*



Patina Restaurant Group expands its footprint in Boston *Page 49*



Patina Catering dazzles at Emmy Awards celebrations *Page 50*



Topgolf Swing Suite restaurants tee off *Page 23*



Explorer Cabins debut at Tenaya Lodge at Yosemite *Page 24*



Delaware North breaks ground on new Kennedy Space Center hotel *Page 27*



Sea Crest Beach Hotel revamps guest rooms *Page 28*



Business and industry portfolio grows from coast to coast *Page 53*



Delaware North celebrates Associate Appreciation Week *Page 56*



New retail outlets open at Austin Airport *Page 67*



Delaware North and associates support local communities *Page 72*



The Hub on Causeway | Boston

Boston Holdings

Delaware North is one of the United States' premier providers of world-class entertainment and hospitality experiences, due in large part to our Boston Holdings. As the owner/operator of TD Garden, home of the NHL's Boston Bruins – owned by Delaware North Chairman Jeremy Jacobs since 1975 – and the NBA's Boston Celtics, we serve more than 3.5 million visitors each year. In 2019 The Hub on Causeway opened, transforming the area into a revitalized destination and providing major economic impacts for the neighborhood.

TD GARDEN UNDERGOES 'LEGENDARY TRANSFORMATION'

Delaware North continued to change the face and future of Boston with a sweeping renovation of TD Garden.

Jeremy Jacobs and the Jacobs family invested \$100 million into the Garden's building-wide renovation and massive expansion. Dubbed a "Legendary Transformation," the changes were not only material, they reflected TD Garden's evolution to its next chapter in sports and entertainment in the form of reimagined spaces, upgraded fan amenities and new traditions.

Much of the renovation was complete in time for the start of the Bruins' and Celtics' 2019-20 seasons, including the arena's new official front entrance from Causeway Street and replacement of its original bowl seating. The addition of 50,000 square feet of space allowed for expanded loge and balcony-level concourses – giving fans more room to dine and socialize.

Rafters and Rafter Studios transformed the top level of the Garden from the "nosebleed" section into exclusive entertainment destinations with sweeping views of the arena. Rafters is a communal party deck and the newest location in the Garden's membership-based model for customizable hospitality options.



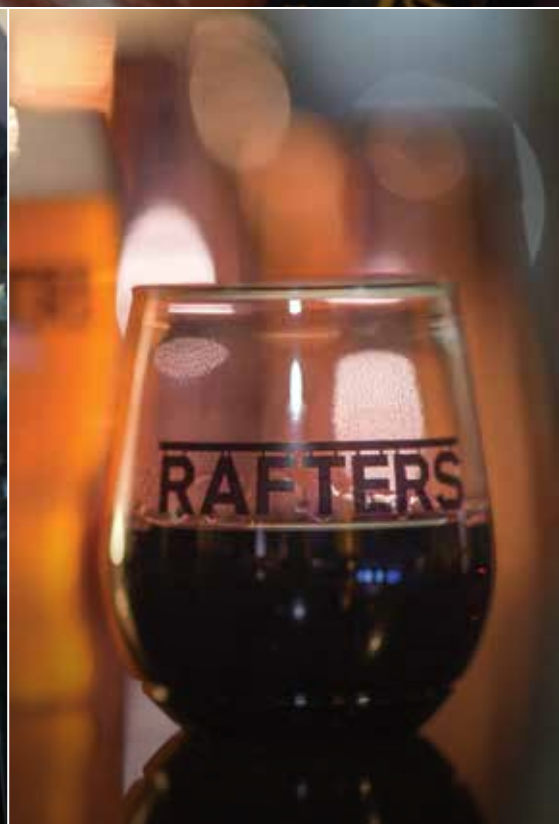
Banners Kitchen & Tap | Boston



Rafter Studios | Boston



Rafters | Boston



Rafter Studios are expandable spaces that can accommodate groups of 20 to 200, featuring a private bar, dedicated bartender and unique food offerings. What’s more, a whole new level of entertainment was created just behind the last row of balcony seats with the addition of the expansive Back Row Bar.

Hidden Hallways, made up of three distinct and innovative areas, add another layer to the in-arena fan experience. The Boston Garden Society Secret Suite, Boston Bruins “The Players” Art Gallery and Boston Celtics Parquet Hallway engage fans with immersive features infused with the rich history of the Bruins, the Celtics and TD Garden.

PHASES I & II OF LEGACY PROJECT - THE HUB ON CAUSEWAY - ARE COMPLETE

The Hub on Causeway – Delaware North’s mixed-use, 1.5-million-square-foot development project in the West End neighborhood of Boston – is redefining a once-underutilized area of the city with unprecedented economic activity.

Phase I and Phase II of the three-phase development wrapped up at the end of 2019. Several new dining and entertainment options and modern conveniences were among the openings, including Star Market, the largest grocery store in Boston; Banners Kitchen & Tap, a 25,000-square-foot sports bar and restaurant; Big Night Live, an entertainment venue that seats 2,000; and ArcLight Cinemas Boston, the Northeast’s very first location, featuring 15 movie screens and 65-seat bar and lounge.

The Hub on Causeway transforms the area into a revitalized destination and provides major economic impact for the neighborhood.

A new underground pedestrian tunnel opened beneath Causeway Street, connecting the North Station MBTA subway stop with the North Station Commuter Rail. In addition, 175,000 square feet of creative loft office space opened, featuring anchor tenant Rapid7.

Phase II of development includes Hub50House, a 38-story residential tower with approximately 440 units, which has begun leasing, and the 10-story citizenM hotel tower with approximately 260 rooms, which opened in summer of 2019.

Phase III construction includes a 627,000-square-foot, 31-story office tower. Verizon – the tower’s anchor tenant – will occupy 70 percent of the building. All development projects are expected to be completed by 2021.



TD Garden | Boston



2019 Bridgestone NHL Winter Classic | Notre Dame Stadium

At the 2019 Bridgestone NHL Winter Classic, the Boston Bruins defeated the Chicago Blackhawks before 76,000 fans at Notre Dame Stadium.

TD GARDEN'S LEGENDARY TENANTS POST EXCEPTIONAL SEASONS

Exhibition games in China, the Bridgestone Winter Classic and a trip to the Stanley Cup Final for the third time in less than 10 years – from start to finish, the Boston Bruins' 2018-19 NHL season was one for the record books.

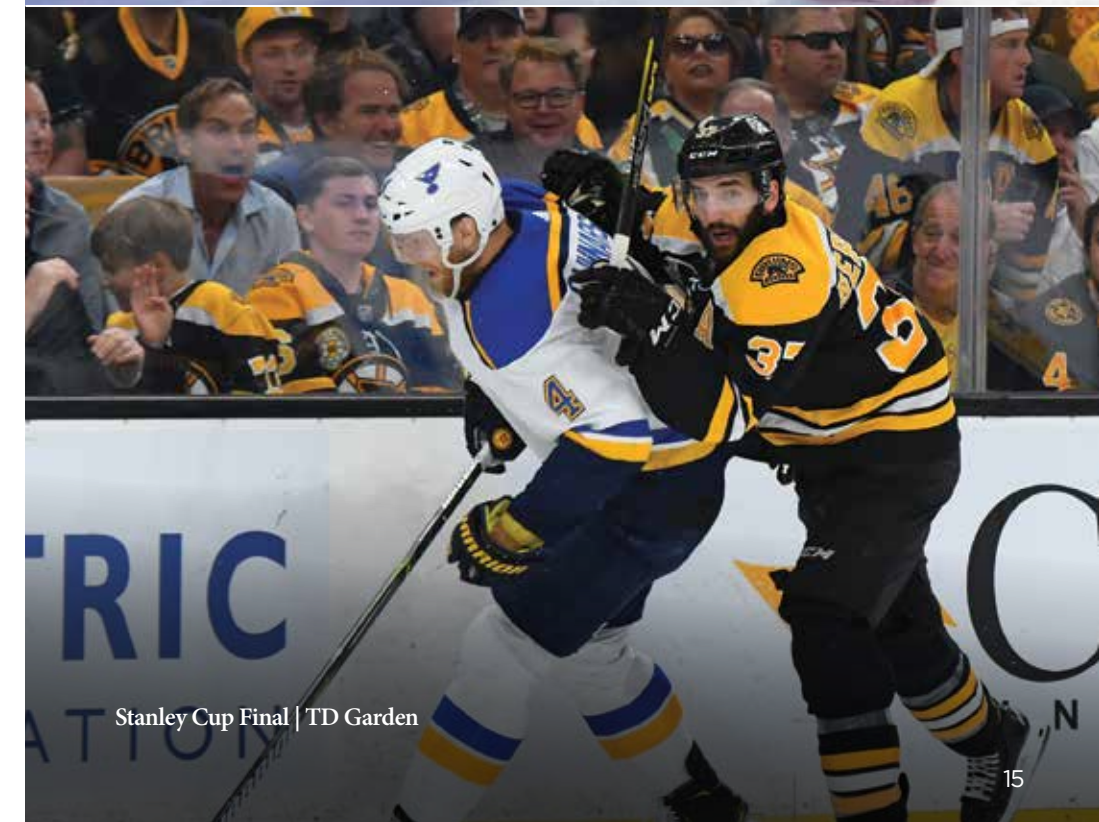
It was also a testament to Jeremy Jacobs' success as team owner. The Hockey Hall of Fame member purchased the Bruins and former Boston Garden in 1975. Since that time, the team has missed the playoffs just six times – including an NHL-record streak of 29 consecutive seasons with a postseason berth.

The Bruins held training camp and played two (winning) exhibition games in China to start the season. The whirlwind trip was part of the NHL's efforts to grow the game of hockey in Asia.

The Winter Classic added to the highlights. The Bruins defeated the Chicago Blackhawks before 76,000 fans at Notre Dame Stadium in Indiana. The win – the team's second out of three Winter Classic appearances – tied them for the most victories since the start of the annual outdoor game in 2008.

By season's end, the Bruins' performance resulted in playoff success and advancement to the Final. While they fell just short of the championship, Bruins General Manager Don Sweeney was named general manager of the year at the NHL Awards.

The NBA's Boston Celtics had a successful season of their own. After sweeping their opponent in the first round of the playoffs, the team advanced to the semifinals before falling to the Milwaukee Bucks in five games.



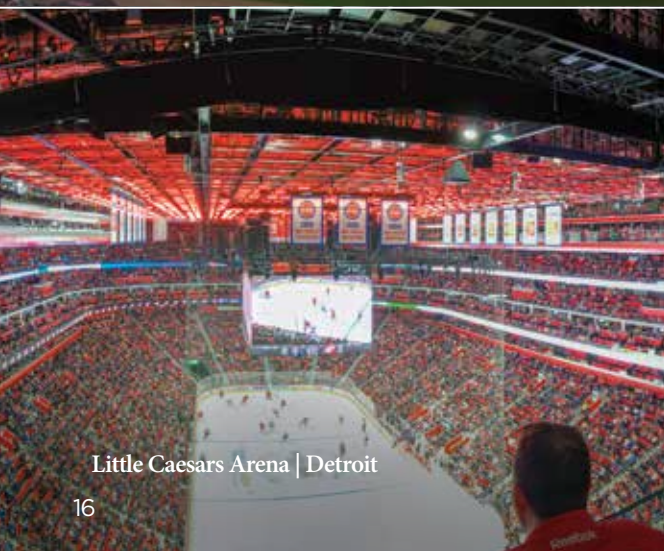
Stanley Cup Final | TD Garden



Lambeau Field | Green Bay, Wis.



Busch Stadium | St. Louis



Little Caesars Arena | Detroit

Sportservice

Delaware North Sportservice is a global leader in sports hospitality, serving fans since 1915. We provide expertise in concessions, premium dining, event catering and retail in more than 50 stadiums, ballparks and arenas in the United States, United Kingdom, Australia and Asia. That includes Lambeau Field, Busch Stadium and MetLife Stadium in the United States, along with Wembley Stadium in London, Melbourne & Olympic Parks in Australia and the Singapore Sports Hub.

LONDON CALLING: ALL-AMERICAN BASEBALL HOSPITALITY COMES TO THE UK

Delaware North knocked it out of the ballpark (or the pitch in this case) at Major League Baseball's (MLB) first-ever regular season game played in Europe. The historic two-game series took place in late June at London Stadium, where Delaware North manages event-day catering operations and concessions for Premier League football club West Ham United.

Operators, culinarians and managers from Delaware North Sportservice, Patina Restaurant Group and the corporate office worked with the Delaware North U.K. team for months to prepare for the matchups between the New York Yankees and Boston Red Sox.

From the authentic MLB stadium food and novelty beverages created exclusively for the event to in-seat hawking and associates singing "Take Me Out to the Ball Game," Delaware North made quite an impression on the sellout crowds and the media.

The "Boomstick" hot dog, popularized by Delaware North's operations at Globe Life Park for Texas Rangers games, gained the attention of British baseball fans and British and U.S. media outlets. More than 2,300 of the 2-foot-long, chili-and-cheese-covered specialty dogs were sold over two days.



London Stadium | UK





Progressive Field | Cleveland

Members of the National League team said the All-Star Game food has “never been so good.”

PROGRESSIVE FIELD SHINES FOR 2019 MLB ALL-STAR GAME

Just a week after feeding hungry baseball fans in the U.K. at Major League Baseball’s inaugural London Series, Delaware North was able to impress yet again at another signature MLB event: the 2019 All-Star Game. The annual showcase of the league’s best players was held at Progressive Field in Cleveland, where Delaware North Sportservice provides food and beverage services for the Cleveland Indians.

