





Delaware North Retrospective 2015-2017

The Power of Partnership	2
About Delaware North	4
Global View. Local Focus.	6
Financial and New Business Highlights	8
Boston Holdings	10
Sportservice	20
Parks and Resorts	30
Gaming	40
Travel	50
Patina Restaurant Group	62
A Century of Special Experiences	72
Leaders in What's Next	74
Food is our Passion	76
Retail Selection & Style	84
Elevating the Experience	90
Because We Care	96
Awards and Recognition	108
Executive Team and Corporate Information	114



► The Power of Partnership

The past two years have been an exciting time for Delaware North, marked by growth and innovation across each of our subsidiaries. We celebrated a number of new partnerships, business ventures and acquisitions to the company's dynamic portfolio. While we are always focused on our future, we also took time over this period to celebrate our past, marking our company's 100th anniversary in 2015 with celebrations at each of our locations around the world.

Our centennial was a great reminder of the core principles and values-driven approach to business on which our company was founded. Since the early days of peanuts and popcorn, Delaware North has thrived on the strength of our industry and client relationships. Trust, integrity and character are values that we hold dear to our family, and they are the same values we have instilled in our company. We know that the strength of our partnership with clients and colleagues is the key to our continued growth and success.

None of Delaware North's accomplishments would be possible without our 55,000 associates. Our team, which spans the globe in some truly remarkable settings, is by far our company's most valuable asset.

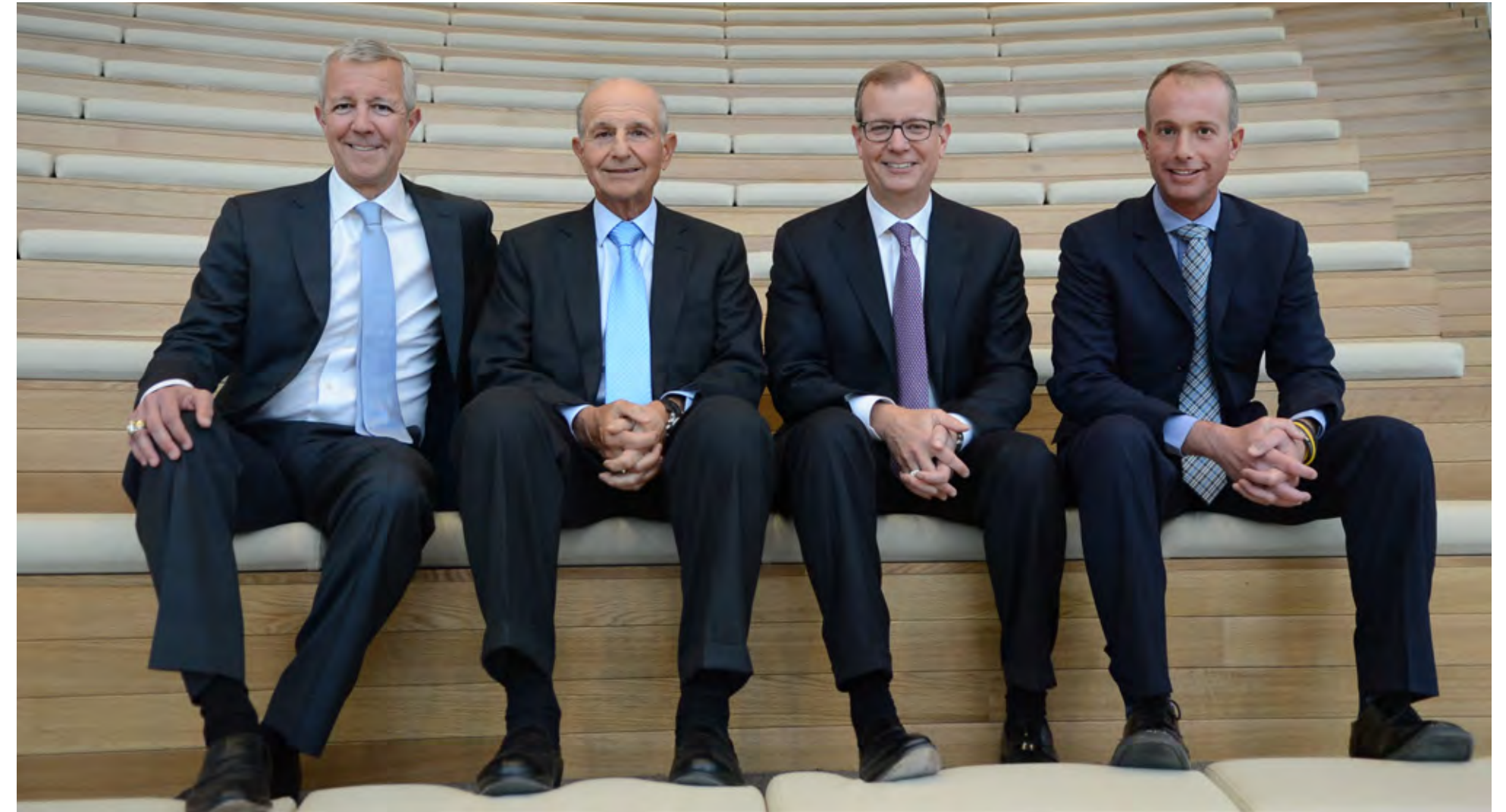
In the coming pages, you'll read much more about recent accomplishments at Delaware North. We hope that you'll reflect on years past with an eye toward the future. We look forward to working together to reimagine and redefine what's next.

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



Louis Jacobs, Jeremy Jacobs, Jeremy Jacobs Jr., Charles Jacobs

About Delaware North

Delaware North is one of the largest privately-owned-and-operated hospitality and food service companies in the world – a symbol of stability and reliability, and a testament to our ability to evolve and adapt in an ever-changing marketplace. So whether you are a fan, traveler, visitor or guest, chances are very good that you've enjoyed memorable moments personally delivered by our company.

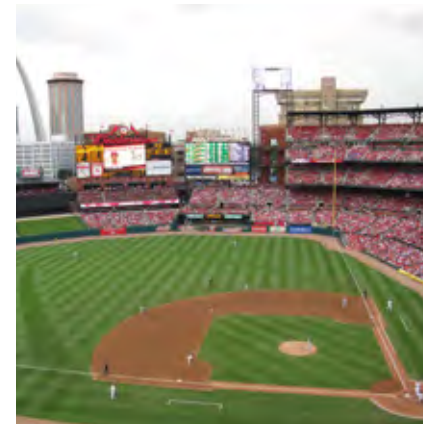
Serving more than a half-billion people annually, our associates are dedicated to creating special experiences worldwide at high-profile places such as sports and entertainment venues, national and state parks, destination resorts and restaurants, regional gaming operations, and airports and travel hubs.

Our \$3 billion enterprise stems from our family of operating subsidiaries. While each operates as a singular entity with expertise in its particular industry, they also contribute to our collective think tank of hospitality 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.



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, we serve more than 2.5 million visitors each year. Home of the NHL's Boston Bruins – owned by Delaware North Chairman Jeremy Jacobs since 1975 – and the NBA's Boston Celtics, TD Garden is also a frequent stop for top music entertainers.



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.



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.



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 and Illinois, and in 2016 acquired Ruby Seven Studios, a leading developer of social casino gaming applications, and route gaming operator GEM.



Travel

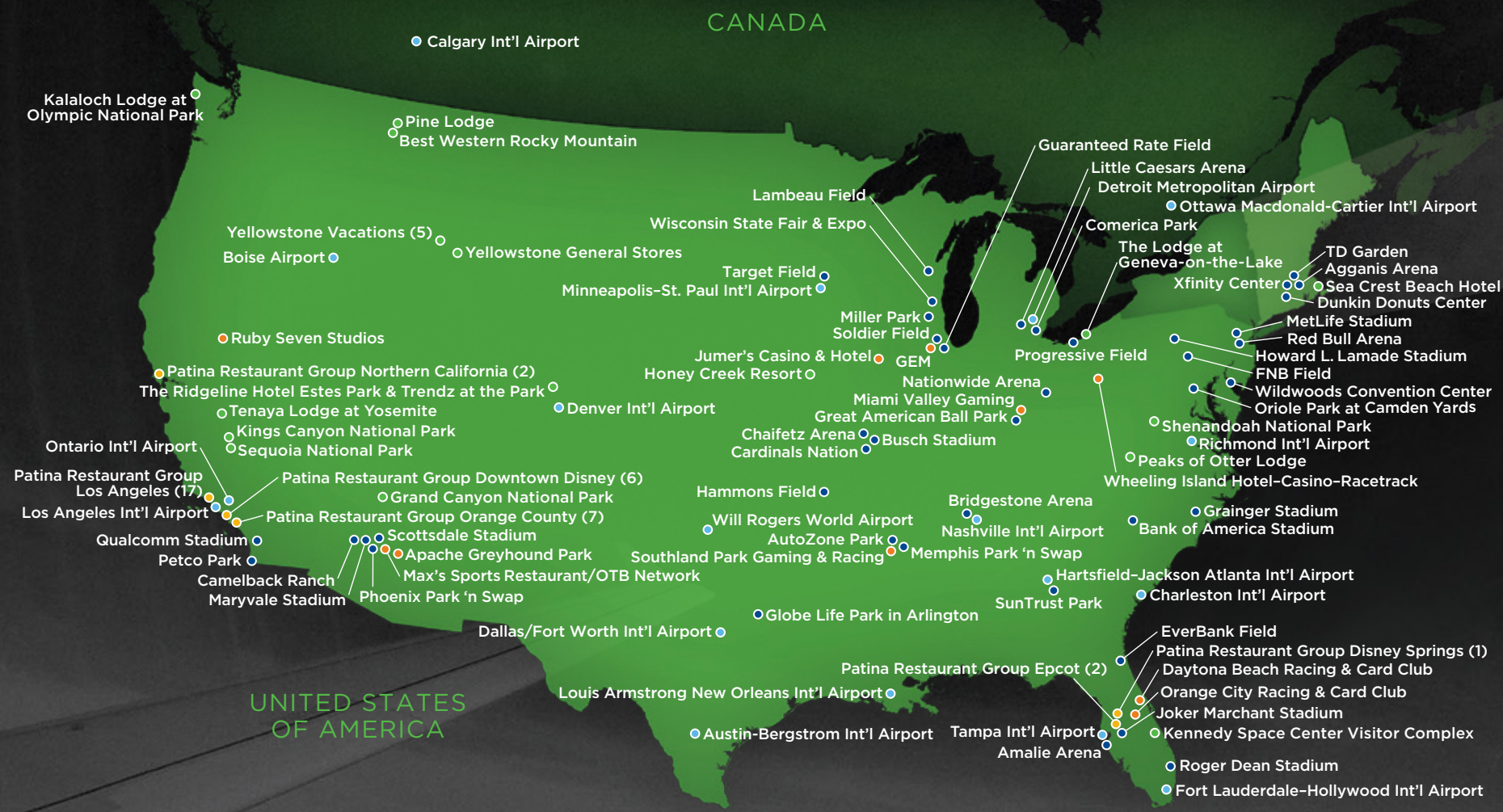
Delaware North is one of the world's leading airport food and retail companies – operating in more than 30 airports around the world and managing 200-plus brands in more than 300 restaurants and retail stores. Our expertise has helped us land in some of the most prestigious airports in the world, including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



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 Rockefeller Center, The Metropolitan Opera, Lincoln Center, Anaheim's Downtown Disney®, Disney Springs in Orlando, Epcot World Showcase and the Empire State Building.

Global View. Local Focus.



Our Locations

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

JACOBS FAMILY LEADERSHIP

More than 100 years since the company began, Delaware North continues to be owned and led by the founding Jacobs family. Our chairman, Jeremy Jacobs, represents the second generation. His sons – Jerry Jacobs Jr., Lou Jacobs and Charlie Jacobs – have had senior-level roles in the business collectively for decades, and in January 2015 were appointed as Co-CEOs of Delaware North (Jerry Jr. and Lou) and CEO of Boston Holdings (Charlie).

Remaining private and family owned and operated since 1915 is an extraordinary accomplishment. What's more, it is key to our strategy and integral to our success. Our mission and vision are constant. Our priorities long-standing.



“My dad had to fight hard to keep the business when his own father died suddenly. Delaware North means the world to him and our family. We always say it's his seventh child. We'll be around for many more generations to come because this is so much more than just a business to us. It's part of who we are. A pile of cash just has no appeal. We love what we do. So why would we do anything different?”

LOU JACOBS
CO-CHIEF EXECUTIVE OFFICER

Financial and New Business Highlights

Our financial stability is among the qualities for which we are most respected. More than a wise business practice, our financial wellness has allowed us to capitalize on investment opportunities and introduce new clients and locations to our family of companies.

Delaware North in 2015 moved into its new global headquarters – a stunning, 12-story, glass-walled building in downtown Buffalo that includes the company-owned-and-operated Patina 250 restaurant and The Westin Buffalo hotel. The world-class offices, hotel and restaurant involved a Delaware North investment of more than \$50 million.