Beyond rave reviews from the fans, the Delaware North team at Progressive Field also drew compliments from the players. Members of the National League team signed an official game ball to show their appreciation for the food and beverage operation in the clubhouse and even said the All-Star Game food has “never been so good.”

This was the fourth time in the past six years that Delaware North has been the hospitality provider for the All-Star Game, having also served fans at the 2014 game at Target Field in Minneapolis, at the 2015 game at Great American Ball Park in Cincinnati and in 2016 at Petco Park in San Diego. Delaware North will be back on deck for All-Star Game hospitality in 2021, when the festivities head to Truist Park, formerly known as SunTrust Park, in Atlanta, where Delaware North is the hospitality provider for the Atlanta Braves.



University of Houston | Houston

COLLEGE PORTFOLIO EXPANDS WITH ADDITION OF UNIVERSITY OF HOUSTON

Delaware North Sportservice announced in August it was awarded the food and beverage contract for the University of Houston Athletics facilities in Houston, Texas.

As the hospitality partner, Delaware North will provide food and beverage services at four locations: TDECU Stadium, a 40,000-seat football venue; the Fertitta Center, a 7,100-seat basketball arena; Schroeder Park, a 3,500-seat baseball stadium; and the 1,200-seat Cougar Softball Stadium. Delaware North will also provide catering for the premium areas at TDECU Stadium and the Fertitta Center, along with training table meals for the football team.

Delaware North Sportservice began operating at the university in affiliation with venue management company Oak View Group Facilities, which manages the day-to-day operations and services for all Houston Athletics facilities.



Australian Open | Melbourne, Australia

RECORD-BREAKING AUSTRALIAN OPEN PERFORMANCE

Over the course of two weeks, 780,000 fans attended the 2019 Australian Open tennis tournament at Melbourne & Olympic Parks. Along the way, those fans accounted for a record number of corporate meals, hot chips, burgers, sushi rolls and pizzas – just to name a handful.

For Delaware North, the longstanding hospitality partner, it’s an annual opportunity to show the world what excellent service is all about during a high-profile, high-pressure event. And for many of the 2,450 associates – including more than 1,000 from other Delaware North locations – there are lifelong lessons and career-defining moments.

“It’s great to have the chefs coming from pretty much everywhere – other Delaware North venues,” said Asif Mamun, Delaware North’s executive chef at the event. “It’s great experience for them; it’s great experience for me. It’s a great takeaway for both of us. They can learn something from me, and I can learn something from them.”



Progressive Field | Cleveland



Globe Life Field | Arlington, Texas



Globe Life Field | Arlington, Texas

FAT ROOSTER CONCEPT SPREADS ITS WINGS

Delaware North Sportservice’s team at MetLife Stadium was on to something when it hatched the Fat Rooster chicken concept in its concessions lineup in 2017.

The Fat Rooster is a proprietary Southern-inspired quick-service concept serving fresh, made-to-order buttermilk-soaked chicken. The signature Spicy Chicken Sandwich gets its bold flavor from a proprietary blend of spices and is served with house-made pickles and coleslaw. The menu also includes decadent chili-cheese waffle fries covered in rich cheddar cheese sauce and Angus beef chili and crowd-pleasing chicken tenders served with honey mayonnaise.

After its success at MetLife Stadium in New Jersey, the concept was adapted and expanded to other sports venues, including Progressive Field in Cleveland and Wembley Stadium in London. With fans’ growing appetite for chicken, the Fat Rooster will soon roll out to other Delaware North locations.

A NEW ERA BEGINS WITH TEXAS RANGERS

After serving as the hospitality and retail partner for the Texas Rangers for a quarter century at Globe Life Park in Arlington, Texas, it was announced that Delaware North would continue as the club’s exclusive food, beverage and retail provider at the team’s future home, Globe Life Field. When the new ballpark opens, Delaware North will provide a full breadth of services in concessions, suites, catering and premium areas, as well as retail management.

During its tenure at Globe Life Park, Delaware North has worked with the Rangers to create one of the most distinctive and recognized dining experiences in all of baseball. Innovative concessions concepts such as The Boomstick and Dilly Dog have set a new bar for ballpark fare, while new service styles such as the All You Can Eat Porch have given fans more flexibility in their game-day experience.

As part of its concessions program, Delaware North has also partnered with many local non-profit organizations to work in the ballpark’s concession stands as a fundraising opportunity with a percentage of sales benefiting their fundraising cause. Over a 25-year period, nearly \$30 million has been raised and donated to area community groups.

ANOTHER LEAP FORWARD AT LAMBEAU, TITLETOWN

Delaware North took major steps in expanding its partnership with the Green Bay Packers and their multifaceted development project known as Titledown outside of the NFL team’s iconic home, Lambeau Field. Delaware North Co-CEO Jerry Jacobs Jr. was introduced in April as a major new investor in TitledownTech, a joint-venture project started by the Packers and Microsoft to help enable early-stage businesses, along with Jeff Wilpon, partner of Sterling Project Development, Sterling Equities and chief operating officer of the New York Mets.

“Since Titledown opened in 2017, we’ve been pleased with the response to the development and believe it has become the amenity we envisioned when we first began planning a decade ago,” said Packers President/CEO Mark Murphy. “Delaware North and Sterling Project Development have been key partners for us in the effort and having them expand their roles will be very beneficial for TitledownTech and the region overall.”

Delaware North Sportservice has been the exclusive food and beverage service provider at Lambeau Field since 2012, and the partnership was renewed for a long-term extension in early 2019. In 2015, Delaware North opened 1919 Kitchen & Tap – a full-service, year-round restaurant in the stadium’s atrium – and in 2017 expanded its operations into Titledown with the 46 Below restaurant, as well as recreation activities such as ice skating and snow tubing during the winter months.



1919 Kitchen & Tap at Lambeau Field | Green Bay, Wis.



The Turn | Green Bay, Wis.

Delaware North has partnered with Topgolf to open three Swing Suite restaurant concepts.

TEEING OFF WITH TOPGOLF

Delaware North embarked on an exclusive partnership with Topgolf, a global golf, sports and entertainment company, to develop a distinctive dining and entertainment concept that offers Topgolf's Swing Suite virtual simulator technology in a fun and interactive restaurant atmosphere.

The dining concept features Topgolf's Swing Suite bays, where up to eight people per bay can play, eat and socialize in a comfortable lounge setting. The bays use Topgolf's Full Swing technology, used by golf pros such as Jordan Spieth, for golf-simulation games and a variety of other sports and gaming choices. The concept also features an expansive bar and dining area with a diverse menu featuring elevated bar foods and hand-crafted dishes made from fresh, regional ingredients.

Three Swing Suite restaurant concepts have already been developed – The Turn, located in the Titledown district outside of Lambeau Field in Green Bay, Wis., opened in late summer. Good Game, created for The Battery Atlanta district outside of Truist Park in Atlanta, is expected to open in early 2020, while Banners Kitchen & Tap, located inside The Hub on Causeway development in Boston, also features three Swing Suite bays.



The Turn | Green Bay, Wis.



Grand Canyon National Park



Kennedy Space Center Visitor Complex | Cape Canaveral, Fla.



Niagara Falls State Park | Niagara Falls, N.Y.

Parks and Resorts

Delaware North provides a wide range of services, including lodging, food and beverage, retail and recreation at many high-profile national and state parks and attractions, and destination resorts. Find us at Yellowstone and Grand Canyon national parks and at Kennedy Space Center Visitor Complex, to name a few. We also welcome you at our owned-and-operated hotels and resorts in some of the world’s most stunning settings, including Lizard Island on the Great Barrier Reef in Australia.

EXPLORER CABINS DEBUT AT TENAYA LODGE

Delaware North elevated the Yosemite experience this summer with the debut of the Explorer Cabins at Tenaya Lodge.

The 50 standalone, two-bedroom Explorer Cabins offer a unique “cabineering” experience that combines the refined comforts of a modern cabin, personalized service and the perks of a full-service resort — all in a pristine mountain setting. Nestled within a forest and surrounded by nature trails, the cabins are intimately connected to the adventure and captivating natural beauty of the Yosemite-Sierra region.

“On behalf of my family and our company, we are thrilled to celebrate the opening of Tenaya’s Explorer Cabins,” Delaware North Co-CEO Jerry Jacobs Jr. said at the grand opening celebration in June. “Bringing people closer to the environment, giving them the opportunity to engage with and enjoy what’s here at the gateway to Yosemite — that is exactly the role we want to play as a company.”

The Explorer Cabins were part of a \$25 million investment to enhance the resort’s lodging, dining and recreation options in 2019. Among the other new experiences at the property are an aerial trekking course just for kids and expanded Yosemite Valley tour options in one-of-a-kind open-air buses.



Explorer Cabins | Tenaya Lodge at Yosemite





Kennedy Space Center Visitor Complex | Cape Canaveral, Fla.

CELEBRATIONS CAP 50TH ANNIVERSARY OF MOON LANDING

Kennedy Space Center Visitor Complex, which Delaware North has operated for NASA since 1995, in 2019 launched a series of major commemorative events that provided guests the opportunity to celebrate the July 1969 Moon landing. The festivities included live programming, archival footage viewings, interactive exhibits, astronaut appearances and never-before-seen artifacts.

- The “Apollo 11 Launch Flashback Event Presented by CBS” saw guests gather at the Apollo/Saturn V Center to relive the moment the astronauts lifted off for their historic mission. The crowd watched the original CBS broadcast of the launch in real time,

with live commentary from Apollo 16 astronaut Charlie Duke and CBS news correspondent Mark Strassmann.

- Renowned British rock band Duran Duran paid tribute to the historic mission with a concert under the stars in the iconic Rocket Garden at the visitor complex.
- A “reimagined” Apollo/Saturn V Center was unveiled, featuring new and enhanced exhibits.

“This was a major effort to reimagine a number of key exhibits, add several new exhibits and generally make it an even more memorable guest experience as we celebrate the 50th anniversary,” said Therrin Protze, chief operating officer of the visitor complex.

TAKING UP SPACE NEAR KENNEDY SPACE CENTER

June 2019 saw Delaware North break ground on its new Courtyard by Marriott at Kennedy Space Center in Titusville, Fla.

Expected to open in fall 2020, the hotel will be located 6.4 miles from Kennedy Space Center Visitor Complex – which Delaware North operates for NASA – making it the closest hotel to the popular attraction and to Kennedy Space Center’s launch complexes.

“This is a very exciting project for Delaware North and the Jacobs family, and we look forward to making this investment in the Space Coast,” Scott Socha, president of Delaware North’s parks and resorts division, said at the groundbreaking ceremony. “We are also thrilled to be working with Marriott on this project.”

The five-floor, 152-room hotel will include 14 extended and one-bedroom guest suites, a large outdoor pool and a rooftop deck with bar for an elevated evening experience and for viewing the increasingly frequent rocket launches from Kennedy Space Center and Cape Canaveral Air Force Station. The hotel’s Bistro will serve full breakfast and dinner menus and feature Starbucks® products. The property will also have 800 square feet of meeting space for conferences and special events.



Courtyard by Marriott at Kennedy Space Center | Titusville, Fla.





RENOVATIONS CONTINUE TO ENHANCE PARKS PORTFOLIO

In addition to acquisitions, Delaware North's parks and resorts division enhanced its portfolio through significant renovations and upgrades at several properties.

- As part of an extensive, multiyear plan to enhance Delaware North's operating locations at Sequoia and Kings Canyon National Parks, the dining experience at both properties received substantial upgrades. A new pizza deck was added at Sequoia's Wuksachi Lodge; a solar-powered, grab-and-go food cart took up residence in Sequoia National Park; and Lodgepole Café underwent renovations and additions. These improvements came on the heels of a 10-month, \$6.4 million rebuilding of Grant Grove Restaurant in Kings Canyon National Park in 2017.
- At the Delaware North-owned-and-operated Sea Crest Beach Hotel, a seaside resort located on Cape Cod, each of the property's 105 guest rooms was renovated and 10 suites were created. In addition, both the lobby area and the onsite restaurant received upgrades.
- Big Meadows Wayside, a popular historic camp store, gift shop and restaurant operated by Delaware North in Shenandoah National Park, reopened following a complete reconfiguration of its interior.
- The historic Roosevelt Baths & Spa, operated by Delaware North in Saratoga Springs, N.Y., debuted new flooring and furniture in its treatment rooms and relaxation room, as well as several new massage therapy offerings.



Sea Crest Beach Hotel | Cape Cod



Roosevelt Baths & Spa | Saratoga Springs, N.Y.



Lane Cove Holiday Park | Sydney, Australia

NEW ACQUISITIONS EXPAND PARKS PORTFOLIO

Though they're located half a world apart, two lodging properties found common ground in 2019 as they both joined Delaware North's parks and resorts portfolio.

In April, Delaware North announced it had secured a 30-year lease to operate Lane Cove Holiday Park, located 10 kilometers from Sydney, Australia. Two months later, the company acquired a hotel in Gardiner, Mont., near the northern entrance to Yellowstone National Park.

Lane Cove Holiday Park is composed of 156 powered and 48 unpowered camp sites, retail and laundry facilities, 28 cabins and one glamping tent. Delaware North is operating it on behalf of Australia's NSW National Parks & Wildlife Service.

The 86-room, newly rebranded The Ridgeline Hotel at Yellowstone in Gardiner, Mont., at the northern entrance of Yellowstone National Park, includes The Yellowstone Mine restaurant and the Rusty Rail Lounge & Casino, which offers a variety of video poker and keno machines. The complex also features an indoor heated pool, hot tub, saunas and gift shop.

Delaware North also completed the acquisition of snowmobile tour and rental company Two Top Snowmobile Rental Inc. just in time for Yellowstone National Park's winter season. The addition of Two Top increased the current snowmobile fleet at Yellowstone Vacation Tours to over 150 snowmobiles and upped the number of snowcoaches to 14, effectively doubling its operation.



The Ridgeline Hotel at Yellowstone | Gardiner, Mont.



Two Top Snowmobile Rental Inc. | Yellowstone National Park



Southland Casino Racing | West Memphis, Ark.



Finger Lakes Gaming & Racetrack | Farmington, N.Y.



Jake's 58 Hotel & Casino | Islandia, N.Y.

Gaming

Delaware North is one of the most innovative gaming operators in the United States, specializing in regional gaming venues with slots and video gaming machines, table games, poker rooms, full-service restaurants and hotels. We have gaming destinations in New York, Arizona, Arkansas, Florida, West Virginia, Ohio, Illinois and Australia.

A \$250 MILLION EXPANSION

Delaware North Chairman Jeremy Jacobs first visited Southland racetrack in West Memphis, Ark., with his father in the 1960s and eventually persuaded him to buy a stake in the popular attraction. Nearly 60 years later, after decades of investment in the property now known as Southland Casino Racing, a \$250 million expansion to include a new casino complex and high-rise hotel was announced in January.

In addition to the historic expansion and new hotel, the new 113,000-square-foot casino complex owned and operated by Delaware North will feature new and expanded dining options, including a larger buffet, larger steakhouse restaurant, new food hall, new coffee shop, new player lounge and new center, lobby and steakhouse bars.

The signature component of the expansion project, a 20-story hotel tower, will feature 300 rooms. Onsite parking will be expanded via construction of a new, covered parking garage. The project is expected to create more than 1,500 construction jobs through completion in 2021 and 400 additional permanent jobs for the new casino complex and hotel, bringing employment at Southland to about 1,200 jobs.

“Delaware North is thrilled to make this historic announcement, which represents the largest ever investment in a casino in Arkansas and one of the largest for a hospitality project,” Delaware North Co-CEO Lou Jacobs said. “We have long been committed to Southland, Arkansas and West Memphis, investing more than \$100 million in the venue since 2006, and look forward to creating the state’s and Mid-South region’s premier casino.”



Southland Casino Racing | West Memphis, Ark.



Southland Casino Racing | West Memphis, Ark.

LICENSED TO GAME

In April, Southland Casino Racing formally acquired its casino license from the Arkansas Racing Commission, allowing for full-fledged casino operations, including live table games and the expansion of slot machines.

The launch of table games adds to the excitement of the \$250 million expansion of the gaming and entertainment destination to include a new casino complex and high-rise hotel.

The historic project allows Southland to expand its gaming offerings even further to 2,400 gaming machines and as many as 60 live table

games. With 2,050 machines currently on the casino floor, Southland has the most machines of any casino in the Mid-South area.

The live table games include blackjack, craps and roulette tables that are available on both the casino’s first floor and the racing mezzanine’s second floor. Southland has the only “Blaze Roulette” tables in the region. Blaze roulette tables have an LED lightbox beneath the gaming surface displaying eye-catching animations, game-state prompts and winning numbers.

The 152-room hotel and resort features 600 electronic gaming machines, four restaurants, five bars and a day spa.

MINDIL BEACH CASINO RESORT UNVEILED

The official transfer of ownership of Darwin’s SKYCITY Casino from SKYCITY Entertainment Group to Delaware North was completed in April, and no time was wasted in rebranding the property as Mindil Beach Casino Resort. The rebranding is an adaptation of its original name, Mindil Beach Casino, as a nod to its legacy and the iconic west-facing beach on the Arafura Sea that the venue occupies.

Located in the Northern Territory of Australia on 30 acres of beachfront tropical gardens, the 152-room hotel and resort features 600 electronic gaming machines, four restaurants, five bars and a day spa. The acquisition adds a popular resort destination to Delaware North’s growing gaming and entertainment assets.

The official community launch event included an address from the minister of tourism for the Northern Territory, who warmly welcomed Delaware North to the community and expressed her excitement about what the future holds for Mindil Beach Casino Resort under Delaware North’s stewardship.

The evening was capped off with the presentation of a \$10,000 donation by Delaware North to the Humpty Dumpty Foundation, a children’s charity that provides essential and often life-saving medical equipment in hospitals across Australia.



Mindil Beach Casino Resort | Darwin, Australia



Mardi Gras Casino & Resort | Cross Lanes, W.Va.

MARDI GRAS UNVEILS MAJOR RENOVATIONS

Delaware North's owned-and-operated Mardi Gras Casino & Resort in Cross Lanes, W.Va., held a grand reopening ceremony in November to celebrate the property's \$10 million renovation.

"The upgrades that we have made this year are all about enhancing our guest experience and making sure that they have the most enjoyable time possible when they visit us," said Eric Althaus, Mardi Gras Casino & Resort president and general manager.

Renovations to the 34-year-old facility began in January 2019 and included structural and aesthetic changes, as well as the addition of new slot machines, table games, high roller's slot room and promotions stage. The main casino building received a new roof and the café on the main gaming floor doubled in size while also shifting its entrance away from the front doors. Additionally, the Bourbon Street Bar was relocated, and self-serve drink stations were added to the gaming floor.

Delaware North acquired and began operating Mardi Gras Casino & Resort in 2018. In 2020, plans are underway for new restrooms on the casino floor, renovations to Louie's Lounge and upgrades to the hotel.



Miami Valley Gaming | Lebanon, Ohio



EXPANDING IN SOUTHWEST OHIO

Miami Valley Gaming is preparing to grow again. The gaming venue, which is owned jointly by Delaware North and Churchill Downs Inc., is proposing an approximately \$100 million expansion project that would include a hotel, parking garage and additional gaming machines.

The proposed hotel will have approximately 192 rooms, and the parking garage will have spaces for about 1,000 cars. The hotel will allow Miami Valley Gaming to expand its market beyond Cincinnati and Dayton by attracting business from major cities within a few hours' drive, such as Columbus and Indianapolis.

The proposed expansion would add over 10,000 square feet of gaming floor space and bring the total gaming machines in operation to about 2,200.

In addition to its gaming machines, Miami Valley Gaming has four restaurants, two bars, a 5/8-mile harness racetrack with indoor grandstand, and racing simulcast center. The facility also has become known as a great place to catch a concert or even spend the day at a specialty festival or event.

HEADLINING THE AMERICAN GAMING ASSOCIATION SUMMIT

Delaware North Co-CEO Lou Jacobs was a keynote panelist at the American Gaming Association's Sports Betting Executive Summit in March. The conference brought together executives and subject matter experts from both the sports and gaming industries.

Jacobs joined Ted Leonsis – CEO of Monumental Sports & Entertainment and owner of Capital One Arena and the Washington Capitals, Wizards and Mystics – for a lively conversation about the history, present state and future potential of sports betting in the United States.

The conversation covered the current landscape of regulations that govern sports betting, the evolution of fan engagement with sports, and developments that are underway at Capital One Arena and TD Garden.

"The Hub on Causeway in the footprint of the old Boston Garden will include 40,000 square feet of space dedicated to our new sports bar and food hall," Jacobs said. "None of that space will have a sight line to the ice in the TD Garden, but we are learning that it's not only ticketholders who want to be part of game-day action. Fans want to come together, even outside the traditional four walls of the venue, to cheer on their teams. It's all about the shared experience."

"Fans want to come together, even outside the traditional walls of the venue, to cheer on their teams."

LOU JACOBS
CO-CEO, DELAWARE NORTH

With this project, Delaware North has made nearly \$4 million in improvements to Hamburg Gaming since 2017.



Hamburg Gaming | Hamburg, N.Y.

OUTDOOR GAMING IN HAMBURG

Hamburg Gaming in June formally opened a \$2 million gaming veranda as an extension of its gaming floor to allow the venue to feature additional video lottery terminal (VLT) gaming machines.

The 3,000-square-foot gaming veranda accommodates about 76 VLTs, all equipped with height-adjustable memory-foam gaming chairs. In total, Hamburg Gaming has added 31 VLTs, bringing its total to 929.

The veranda features radiant heat from both the floor and ceiling and is vented to allow smoking.

Hamburg Gaming has also renovated the Blue Ribbon Grill to enhance the guest experience. With this project, Delaware North has made nearly \$4 million in improvements to Hamburg Gaming since 2017. That year, a renovation of the gaming floor was completed, including new carpeting, lighting, and tile entrance and walkways, as well as the addition of the new height-adjustable memory-foam gaming chairs at all the gaming machines.



SPREADING THE LUCK

The Lucky North® Club, Delaware North's proprietary gaming loyalty and benefits program, was relaunched in January 2019 at most of the company's gaming locations, helping build loyalty with patrons and boosting gaming revenue.

The club now features new point structures, rebranded collateral and expanded benefits tiers – Ruby, Emerald, Sapphire, Diamond and Black Diamond – each with enhanced benefits and rewards far beyond the typical “Free Play” offer.

Among the new benefits are dining credits, discounted onsite accommodations and opportunities for complimentary stays at Delaware North parks and resorts locations such as Tenaya Lodge at Yosemite, the Gideon Putnam in Saratoga Springs, N.Y., and several national parks. Ruby, Emerald and Sapphire tier guests enjoy a 15 percent accommodations discount, and Diamond and Black Diamond tier guests are allotted free one- and two-night stays, respectively.

Marketing efforts included traditional and non-traditional advertising media such as on-property signage, digital campaigns and a dynamic social media strategy. Visually, club collateral was rebranded to reflect a focus on lifestyle and experience, rather than strictly on gaming.

The new campaign reimagined and challenged the roots of the typical gaming loyalty program as Delaware North offers anything but typical benefits. The concept of “dream currency” was emphasized with dramatic photographic elements in marketing materials, allowing the viewer to literally see themselves inside the experience depicted. A new tagline – Experience. The Lucky North® Club Difference. – pushed the focus to the grand experiences Delaware North can uniquely deliver.



Yellowstone National Park



The Gideon Putnam | Saratoga Springs, N.Y.



Tenaya Lodge at Yosemite | Fish Camp, Calif.



The Salt Lick BBQ |
Austin-Bergstrom International Airport



Jack Nicklaus Golden Bear Grill |
Fort Lauderdale-Hollywood International Airport



Adventure North |
Minneapolis-St. Paul International Airport

Travel

Delaware North is one of the world's leading airport food and retail companies – operating in more than 30 airports and travel hubs around the world and managing 200-plus brands in more than 300 restaurants and retail stores. Our expertise has helped us land in some of the most prestigious airports in the world, including Los Angeles International Airport, Hartsfield-Jackson Atlanta International Airport, London Heathrow Airport and Melbourne International Airport.

BIG SPLASH IN THE BIG EASY

Louis Armstrong New Orleans International Airport (MSY) in November cut the ribbon on its brand new \$1.3 billion terminal, where Delaware North's travel division now operates more than a dozen new restaurants. The state-of-the-art terminal has been six years in the making and replaces the city's old terminal, which had been in operation for more than 60 years.

Delaware North has provided food and beverage services at the old terminal since 1983. The company brings to the new terminal a slate of eateries that encompass a variety of dining styles ranging from traditional quick-service and full-service concepts to market-style and grab-and-go choices. To create an authentic New Orleans

dining experience for travelers, Delaware North partnered with renowned chefs and culinarians, including the late Leah Chase and her family, John Folse and Michael Gulotta, as well as an array of iconic local restaurants such as Café Du Monde, Ye Olde College Inn and Angelo Brocato.

The move to the new airport terminal occurred literally overnight, with the last flights departing from the old terminal on a Tuesday night and the first flights at the new airport arriving Wednesday morning. The transition posed a tremendous operational challenge for Delaware North's team at the airport, but the new terminal opening was seamless and successful, with positive media coverage ranging from the local Times-Picayune to national outlets such as The New York Times.



Leah's Kitchen |
Louis Armstrong New Orleans International Airport



Mopho Restaurant |
Louis Armstrong New Orleans International Airport



Ye Olde College Inn |
Louis Armstrong New Orleans International Airport



Folse Market |
Louis Armstrong New Orleans International Airport



Asleep at the Wheel Stage | Austin-Bergstrom International Airport

“This was a great opportunity for Delaware North to acquire assets that align with our existing operating model at airports around the world.”

JAMES OBLETZ
PRESIDENT, TRAVEL
DELAWARE NORTH

AIRPORT PRESENCE GROWS WITH ACQUISITION OF CREATIVE FOOD GROUP ASSETS

Delaware North significantly grew its airport footprint in the United States when it completed the acquisition of a portfolio of 32 restaurants and food outlets operated by Creative Food Group at five airports across the country.

The transaction includes restaurants at Lexington Bluegrass Airport (Kentucky), Syracuse Hancock International Airport (New York), Tulsa International Airport (Oklahoma), Midland International Air & Space Port (Texas), and Tucson International Airport (Arizona).