Delaware North Sportservice added the Atlanta Braves to its roster in 2015, our 11th Major League Baseball partner, helping the team transition from Turner Field to its new home at SunTrust Park. Beginning in 2017, the subsidiary will also oversee food, beverage and retail operations for the National Hockey League's Detroit Red Wings and the National Basketball Association's Detroit Pistons at the brand-new Little Caesars Arena in downtown Detroit. New National Football League clients included the San Diego Chargers in 2015 and Jacksonville Jaguars in 2016.

Not to be outdone, our travel business continued to grow with new contracts at several airports, most notably Tampa International Airport, where first-year operations took flight in 2016. We also introduced 42 new food, beverage and retail concepts in 2016 alone at existing airports – including an outpost of the popular Earthbar in Los Angeles and the Jack Nicklaus Golden Bear Grill in partnership with golf legend Jack Nicklaus at both Charleston International Airport and Fort Lauderdale-Hollywood International Airport.

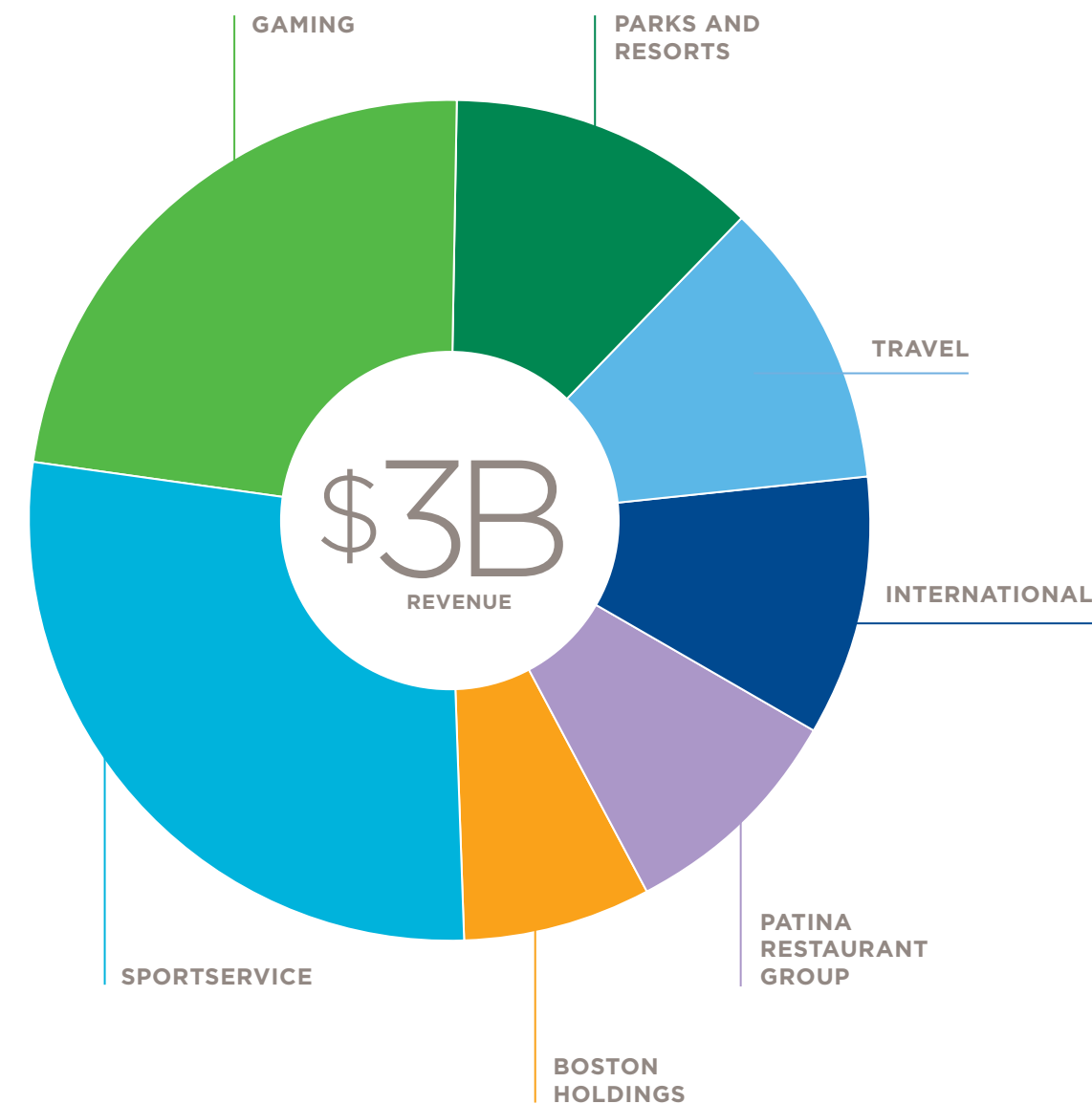
Our parks and resorts business made several lodging acquisitions in 2015 and 2016, including Sea Crest Beach Hotel on Cape Cod in Massachusetts and Rocky Mountain Park Inn (now known as The Ridgeline Hotel Estes Park) near the main entrance to Rocky Mountain National Park in Colorado.

At Kennedy Space Center Visitor Complex, Delaware North in November 2016 opened Heroes & Legends featuring the U.S. Astronaut Hall of Fame® presented by Boeing.

In September 2016, we began development and construction of a video lottery terminal (VLT) gaming venue in a hotel we acquired on Long Island in Suffolk County, N.Y. The venue was later renamed Jake's 58 Hotel & Casino. And earlier in the year, we added a pair of innovative entities to our gaming portfolio by acquiring Ruby Seven Studios – a leading developer of social casino gaming applications – and GEM, one of the largest video gaming terminal route operators in Illinois.

In addition to Patina 250, Patina Restaurant Group opened Morimoto Asia at Disney Springs in Orlando, with more concepts planned over the next two years in an ever-growing partnership with The Walt Disney Company. Patina Restaurant Group also continued its impressive run as the official caterer of the Emmy® Awards Governors Ball – an effort that extends beyond 20 years. And for the first time, Patina Catering in 2016 catered the GRAMMY Awards Celebration® in Los Angeles.

Meanwhile, in Boston we completed a \$70 million, privately financed renovation of the company-owned-and-operated TD Garden in 2015 – touching every aspect of the fan experience. The major renovation included a new pro shop, redesigned modern concourses, a comprehensive renovation of Legends and an upgraded technology infrastructure. We also broke ground on The Hub on Causeway, a project that will result in more than 1.5 million square feet of mixed-use retail, office, hotel and residential space on the site of the former Boston Garden.





City Hall Plaza | Boston



The Hub on Causeway | Boston

Boston Holdings

► HIGHLIGHTS:

- Delaware North and Boston Properties form a partnership and break ground to develop more than 1.5 million square feet of mixed-use retail, office, hotel and residential space on the site of the former Boston Garden, now called The Hub on Causeway.
- Delaware North is selected by the city of Boston to develop Boston City Hall Plaza for the next three years. Soon after, Berkshire Bank is secured as a community partner/sponsor, followed by the successful grand opening of a holiday shopping market, urban lodge and the first custom ice skating path in New England.
- Delaware North completed over \$70 million in upgrades to TD Garden for the beginning of the 2016-17 season. From signage and lighting to concession stands and clubs, virtually every facet of the famous arena receives a facelift, including premium club spaces.
- The new Warrior Ice Arena opens in Boston, establishing a cutting-edge new training and practice facility for the Bruins.
- Delaware North Chairman Jeremy Jacobs receives the prestigious Lester Patrick Trophy for longstanding contributions to the sport of hockey in the United States.
- The Boston Bruins host the 2016 NHL Winter Classic, and TD Garden welcomes guests from around the world to the 2016 ISU World Figure Skating Championships.



Legends at TD Garden | Boston



The Hub on Causeway | Boston



REIMAGINING THE GARDEN LANDSCAPE

Directly in front of TD Garden stands a parcel of land precious for its place in the city’s landscape, if not more so for the purpose it once served: holding the original Boston Garden. Indeed, if Bostonians are among the world’s most devout sports fans, the lot on Causeway Street could be considered hallowed ground.

The land has been part of Delaware North’s portfolio since we purchased Boston Garden in 1975. When the new arena was built, the former was razed, leaving a 2.5-acre parcel that is about to bring further excitement and economic development to Boston’s bustling North and West Ends, bridging the two neighborhoods like never before.

After meticulous planning, The Hub on Causeway is on its way to becoming a reality. Delaware North and Boston Properties have formed a partnership to develop more than 1.5 million square feet of mixed-use retail, office, hotel and residential space. An expansion of TD Garden is likewise part of the plan.

“Delaware North is proud to partner with Boston Properties and the city of Boston on this transformational project,” said Delaware North Chairman Jeremy Jacobs, also owner of the Boston Bruins. “The Hub on Causeway is the kind of transit-oriented development that we have always envisioned for the people living in this community, fans coming to the TD Garden, and commuters utilizing North Station. The project will change the landscape of Boston and will improve the quality of life for the residents in this neighborhood, and we’re proud to be leading that vision.”

The project was announced in 2013 and broke ground in early 2016, and will be constructed in three phases. Phase I, which is expected to take three years to complete, will consist of the following:

- 210,000 square feet of multilevel retail/restaurant space, including the city of Boston’s largest supermarket, a 60,000-square-foot Star Market, and the Northeast’s first ArcLight Cinema, a 60,000-square-foot theater with 15 screens.
- 10,000 square feet of outdoor space for a new entrance to TD Garden and North Station.
- 540 spaces of below-grade parking that will be connected to the existing North Station garage.
- 64,000 square feet of expansion space for TD Garden on floors 3-9.
- 175,000 square feet of creative office space.

Upon completion of Phase I, there will be a covered, underground connection from the commuter rail to the subway at North Station, a new entrance to North Station via Causeway Street, and the public realm on Causeway Street will be complete.

Phase II will include a residential tower and hotel. In November 2016, citizenM hotel group signed a lease to develop, build, own and operate a 269-room hotel at The Hub on Causeway. CitizenM, an affordable luxury micro hotel, caters to the modern traveler, allowing customizable amenities in each room and 24-hour food and beverage offerings.

The hotel will be the first of its kind in Boston. Also included in Phase II is the high-rise residential apartment building. The opening of the hotel is scheduled for fall of 2019, and the residential building will open in early 2020. Phase III will include a 21-story office tower that will be approximately 525,000 square feet.





Taqueria at TD Garden | Boston

“Our objective was to create a best-in-class sports and entertainment experience: everything from when event-goers park their car to when they leave the venue.”

CHARLIE JACOBS
CEO, BOSTON HOLDINGS

FOR THE FANS WHO HAVE EVERYTHING

What do you give fans who already have two of the most storied franchises in the sports world? An arena experience that never stops improving.

When the Boston Bruins dropped the puck on their 2015-16 season, it was hardly business as usual. Delaware North made sure of it.

True, any home opener is a thrill. But this one was extra special. Adding to the excitement on the ice were two milestone anniversaries: 100 years for arena owner and operator Delaware North and 20 years for the venue commonly and affectionately known as “the Garden.” What’s more, the first Bruins game of the season was also the night that guests of Boston’s famous indoor arena were treated to the full complement of upgrades and enhancements designed to make every game, concert and family show all the more memorable.

Just days before, TD Garden officials announced the completion of a privately financed, two-year, \$70 million arena-wide upgrade led by Charlie Jacobs, CEO of our Boston Holdings. The project, two years in the making, touched virtually every aspect of the TD Garden fan experience.

For starters, Level 7 now has a modern, redesigned concourse with new concession offerings. This is in addition to the floor-to-ceiling overhaul of the Level 4 concourse and concessions, the complete remodel of Legends, the new ProShop powered by Reebok on Level 2, and upgraded technology infrastructure and digital signage. Working in tandem with Delaware North Sportservice, our TD Garden team handpicked concepts such as Sal’s Pizza, The North End Butcher and Causeway Carvery that reflect local flavors.

“Our objective was to create a best-in-class sports and entertainment experience: everything from when event-goers park their car to when they leave the venue,” Jacobs said.

New game-presentation lighting, mobile ticketing via smartphone and #BannerMoments, a fan and community engagement campaign, rounded out the new offerings at TD Garden for the 2015-16 season.

But that was hardly the end of the upgrades. Just one year later, the Bruins opened the 2016-17 season with new additions to TD Garden’s Premium Club:

Heineken Green Room

TD Garden completed a three-month construction project on an all-new seating and hospitality space on Level 5 of The Premium Club, sponsored by HEINEKEN USA and called the Heineken Green Room.

The new seating area is tailored for guests looking for the exclusivity of a suite combined with flexible game package options in addition to tickets to all TD Garden concerts. With a limited number of memberships, stadium-style seats, in-seat food and beverage service and a private bar, the Heineken Green Room offers the most customizable ticket packages available within The Premium Club. The innovative design incorporates a double-sided, full-service bar to facilitate service to Heineken Green Room members from one side and provide an additional bar amenity for other members of The Premium Club from the opposite side.