“Creative Food Group has done a tremendous job in building its portfolio, with a healthy balance of proprietary, regional and national brands,” said James Oblatz, president of travel at Delaware North. “This was a great opportunity for Delaware North to acquire assets that align with our existing operating model at airports around the world.”

With the acquisition, Delaware North now operates at more than 30 airports and travel hubs around the world.

LIVE MUSIC, MORE LOCAL CONCEPTS ROUND OUT TRANSFORMATION AT AUSTIN AIRPORT

2019 saw the completion of Delaware North’s buildout at Austin-Bergstrom International Airport, with an array of new restaurant and retail concepts, as well as a brand-new stage for the airport’s acclaimed live-music program. The three-year transformation at the airport has brought in more than 20 Delaware North-operated restaurant and retail concepts.

For dining, Delaware North debuted several new concepts as part of its East Food Park Experience, which features the flavors of three local restaurant brands: Flyrite Chicken, East Side Pies and Hat Creek Burger Company. Refreshed dining areas for three of the airport’s favorite eateries – Haymaker, The Saxon Pub and Earl Campbell’s Food Truck – also were unveiled.

The retail footprint was also bolstered with the addition of The Austin Chronicle Marketplace, Hammer Made specialty clothing store and Toy Joy, a beloved local toy shop.

What made the most noise, however, was the opening of the Asleep at the Wheel Stage, a new 4,400-square-foot performance area that now houses the airport’s popular live-music program. Since Delaware North began operating at the airport in 1999 and supporting the music program, more than 12,000 live-music shows have been held at the airport.



Haymaker Restaurant and Bar | Austin-Bergstrom International Airport



Bruins Bar | Boston Logan International Airport



Melbourne Airport | Australia



BRUINS BAR OPENING HIGHLIGHTS DELAWARE NORTH'S NEW PRESENCE AT BOSTON AIRPORT

Boston's beloved hockey team made a special landing at Boston Logan International Airport (BOS) in early 2019 with the grand opening of Bruins Bar – a new sports bar and restaurant concept themed after the NHL's Boston Bruins, which have been owned by Delaware North Chairman Jeremy Jacobs since 1975.

The 1,430-square-foot restaurant can accommodate both full-service seated dining and bar dining with a menu and atmosphere that have a distinctly Boston feel. The menu was designed in collaboration with chefs from the Bruins' home at TD Garden and features local favorites such as lobster rolls, gourmet hot dogs, flatbread pizzas and crab cakes. The full bar offers beer, wine and locally inspired specialty crafted cocktails such as Honey Bea Tea, Boston Mule, B's Knees and the 1924.

The restaurant's décor features graphics celebrating Bruins team history, pieces of team memorabilia and an interactive media wall where guests can view pictures and videos of favorite players or keep up with current team stats.

Bruins Bar is part of 12 food, beverage and retail outlets being rolled out by Delaware North alongside airport concessions developer and manager MarketPlace Development at BOS over the next two years. Other concepts include restaurants created by acclaimed Boston chef Michael Schlow, Tico and Alta Strada, being adapted for the airport, and other Boston favorites Mija Cantina from Faneuil Hall and Monica's Mercato from the North End.

MORE DINING CONCEPTS MOVING INTO MELBOURNE AIRPORT

Delaware North announced that five additional restaurant concepts would be added at Melbourne Airport in Australia over the second half of 2019.

Celebrated Melbourne chef and restaurant owner Scott Pickett will open Pickett's Deli & Rotisserie, bringing his Queen Victoria Market concept to the airport. The airport restaurant will showcase Victorian produce at its best, serving travelers his signature chicken roll with gravy.

In an Australian airport first, Stomping Ground Brewing Co. will open an independent brewery on-site, pouring a wide range of craft beer, plus food from the brewery's Collingwood menu.

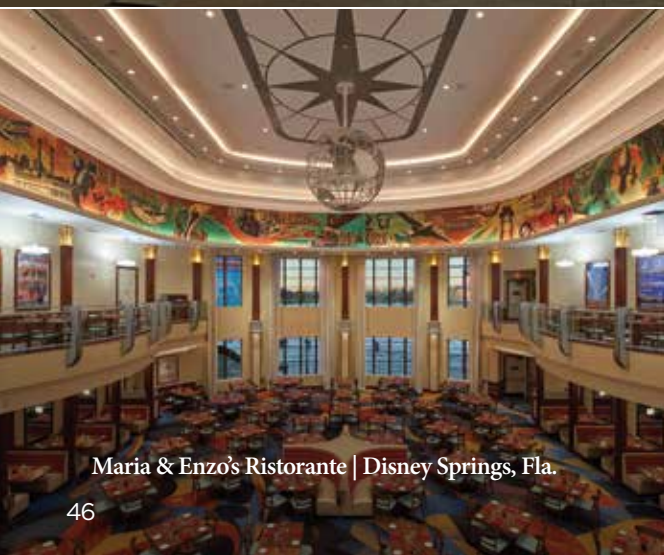
The additional three outlets are: Proud Mary, a specialty coffee café that has current locations in Melbourne and Portland, Oregon; Cobb Lane, a popular café and bakery producing exceptional quality artisan bakery goods; and Earl Canteen, a Melbourne eatery that features simple, honest, everyday eats made from the finest locally sourced produce.



Morimoto Asia | Disney Springs, Fla.



Lincoln Ristorante | New York City



Maria & Enzo's Ristorante | Disney Springs, Fla.

Patina Restaurant Group

Patina Restaurant Group is a leader in the premium segment of the restaurant and catering industry. Patina operates more than 50 restaurants and manages catering and food service operations at landmark locations in high-profile cultural and entertainment venues, including the Metropolitan Opera, Lincoln Center, Anaheim's Downtown Disney,[®] Disney Springs in Orlando, Epcot World Showcase and the Empire State Building.

MAKING WAVES AT THE NEW ENGLAND AQUARIUM

Patina Restaurant Group took over food service operations at Boston's New England Aquarium – including catering, events and visitor dining – on Jan. 1, 2019. It was a busy first year that saw the company open Reef Bar, a seasonal, open-air restaurant located on the Aquarium Plaza with views of Boston Harbor overlooking Long Wharf.

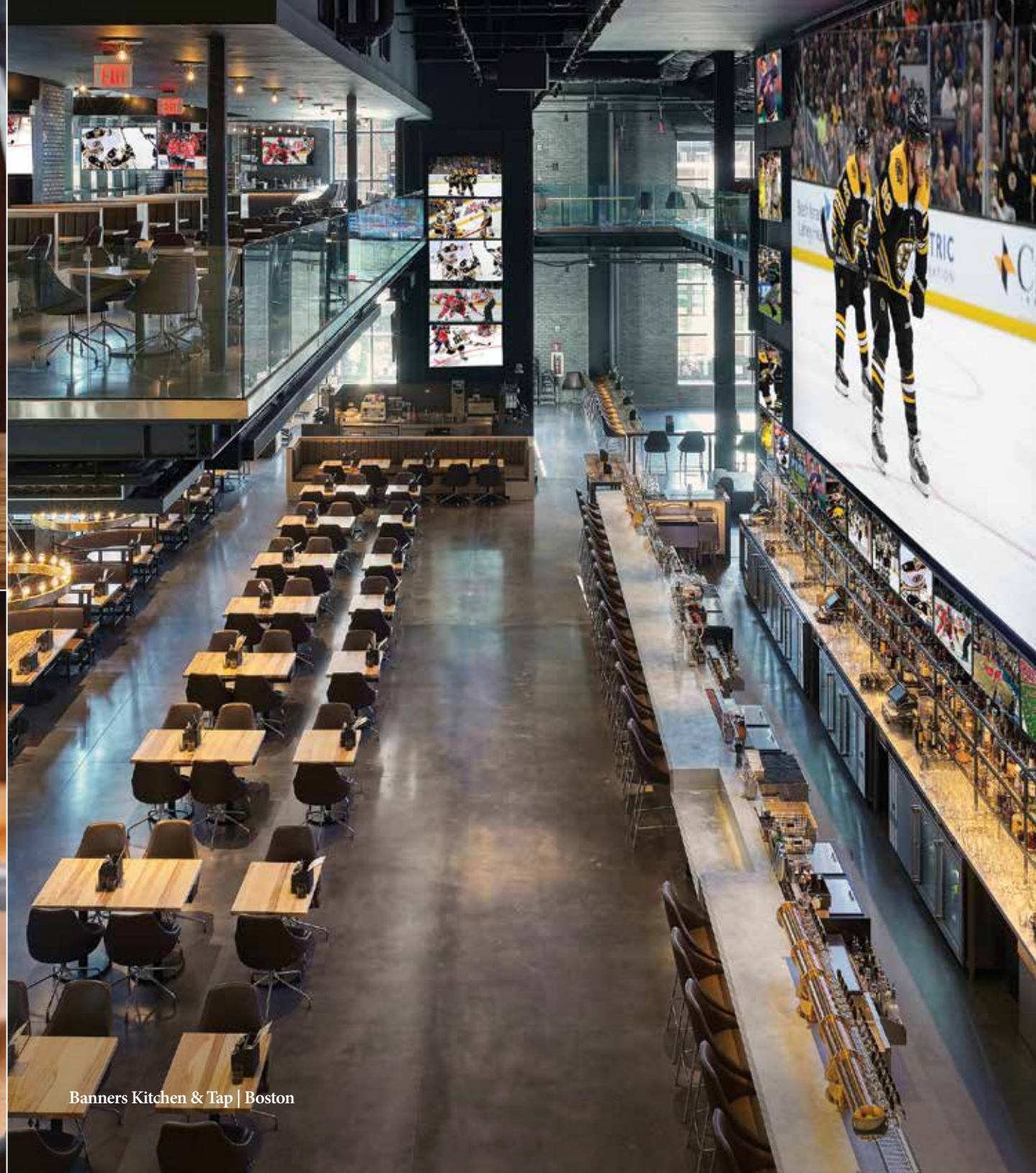
Reef Bar's culinary program features a creative menu focused on fresh, sustainable seafood, sandwiches and salads. Its craft cocktails are highlighted by brightly colored, fresh fruit-infused

libations. Other Patina-operated dining options at the aquarium are Harbor View Café and Dog 'n Claw.

All of the restaurants showcase ocean-friendly seafood, an ethos in keeping with the aquarium's longstanding interest in sustainable practices and Delaware North's proprietary stewardship platform, GreenPath[®]. Working with the Anderson Cabot Center for Ocean Life, as many ingredients as possible are sourced locally, including local oysters, lobster, mussels and clams.



Reef Bar | Boston's New England Aquarium



Banners Kitchen & Tap | Boston

TAKING A BITE OUT OF BOSTON

Two new Patina Restaurant Group dining concepts are set to transform the food scene in Boston.

Banners Kitchen & Tap and Hub Hall are both part of The Hub on Causeway – Delaware North’s 1.5-million-square-foot, mixed-use development project adjacent to the company-owned TD Garden in Boston.

Banners Kitchen & Tap, a massive sports bar, opened in October and offers upscale tavern cuisine and classic game-day fare, along with 60 beers on tap – including 55 local brews. The restaurant also features three Topgolf Swing Suite bays that offer state-of-the-art gaming simulators, including golf, dodgeball and hockey shots, among others.

Hub Hall, a 16,000-square-foot food hall that features 18 food and beverage vendors, is set to open in 2020. It will feature a full-service standalone restaurant, Iron Chef Masaharu Morimoto’s Momosan Ramen Boston by Morimoto, in addition to local favorites such as Bianco & Sons Sausage, Boston Soup Company, Caffè Nero, Cusser’s Roast Beef & Seafood, GreCo, JUICYGREENS, Lily P’s, MIDA APIZZA, Mike’s Pastry, Monica’s Mercato, Now Pouring Wine Bar, ReelHouse Oyster Bar, Sauce Burgers, Sullivan’s Castle Island, Taco Dumbo, The Draft by Banners and The Smoke Shop at Hub Hall.



Momosan Ramen Boston by Morimoto | Hub Hall



20 chefs from Delaware North's Patina Restaurant Group came together to cater the Emmy Awards after-party celebrations.

'BRILLIANCE IN MOTION' AT EMMY AWARDS GOVERNORS BALL

Patina Catering returned for the 24th year as the official caterer of the Television Academy's exclusive Emmy Awards after-party celebrations in Los Angeles: The Governors Ball on Sept. 22, and the Creative Arts Governors Ball events on Sept. 14 and Sept. 15.

World-renowned chef and Patina Restaurant Group founder Joachim Splichal, Vice President of Culinary Gregg Wiele, Patina Catering Executive Chef Alec Lestr, and Patina Catering Executive Pastry Chef Frania Mendivil created a tasting menu of chef-driven small plates. Inspired by the celebration's theme of "Brilliance in Motion," they moved away from a sit-down dinner and instead prepared a flowing feast, with tray-passed hors d'oeuvres, small plates and select stations throughout the room.

"The 2019 menu was truly unique and each dish was artfully crafted to be visually stunning, containing elements reminiscent of motion while maintaining the exquisite flavor Patina is celebrated for," Splichal said. "We carefully curated and designed the menu to satisfy guests with an eclectic range of tastes and culinary preferences."



2019 Emmy Awards Governors Ball | Los Angeles



2019 Emmy Awards Governors Ball | Los Angeles



Reef Bar | Boston's New England Aquarium



Colorado Kitchen | Santa Monica, Calif.



Citymeals on Wheels | New York City



Hungry to Help | Patina 250

CARVING A NEW NICHE IN BUSINESS & INDUSTRY

Delaware North's Patina Restaurant Group has found success in providing dining services on behalf of corporate partners.

Patina has added five new business and industry (B&I) accounts in the past two years: Fox Corporation (New York City), global investment firm KKR (New York City), Ford Foundation (New York City), New England Aquarium (Boston) and Colorado Kitchen (Santa Monica, Calif.), which debuted in June.

"The combination of Patina's fine-dining and catering expertise, backed by Delaware North's global hospitality resources, has really positioned us well for growth in the B&I space," said Richard Ayson, senior vice president of business development. "We have the unique ability to come in not just as a food service operator — but a full-service hospitality partner."

Aside from the locations mentioned above, Patina provides corporate dining solutions in New York City for clients such as Deloitte, Empire State Realty Trust and Capital Group. In Los Angeles and the surrounding region, operations include Irvine Companies/Westwood Gateway, LBA Realty, California Endowment and Capital Group.

SERVING FOOD, SERVING COMMUNITIES

Chefs from around the world – including several from Patina Restaurant Group – gathered in New York City in June for the 34th annual Chefs' Tribute to Citymeals on Wheels.

The event was attended by 900 guests and raised nearly \$800,000 for the nonprofit organization, which provides hand-delivered meals to the city's homebound elderly.

Drawing inspiration from that event, Patina 250, located in Delaware North's global headquarters in Buffalo, hosted the inaugural Hungry to Help, a taste-around charity event benefiting FeedMore WNY, a new nonprofit formed by the alliance of the Food Bank of WNY and Meals on Wheels for WNY.

The event brought together several of Buffalo's best chefs in the restaurant's outdoor courtyard. One hundred percent of ticket sales – more than \$18,000 in total – were donated to FeedMore WNY and its mission to provide nutritious food, friendship and skills training for Western New York neighbors in need.

Patina Restaurant Group hosted two taste-around fundraisers in 2019, raising money to provide nutritious meals for those in need in their communities.



Our Winning Team

Turning ordinary moments into occasions is what Delaware North associates do.

We're a team 55,000 strong. Our role is to work behind the scenes to create unforgettable experiences for half a billion guests across four continents. And our spirit, our passion, is to go beyond expectations.

From the first serve at the Australian Open, to the Super Bowl kickoff, to a four-star meal at New York's famous Lincoln Center, to seeing the natural wonder of the Grand Canyon. In these moments and in millions more like them, we're there, making each guest experience, moment and memory the best it can be.

At Delaware North, we are people serving people, and when service is your business, you work together to get it right. We are proud individuals with unique strengths and personalities, but we unite as one team to make it happen.

Our true value is our associates and the enormous amount of effort they put into their careers each and every day. With their help, Delaware North has become a global leader in hospitality and entertainment known for going above and beyond for our guests and partners.

Delaware North's team of dedicated associates lives our values, champions our enterprisewide initiatives, and helps us to delight our guests by creating the world's best experiences today while reimagining tomorrow.

All of the hard work done at every level of our organization has led to unparalleled success for our company today, and will be the foundation as we harness that energy to reach new heights.





CELEBRATING

Associate Appreciation Week

From all corners of the world, Delaware North in 2019 celebrated its dedicated, diverse and talented associates. The company's Associate Appreciation Week featured a week full of celebration events and recognition of associates who consistently live out the company's core values, which are:

LEAN FORWARD

We are innovative creators who continually reimagine what's next.

STAND UP

We lead by example, own our decisions, and take initiative.

COME TOGETHER

We work collaboratively with each other and believe in the power of partnership.

DO RIGHT

We value integrity and always do the right thing, especially when no one is looking.

THINK GUEST

The guest experience is at the heart of everything we do.





Food is Our Passion

Every day at hundreds of locations across the globe – national park lodges, luxury resorts, major sports stadiums and arenas, convention centers, casinos and airports – Delaware North’s culinary and hospitality staff is providing an extraordinary dining experience for our guests.

Our passion, innovation and unwavering commitment to the highest level of training for our culinary and service teams have been crucial in our reaching the forefront of the hospitality industry. These qualities underlie our food-and-beverage philosophy of striving for excellence in quality, presentation and variety.

Our Culinary & Hospitality Council guides culinary recruitment, retention, continuing education and training programs, including one to ensure that our chefs are independently certified by the American Culinary Federation or the Culinary Institute of America’s ProChef® program. Not only do we pay for the certification exam, we give our chefs time away

from their jobs to train with our most accomplished chefs. The council promotes development and implementation of best practices and consistent food-and-beverage standards. It also serves to keep our culinary and hospitality leaders and senior executives focused on the latest trends, opportunities and innovations in the field.

In addition to regular meetings and communication, the council holds an annual conference to bring hundreds of our chefs and culinary leaders together with industry experts and more than 150 leading food product companies.

“‘Back to the basics’ should be our primary focus as chefs and cooks, with an emphasis on freshness and quality.”

DANIEL SCANNELL, CMC
CORPORATE CHEF, DELAWARE NORTH

A CERTIFIED MASTER CHEF

Certified Master Chef® (CMC) Daniel Scannell joined Delaware North as corporate chef in April 2019. Beyond his impressive certification from the American Culinary Federation and the Culinary Institute of America (the CMC title is the most prestigious certification a professional chef can achieve), his resume includes catering multiple PGA tournaments, along with numerous awards and recognitions.

In his role as corporate chef, Scannell is developing a gold-standard culinary and management excellence program at Patina 250 in Buffalo, N.Y., that will function as a prototype and training ground for current associates and new recruits throughout the organization.

PROFESSIONAL DEVELOPMENT FOR EXECUTIVE CHEFS

A group of executive chefs from throughout Delaware North’s parks and resorts business came together in February for a weeklong chef summit at The Gideon Putnam, a company-operated hotel in Saratoga Springs, N.Y.

Among topics covered, tackling food waste was top-of-mind, with the group breaking into subgroups to commit to three deliverables for each participant’s respective Delaware North location. The chefs also participated in hands-on workshops and competed across a variety of cooking styles and techniques — with efforts focused on family-style presentation and cook-offs for blended (plant-forward) burgers.



Daniel Scannell, CMC |
Corporate Chef, Delaware North





Target Field | Minneapolis



MLB'S BEST VEGAN FOOD OFFERINGS

For the second year in a row, People for the Ethical Treatment of Animals (PETA) has announced that three Major League Baseball ballparks where Delaware North Sportservice provides food and beverage services have made the organization's annual "Top 10 Vegan-Friendly Ballparks" list.

Globe Life Park (Arlington, Texas), Target Field (Minneapolis) and Progressive Field (Cleveland) all ranked in the top five, with Globe Life Park returning to the top of the list after placing second last year. The ballpark, the longtime home of the Texas Rangers, earned the number one spot with its ever-expanding menu of vegan options and a new partnership with Beyond Meat.

Target Field, home of the Minnesota Twins, was last year's top vegan ballpark and placed in the number three spot in the 2019 list. The ballpark continues to boast its Herbivorous Butcher stand, a vegetarian hot dog stand. Some of the vegan delicacies at Target Field include Field Roast vegan burgers and hot dogs, vegan ice cream and cookie sandwiches and vegan cheese pizza.

The Cleveland Indians' Progressive Field placed in the number five spot with its own impressive menu of vegan options. Fan favorites include vegan tacos from Barrio, vegan grilled cheese sandwiches, vegan burritos from Ohio City Burrito and vegan ice cream from Sweet Moses.

Delaware North Sportservice hosted the Major League Baseball Owners Meetings at SunTrust Park in Atlanta.

SUNTRUST PARK TEAM IMPRESSES MLB OWNERS

SunTrust Park, where Delaware North Sportservice operates food and beverage services for the Atlanta Braves, hosted Major League Baseball's annual Owners Meetings. The week of offseason meetings was capped off with a show-stopping reception hosted by Delaware North at the nearby Coca-Cola Roxy Theater, where the company also provides food and beverage services.

The reception, which included about 180 guests, was held on the main floor of the theater and was decorated by Delaware North's Roxy staff, chefs and out-of-town support. The room was centered with an eye-catching bar, where bartenders were crafting signature drinks and serving a variety of premium beer and wines. Eight different food stations were available – each with its own unique flair – led by onsite Executive Chef Pete Smithing and the SunTrust Park chefs, with support from visiting company culinarians such as Sean Kinoshita, executive chef at TIAA Bank Field in Jacksonville, Fla.

The event earned high praise from the MLB owners and our client, the Atlanta Braves.





Lentils Are Better Than Caviar | 2019 Culinary Challenge

WHAT MAKES 'THE PERFECT BITE'

A little friendly competition between Delaware North chefs set the stage for the 2019 Culinary Challenge – “The Perfect Bite.”

During the annual November gathering of Delaware North’s global culinary team in Buffalo, N.Y., groups were tasked with creating three “perfect bites” for the popular Culinary Challenge. The competition featured chefs from across Delaware North’s divisions vying for the coveted Culinary Challenge Cup.

The perfect bite creations could be sweet or savory, without any restrictions on ingredients. Criteria for judges included nutritional balance, creativity, ingredient compatibility and flavor.

The winning team included chefs from Sportservice, Gaming, Travel and Patina Restaurant Group. They wowed the judges with Foie Gras Croquant (foie gras croquant, cashew brittle, pickled grapes, aged balsamic), Oxtail Wellington (braised veal oxtail, black truffle, chicken livers, madeira) and Lentils Are Better Than Caviar (beluga lentils, almond crema, avocado, farro crisps, micro cilantro).

Several nights earlier at KeyBank Center, where Delaware North provides food and beverage services for the NHL’s Buffalo Sabres, pop-up quick-service restaurants were brought to life by Delaware North chefs, as well as the Creative Studio and Art & Style teams. Attendees of Delaware North’s global leadership meeting sampled everything from paella to pizza to desserts and noodle bowls.



The Ridgeline Hotel Estes Park
Estes Park, Colo.



KeyBank Center | Buffalo, N.Y.



KeyBank Center | Buffalo, N.Y.

HOSTING THE NATIONAL PARK HOSPITALITY ASSOCIATION

Delaware North’s hotel in Estes Park, Colo., just outside of Rocky Mountain National Park, hosted more than 80 people for the fall meeting of the National Park Hospitality Association (NPHA) in September – and it was a great opportunity to show off our culinary talent.

The Ridgeline Hotel Estes Park served as the venue for the three-day meeting, serving Delaware North parks division leadership and representatives from the National Park Service and other national park concessions companies. Chefs from several of Delaware North’s national park operations were on hand with Pascal Beaute, the parks and resorts regional chef, to prepare food. The menus, created to be specific to each chef’s park, showcased traditional and innovative fine and casual dining.

Corporate Pastry Chef Paul Padua led hands-on demonstrations that included seasonal crème brûlée, seasonal fruit crisp and cobbler, skillet cookies and mandated desserts for grab-and-go merchandisers.

THE MARKET THAT’S TRANSFORMING CONCESSIONS

A first-of-its kind food concept at KeyBank Center in Buffalo, where Delaware North operates concessions and premium dining for the NHL’s Buffalo Sabres, is making waves.

The Market on Perry is transforming the way guests experience food and beverage concessions. At the new market, guests walk into the open-air space, choose from an array of food and beverages, and pay using a self-checkout system. A “Hot Ready Go” component features fan favorites in an open kitchen, available fresh without having to place an individual order.



Explore Afar |
Detroit Metropolitan Wayne County Airport



MetLife Stadium | East Rutherford, N.J.



Yavapai Lodge Gift Shop |
Grand Canyon National Park

Retail Selection & Style

Through our holistic approach of creating memorable retail experiences, we operate more than 400 retail locations in well-known venues and locations around the world.

From impressive store design, layout and compelling product selections to engaging merchandise and inviting atmosphere and ambience, Delaware North offers a one-of-a-kind shopping experience. Whether our guests are on the go in a busy airport, exploring a breathtaking park, experiencing the action of a gaming facility or at the big game, our global retail operation is tailor-made to help our guests cherish life's special occasions.