Cross Insurance Boardroom

The Premium Club in 2016 also introduced changes to its most popular seating and hospitality product, as the Boardroom underwent yet another expansion and entered a multi-year partnership to brand the two-story space as the Cross Insurance Boardroom. The industry-first, all-inclusive luxury seating area opened to rave reviews in 2006, was expanded in 2007 to nearly double its occupancy and has continually maintained a sold-out status.

The Cross Insurance Boardroom expansion provides members additional seating, space for mingling and dining pre- and post-game, two new full-service bars and a newly constructed entrance on Level 6 for additional ease of access. With the expansion comes the opportunity to open additional memberships to the sleek and upscale club. Each membership includes access to two tickets to every Bruins and Celtics regular season home game (on a pay-as-you-go basis) and guaranteed access to purchase additional tickets to concerts and special events. Members enjoy unlimited food and non-alcoholic beverages, four private bars and a rotating menu of gourmet cuisine, featuring wood-fired brick oven pizza and live-action cooking stations.

Frito Lay Test Kitchen

Meanwhile, on the concessions front, TD Garden and Delaware North Sportservice launched the first in-arena Frito Lay Test Kitchen concession stand, offering fans unique items such as the TOP-N-GO Walking Tacos, Cheetos Popcorn and Macaroni & Cheese topped with Cheetos.

Along with more than a dozen new menu items, the arena now has a dedicated stand serving local favorite Legal Sea Foods, including its lobster rolls, fish and chips, and clam chowder.

“The Jacobs family and Delaware North are committed to investing in the fan experience at TD Garden,” said Amy Latimer, president of TD Garden. “Whether it’s creating new spaces designed around our clients’ needs or serving up the latest in concession concepts, we are always looking to raise the bar for the best-in-class arena experience for our fans every season.”

PRACTICING HERE IS PERFECT

The Boston Bruins in September 2016 opened the doors to Warrior Ice Arena, an indoor training and practice facility in Boston’s Allston/Brighton neighborhood that promises to raise the bar for the entire league.

The complex – owned by shoe and apparel maker New Balance – features 75,000 square feet of arena space, along with 175,000 square feet of office space and 12,000 square feet of retail space. The state-of-the-art arena returns the team’s practice facility to the city and will not only serve the Bruins, but also the community.

“For our players, it provides state-of-the-art athletic space. It also offers futuristic amenities that focus both reactively and proactively on their training and medical needs,” said Delaware North Chairman and Bruins owner Jeremy Jacobs.

“For future hockey talent, it’s a chance to experience the sport in a world-class setting. For our fans, this is yet another opportunity to interact with the team and the game that you love. And for our city, it’s a commitment by the Bruins to bring home another Stanley Cup. The Warrior Ice Arena is a substantial investment toward that goal,” Mr. Jacobs said.



Warrior Ice Arena | Boston

“As Chairman of the Board, he is intimately involved on a daily basis. He’s extraordinarily knowledgeable about the game. And he’s invested his time and passion into making the game strong.”

GARY BETTMAN
NHL COMMISSIONER

HONORING A LIFETIME OF SERVICE

Our chairman, Jeremy Jacobs, was honored in 2015 with the Lester Patrick Trophy for outstanding service to hockey in the United States. The prestigious award has been given out since 1966 to those who have made lasting contributions to the sport.

“He is at the core of the strength of this league,” NHL Commissioner Gary Bettman told NHL.com. “As Chairman of the Board, he is intimately involved on a daily basis. He’s extraordinarily knowledgeable about the game. And he’s invested his time and passion into making the game strong.”

Mr. Jacobs’ relationship with the sport dates to his earliest days. His father, Louis M. Jacobs, brought the American Hockey League’s Bisons to Buffalo when he purchased the team in 1940. Mr. Jacobs followed in his father’s footsteps by purchasing the Boston Bruins in 1975. He has served as chairman of the NHL Board of Governors since 2007.

He and fellow honoree, longtime NHL scout Bob Crocker, received their trophies at the U.S. Hockey Hall of Fame induction ceremony in December 2015.



Delaware North Chairman
Jeremy Jacobs with the
Lester Patrick Trophy



Charlie Jacobs (fourth from right), CEO of Delaware North's Boston Holdings,
during the ISU World Figure Skating Championships.



City Hall Plaza | Boston

HOSTS WITH THE MOST

On New Year's Day in 2016, the Boston Bruins hosted the Winter Classic – the NHL's annual outdoor hockey game – for the second time in the game's eight-year history.

The Bruins faced off against the Montreal Canadiens in front of more than 67,000 fans at the New England Patriots' Gillette Stadium and a national broadcast audience.

The following spring, TD Garden played first-time host to more than 90,000 spectators and competitors from 36 countries at the ISU World Figure Skating Championships.

The championships are the largest figure skating competition in the world and the most prestigious annual event for ISU, figure skating's international governing body. The event placed TD Garden on a global stage: It was broadcast to 27 nations and drew 350 reporters from 20 countries around the world.

TD Garden shined in the spotlight. Figures from the Greater Boston Convention & Visitors Bureau estimated the economic impact between \$38 and \$41 million, and organizers said that turnout was 20 percent higher than the last time the competition was hosted in the United States.

OUR BOSTON FOOTPRINT GROWS

After two decades of owning and operating TD Garden, it's safe to say that Delaware North has developed a reputation for excellence in Boston. And in 2016, the city called upon Boston Garden Development Corporation – a subsidiary of Delaware North – to develop and enhance Boston City Hall Plaza.

Under our management, Boston City Hall Plaza will become a year-round destination. The attraction's first season – dubbed "Boston Winter" – included a custom ice skating path and holiday shopping market.

“We are excited to finally debut Boston Winter, an enormous collaboration between the city of Boston, our community partner Berkshire Bank and many other supportive partners,” said Charlie Jacobs, CEO of Delaware North's Boston Holdings. “We are proud to be bringing to life a space in the heart of City Hall Plaza, where children and adults can gather together to celebrate this joyous time of year. This is a momentous first step and we are eager to bring activations to this site year round.”

In spring 2017, Berkshire Bank brought renewed energy to City Hall Plaza with the return of the city's iconic and oft-photographed “Boston” sign, which made its debut during the success of Boston Winter. The plaza's popular oversized Adirondack chair has also returned to its new home near the daily food trucks, surrounded by additional seating areas throughout the updated space. We will continue to add to the already-robust summer schedule on the plaza with a new programming series, featuring Tuesday Tunes and Fit Fridays.

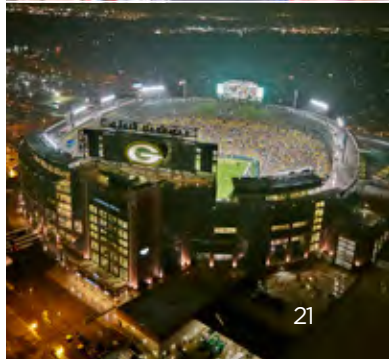
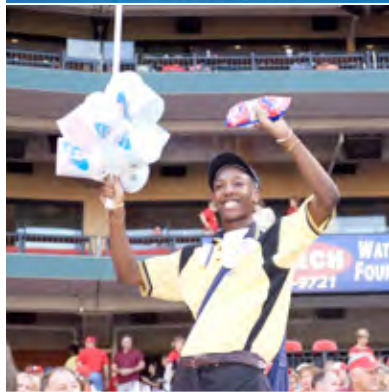


Sportservice

► HIGHLIGHTS:

- Delaware North Sportservice has earned a reputation as the go-to hospitality company for opening major league sports facilities. Sportservice was again tasked with christening two of the most coveted newly-built sports venues as it partners with the Atlanta Braves to move into their new home, SunTrust Park, and open Little Caesars Arena in Detroit with the Red Wings and Pistons.
- Delaware North brings an innovative twist – a taste of New York – to its massive catering operation at the Australian Open Tennis Championships at Melbourne & Olympic Parks.
- Delaware North is chosen to lead the catering and tour operations at London Stadium in the Queen Elizabeth Olympic Park, widening our footprint in the United Kingdom. We also take on food and beverage operations at Australia's Domain Stadium.
- Sportservice rocks five pro all-star matchups in three years – three for MLB and two for the NHL. All five provide unique and memorable experiences for fans, media and clients.

- Delaware North Sportservice continues its winning streak with a slate of new clients and contract extensions that touch all four of the major professional sports leagues. New clients include the Jacksonville Jaguars and San Diego Chargers (NFL), Atlanta Braves (MLB), the Detroit Red Wings (NHL) and Detroit Pistons (NBA), while long-term contract extensions were secured with the Green Bay Packers (NFL) and Minnesota Twins (MLB), among others.
- Sportservice continues to impress fans across the country with its commitment to innovation and reimagining the game-day experience. This is on full display in places such as Lambeau Field in Green Bay, where the legendary football stadium received several highly acclaimed food and dining upgrades, and in Detroit, where Delaware North will help open a new, state-of-the-art arena and entertainment district in the city's center.





Little Caesars Arena | Detroit

MOVING IN ON MOTOWN

Detroit is familiar territory for Delaware North Sportservice. After all, the company has been serving fans of Major League Baseball's Tigers since 1930.

The relationship with the Motor City enters a new chapter in 2017, when Delaware North begins operating food, beverage and retail services for two of the most storied teams in professional sports, the National Hockey League's Detroit Red Wings and the National Basketball Association's Detroit Pistons. Both teams will be moving into a brand-new building, Little Caesars Arena, in time for their 2017-18 seasons, and Delaware North will be along for the ride to provide fans with everything for their dining and retail needs.

"We've put an enormous amount of care into the selection of our partners at Little Caesars Arena to ensure fans are getting best-in-class experiences with every visit," said Tom Wilson, president and CEO of Olympia Entertainment, which operates Little Caesars Arena. "Delaware North Sportservice is well known as the industry leader, and we're thrilled to offer their unique services throughout the various spaces in this world-class venue."

Delaware North will provide a full accompaniment of services to the 20,000-seat venue, including concessions at more than 50 stands and premium dining services in seven club areas, 24 loge boxes, 66 suites and two rows of one-of-a-kind gondola seating that hang from the arena's ceiling. The retail component will be anchored by a 9,500-square-foot team store and a 19,000-square-foot marketplace and bar outside of the arena, which will be open daily.

Little Caesars Arena will be the focal point of the District Detroit, which is one of the largest sports and entertainment developments in the country. Located in the heart of Detroit, this 50-block, mixed-use development led by the Ilitch family, owners of both the Tigers and the Red Wings, unites six world-class theaters, five neighborhoods and three professional sports venues in one vibrant, walkable destination for people who want to live, work and play in an exciting urban environment.

BRAVE NEW WORLD

Delaware North Sportservice played an important role as the Atlanta Braves closed out one chapter in team history and prepared to begin another.

After winning the bid to become the food and beverage partner of the MLB team in 2015, Delaware North immediately began planning how to make the team's final year at Turner Field a memorable one, while also making plans for the team's future home at SunTrust Park.

The Braves organization was impressed by Delaware North's proficiency at delivering exceptional food-and-beverage services and providing outstanding customer service. Our long history with MLB and experience helping teams move into new ballparks certainly helped our cause. But Delaware North's approach to business and our culture were the factors that tipped the scale in our favor.

"For the Braves, the difference maker was Delaware North's close-knit culture, extending from the firm's corporate office in Buffalo to its front-line employees working arenas and stadiums," said Mike Plant, executive vice president of business operations for the Braves.

"This new relationship with Delaware North will allow us to streamline catering and concessions across all EverBank Field spaces, giving us opportunity to be creative with the menu and more focused on delivery."

MARK LAMPING
JACKSONVILLE JAGUARS PRESIDENT

EXPANDING THE NFL ROSTER

Two new National Football League partners joined the Delaware North Sportservice team, which added stadium locations in Jacksonville, Fla., and San Diego, Calif.

The Jacksonville Jaguars, who play at EverBank Field, kicked off the new partnership in August 2016 by unveiling a \$26.6 million renovation to its signature seating area, the US Assure Club. Delaware North now handles the expanded food and beverage operations at the stadium, which includes 122 food outlets in the US Assure Club alone.

"We're always listening, and our fans have told us that food and beverage, both in terms of value and variety, is a top priority when evaluating their game-day experience," Jaguars President Mark Lamping said. "This new relationship with Delaware North will allow us to streamline catering and concessions across all EverBank Field spaces, giving us opportunity to be creative with the menu and more focused on delivery."

Beyond the upgrades in the club dining area, EverBank Field received a boost to its general concessions offerings. New to general concessions were a shrimp and grits station in the south end zone plaza, a Tito's Bloody Mary Bar, and a "Cluck Cluck" stand that features a bucket of chicken wings or loaded chicken tenders – served with a basket of fries topped with nacho cheese sauce, sour cream and a honey Sriracha drizzle.

Meanwhile, Delaware North expanded its footprint on the West Coast as well by winning the contract to operate food, beverage and retail services at Qualcomm Stadium, where the San Diego Chargers played through the 2016 season. The venue remains home to the San Diego State Aztecs and special events.