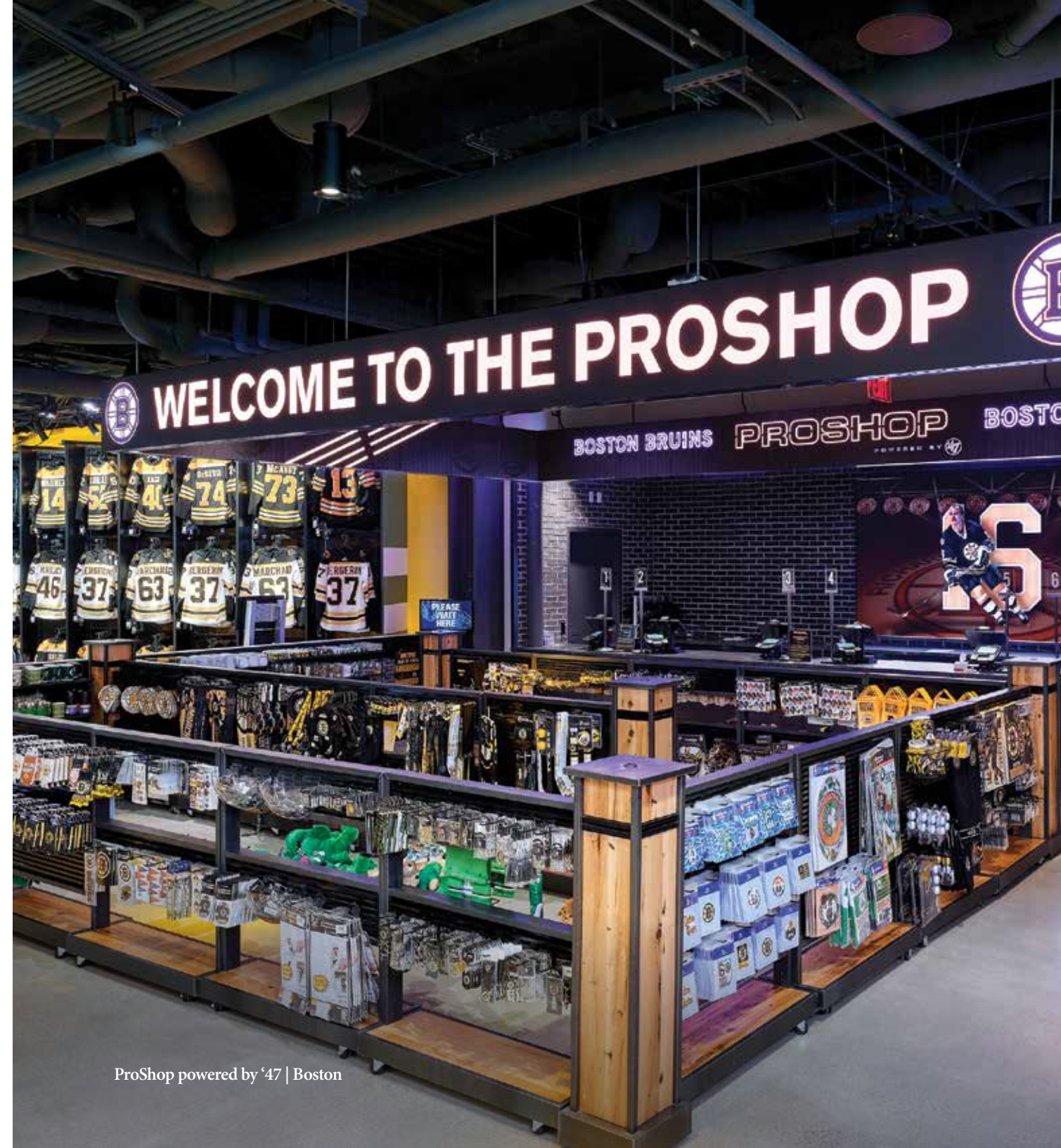
To us, it's all about helping our guests capture a moment in time – and we have been part of some truly memorable experiences in recent years.

THE ALL-NEW BOSTON PROSHOP POWERED BY '47

In the new, larger-than-before ProShop at The Hub on Causeway entrance to TD Garden, Boston sports fans can immerse themselves in the rich history of the Garden while shopping for their favorite Boston Bruins and Boston Celtics merchandise.

The ProShop is the official team store of the NHL's Boston Bruins (owned by Delaware North Chairman Jeremy Jacobs since 1975), and is the only destination for authentic team merchandise, customized apparel, exclusive items and autographed memorabilia.

The new ProShop's grand opening was in October, just in time for hockey season. Among the store's new, state-of-the-art fixtures are a floor-to-ceiling jersey wall offering the largest selection of Bruins and Celtics jerseys in the city, a massive T-shirt display, and multiple points of entry, ensuring direct access for visitors.



ProShop powered by '47 | Boston





Austin-Bergstrom International Airport



Bears Fit | Chicago

KEEPING AUSTIN WEIRD

Delaware North opened several new retail concepts at Austin-Bergstrom International Airport (AUS) this year. The concepts are part of the airport's recent nine-gate expansion. Toy Joy®, The Austin Chronicle Marketplace and Hammer Made are part of the dining and retail transformation at AUS.

Toy Joy is an Austin-born toy store that offers an array of eclectic toys, games and novelties. It offers a funky collection of fun, classic, nostalgic, retro, collectible and “a little weird” toys and gifts. Another part of the store is Yummi Joy, a companion brand offering candies from around the world, handmade fudge, truffles and other treats.

Named after Austin's beloved weekly newspaper, The Austin Chronicle Marketplace offers travelers a one-stop-shop that integrates reading materials with other travel-convenience needs and essentials. Travelers will notice the clever connection of wayfinding that has the look and feel of the Austin Chronicle newspaper.

Hammer Made, which offers an array of men's shirts, ties, T-shirts and other accessories, currently has streetside stores in Georgia, Massachusetts, Illinois and Minnesota.

Delaware North has opened a variety of popular Austin-area restaurants and retail shops at the airport in the past two years. The award-winning dining outlets and retail outlets include expanded versions of Salt Lick BBQ and Annie's Café, Peached Tortilla, JuiceLand, Flyrite Chicken Sandwiches, East Side Pies, Tacodeli, Haymaker and I VINI, as well as BookPeople and Tyler's Austin Warehouse, featuring top-brand retail and souvenir items.

A FIRST FOR SPORTSERVICE

Delaware North Sportservice opened a new team store for a longtime partner – the Chicago Bears – at a first-of-its-kind location: an off-site fitness center developed by the team.

Bears Fit is a state-of-the-art, 45,000-square-foot Bears-themed facility that is open to the public. The Delaware North Sportservice-operated Bears Pro Shop is featured among the latest in exercise equipment and all the programs and amenities of the full-service gym.

“This is our first retail store within this type of cross-license facility,” said Rick Matteo, Delaware North Sportservice regional director of retail.

“The Bears approached us to operate this location, which is the team's only pro shop outside of Soldier Field (the team's home stadium).”

The 1,500-square-foot store offers Chicago Bears licensed products, the newly designed Bears Fit brand that includes athletic apparel and workout gear, and traditional souvenir-type items.

Delaware North Sportservice has been the Bears' retail provider since 2003. In addition to managing the new store, it runs three Bears Pro Shop locations at Soldier Field, the 7Up Chicago Bears Training Camp in Bourbonnais, Ill., the Miller Lite Chicago Bears Draft Party and other official team functions.



Exemplary Guest Experience

Driven by one simple purpose — to delight guests — Delaware North is committed to providing the utmost hospitality. With that goal top of mind, our associates work each day to provide exemplary customer experiences throughout our operations.

When Delaware North implemented its proprietary GuestPath® program, it wanted a formal platform for successful service delivery across its global operations. Over the past 15 years, it has defined the company's customer experience philosophy and served its early goals: to improve guest satisfaction and to enable and empower Delaware North associates to fulfill the service promise of "Creating special experiences one guest at a time."

Today, with a new corporate vision, "To delight guests by creating the world's best experiences today while reimagining tomorrow," Delaware North has the insight to better understand the entire customer journey – the next generation of customer experience for clients, guests and associates.

GuestPath today allows all guest-facing staff to share a common vision of what great experiences look, feel and sound like. It provides guests with a superior, engaging and consistent experience throughout their entire visit – building loyalty for Delaware North and its partners.



NEW ELEARNING APPROACH TO GUESTPATH

GuestPath, Delaware North's proprietary guest experience platform, in March showcased a new approach to eLearning at the Chief Customer Experience Exchange, a prestigious industry conference held in Chicago.

Bradly Sax, director of GuestPath, was a featured speaker and spoke on the topic of moving service delivery training to an eLearning environment. The online training tool has given Delaware North associates a more streamlined way to learn the necessary skills to provide the very best experiences for guests.

The eLearning platform has been successful across the enterprise. After the transition to online learning, Delaware North's parks and resorts

division had an overall guest satisfaction result increase of 11 points (from 41% to 52%). The travel division's staff friendliness results increased from 67% to 71%, and the staff service results increased from 64% to 68%. Not only was this new training method effective, but annual training costs for the two divisions were reduced by \$261,660.

Service recovery and coaching are the next additions to our GuestPath eLearning portfolio, continuing to expand upon the valuable training assets available to all Delaware North associates.

An online learning partner, Typsy, was recently added to provide associates with hospitality-focused micro-learning courses. These quick, additional training opportunities will align with the new Career Framework and continue to reinforce the Delaware North value of "Think Guest."



Kennedy Space Center Visitor Complex | Cape Canaveral, Fla.

GOING ABOVE AND BEYOND

Across Delaware North's operations, guests are often so impressed with the service they receive that they take the time to write our management team or clients about our associates' special efforts.

Here are a few of the many great stories we heard from guests in 2019:

- A Delaware North associate at Louis Armstrong New Orleans International Airport saved the day when he ran to catch up with a guest who had forgotten her bag. "I must've left it hanging on the chair – it had everything I needed for my trip, my wallet and paperwork," wrote the guest. "It would've ruined my whole trip had I lost it. I was so grateful he took the time to find us and return it!"
- When a main exit of Yellowstone National Park was blocked, Delaware North's Yellowstone General Store associates stepped in to assist stranded guests. The associates stayed late to prepare and distribute food and provided regular updates on the condition of the roads. "My whole family was incredibly thankful," wrote a guest.

"A lot of the staff was stranded, too, so it meant a lot that they continued to help us."

- When a guest accidentally dropped \$300 at Delaware North's Miami Valley Gaming in Lebanon, Ohio, security was quick to resolve the issue. "I'm very grateful, and even though it was my mistake dropping it out of my pocket, it's nice to know that this gaming establishment will do its best to make things right," the guest wrote.
- As allergies and diet restrictions increasingly become a part of food service operations, Delaware North's culinary team quickly adapts to accommodate guests. A guest visiting Nationwide Arena in Columbus, Ohio for a Columbus Blue Jackets game wrote to express his thanks to Chef Sean Barger and a server, Cheri Turner. Upon hearing of the guest's diet restrictions, Turner asked Barger to come to the guest's table. Barger promptly offered alternative meals for the guest. "It didn't occur to me to reach out about my restrictions prior to the game, but the food came out great and we had a blast," wrote the guest.



GuestPath's spring and winter WOW-a-Thon events rewarded hard working associates around the world.

- The commanding officer of the United States Marine Corps' Recruiting Station Riverside on March Air Reserve Base in California wrote a letter of appreciation to Delaware North's Ontario International Airport staff for supporting their annual Christmas party: "Due to your unconditional support, the Marines and families of Recruiting Station Riverside were not only able to enjoy a great meal and gifts, but also much needed camaraderie during a special time of year," the officer wrote. "The Marines value our community relationships and your support has sealed an excellent working relationship between Delaware North and Recruiting Station Riverside. We look forward to working with you in the future and supporting Delaware North any way we can. Once again, thank you for supporting our command and all you do for our Corps and our veterans."
- A family visit to Kennedy Space Center Visitor Complex prompted a guest to write about their great experience: "My family and I wanted to thank you for such a wonderful time today at your facility. The staff was very helpful, kind and informative. We found KSC to be greatly educational while also fun at the same time. We also love seeing the launches from home and look forward to all the progress and informational quests that KSC has to offer!"

Associates who received a WOW-a-Thon ticket then visited GuestPath.com for a chance to win one of hundreds of prizes. Associates were also encouraged to post WOW-a-Thon photos on social media, incorporating the #DelawareNorthProud hashtag for a second chance to win. In all, about 10,000 associates participated in the two WOW-a-Thons.

A WOW-a-Thon is an opportunity to recognize those who go above and beyond to create exceptional experiences and embody the Delaware North value of "Think Guest."

BRINGING THE 'WOW' FACTOR

The GuestPath team in 2019 hosted two WOW-a-Thon events to reward associates at locations around the world.

During a WOW-a-Thon, Delaware North leadership issues a special ticket to associates "caught" demonstrating the company values, delivering great service and/or going above and beyond for guests.



Boston Logan International Airport



Because We Care

One of the hallmarks of Delaware North across our operations is the focus we put on stewardship and corporate social responsibility.

THE ENVIRONMENT

Our proprietary stewardship platform, GreenPath®, helps ensure we carefully manage our environmental impact and positively contribute to the communities we serve. Setting a new standard for efficiency and responsibility, GreenPath has won dozens of regional, national and even international awards from the likes of sports and entertainment venues, NASA, the National Park Service, the U.S. Environmental Protection Agency, the U.S. Travel Association, airports, municipalities and others. By saving millions of gallons of water, reducing energy consumption, diverting thousands of tons of solid waste and seeking more efficient ways of doing things, we've made significant strides in the preservation of our environment. Since its inception in the 1990s, GreenPath – much like the communities and environments it serves – has continued to grow and flourish. It has evolved to include a robust stewardship platform that supports sustainability and features five key branches – Environmental Management, Facilities and Asset Protection, Interpretation and Education,

Healthy Living and Community Involvement – demonstrating our commitment to operating responsibly and protecting natural and cultural resources.



Say Yes Buffalo | Buffalo, N.Y.

THE COMMUNITY

We are active in the communities we serve, making our operations more than places we work; they are places we invest in because we believe in them. From being a responsible employer with dedicated hiring practices for the disadvantaged, seniors and students, to food donation programs that feed the hungry, we believe that social responsibility is the duty and hallmark of being an exceptional corporate citizen.

DELAWARE NORTH, JACOBS FAMILY 'SAY YES'

Delaware North and the Jacobs family in 2019 reaffirmed their support of Say Yes Buffalo with a \$1 million gift to its five-year, \$100 million endowment campaign, which will ensure scholarship availability for eligible students for years to come. Including this donation and one in 2012, Delaware North has committed more than \$2 million to the Say Yes Buffalo Scholarship Fund.