RECORD-SETTING
728,763
FANS
SERVED AT THE
AUSTRALIAN OPEN



DELAWARE NORTH SERVES AN ACE AT THE AUSTRALIAN OPEN

A record-setting 728,763 fans soaked in the sights, sounds and Delaware North-catered flavors at the 2017 Australian Open Tennis Championship at Melbourne & Olympic Parks.

Fortunately, Delaware North – the caterer at the Australian Open for nearly 30 years – is no stranger to big-time events. For Delaware North it's an initiative that requires a team of more than 1,700 associates, managers and chefs, many of whom travel in from other company units. Delaware North's massive operation at the event includes catering, concessions and player dining – a chef-led process that meets the athletes' specific dietary needs.

The 2017 Australian Open also included an innovative twist: a “pop-up” restaurant, The Sea Grill, featuring the tastes of the popular street-side establishment at Rockefeller Center in New York City. The addition of The Sea Grill, which is operated by Patina Restaurant Group (Delaware North's world-class restaurant and catering subsidiary), proved to be a win for everyone.

“We approached Patina Restaurant Group, and they jumped at the idea of setting up a restaurant in a space that would have otherwise sat empty,” said Matthew Forsyth, Delaware North's general manager at Melbourne & Olympic Parks. “What a great opportunity to showcase this iconic restaurant that sits in Rockefeller Center. During the tournament, we served more than 1,400 patrons in the space, and we received rave reviews about the fresh seafood dishes.”

KICKING OFF AT LONDON STADIUM

Adding to the list of wins, highlights and big stories outside of North America, Delaware North in 2015 was tapped to manage the catering operations at London Stadium (previously known as The Stadium at Queen Elizabeth Olympic Park), widening our footprint in the United Kingdom. The 25-year deal puts us at the helm of event-day hospitality catering, the general-admission food and beverage offerings, and the marketing and management of non-event-day conferences and functions.

The venue caught the world's eye during the 2012 Olympics in London and remains one of the country's most notable stadiums, playing host to a range of events and activities, including Premier League team West Ham United FC and UK Athletics.

“We're delighted to have been awarded the contract for London Stadium,” said Doug Tetley, managing director of Delaware North's U.K. operations. “The legacy of the Olympics will forever endow the stadium with fame and prestige, and it is an honor that Delaware North will play an integral role in the next stage of the journey.”

Sports fans will no doubt be interested in Delaware North's exclusive tours of London Stadium. The stadium tours initiative – for which we manage the marketing, sales and delivery – is Delaware North's first such effort in the United Kingdom.

“With exclusive access to areas of the venue that are typically private, superstar footage and unique interviews, the new London Stadium tours are perfect for London 2012 enthusiasts, West Ham United supporters and anyone simply interested in understanding the workings of a world-class stadium,” said Dan Hurst, senior tours operations manager for Delaware North at London Stadium.

Every visitor is given a handheld device that plays video and interactive content during their journey throughout the venue – showing interviews with footballers and athletes, as well as highlights from the history of the stadium, UK Athletics and West Ham United. There are “Tour Experience-Makers” around the route to enhance the customer journey. Tours are offered in five languages at present, with more to be added.

The tours begin and end at another new feature of London Stadium: West Ham United Coffee Co. The new Delaware North-operated café, located at the stadium's retail store, features specific coffee blends for the West Ham United Football Club, all available for customers to take home in West Ham-branded tins.

DOMAIN STADIUM JOINS THE FAMILY

Delaware North's Australia-based team began 2015 in style, stepping up to the plate as the food and beverage partner of Domain Stadium.

Securing the contract was a significant addition for us. Domain Stadium has more seating capacity than any other in Western Australia and is home to both Perth-based AFL (Australian Football League) teams: the West Coast Eagles and the Fremantle Dockers. The 43,500-seat venue hosts the WAFL State Team Grand Final, along with an array of other major sporting events and concerts.

The Domain Stadium operation features a combination of existing retail concession spaces designed for quick service, along with a number of concepts Delaware North has added to the fold. Among them: Bud's Diner, Stack Burger Co. and Great Aussie BBQ, and mobile cart overlays including Skewers, Muchos Nachos and Franks Hot Dogs.

“The legacy of the Olympics will forever endow the stadium with fame and prestige, and it is an honor that Delaware North will play an integral role in the next stage of the journey.”

DOUG TETLEY
MANAGING DIRECTOR, UNITED KINGDOM





Great American Ball Park | Cincinnati

ALL-STAR PERFORMANCES

Delaware North Sportservice has been busy in recent years handling all-star games for MLB and the NHL. On the heels of a much-praised 2014 All-Star Game at Target Field in Minneapolis, Delaware North tapped off its cleats and hit a proverbial triple by hosting the 2015 MLB All-Star Game in Cincinnati and the 2016 MLB All-Star Game at Petco Park in San Diego.

A year's worth of planning went into the 2015 game at Cincinnati's Great American Ball Park. A legion of culinarians, managers, and food, beverage and retail experts came in from properties throughout our footprint to assist. Guests and media alike were delighted with the vendors bedecked in classic red-and-white tunics and even more thrilled with what they were serving. CBSSports.com writer Mike Freedman said it well.

"The real intrigue at Great American Ball Park might just be about the new food that will be served up for the fans throughout the All-Star festivities."

Adding additional excitement was the ability to order a pizza using the MLB.com Ballpark app and have in-seat delivery and premium offerings that sang, thanks to the magic touch of Delaware North's Roland Henin, one of the few and longest-standing certified master chefs in the nation, and his team of professional chefs.

Delaware North's food, beverage and retail operations at Petco Park were firing on all cylinders during the 2016 MLB All-Star Game. In fact, the culinary operation – led by Executive Chef Carlos Vargas – drew high praise from several national media outlets, including USA Today, NBC Sports and ESPN.

"This sandwich absolutely ruled," USA Today wrote. "The char-grilled pork stole the show with its familiar, summertime cookout charcoal flavor, complemented by a sweet and tangy barbecue sauce and some creamy, crunchy coleslaw."

We have decades of experience with such large-scale special events. As is our practice, we approached each one with new enthusiasm and fresh ideas, drawing on our experience and long list of best practices to ensure success. This was once again on full display as Sportservice hosted back-to-back NHL All-Star Games in 2015 and 2016 at Nationwide Arena in Columbus, Ohio, and Bridgestone Arena in Nashville, Tenn., respectively.

ESPN business reporter Darren Rovell was among those who took notice of Delaware North's innovation in the kitchen at the 2016 game in Nashville. Rovell tweeted a picture to his following of 1 million featuring the "Body Check Burger," a half-pound of slab bacon, topped with white American cheese and a fried egg, served on French toast with maple syrup.

Another successful and highly visible event was the 2016 Copa América Centenario Final, the championship round of the prestigious international soccer tournament, which took place at MetLife Stadium in June 2016. The event featured soccer superstars, such as Argentina's Lionel Messi, who played an exciting game decided by penalty kicks. Sportservice's team at MetLife proved to be a superstar in its own right as it fed more than 150,000 spectators during the two-day event.



2016 COPA AMÉRICA CENTENARIO FINAL
 150,000 SPECTATORS SERVED OVER 2 DAYS



1919 Kitchen & Tap | Green Bay, Wis.

CLEVELAND ROCKS AND ROLLS

When the final out of the 2016 MLB season was recorded, there was no shortage of great storylines. For Delaware North Sportservice, it was about going the distance – and then some.

With the World Series matchup between the Chicago Cubs and Cleveland Indians coming down to a deciding and historic Game 7, Delaware North Sportservice – the food and beverage partner at Progressive Field in Cleveland – provided championship-level service into the season’s extra innings.

“Baseball season is a lot of fun, but make no mistake about it: It’s long, and we work hard,” said Fattar Thomas, Delaware North’s general manager at Progressive Field. “While we are of course sad that the Indians fell short of their quest for a World Series title, I am certainly proud of our team. Everyone had each other’s back from the first pitch right through the final out in the 10th inning of Game 7.”

As often is the case with world-class events, Delaware North also bolstered its team onsite with support from a handful of locations, including Comerica Park (Detroit), Great American Ball Park (Cincinnati), Busch Stadium (St. Louis), New Era Field (Buffalo), Turner Field/SunTrust Park (Atlanta) and Globe Life Park in Arlington, Texas.

PACK MENTALITY

Delaware North and the Green Bay Packers in 2015 entered into an extended contract and finalized plans to expand operations at Lambeau Field. At the top of our to-do list was the staging of a reception for a hall-of-fame quarterback and the successful opening of 1919 Kitchen and Tap, the latest restaurant addition to Wisconsin’s storied NFL stadium.

When the Packers inducted Brett Favre into their hall of fame on July 18, we were proud to show a few of our own moves. We served more than 1,700 guests – 600 more than usual – who attended the induction ceremony banquet in Lambeau’s atrium.

Executive Chef Heath Barbato and his team took it all in stride.

“We always challenge ourselves to try to creatively outperform the previous year’s entrée, dessert and appetizers, and this year was no different,” he said. Delaware North’s culinary team at Lambeau cut and branded more than 1,800 filets with the Packers “G” and the number “4” to honor the new hall-of-fame quarterback.

While the culinary team was running its plays in the kitchen, Favre was practicing his acceptance speech in another place where Delaware North is leaving a mark. The big-time QB dropped by the new 1919 Kitchen and Tap.

So named because of the birth year of the longstanding pro football team, 1919 Kitchen and Tap features an upscale pub menu that offers local favorites and comfort food with a culinary twist. The restaurant was three years in the making.

Charlie Millerwise, then Delaware North’s general manager at Lambeau Field, said the years leading up to the opening were well-spent on everything from design, concepts and menus to the fans’ sentiments.

“The Packers knew they wanted to introduce a dining experience to Green Bay that was appropriate for the area but kept up with the culinary demands of larger cities,” he said. “Through a number of focus group studies, the Packers learned that the people of Wisconsin wanted a restaurant that was comfortable, yet provided an elevated experience.”

1919 is spot on. The restaurant’s design and menu pay homage to the Pack’s rich history and bright future. The kitchen, where Delaware North chefs take innovative approaches to old standbys, is contemporary and open. Many ingredients are locally sourced, a common Delaware North practice that enhances freshness, flavor and the local economy, while reducing our carbon footprint. The bar has nearly 100 varieties of beer.

THAT OTHER GAME OF FOOTBALL

The NFL has taken its International Series to the United Kingdom since 2007, when the tradition of playing a regular-season game outside of the United States began.

That makes a dozen times that Delaware North has served NFL fans in London under the terms of our contract for Wembley Stadium. What’s more, the 2015 game had an added twist. Playing for a win were the Jacksonville Jaguars and the Buffalo Bills, a longtime client of Delaware North Sportservice.

So, while pro American football players were landing in England, members of our team from New Era Field, the home field of the Bills, were arriving as well.

The culinary team at the stadium put together a taste of London, along with a bit of flavor from Jacksonville and Buffalo.

“We’re going to have all of the local things. But we’re going to make our Jacksonville Jaguars and Buffalo Bills fans feel very, very welcome,” said Mark Reynolds, executive head chef of hospitality at Wembley. “We want to make it a special experience for people who traveled over the pond to come here.”





Heroes & Legends at Kennedy Space Center Visitor Complex | Cape Canaveral, Fla.



Sea Crest Beach Hotel | North Falmouth, Mass.

Parks and Resorts

► HIGHLIGHTS:

- Delaware North continues its enhancements at Kennedy Space Center Visitor Complex with Heroes & Legends, Destination: Mars and Cosmic Quest.
- Adding to our portfolio of Special PlacesSM, Delaware North purchases three lodging properties near national parks – two at Glacier National Park and one at Rocky Mountain National Park – and Yellowstone Vacations, an adventure travel company. We also purchase Sea Crest Beach Hotel in Cape Cod and take over operations of Honey Creek Resort on Iowa's Rathbun Lake.
- Delaware North opens the doors to The Westin Buffalo, a 116-room, luxury lifestyle hotel in The Delaware North Building, the company's new global headquarters in downtown Buffalo.
- After cyclones Ita and Nathan have their way with Lizard Island Resort, we use the opportunity to complete a \$45 million renovation of the idyllic destination.
- Improvements keep coming to our lodging portfolio. Among the \$32 million in renovations are new cabins at The Lodge at Geneva-on-the-Lake and upgrades at Tenaya Lodge at Yosemite and Yavapai Lodge (Grand Canyon).
- In addition to expanding our contract at Grand Canyon National Park to include lodging, Delaware North is also awarded a 10-year contract extension at Sequoia National Park.



The Westin Buffalo | Buffalo, N.Y.



THE NEW U.S. ASTRONAUT HALL OF FAME

INTERACT VIRTUALLY WITH 100 ASTRONAUT HEROES



HONORING OUR HEROES

Since 1995, Delaware North has operated Kennedy Space Center Visitor Complex for NASA, bringing award-winning attractions and other visitor services to guests from around the world.

One of the latest enhancements to the visitor complex – Heroes & Legends featuring the U.S. Astronaut Hall of Fame® presented by Boeing – is designed to touch the hearts and minds of the next generation of space explorers by building a bridge with the past.