“Delaware North is proud to renew our commitment to Say Yes, which is making tremendous strides in helping to ensure college access and success for Buffalo’s students,” said Jerry Jacobs Jr., Co-CEO of Delaware North. “This endowment fund will help Say Yes to perpetuate its great work well into our city’s bright future. We look forward to continuing to celebrate the many successes of Western New York’s college-bound students.”

Announced in 2018, the Say Yes Buffalo Endowment Campaign aims to raise \$100 million by 2023 to secure the availability of Say Yes postsecondary scholarships and grants forever. The Say Yes Buffalo Partnership is an education-based initiative that provides a powerful engine for long-term economic development, which will radically improve the life course of public-school students in the city of Buffalo.



Scheduled to open in 2020, the \$15 million, 75,000-square-foot flagship Delaware North Opportunity Center will provide services such as job training, medical care, food, clothing and more.

PROVIDING OPPORTUNITIES FOR BUFFALO'S LESS FORTUNATE

Delaware North in December announced a \$500,000 commitment to support construction for the education center in the new Buffalo City Mission Community Center in downtown Buffalo, N.Y. The center will be named the Delaware North Opportunity Center.

“Delaware North is proud to support the Buffalo City Mission’s inspirational work for our neighbors with the greatest needs,” said Lou Jacobs, Co-CEO of Delaware North. “Buffalo is at its best when our community comes together for the betterment of all, which is certainly the case with the new City Mission facility. We hope that the Opportunity Center will provide meaningful experiences that enrich lives and make enduring impacts.”

Scheduled to open in 2020, the \$15 million, 75,000-square-foot flagship community center will provide preventative services to decrease the percentage of homelessness year-over-year for those who are on the brink of homelessness in Buffalo. It will also deliver more complete care to individuals who already experience homelessness.

The Delaware North Opportunity Center will include notable features such as space for social service agencies, case management, mental health services, medical care, job training, basic family services, legal services, food, clothing and more.



Buffalo City Mission | Buffalo, N.Y.



Metropolitan Ministries | Tampa, Fla.

USO CAMPAIGN TAKES OFF IN TRAVEL AND GAMING DIVISIONS

Delaware North’s travel division in February presented a \$269,068 check to the United Service Organizations (USO), a non-profit that supports service members and military families via programming, centers and airport locations around the world. The donation was the result of a fundraising campaign at the 200-plus Delaware North dining locations at 17 airports across the United States, with all proceeds going to benefit the USO.

The fundraising campaign, which began on Memorial Day in 2018, involves the sale of the commemorative USO cups, as well as opportunities for guests to “round up” their purchases at the register or donate in \$1, \$3 or \$5 increments.

The program expanded in July, when it launched at 10 of Delaware North’s casino gaming destinations across the United States. While making purchases at the gaming locations, guests can “round up” to the nearest dollar amount – with the extra funds going to the USO. Guests can also donate at all points of sale.



GLOBAL LEADERS COME TOGETHER FOR DAY OF VOLUNTEERING

More than 200 leaders from Delaware North came together in March in Tampa, Fla., for a community outreach project. The event culminated in the presentation of a \$40,000 donation to a non-profit organization.

The group – made up of executives and managers from Delaware North’s operating locations across four continents – tackled several volunteer projects around the campus of Metropolitan Ministries, a non-denominational organization whose mission is to care for individuals and families that are hungry, homeless and at risk of becoming homeless. Their tasks included meal production, kitchen prep, gardening, and the renovation of educational and recreational spaces.

The group was in Tampa for the company’s Global Leadership Meeting, which brought together leaders from Delaware North’s operating locations around the world. Delaware North operates food and beverage services at both Amalie Arena, home of the NHL’s Tampa Bay Lightning, and Tampa International Airport.

Following the volunteer activities, Delaware North executive vice presidents Frank Mendicino, Maureen Sweeny and Jim Houser presented Metropolitan Ministries CEO Tim Marks with a \$40,000 donation.

“Delaware North is thrilled to support Special Olympics athletes because we know that sports have a special way of bringing people together.”

LOU JACOBS
CO-CEO, DELAWARE NORTH

A SPECIAL GIFT FOR THE SPECIAL OLYMPICS

Delaware North Co-CEOs Lou Jacobs and Jerry Jacobs Jr. in May presented Special Olympics New York with a \$50,000 gift to support the growth of the organization’s Unified Sports program in Western New York.

Special Olympics New York serves nearly 68,000 athletes – including 3,900 from the Western New York region — across New York with year-round sports training and athletic competition that ranges from the local to international level. The organization also partners with nearly 150 schools statewide to offer unified sports, where students with and without intellectual disabilities compete on a level playing field, and incorporates health screenings for its athletes at all major events – all at no cost to athletes, their families or caregivers.

“Delaware North is thrilled to support Special Olympics athletes because we know that sports have a special way of bringing people together,” Lou Jacobs said. “Special Olympics New York ensures that everyone in our community has the opportunity to participate in fun, inclusive, and confidence-inspiring events. We look forward to cheering on these incredible athletes throughout the year.”

SOUTHLAND CONTINUES COMMUNITY SUPPORT

Southland Casino Racing continued its philanthropic commitment to the community with a \$111,000 donation to the Boys & Girls Club in September.

The donation will go toward improving and expanding Boys & Girls Club facilities and programs in West Memphis, Ark., giving children safe options for after school and weekend activities. In addition, the organization also provides satellite after-school programs for kids around Crittenden County.

Southland Casino Racing, which is owned and operated by Delaware North, has long been invested in the youth of West Memphis. The mayor of West Memphis presented Southland with a key to the city and proclaimed September 19 as “Southland Casino Racing Day,” in honor of its many years of contributions to the community – which in 2019 also included a \$25,000 donation to the city’s Mayor Summer Jobs Youth Empowerment Initiative; a \$5,220 donation to the Delta STEM Education Center at Arkansas State University; and its annual \$100,000 pledge to Arkansas State University Mid-South.



United Way Day of Caring 2019 | Buffalo, N.Y.

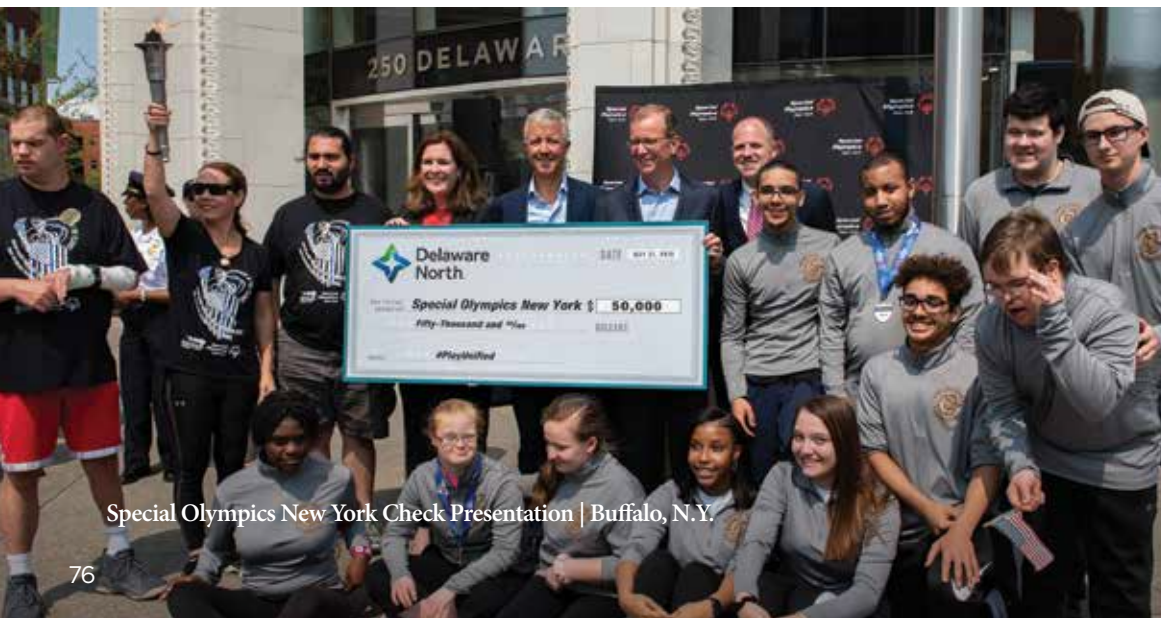
WESTERN NEW YORK LOCATIONS UNITE FOR DAY OF CARING

A record 250 associates from Delaware North’s Buffalo-area operations came together in August for the United Way Day of Caring, volunteering with seven nonprofit organizations across Western New York.

It was the largest group to take part in the 20 years that Delaware North has participated in the event, and the first time that all of the company’s Buffalo-area offices and operating locations – including its global headquarters, Amherst Campus, New Era Field, KeyBank Center, Buffalo Niagara International Airport, Hamburg Gaming, The Westin Buffalo, Patina 250, Niagara Falls State Park and the New York State Thruway Travel Plazas – were represented among the volunteers.

Delaware North’s culinary team at KeyBank Center also donated and served breakfast and lunch to each of the day’s 3,200 volunteers.

“The Day of Caring is an opportunity to come together as a community – both the Western New York community, and our community as Delaware North associates,” said Delaware North Co-CEO Jerry Jacobs Jr. “It’s a day that each of us can feel proud to be making a difference in our hometown.”



Special Olympics New York Check Presentation | Buffalo, N.Y.



A Place Called Home | Los Angeles



FeedMore WNY | Buffalo, N.Y.



FeedMore WNY | Buffalo, N.Y.

LAX ASSOCIATES GIVE BACK – AND GET REWARDED

Delaware North's Los Angeles International Airport (LAX) team in 2019 continued its work with A Place Called Home, a community outreach organization that serves South Central Los Angeles.

In May, the team was recognized by U.S. Congresswoman Lucille Roybal-Allard, who represents California's 40th District, for its contribution to a recent community event.

The team was presented a Congressional Recognition Award during the 2019 Health & Garden Expo, an annual event designed to educate families and residents of South Central Los Angeles on how to lead healthier lifestyles. The team prepared a nutritious lunch for more than 500 community members, demonstrated how to prepare healthier meals, provided recipes for healthy eating and offered samples of alternative flavor profiles during this year's expo.

The team continued its service to A Place Called Home in August, when it co-hosted a community event to benefit students and families from south Los Angeles preparing for the school year. About 1,500 students received new backpacks at the "Backpack to School 2019" initiative, then had the opportunity to fill their backpack with a wide variety of school supplies and books. The team also prepared healthy lunches for those in attendance.

Delaware North's LAX team has been a corporate partner to A Place Called Home since 2016.

DELAWARE NORTH 'ADOPTS-A-ROUTE' TO FEED LOCAL FAMILIES

Delaware North Co-CEO Lou Jacobs in August announced that Delaware North will "Adopt-A-Route" to provide home-delivered meals to elderly Western New York residents.

FeedMore WNY – which is a collaboration of The Food Bank of WNY and Meals on Wheels for WNY – helps vulnerable neighbors gain access to nutritious meals. The organization procures and distributes food and support throughout four counties. In any given month, FeedMore assists almost 140,000 individuals through more than 300 agencies and programs.

When a company signs up for Adopt-A-Route, a group of co-workers come together to assume responsibility for a food-delivery route on a weekly basis. Volunteers take turns delivering meals each week during their lunch hour.

"I'm excited to announce that Delaware North will adopt a route in Buffalo," Jacobs said. "It will be a great opportunity for our associates who are eager to get out into our community and share our company's values with all of Buffalo."

Jacobs joined FeedMore's Board of Directors in 2018, and Delaware North associates proudly volunteer with the organization annually on United Way's Day of Caring.

"We look forward to this new partnership with Delaware North, which will build upon our long-standing presence in airports across the country and raise awareness about the USO."

MICHAEL HOAR
USO VICE PRESIDENT OF CORPORATE ALLIANCES

EARTH DAY ACTIVITIES CREATE BUZZ

Delaware North-owned and/or operated locations participated in a variety of creative and enlightening activities around Earth Day this year.

Delaware North's team at Grand Canyon National Park hosted an informational booth at the National Park Service (NPS) Earth Day Festival at the Grand Canyon Visitors Center; participated in a litter pick-up; and partnered with the NPS Native Plant Nursery to spread a native grass and wildflower mixture in plant beds in the park.

- Tenaya Lodge at Yosemite hosted an Earth Day Farmers' Market. It also offered a complimentary guided nature hike; tree planting; and environmentally related movies, games and crafts.
- Delaware North's team at Little Caesars Arena in Detroit celebrated Earth Day with its second annual "Bee the Change" Challenge, educating associates on the importance of bees and other pollinators.
- A team from the Delaware North-operated Pine Lodge in Whitefish, Mont., spent about three hours on the morning of Earth Day cleaning up trash and debris on the river path behind the hotel.
- Local third-graders visited Sea Crest Beach Hotel in Cape Cod and learned about sustainable seafood, participated in sustainability activities, and discussed environmental protection and boating safety.
- Kennedy Space Center Visitor Complex hosted its annual Earth Day Vendor Fair with nearly 40 vendors, including an autonomous bus, local organizations and businesses, and Kennedy Space Center contractors.