Heroes & Legends, which opened in November 2016, brings to life the enthralling stories of America’s pioneering astronauts and also invites guests to vicariously experience the thrills and dangers of America’s earliest missions through high-tech elements and special effects, including simulated holograms and augmented reality.

The highlight of Heroes & Legends is a 3D omnidirectional theater that has the potential to make guests feel as though they are floating in the vastness of space. Stunning images envelop them as legendary astronauts, including Alan Shepard, John Glenn, Jim Lovell and Neil Armstrong, invite them to join in their epic journeys into the vast unknown.

The new U.S. Astronaut Hall of Fame, which replaces one that Delaware North had operated several miles offsite, serves as the crown jewel of the attraction, allowing guests to interact virtually with the nearly 100 astronaut heroes inducted to date.

OUT-OF-THIS-WORLD EXCITEMENT

The list of interpretive and educational attractions we’ve brought to Kennedy Space Center Visitor Complex continues to lengthen. Two of the latest are Cosmic Quest, an immersive live-action game experience, and Destination: Mars, an augmented reality exhibit.

Delaware North worked with Creative Kingdoms, a wholly owned subsidiary of Great Wolf Resorts, to design and bring Cosmic Quest to life. The game immerses young guests, known as “trainees,” in a variety of STEM-based (science, technology, engineering and math) space adventures while educating them about NASA’s current and future space science and exploration endeavors.

Robonaut, a replica of NASA’s real R2 robot currently working aboard the International Space Station, serves as a virtual narrator and guide as Cosmic Quest trainees use their “astronaut badges” as activation devices to interact with digital progression points and touch screens located throughout each of the exhibit areas.

Kennedy Space Center Visitor Complex also introduced Destination: Mars, a limited-time attraction, in fall 2016. The exhibit made it possible for guests to “walk on Mars” by using real imagery from NASA’s Curiosity Mars Rover brought to life by Microsoft HoloLens, the world’s first self-contained holographic computer running Windows 10. A holographic Buzz Aldrin, one of the first two astronauts to walk on the moon, leads the virtual tour.

“We’re particularly honored to offer Destination: Mars, as it is exclusive to Kennedy Space Center Visitor Complex, offering our guests an experience they can’t have anywhere else: a real look into NASA’s work on Mars,” said Therrin Protze, chief operating officer at the visitor complex.





Our slate of distinctive hotels, resorts and vacation destinations continued to grow in 2015 and 2016.

AIN'T IT GRAND?

Delaware North has been at home in Grand Canyon National Park for years, but 2015 marked the first time we've handled lodging needs for guests of the natural wonder. In partnership with the U.S. National Park Service, we began operating Yavapai Lodge, the largest lodging complex in the park, as well as the Trailer Village RV Park and a full array of retail shops that offer a variety of food, camping items and adventure gear.

Soon after signing the contract for Yavapai Lodge, we began working on an extensive renovation of the Yavapai Lodge Restaurant. The remodeling of the restaurant, which was completed in 2015, returns the property's interiors back to a mid-century design replete with contemporary upgrades, including a state-of-the-art kiosk ordering system, modern kitchen equipment, a remodeled air-conditioning system and new Energy Star equipment, which helps reduce the use of electricity and critical fuels.

Other renovations include several enhanced and newly-added food and beverage venues in the main lodge building, as well as a new front desk to expedite check-in/check-out, a new activity desk, a revamped retail store and additional seating for guests to enjoy the fireplace and complimentary WiFi.

NEW FACES AT SPECIAL PLACES

Our slate of distinctive hotels, resorts and vacation destinations continued to grow in 2015 and 2016. The properties, with their close proximity to national parks, allow us to stay true to our penchant for owning hotels near one-of-a-kind destinations.

In 2015, Pine Lodge and Best Western Rocky Mountain Lodge, both located in Whitefish, Mont., gave Delaware North entry into Montana's Flathead Valley region near Glacier National Park. Then, in 2016, we added Rocky Mountain Park Inn and retail store Trendz at the Park, both located in Estes Park, Colo. – the gateway community to Rocky Mountain National Park.

We immediately began renovations at Rocky Mountain Park Inn, now known as The Ridgeline Hotel Estes Park, to provide elevated experiences for guests. Improvements are also underway at both Pine Lodge and the Best Western.

In addition, Delaware North was awarded a new 10-year concessions contract by the National Park Service for Sequoia National Park's lodging, food and beverage, retail and conference services – a contract we have held since 1997.

ADDING ADVENTURE IN WEST YELLOWSTONE

In December 2016, Delaware North acquired adventure travel company Yellowstone Vacations in West Yellowstone, Mont. Combining this venture with the four lodging properties that we already own and operate in West Yellowstone, this gives us the ability to leverage the Yellowstone Vacations brand to offer convenient and all-inclusive vacations to visitors of the national park.

"Now, more than ever, travelers want the convenience of planning their entire vacation in one place. With the acquisition of Yellowstone Vacations, Delaware North can now offer that all-inclusive experience and curate unique vacation itineraries for visitors to this incredible national park," said Jim Houser, Delaware North executive vice president and chief operating officer, in announcing the deal.

The endeavor is the first of its kind for Delaware North's parks and resorts business. Wintertime experiences include interpretive snowcoach tours and thrilling snowmobile tours and rentals. In the summer months, Yellowstone Vacations offers memorable bus tours of Yellowstone National Park's Upper and Lower Loop to see landmarks such as Old Faithful geyser and Firehole Canyon up close. The tours are conducted by certified interpretive guides.

WELCOME TO THE FAMILY

In addition to the aforementioned national park acquisitions, Delaware North also welcomed two other properties into our portfolio in 2016.

In June, Delaware North began managing the AAA Three Diamond-rated Honey Creek Resort, owned by the State of Iowa, for the Iowa Department of Natural Resources. Honey Creek Resort is located on the shores of Iowa's second largest lake, Rathbun Lake, 85 miles southeast of Des Moines. Among the resort's myriad amenities are an 18-hole championship, links-style golf course, a 42-slip marina, a two-story pirate-themed indoor waterpark and a full-service restaurant and bar with outdoor patios.

The following month, we completed our acquisition of Sea Crest Beach Hotel on Cape Cod – Delaware North's first lodging acquisition and owned operation in the eastern United States and New England.

This 266-room Cape Cod resort sits on a pristinely kept, private, 700-foot-long white-sand beach, where guests can enjoy ocean-view rooms and dining. The 21.6-acre property features an indoor and outdoor saltwater pool, poolside bar, watercraft rentals, bike rentals and 30,000 square feet of event space.



Yavapai Lodge | Grand Canyon National Park



Yellowstone Vacations | Yellowstone National Park

“On behalf of the Jacobs family, I just want to say how proud we are to have brought The Westin Buffalo to our city and to our global headquarters here on Delaware Avenue.”

JIM HOUSER
EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING
OFFICER, DELAWARE NORTH

NEW QUARTERS AT GLOBAL HEADQUARTERS

Closer to home, Delaware North opened the doors to The Westin Buffalo in September 2016 – a luxury lifestyle hotel located within our global headquarters in downtown Buffalo. The newly-built Westin hotel, which we own and operate, is the Westin brand’s first in the city.

With 116 well-appointed guestrooms and suites, The Westin Buffalo is thoughtfully designed to inspire our guests’ well-being. Design elements, such as an earthy color palette and a vertical garden, focus on biophilia and bringing the outdoors in. All guestrooms and suites feature the world-renowned Westin Heavenly® Bed with lush sheets, down cushioning and a patented pillow-top mattress, as well as the brand’s Heavenly bath amenities. The property also features a state-of-the-art WestinWORKOUT® fitness studio and 7,300 square feet of versatile meeting and event space.

“On behalf of the Jacobs family, I just want to say how proud we are to have brought The Westin Buffalo to our city and to our global headquarters here on Delaware Avenue,” said Jim Houser, executive vice president and chief operating officer, Delaware North, at the hotel’s ribbon-cutting ceremony. “We’re proud to be part of this city’s resurgence, and we look forward to welcoming guests here for many years to come.”

In December 2016, a new face joined The Westin Buffalo staff – it was that of “Chip,” the hotel’s new robot butler. The fully-autonomous robot is the first of its kind in New York State and delivers everything from food, cocktails, amenities and kids’ toys to guest rooms. Its name, which derives from the hotel’s location at the corner of Delaware Avenue and Chippewa Street and the computer chip that powers it, was chosen after a two-week public vote.

“Delaware North places a high priority on innovation and technology, so we’re proud to be on the forefront of this cutting-edge service model,” said Bernard Gay, Delaware North’s chief information officer. “We’ve integrated the robot technology to work hand-in-hand with the associates at the hotel to create a seamless experience for our guests.”

IMPROVING ON PERFECTION

After a \$45 million restoration in the wake of the devastating Cyclone Ita in 2014, Lizard Island was poised to reclaim its position as one of the world’s most luxurious travel destinations. But days before its planned reopening in March 2015, another storm – Cyclone Nathan – again damaged the resort.

For a second time, Delaware North faced the challenge head on and used the opportunity to rebuild and redefine the one-of-a-kind resort nestled near the Great Barrier Reef.

The breathtaking island and 40-room luxury resort, owned and operated by Delaware North, have been recognized for their magnificent hospitality by the likes of Travel + Leisure and Forbes. Still, the 16-month transformation put an even larger well-deserved spotlight on the vacation spot.

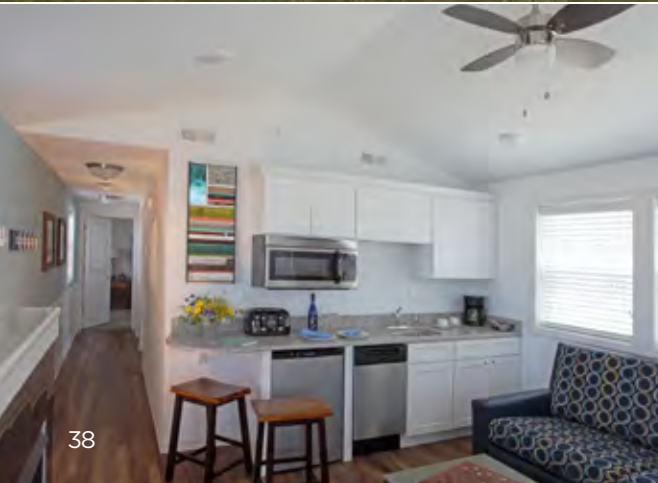
The revamped resort features exquisite new enhancements, including The Villa, a 1,000-square-foot stand-alone suite that features two bedrooms, each boasting in-suite luxury bathrooms; a finishing kitchen; a plunge pool; and an expansive deck with panoramic views across Sunset Beach and the Coral Sea.



Lizard Island Resort | Great Barrier Reef, Australia



The Lodge at Geneva-on-the-Lake | Ohio



The resort's new design, led by Hecker Guthrie, draws inspiration from its stunning sky and ocean views, and the theme is carried throughout our guestrooms, lounge and restaurant. Guests are once again enjoying Lizard Island's gourmet cuisine and wine in the dining areas. Adding to the experience are a wine room and an open kitchen that encourages interaction between guests and our culinary team.

The signature Lizard Island dinghies, a way for guests to explore one of the private beaches and enjoy a picnic lunch on the water, are still a popular feature. Glass-bottom kayaks, paddle boards and snorkeling straight off the beach onto ribbon reefs and clam gardens are perfect ways to discover the wonders of Lizard Island at one's own pace. More adventurous types can enjoy fishing expeditions and guided dive tours to the world-famous Cod Hole.

GENEVA COTTAGES: ROOMS WITH A VIEW

In June 2016, we celebrated the sold-out opening of 25 new lakeside cottages at The Lodge at Geneva-on-the-Lake. The cottages joined a full-service hotel with a conference facility, restaurant, indoor and outdoor pools and many other amenities at the Ohio state park, where Delaware North operates the lodge for Ashtabula County.

"You can't do anything without a great partnership, and with Delaware North – we love working with them," Ashtabula County Commissioner Peggy Carlo said at the ribbon-cutting ceremony.

Geneva's cabins are designed to accommodate families and small groups. Each fully furnished cottage has room for up to six guests and features two bedrooms, a comfortable living area with a gas fireplace and television, and a kitchenette with refrigerator and dishwasher. Fire pits, grills and walking paths can be found outdoors. Cottage guests also have the

benefit of daily housekeeping service and full access to the amenities found in and around the adjacent hotel.

Next up at The Lodge at Geneva-on-the-Lake is a zipline course that will spread across 25 acres of Geneva State Park. The course, scheduled to open in the summer of 2017, will feature nine zipline sections, including a side-by-side double zip, swinging bridges, water crossings and views of Lake Erie.

In addition to the guided zipline tours, the course will also feature two self-guided challenge courses – one for adults, one for kids – with rope obstacles, ziplines, bridges and more.

BIGTIME FACELIFTS

Delaware North has invested more than \$32 million in renovations to 17 of our lodging properties across North America, continuing our mission of providing guests with lodging experiences that exceed expectations and enhance their stays.