Grand Canyon National Park



The Westin Buffalo is named by Marriott International as its Hotel of the Year. *May 2019*



Denver Central Market at Denver International Airport is named Airport Food Hall of the Year. *July 2019*



Progressive Field is named the Best Ballpark in MLB by Stadium Journey's Major League Ballpark Rankings. *November 2019*

Awards and Recognition

JACOBS FAMILY

Delaware North Chairman **Jeremy M. Jacobs**, who serves as Chairman of the University at Buffalo Council, presents the Chancellor Charles P. Norton Medal to Dr. Nick Hopkins at the university's Jacobs School of Medicine & Biomedical Sciences commencement ceremony. *(May 2019)*

CEO of Delaware North Boston Holdings **Charlie Jacobs** and Delaware North Co-CEO **Jerry Jacobs Jr.** speak about the future of concessions at the 2019 VenuesNow Conference in a session titled "Innovation & Facilities 2030: Concessions." *(September 2019)*

Delaware North Co-CEO **Lou Jacobs** is appointed to the board of directors of the Everglades Foundation, which is dedicated to restoring and protecting the Everglades ecosystem. *(November 2019)*

Delaware North Co-CEO **Jerry Jacobs Jr.** is recognized with the 2019 Partner Champion Award from The Corps Network, an organization that encourages service and conservation on the United States' public lands. *(March 2019)*

SportsBusiness Journal's "Power Players of The Culinary Culture" feature recognizes **Jerry Jacobs Jr.**, Co-CEO; **Lou Jacobs**, Co-CEO; **Charlie Jacobs**, CEO of Boston Holdings; and **Maureen Sweeney**, chief development officer. *(March 2019)*

VENUES & ASSOCIATES

Delaware North's **Los Angeles International Airport** (LAX) operation is named 2018 Corporate Partner of the Year by A Place Called Home (APCH), a community outreach organization that serves South Central Los Angeles. *(February 2019)*

Angel Food Bakery & Donut Bar at Minneapolis-St. Paul International Airport (MSP) wins the Best Quick-Service Restaurant Award at the annual Five-Star Service Awards at the airport. *(February 2019)*

Morimoto Asia and **The Edison** make the Forbes list of Best Restaurants in Orlando. *(February 2019)*

Salt Lick BBQ (Austin-Bergstrom International Airport) wins the award for Best Local-Inspired Restaurant, and **Adventure North** (Minneapolis-St. Paul International Airport) wins Best New Retail at the Airport Experience News (AXN) conference. *(February 2019)*

Salt Lick BBQ at Austin-Bergstrom International Airport tops The Daily Meal's list of the 25 Best Airport Restaurants in America. **Dooky Chase's** at Louis Armstrong New Orleans International Airport comes in at No. 21 on the list. *(March 2019)*

Delaware North's **Creative Studio** is recognized with two Silver ADDY Awards from the Western New York chapter of the American Advertising Association (AAF). *(March 2019)*

Delaware North's team at **Minneapolis-St. Paul International Airport** (MSP) earns a special recognition from the U.S. Department of Homeland Security and the Transportation Security Administration (TSA) for its generous support of TSA agents during the federal government shutdown. *(March 2019)*

The Delaware North marketing team at **Sequoia & Kings Canyon National Parks** is awarded first place for its #UnlimitedSequoia campaign, which was best-in-class in Wayin's annual digital marketing competition for user-generated content marketing. *(March 2019)*

The culinary team at **Jumer's Casino & Hotel** in Rock Island, Ill., brings home two Silver Medals from the 10th Annual Riverside Culinary Classic. *(April 2019)*

Lisa Torres, executive chef for Delaware North at Ontario International Airport in Southern California, receives recognition from the City of Ontario, as well as the airport authority, for going above and beyond in taking care of passengers and fellow airport employees. *(April 2019)*

Darlene Koenig, Delaware North's vice president of business development and partnerships for Kennedy Space Center Visitor Complex in Florida, receives the 2019 Dr. Kurt H. Debus Award from the National Space Club Florida Committee. *(April 2019)*

Midwest Gaming and Destinations Magazine's 2019 Readers' Choice Awards earns **Jumer's Casino & Hotel** a total of 13 awards in 15 categories; six of which were ranked first place, including Best Casino Personnel and Best Customer Service. *(May 2019)*

The University at Buffalo (UB) School of Management names **Delaware North** its 2019 Recruiting Organization of the Year in recognition of the company's growing recruiting relationship. *(May 2019)*

Delaware North's **Los Angeles International Airport** (LAX) team is recognized by U.S. Congresswoman Lucille Roybal-Allard, who represents California's 40th District, for its contribution to the 2019 Health & Garden Expo. *(May 2019)*

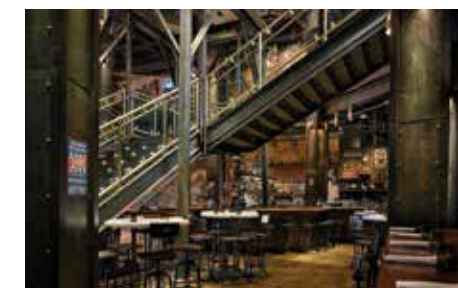
The Westin Buffalo is ranked number one in the Americas and number two in the world among Westin hotels for "Intent to Recommend," and reupped its AAA Four Diamond Rating, remaining one of only two hotels in Buffalo to receive the esteemed rating. *(May 2019)*

The Airports Council International-North America (ACINA) awards **Frivolous** at Detroit Metropolitan Airport (DTW) first place for best new retail concept, and **Tyler's Austin Warehouse** at Austin-Bergstrom International Airport (AUS) third in the same category. *(June 2019)*

Seth VanderLaan, assistant general manager for Delaware North Sportservice at Miller Park in Milwaukee, is presented with the Environmental Innovator of the Year award from the Green Sports Alliance. *(June 2019)*



Kennedy Space Center Visitor Complex achieves a near-perfect score on NASA's annual evaluation. *March 2019*



The Edison is named by Condé Nast Traveler as one of the 21 best restaurants in Orlando. *May 2019*



The Gideon Putnam is listed among New York State's best hotels by U.S. News. *February 2019*



Delaware North's global headquarters is certified as a LEED Silver building by the U.S. Green Building Council. *September 2019*



Marvel Stadium becomes the first Australian sports venue to be named Global Venue of the Year. *June 2019*



Jumer's Casino & Hotel earns 14 awards from Casino Player Magazine's Best of Gaming reader's poll. *September 2019*

In the category of food quality, six of Delaware North's MLB clients are featured in the top 10 in a survey conducted by SeatGeek. **Guaranteed Rate Field** (Chicago White Sox) at No. 1, **Petco Park** (San Diego Padres) at No. 3, **Progressive Field** (Cleveland Indians) at No. 6, **Miller Park** (Milwaukee Brewers) at No. 8, **Oriole Park at Camden Yards** (Baltimore Orioles) at No. 9 and **Target Field** (Minnesota Twins) at No. 10. *(June 2019)*

Moodie Davitt's annual Airport Food & Beverage Awards in Dallas brings **Auckland Airport** in New Zealand the top overall award for operations, Airport Food & Beverage Offer of the Year, along with five other categories. *(July 2019)*

Via Napoli Ristorante e Pizzeria, operated by Delaware North's Patina Restaurant Group and located at Epcot Center in Walt Disney World, is named the Best Amusement Park Restaurant in USA Today's 10Best Readers' Choice Awards. *(July 2019)*

Jay-Z's **40/40 Club**, which Delaware North operates at Hartsfield-Jackson Atlanta International Airport, is presented with the Restaurant of the Month award at the Department of Aviation's concessions meeting. *(June 2019)*

Los Angeles Magazine names **Ray's and Stark Bar** – operated by Delaware North's Patina Restaurant Group – as the city's Best Place for a First Date in its Best of LA issue. *(July 2019)*

Delaware North's **Wheeling Island Hotel-Casino-Racetrack** is ranked No. 28 among the 50 best casinos in the United States, according to Business Insider, based on TripAdvisor reviews. *(August 2019)*

Delaware North Sportservice at **Busch Stadium** and the St. Louis Cardinals are recognized by the U.S. Environmental Protection Agency (EPA) for A Decade of Partnership in Sustainability. *(August 2019)*

OpenTable, the popular online restaurant reservation website, names **Terrapin Taproom**, operated by Delaware North Sportservice at SunTrust Park in Atlanta, as one of its 2019 Diners' Choice winners. *(August 2019)*

Delaware North Senior Vice President, General Counsel and Secretary **William Hochul** receives the Law Enforcement Foundation of Western New York's 2019 Career Achievement Award. *(August 2019)*

Delaware North's **Learning & Development** team receives the award for Most Successful Use of Blended Learning at the OpenSesame User Conference for the Pinnacle I leadership development program. *(September 2019)*

SLC (Sports & Leisure Catering) Magazine names **Wembley Stadium** Stadium of the Year. Delaware North is the sole operator of hospitality services at Wembley Stadium. *(September 2019)*

Coopers Alehouse at Adelaide Airport in Australia wins the Top Sales Growth award at the Adelaide Airport Retail Awards. **Colonel Light Corner Store** was runner-up in the same category. *(October 2019)*

The Habit Burger Grill, operated by Delaware North's travel division in Terminal 6 at Los Angeles International Airport, receives the Highest in Sales Award at the 2019 Habit Burger General Manager Conference. *(October 2019)*

Patina 250 is ranked No. 5 in a list of Buffalo's best restaurants, as voted by readers of Buffalo Business First. It placed No. 1 for American restaurants, No. 3 for brunch and No. 5 for lunch. **Jake's Café** is voted No. 5 for best coffee. *(October 2019)*

Mindil Beach Casino Resort takes home four awards at the 2019 Hospitality Northern Territory Australian Liquor Marketers Gold Plate Awards, including Best Function/Event Caterer, Best Specialty Cuisine, Best Steak Restaurant and Best Cocktail List. *(October 2019)*

Delaware North's GreenPath team at **SunTrust Park** in Atlanta wins in the Best Sustainability Initiative category as part of the Excellence in Concessions Awards by VenuesNow magazine. *(October 2019)*

Grainger Stadium in Kinston, N.C., where Delaware North Sportservice provides food and beverage services, is recognized by Kinston Vocational Rehabilitation Services as Employer of the Year for its commitment to an inclusive work culture. *(October 2019)*

Patina Restaurant, the flagship location of Delaware North's Patina Restaurant Group, is included in OpenTable's Top 10 Diner's Choice list of the best restaurants in downtown, south and east Los Angeles. *(October 2019)*

Delaware North's human resources team at **Shenandoah National Park** receives the Employer of the Year award at the Champions of Disability Employment banquet held by the Virginia Department of Aging & Rehabilitative Services. *(November 2019)*

The Minnesota Twins and **Target Field**, where Delaware North Sportservice provides food, beverage and retail services, receive the 2019 Leadership Award for Outstanding Commitment to advancing green building by the U.S. Green Building Council. *(November 2019)*

Delaware North's **Sea Crest Beach Hotel** in Cape Cod, Mass., and **Honey Creek Resort** in Moravia, Iowa, are named winners of The Knot Best of Weddings in 2020. *(November 2019)*

Jumer's Casino & Hotel in Rock Island, Ill., wins 11 awards in the Strictly Slots Magazine Best of Slots poll, including first place for Best Overall Casino and Best 50 Cent Slots. *(December 2019)*

Courtney Parker, Delaware North associate at Hartsfield-Jackson Atlanta International Airport, is named the 2019 Airport Employee of the Year. *(December 2019)*



Patina Restaurant receives Wine Spectator's top honor, the prestigious Grand Award. *August 2019*



SLC (Sports & Leisure Catering) Magazine names Delaware North at London Stadium Event Caterer of the Year. *September 2019*



Operations at Yellowstone National Park receive a Montana EcoStar Award for 2018. *March 2019*

Executive Team and Corporate Information

DELAWARE NORTH JACOBS FAMILY LEADERSHIP

Jeremy M. Jacobs
Chairman
Delaware North

Jeremy M. Jacobs Jr.
Co-Chief Executive Officer
Delaware North

Louis M. Jacobs
Co-Chief Executive Officer
Delaware North

Charles M. Jacobs
Chief Executive Officer
Delaware North's Boston Holdings

DELAWARE NORTH EXECUTIVE LEADERSHIP

Christopher J. Feeney
Executive Vice President
and Chief Financial Officer

James Houser
Executive Vice President
and Chief Operating Officer

Frank Mendicino
Executive Vice President
and Chief Administrative Officer

Maureen Sweeney
Executive Vice President
and Chief Development Officer

DELAWARE NORTH CORPORATE LEADERSHIP AND OFFICERS

Rick Abramson
Chief Customer Officer

Stephen Harrington
Chief Procurement Officer

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Senior Vice President, General Counsel
& Secretary

Michael McCabe
Chief Compliance Officer

Jack McNeill
Senior Vice President
of Government & External Affairs

Todd Merry
Chief Marketing Officer

Eileen Morgan
Chief Human Resources Officer

Yvette Vincent
Chief Technology Officer

Jeff Wilkinson
Chief Information Officer

BUSINESS DEVELOPMENT

Matthew Wagner
Senior Vice President
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OPERATIONAL LEADERSHIP

Scott Socha
Group Leader for Parks and Resorts,
and Travel

Bob Wilson
Group Leader for Patina Restaurant
Group & Senior Vice President of
Operational Excellence

James Taylor, President
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E. Brian Hansberry, President
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James Obletz, President
Travel

Chris Harter, President
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Amy Latimer, President
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