New furnishings, updated public spaces, larger high-definition televisions, brand-new soft bedding, modernized bathrooms and complete interior room overhauls are among the changes guests are already noticing. The spending is part of a larger initiative: The long-term plan involves thinking beyond updates and renovations and focusing on bringing unique lodging options to our guests.

A prime example can be found at the company-owned Tenaya Lodge at Yosemite. In 2015, we completed a \$5 million renovation that included upgraded bathrooms, new carpeting and furniture and comfy new mattresses. Those renovations complemented our recent addition of 10 new luxury suites at the High Sierra resort, each of which includes a living room space, two private balconies, a walk-in closet and a full wet bar.





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

Gaming

► HIGHLIGHTS:

- Delaware North adds to its lodging and gaming portfolios with the acquisition of the 227-room Islandia Marriott Long Island hotel, now known as Jake's 58 Hotel & Casino, with renovations including the addition of a 1,000-video-lottery-terminal gaming venue.
- Ruby Seven Studios – purchased by Delaware North in 2016 – develops the Lucky North social gaming application. The app is rolled out throughout Delaware North's gaming properties.
- Another strategic acquisition – GEM – enters Delaware North into the route-gaming operator business. GEM is the third largest route-gaming operator in Illinois.
- Daytona Beach Kennel Club & Poker Room rebrands as Daytona Beach Racing & Card Club, while developing a second location in Volusia County: Orange City Racing & Card Club. Work on the \$5.6 million renovation of a former theater in the Orange City Marketplace began in the summer of 2016 and was completed in the first quarter of 2017.
- Miami Valley Gaming, Delaware North's joint venture gaming and entertainment venue in Ohio, becomes the leading gaming and racing venue in the Buckeye State, thanks in part to an innovative brand advertising campaign centered on providing guests a "lucky buckeye."



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



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

GAMING BUSINESS EXPANDS TO LONG ISLAND

Delaware North in September 2016 completed its purchase of the 227-room Islandia Marriott Long Island hotel from Columbia Sussex Corp., and began renovations to add a gaming venue, a project nearly three years in the making.

In early 2017, an initial gaming opening was held, which included the debut of about 250 video lottery terminal (VLT) machines and a new name for the hotel, Jake's 58 Hotel & Casino. The full 1,000-VLT regional gaming destination became operational in May 2017. Delaware North had been selected to develop and operate the gaming venue by Suffolk Regional Off-Track Betting Corp.

"The new name is symbolic of Delaware North's commitment to and enthusiasm for bringing a first-rate entertainment and hotel property to Islandia," said Chuck Kilroy, general manager of Jake's 58 Hotel & Casino. "Our renovations to create a destination gaming venue were successfully completed, and we are also committed to keeping the hotel a preferred lodging option for travelers to Long Island."

The name "Jake's" is a nod to the Jacobs family, which for more than 100 years has owned and led Delaware North. The "58" is representative of the closest exit, number 58, on the Long Island Expressway.

Delaware North's enhancement of the hotel's food and beverage operation, in addition to the planned expansion of the Bistro 58 restaurant, includes menu upgrades in the restaurant and in the hotel's room-service offerings. On the gaming floor, a coffee café and bar and grab-and-go food stations will be offered.

OUR GAMING GETS SOCIAL

The mobile gaming market is hot, and the \$3.4 billion social casino portion of it is growing just as quickly, predicted to hit \$4.4 billion in 2017, according to research by Eilers & Krejcie Gaming LLC.

With the February 2016 acquisition of Ruby Seven Studios, a leading developer of social casino gaming applications, Delaware North has entered this emerging new sector of the gaming business. The acquisition complements our portfolio of land-based casinos and positions the company to offer social casino solutions to other gaming and media companies.

Ruby Seven has more than 100 employees in both Reno, Nevada, and Kochi, India. Its growing list of clients includes Tropicana Entertainment Inc., Coral Interactive in the United Kingdom and the Pechanga Resort & Casino in California.

Teaming up with Ruby Seven, Delaware North quickly launched Lucky North, our own mobile and online social gaming platform featuring slots, blackjack, trivia, bingo, video poker and keno. The slots game includes popular slot features such as free spins, bonus games and wilds. Other features include a daily consecutive bonus wheel, free bihourly coin bonuses and IGT's Multi-Strike Poker – an award-winning way to play video poker. Lucky North also offers real casino favorites such as Gems Wild-Tiles and Konami Gaming's China Shores.

The free-to-download Lucky North mobile application has been introduced across all of our gaming properties, giving our guests the variety they deserve – in the palm of their hands.

A ROUTE TO SUCCESS

In keeping with our commitment to being at the forefront of the gaming industry, we dared to be different in 2016 – acquiring strategic operations to complement our traditional regional gaming venues.

Among those acquisitions was GEM (Gaming & Entertainment Management – Illinois LLC), the third largest video gaming terminal (VGT) route operator in Illinois.

GEM operates more than 1,850 VGTs in about 440 high-traffic locations – including bars, restaurants, convenience stores, truck stops, bowling alleys and fraternal organizations. Revenue is split approximately in thirds between the location owner, GEM and the state.

Illinois limits route locations to a maximum of five VGTs and puts lower limits on wagering and payouts than what patrons experience at casinos. Nonetheless, the industry has experienced steady growth in the state since the Illinois Regulated Route System went live in 2012, and GEM's growth has been significant, especially with the September 2015 acquisition of a smaller operator.

The VGT model in Illinois has been a boon to the state and is highly likely to be replicated in other states and territories – opportunities for which Delaware North is now well positioned.





Orange City Racing & Card Club | Orange City, Fla.

OPERATIONS GROWING IN THE SUNSHINE STATE

Officials of the newly rebranded Daytona Beach Racing & Card Club were joined by elected leaders in June 2016 at a ceremonial groundbreaking to celebrate the development of the Orange City Racing & Card Club, which opened in the first quarter of 2017.

Work on the \$5.6 million renovation of a former theater in the Orange City Marketplace began in the summer of 2016. The Delaware North-owned-and-operated Daytona Beach Racing & Card Club developed and operates the new Orange City venue as a second location in Volusia County.

In all, seven Orange City, Volusia County and Florida state officials attended the ceremony.

“We are thankful for the great support we have received in Orange City and Volusia County as we celebrate what will be a win-win project,” said Fred Guzman, general manager of both the Daytona Beach and Orange City properties.

The renovation is estimated to have had an economic impact of nearly \$4 million, while the venue will have had an estimated annual economic impact of \$6 million.

“We are excited to see a significant economic development project that can help revitalize an important commercial area in Orange City and bring additional jobs and revenue to the city at the same time,” Orange City Mayor Tom Laputka said. “Delaware North has a solid track record in developing and operating a great facility with the Daytona Beach Racing & Card Club, and this will be a similar recreation and entertainment destination bringing more people and activity to our city.”

Orange City Racing & Card Club encompasses about 20,000 square feet of the former theater – renovated to create a 33-table poker room and a 140-seat restaurant and sports bar featuring a racing simulcast center, plus a kitchen, offices and other back-of-the-house support areas. The restaurant is housed in the former lobby space, and five of the eight former theater spaces had the floors leveled to create the other areas of the club.

In the future, the remaining 8,000 square feet in the remaining theater spaces could be adapted for – and is already approved for – alternate forms of entertainment such as a comedy club or concert venue.

“There are more than 1.1 million people within a 25-mile radius of the venue, so we believe it will be very successful in drawing new customers who have not necessarily visited our Daytona location,” Guzman said.

\$6
MILLION
ECONOMIC
IMPACT
IN ORANGE CITY





THREE CHEERS TO 2016

From award-winning to record-setting, 2016 was a year to remember at Delaware North-owned-and-operated gaming venues.

A year after completing its \$37 million expansion, Southland Park Gaming & Racing in West Memphis, Ark., saw record slot revenue and a valet team hustling to find room in the at-capacity parking lot during its New Year's Eve celebration – kick-starting a successful 2016.

With an additional 41,000 square feet that features 500 new gaming machines and the 150-seat Sammy Hagar's Red Rucker Bar & Grill, Southland Park Gaming & Racing was the company's top-performing gaming venue in 2016.

Meanwhile, Jumer's Casino & Hotel in Rock Island, Ill., was voted best in several categories in Midwest Gaming and Destinations magazine's 2016 Readers' Choice Awards.

The annual poll names winners according to states, and Jumer's won 12 awards in 16 categories for Illinois casinos – including five first-place honors for best overall property, best casino floor, best restaurant (DJ's Steakhouse), best entertainment and best nightlife. It also received three second place-awards – for best suites, best rooms and best entertainment venue – and four third-place awards for best amenities, best casino personnel, best advertising and best player's club.

Similarly, Wheeling Island Hotel-Casino-Racetrack in Wheeling, W.Va., was named best overall gaming resort by Casino Player magazine, which noted, "Service is top-notch, and Wheeling Island scored big for Favorite Casino Resort to Vacation At as well as Best Craps."



Southland Park Gaming & Racing | West Memphis, Ark.



THE RUSH FOR LUCKY BUCKEYES

Delaware North took a bit of a gamble in December 2013 when it opened Miami Valley Gaming in Ohio with joint venture partner Churchill Downs Inc.

The gaming and racing venue was developed midway – only 30 miles in each direction – between Cincinnati, which already boasted a casino, and Dayton, where another gaming and racing venue opened in 2014. Several other gaming venues also already operated in the region.

But Miami Valley Gaming quickly became one of the Buckeye State’s leading gaming and racing venues in terms of revenue. Year after year, business at Miami Valley Gaming has continued to increase, prompting plans to add gaming machines in the second half of 2017.

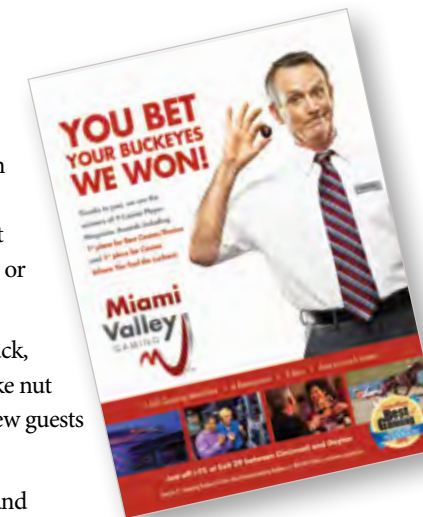
There are many reasons for the success, including the venue’s convenient location just off of Interstate 75, its comfortable and stylish design, the great customer service its associates provide under Delaware North’s GuestPath® platform and, of course, its more than 1,700 state-of-the-art video gaming machines. Racing enthusiasts have also embraced the modern simulcast center with races from around the country and 5/8-mile harness racetrack with an indoor grandstand that accommodates more than 1,000 people and doubles as an event center.

Delaware North’s dining options – including the Trifecta fast-casual eateries, Acres Seasonal Buffet and the upscale Cin City, an elegant steak and seafood restaurant – have added to the appeal. The Center Bar has also proven to be an ideal spot for guests to kick back and enjoy top local entertainment acts or watch regional sports teams on the big screen.

Great promotions have also enticed guests to keep coming back, including an innovative one involving buckeyes, the acorn-like nut from the state tree. Playing off a widely held belief in Ohio, new guests are given a “lucky buckeye” to put in their pockets for luck.

The promotion became Miami Valley Gaming’s signature brand advertising campaign, with representatives of the fictitious Lucky Buckeye Co. seen on television, online and in the venue working to keep Miami Valley Gaming supplied in lucky buckeyes for its patrons. The promotion has included drawings for \$5,000 solid gold buckeyes, handing out gold-engraved buckeyes for jackpot winners and even a statewide search to solve a temporary buckeye shortage.

Over nearly four years, Miami Valley Gaming has given away hundreds of thousands of buckeyes – a small price to pay in becoming a premier entertainment destination for residents and visitors to the area.





Caviar & Bananas | Charleston, S.C.

Travel

► HIGHLIGHTS:

- Delaware North's travel hospitality work continues with new contracts and extensions at a large number of airports, including Austin-Bergstrom International Airport, Boise Airport, Calgary International Airport, Tampa International Airport, Louis Armstrong New Orleans International Airport, Fort Lauderdale-Hollywood International Airport, Charleston International Airport and Minneapolis-St. Paul International Airport.
- Regionally-inspired concepts and local flavors are the focus for Delaware North at airports across the country. By bringing well known restaurants and brands into airport terminals, Delaware North is giving travelers a true taste of the cities in which we operate.
- Key partnerships with big names such as Jack Nicklaus and Wolfgang Puck demonstrate Delaware North's ability to harness an iconic brand, pair it with our own widespread expertise in the hospitality industry, and deliver a world-class experience for guests.
- Cross-subsidiary collaboration is one of the benefits of a large and diverse company like Delaware North. Such is the case in places like Minneapolis, where the Minnesota Twins, a Delaware North Sportservice client, worked with Delaware North to open a Twins-themed bar and grill at Minneapolis-St. Paul International Airport, a travel division client. Another example is in Tampa, where Tampa Bay Lightning owner Jeff Vinik, a Sportservice client at Amalie Arena, partnered with Delaware North to form TPA Hospitality Partners and open a host of food and beverage outlets at Tampa International Airport.
- Upgrades and openings rule the day at our international airport operations, including Heathrow, Glasgow, London Luton, Darwin and Adelaide.



Jack Nicklaus Golden Bear Grill | Charleston, S.C.



A GOLDEN OPPORTUNITY

It's quite apparent that Jack Nicklaus – or the “Golden Bear,” as he's known – brings the same finesse to business that he used to become a sports icon as the world's greatest golfer. We partnered with Nicklaus to open a pair of airport-based restaurants featuring feel-good recipes from his wife, Barbara.

A project three years in the making, the Jack Nicklaus Golden Bear Grill formally opened for business in summer 2016 as Jack and Barbara Nicklaus joined Delaware North Chairman Jeremy Jacobs for a ribbon cutting at Fort Lauderdale-Hollywood International Airport in Florida. A second Jack Nicklaus Golden Bear Grill location opened soon after at Charleston International Airport in South Carolina.

The elegant but comfortable restaurant features a wide range of memorabilia, both past and present, to capture the essence of Nicklaus' famed career. The menu was created in close collaboration with Barbara Nicklaus to ensure authenticity to her own collection of Nicklaus family recipes. Dishes at Jack Nicklaus Golden Bear Grill include lobster salad, short rib sliders, meatloaf, chicken salad and Mexican shrimp cocktail. In addition to great food, the bar offers specialty cocktails such as The Tin Cup, The Golden Bear Rush and Teed Up Transfusion.

Jack Nicklaus is the latest star-studded addition to a Delaware North travel hospitality portfolio that includes partnerships with entertainer/entrepreneur Jay Z and celebrity chef Masaharu Morimoto.

We partnered with golf legend Jack Nicklaus to open a pair of airport-based restaurants featuring feel-good recipes from his wife, Barbara.

SOUTHERN HOSPITALITY

Delaware North began serving guests of Charleston International Airport in South Carolina midway through 2014, working at top speed to rebrand old concession outlets before officially taking over as the new food and beverage concessionaire.

Work began post-haste on the permanent lineup of six restaurants and bars that opened some months later as part of the airport's Terminal Redevelopment and Improvement Program. In addition to the Jack Nicklaus Golden Bear Grill location, local flavors play a key role at the airport's Central Food Hall.

Caviar & Bananas, a Charleston-area specialty foods store, offers a variety of locally sourced gourmet foods, bottled wines and beer, packaged snacks, freshly-made salads and sandwiches, and wide assortment of cold beverages. The concept was founded in Charleston in 2008 and has since carved a niche as a gourmet market and café offering good food, coffee and catering.

Harvest & Grounds, Delaware North's proprietary Euro-American bakery and café concept, now has two locations at the airport as well, proudly serving King Bean coffee – an award-winning, local favorite in Charleston.

Other additions to Delaware North's offerings at the Charleston airport include DeSano Pizza Bakery, Charleston Beer Works and Burger King.



Earthbar | Los Angeles

GROWTH AT LAX

Delaware North's team at Los Angeles International Airport has been celebrating growth and achievement with the debuts of new and innovative concepts that capture the essence of LA. We celebrated the openings of two well-known Southern California restaurants: The Habit Burger Grill and Wahoo's Fish Taco. This is the first time the brands have made an airport debut, and they're playing to rave reviews. Another new addition features a familiar partner, as WPizza by Wolfgang Puck puts the famous restaurateur's signature stamp on an innovative pizza concept.

Our team at LAX is also receiving praise for the successful operation of Coffee Bean & Tea Leaf, the largest privately held specialty coffee and tea retailer in the United States. In fact, our manager received manager-of-the-year honors for domestic operations at Coffee Bean & Tea Leaf's 2015 annual conference.

After the wildly successful rollout of the LA Farmer's Market concept in Terminal 5 in 2014, Delaware North turned its focus to Terminal 6 for another innovative airport adaptation of a quintessential LA hotspot: Earthbar. The health foods outlet features a “food as medicine” juice bar, along with a full lineup of vegetarian and vegan offerings, health snacks, supplements and all-natural smoothies.

“We believe Earthbar will become a destination point for all travelers at LAX,” said Kevin Kelly, president of Delaware North's travel business. “We wanted a fast and easy, established healthy option at the airport. Earthbar is a leader in providing the highest quality nutrition for those on the move.”



Cross Grain Brewhouse | Boise, Idaho

CROSS GRAIN BREWHOUSE CONCEPT TAKES OFF

Craft beer and bistro-style menus continue to be all the rage in the restaurant industry, which is why Delaware North developed a proprietary brand, Cross Grain Brewhouse, for its airports.

Keeping in line with Delaware North's focus on regionally-inspired offerings at its airports, Cross Grain allows for our chef teams to center menus around rotating taps of local beers, paired with hand-crafted pub food. The first Cross Grain Brewhouse opened at Boise (Idaho) Airport in summer 2015, and the momentum has continued with three additional locations opening at airports in Oklahoma City; Fort Lauderdale, Fla.; and Richmond, Va.

At Will Rogers World Airport in Oklahoma City, it was a special occasion when Delaware North kicked off its live music program at its Cross Grain restaurant. Delaware North partnered with the airport, providing the sound equipment for the performance areas and promising to host a regular schedule of live performances in the Cross Grain Brewhouse and Red Bud Bar.

GRABBING NEW TECHNOLOGY FOR TRAVELERS

When it comes to airport hospitality, today's traveler expects comfort, variety and convenience.

That's why it's hardly a surprise that Delaware North – with its ever-expanding airport business – has partnered with mobile-ordering provider Grab.

By downloading the Grab application, travelers through Hartsfield-Jackson Atlanta International Airport have the convenience of ordering from our restaurants in the airport, including the 40/40 Club and the Food Network

Kitchen. The service is available in many other Delaware North airport locations, including Austin, Denver, Fort Lauderdale, Los Angeles, Boise, Buffalo, New Orleans, Nashville, Tampa, Fort Lauderdale, Detroit, Richmond, Charleston, Dallas-Fort Worth Oklahoma City and Minneapolis.

“Grab has been the ideal partner to launch mobile ordering for our restaurants in Hartsfield-Jackson Atlanta International Airport and Austin-Bergstrom International Airport,” said Kevin Kelly. “The system is easy to implement, and we have already seen great success.”

TAKING ON THE TWIN CITIES

Since winning four bid packages to operate food, beverage and retail outlets at Minneapolis-St. Paul International Airport in August 2015, Delaware North has hit the ground running by incorporating the region's identity into its airport space.

At the airport, Delaware North teamed up with joint venture partners Hell's Kitchen and CBR Partners to open nearly a dozen local favorites such as Angel Food Bakery, Estes News & Gift, Flirt Boutique, Adventure North, Smack-Shack and more. In the past year, new concepts such as Como Park Essentials and the North Loop Market have opened at the airport with design elements paying homage to iconic neighborhoods in the Twin Cities.

Even more exciting is the Minnesota Twins-themed bar and grill, Twins Grill, which opened in February 2017. The 204-seat eatery has ballpark décor reflective of Target Field in Minneapolis, where the Twins play and where Delaware North operates food, beverage and retail services for the team.

The menu features classic ballpark staples, including nachos, chicken quesadillas, onion rings, cheese curds and a rotating tap of 16 craft beers. The unique restaurant also features a grab-and-go kiosk and a small selection of Twins merchandise.

NORTH BY NORTHWEST

In keeping with its growth strategy, Delaware North's travel division expanded its footprint westward, adding Boise Airport in Idaho and Calgary International Airport in Alberta, Canada.

With the opening of Boise-based restaurant chain Bardenay Restaurant and Distillery in spring 2015, leaders from Delaware North's travel business celebrated the final piece of a busy eight months falling into place at Boise Airport.

Since taking over food and beverage operations at Boise Airport in October 2014, Delaware North has added several new concepts, many of which are local partnerships, to the airport's dining landscape. Soon after winning the concessions contract, Kevin Kelly joined Boise Mayor David Bieter and Jim Connors, a representative from the airport commission, to announce several of the new food-and-beverage concepts.

“This is a very special partnership with Boise Airport,” Kelly said. “As a family-owned company, Delaware North takes pride in providing air travelers with high-quality, fun dining options that include popular local favorites like Bardenay Restaurant and Distillery and River City Coffee & Café. We are looking forward to getting to know the Boise community over a great meal at the airport.”





Bardenay Restaurant & Distillery | Boise, Idaho

Connors and Bieter attributed Delaware North's success in securing the contract to its airport expertise and emphasis on local concepts. Additional Delaware North concepts at the Boise Airport are Einstein Bros. Bagels, Smashburger, Harvest & Grounds, and Cross Grain Brewhouse. Delaware North also sells locally sourced food and beverages such as beer from Sockeye Brewing Co. and Crooked Fence; wine from Cinder Wines; coffee from Flying M; and bakery items from River City Coffee & Café.

In Calgary, Delaware North looked to a familiar partner to open The Kitchen by Wolfgang Puck in 2016. The celebrity chef's newest concept features 3,800 square feet and offers both full-service dining – complete with a full bar that serves local beer and wine – and grab-and-go. The location can seat 120 guests in the dining room and bar. The menu features global cuisine from Wolfgang Puck's signature recipes that use the freshest local ingredients.

TOUCHING DOWN IN TAMPA

In 2015, Delaware North joined forces with a group of like-minded hospitality companies to form TPA Hospitality Partners and secure a lucrative new multiyear contract to operate food and beverage outlets at Tampa International Airport. As part of the bid, Delaware North and its partners would bring several Tampa-inspired dining options to the airport in the coming years.

RumFish Grill is a casual dining location housing an 8-foot-tall cylindrical aquarium framed by a giant marlin inside the restaurant. The menu features cutting-edge seafood dishes made with freshly-caught fish from in and around Florida waters. The restaurant adheres to sustainable fishing practices so that only species representing thriving populations



RumFish Grill | Tampa, Fla.

are included in the menu. A unique partnership with the Florida Aquarium and popular television series “Tanked” also delivers educational entertainment focused on local marine life.

Four Green Fields offers travelers an authentic taste of Ireland with a menu that features classic dishes and a perfectly poured pint of Guinness. Menu highlights include shepherd’s pie, Irish soda bread, stuffed corned beef, salmon spread and Irish potato leek soup. The original Four Green Fields restaurant, located in downtown Tampa, was ranked as the fifth-best Irish pub in the world by Ireland of the Welcomes, the world’s largest and longest-running Irish interest magazine.

Travelers will also have a chance to enjoy several local favorites such as New York New York Pizza and Duomo Gelato, as well as choose from a lineup of popular quick-serve restaurants, including Chick-fil-A, Panda Express, PDQ and Auntie Ann’s.

Another local favorite, The Café by Mise en Place, is expected to open in 2017 and is a casual interpretation of the original Mise en Place, providing an approachable, high-quality culinary experience that features a spectrum of simple and intricate dishes.

NEW EATERIES TAKE FLIGHT AT UK AIRPORTS

Delaware North celebrated the summer of 2016 with restaurant openings in airports throughout the United Kingdom.

In a joint venture with Delaware North, popular London restaurateurs Drake & Morgan opened their first airport establishment at Heathrow Airport. The Commission is a casual, all-day dining concept occupying 4,800 square feet and offering 170 seats.

The menu offers the brand’s signature all-day menu with a focus on seasonality, provenance and sustainability. In addition to breakfast, lunch and dinner, it also offers a variety of coffees and cocktails and grab-and-go options.

At the same time, Glasgow Airport in Scotland completed an eight-week refurbishment and introduced the Delaware North-operated Scotland & Sea, a multiconcept food court offering the very best in Scottish dishes and flavors. The new food outlet features five concepts focused on grilled meats, seafood specialties, coffee and pastries, bakery items and craft beer.

Meanwhile, Delaware North recently opened its first restaurant location at London Luton Airport, which is also undergoing a complete refurbishment. The new outlet is a partnership with an emerging U.K. High Street brand, Friska, whose motto is “Feel Good Food.”

Friska – voted Best Ethical Restaurant 2014 by Observer Food Monthly – opened in July 2016 with a wide-ranging menu that includes breakfast, lunch and dinner options.



The Commission by Drake & Morgan | London



Coopers Alehouse | Adelaide, Australia

FIRST-CLASS UPGRADE AT DARWIN AIRPORT

On May 9, 2015, Darwin Airport welcomed Australian Prime Minister Tony Abbott, who, along with Darwin Airport CEO Ian Cew, officially opened a \$75 million upgrade to the airport. The renovated travel hub includes eight Delaware North-operated food locations.

The grand-opening celebration took place at Hector's Bar, one of the new Delaware North-operated establishments. Hector's takes its name from the consistent storm cloud that forms over the Tiwi Islands during the wet season.

"Working with Delaware North enables us to provide a variety in our offerings and cater to a diverse passenger mix," said Jim Parashos, director of commercial and aviation development at Darwin Airport. "Hector's Bar is the latest in a long list of options now on offer – coffees at Giancarlo or Stokes Corner store... meals at Dome Café or Bumbu, and a takeaway option at Hungry Jack's."

A FRESH ALE HOUSE AT ADELAIDE AIRPORT

What's up Down Under? For the team at Adelaide Airport, the answer is simple: quite a bit.

In 2016, the team at Adelaide welcomed guests at the new-look Coopers Alehouse, which underwent a \$1 million makeover. The new layout features a large open lounge and dining area with views across Adelaide to the Adelaide Hills. It serves a broad selection of products from Coopers (a family-owned brewery that dates back to 1862), international beers and a new menu with fresh South Australian produce.

The overhaul of Coopers is part of Delaware North's multimillion-dollar program to upgrade its outlets at the Adelaide Airport.

"Working with Delaware North enables us to provide a variety in our offerings and cater to a diverse passenger mix."

JIM PARASHOS

DIRECTOR OF COMMERCIAL AND AVIATION DEVELOPMENT, DARWIN AIRPORT

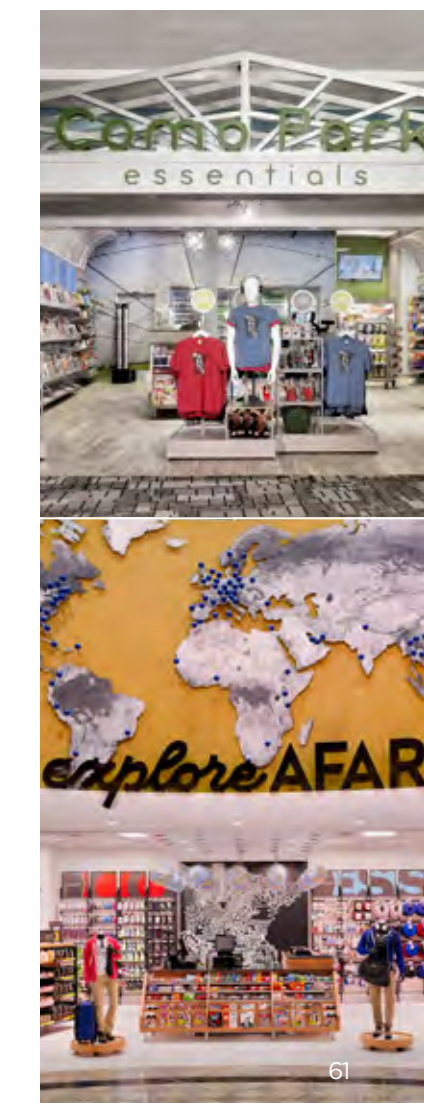
"The current Airport terminal has been running for 11 years and the time has come to refresh our outlets," said Kieran Fitzpatrick, chief operating officer of Delaware North's Australian operations. "The Coopers Alehouse is the first major refurb we have completed and we are delighted with the result. It raises the Adelaide Airport to an entirely new level."

RAMPING UP RETAIL

Delaware North has placed an increased focus on growing its retail operations at airports across the country by securing retail-based packages at locations including Minneapolis-St. Paul International Airport, Austin-Bergstrom International Airport and Detroit Metropolitan Airport, while also revamping existing locations with new proprietary concepts. Over the course of two years, Delaware North has opened more than 20 retail locations, including 13 at Minneapolis-St. Paul, five at Austin-Bergstrom and three at Detroit Metropolitan.

One prime example is the expanding retail footprint at Minneapolis-St. Paul International Airport, where Delaware North secured four bid packages, three of which were retail, in August 2015. The packages include an array of Twin Cities-focused stores and concepts such as Como Park Essentials, North Loop Market, Explore AFAR, Adventure North and Minnesota State of Nice.

New proprietary concepts were also created and rolled out, including JetSet, a convenience store concept focused on providing sundries, reading material, snacks, bottled beverages and grab-and-go foods. Fifth & Main at Buffalo-Niagara International Airport and Fifth & Congress at Austin-Bergstrom International Airport are new specialty retail concepts that offer upscale, luxury goods for travelers.





Patina Restaurant Group

► HIGHLIGHTS:

- Delaware North and Patina Restaurant Group open a pair of restaurants – Patina 250 and Jake’s Café – in Buffalo, N.Y. The restaurants are Buffalo’s first in Patina Restaurant Group’s high-profile portfolio.
- First-year operations of Morimoto Asia, State Grill and Bar and Stella 34 draw high praise from local and national media.
- Two exciting new dining destinations open in Macy’s Herald Square during the 2015 holiday season: Rowland’s Bar and Grill, serving modern American gastropub cuisine, and Chef Street, an indoor food truck village.
- The 2016 opening of The Rink at Rock Center marks the iconic rink’s 80th year. Its adjacent restaurants celebrate the milestone by offering nostalgic menu offerings, décor and music.
- Patina Catering handles the Emmy® Awards Governors Ball for the 20th and 21st times (in 2015 and 2016, respectively), a star-studded event that has a team of 200 chefs on stage.
- For the first time, Patina Catering serves as the official caterer of the 58th Annual GRAMMY Awards Celebration® in February 2016 in Los Angeles.
- Patina Restaurant Group’s namesake establishment in Walt Disney Concert Hall marks the company’s 25th anniversary by instituting Patina Next Course, a series of seminars on food-related topics.



The Rink at Rockefeller Center
| New York City



Patina 250 | Buffalo, N.Y.

PATINA 250 DAZZLES DOWNTOWN BUFFALO

Downtown Buffalo, N.Y., has a sparkling new restaurant, thanks to Delaware North and its Patina Restaurant Group subsidiary.

Patina 250 – named as a nod to both the subsidiary and the restaurant’s address at 250 Delaware Avenue, the site of Delaware North’s global headquarters – served its first guest on Sept. 14, 2016. The opening of the restaurant was highly anticipated as it was the first in Buffalo to join Patina Restaurant Group’s world-class portfolio, which includes the likes of Rockefeller Center in New York City, Disney Springs in Florida and Downtown Disney in California.

“Its opening is one of the most anticipated in recent memory,” Buffalo Business First reporter James Fink said of Patina 250 in a feature story.

“In addition to featuring local ingredients on its menu, including Flat #12 mushrooms, Elm Street Bakery breads and Tommyrotter gin, Patina 250 incorporates local talent by way of its interior design,” Caitlin Hartney wrote in piece for BuffaloRising.com. “Buffalo artist Fotini Galanes contributed wall-spanning charcoal murals above the restaurant’s pillowed banquettes, while Peter Stephens’ ‘Big Bang’ is a colorful point of focus in an otherwise neutral dining room. Executive chef Homer Ford is likewise a local, having made his way back to Western New York after years working in New York City kitchens.”

About two weeks prior to Patina 250’s opening, the neighboring Jake’s Café – also operated by Patina Restaurant Group – opened its doors. The 20-seat restaurant is open for breakfast (7 a.m. to 11 a.m.) and lunch (11 a.m. to 3 p.m.).

Breakfast offerings include cinnamon brioche French toast with apple slaw and crème fraiche, an egg sandwich on a Kaiser roll and

three-filling omelets. Lunch options include a cheeseburger on a potato bun, a cheddar-fontina grilled cheese sandwich and build-your-own salads. There is also a selection of freshly-prepared grab-and-go options, including sandwiches, salads and smoothies.

MORIMOTO ASIA EARNS PRAISE

Since its opening at Disney Springs in Orlando in September 2015, Morimoto Asia has been wowing guests and critics alike. The pan-Asian restaurant – developed and operated by our Patina Restaurant Group, and inspired and designed by Iron Chef Masaharu Morimoto – offers mouthwatering cuisine from Japan, China, Korea and Thailand amid a visually stunning atmosphere.

In just a little more than a year, the restaurant has won numerous dining awards and continues to garner attention from industry media, including Travel + Leisure online and several Orlando-area food publications.

Travel + Leisure, a widely read and respected source for travelers, featured Morimoto Asia in two articles in July 2016.

- The article “How to Make the Most of Your Nights at Walt Disney World” recommends heading to the restaurant’s Forbidden Lounge for “late-night eats,” including the pork bao buns, the award-winning sliders and ramen.
- In “Tips for Exploring Walt Disney World This Summer,” Travel + Leisure notes that Morimoto’s Street Food counter is a perfect place to stop to cool off with the pick-a-flavor black tea slush.

Morimoto’s non-seafood options received extensive praise from the popular food and lifestyle blog KimandCarrie.com. The Morimoto Spare

“Best Ambiance,” “Hot Spot,”
“Most Booked” and “Fit for Foodies.”

OPENTABLE’S DINER’S CHOICE AWARDS
FOR MORIMOTO ASIA



Morimoto Asia | Disney Springs, Fla.



Ribs appetizer was described as “completely addictive,” while the Peking Duck provides “an unbelievable taste experience.” Also receiving high marks were the Orange Chicken, prepared with a sweet Florida orange sauce, and the dessert selections, which “are worthy of a visit alone.”

Morimoto Asia has been a welcome addition to the burgeoning gourmet dining scene in Central Florida, with the Four Seasons Orlando mentioning it among several “dining destinations” at Disney World headed by celebrated and well-known chefs. Orlando Weekly also heaped on the praise by saying Morimoto Asia should be at the top of visitors’ theme park tasting to-do list.

In March 2016, Morimoto Asia earned awards in four categories from OpenTable’s Diner’s Choice Awards: “Best Ambiance,” “Hot Spot - Orlando,” “Most Booked” and “Fit for Foodies.”

Patina is planning additional restaurants in Disney Springs.

ROCKIN’ ROCK CENTER FOR THE 80TH TIME

The Rink at Rockefeller Center – operated by Delaware North’s Patina Restaurant Group in New York City – kicked off its 80th anniversary in grand fashion in October 2016 as it officially opened for the season.

Hosted by Olympic Silver Medalist Sasha Cohen, the celebration featured a ceremonial ribbon cutting and “first skate” with members of the Ice Theatre of New York and Figure Skating in Harlem. In addition, a trio of figure skaters from Ice Dance International paid tribute to the occasion by performing “The Three Smokers,” a piece commissioned by Ice Theatre of New York and choreographed by famed New York City ballet choreographer Edward Villella, who also appeared at the event.

“The whole shebang is a class act – it amazes me how Patina churns out thousands of beyond delish, piping hot dishes (in perfect unison!) at each event.”

LOS ANGELES MAGAZINE

The rink, which opened in 1936, marked its anniversary milestone by playing Billboard No. 1 songs from the last 80 years throughout the season. Its surrounding restaurants, including Patina Restaurant Group’s Rock Center Café, Cucina & Co. Rockefeller Center and The Sea Grill, supplemented the celebration by offering their own nostalgic touches, from menu offerings to décor and music.

The Rink is an international cultural landmark and one of the most visited sites in the world, with more than a quarter-million annual skaters. This season, The Rink offered experiences such as Afternoon Tea and Skating and a late-night Starlight Skate, along with classic traditions such as Breakfast with Santa, Radio City Christmas Spectacular, Engagement on Ice, First Skate and VIP Skating.

AND THE EMMY GOES TO...

Patina Catering, the segment of Patina Restaurant Group that handles special events, in 2015 marked its 20th straight year catering the star-studded Emmy® Awards Governors Ball. Serving a three-course meal to 4,000 of Hollywood’s elite is no small task, but Patina Restaurant Group Founder and Chef Joachim Splichal continues to rise to the occasion with the help of 200 chefs. The effort hasn’t gone unnoticed.

“Host Andy Samberg and co. will be walking into a transformed Convention Center sparkling with 4.4 million glittering beads, 45,000 individual Swarovski crystals, 1,500 white roses and 2,500 candles. Patina will be feeding the well-dressed, award-winning hordes for the 20th year in a row, and David Foster along with world-renowned tenor Andrea Bocelli will be providing the entertainment. The whole shebang is a class act –





it amazes me how Patina churns out thousands of beyond delish, piping hot dishes (in perfect unison!) at each event,” said Los Angeles Magazine, one of several outlets to recognize Patina’s efforts at the event.

Patina Catering, of course, also served as the official caterer in 2016, including the back-to-back Creative Arts Balls on Sept. 10-11 and the Governors Ball on Sept. 18, which took place immediately following the 68th Emmy Awards telecast.

“It was my honor and absolute pleasure to work with the Television Academy on this prestigious event for the 21st year,” Splichal said. “Our vision for this year’s dinner extended beyond the plate. It began with an intention to maintain the quality and integrity of the ingredients we have sourced from the farmers and foragers we rely on as partners and friends.”

HITTING THE RIGHT NOTE

Patina Catering for the first time served as the official caterer for the 58th annual GRAMMY® Awards Celebration, which took place in February 2016 in Los Angeles.

The menu – designed to be enjoyed by nearly 5,000 guests during the award show reception – was a playful and vibrant celebration of sustainable California flavors inspired by the music and its artists. The menu was divided into five iconic California dining destinations, giving guests the opportunity to indulge in the best of what The Golden State has to offer, including Baja California with Taco Truck bites, Napa-inspired cuisine, Santa Monica Farmers’ Market seasonal favorites, gluten-free dishes from Beverly Hills and dessert from Hollywood’s “GRAMMY Land.”

“Patina is a fine-dining restaurant that resides at the Walt Disney Concert Hall. The atmosphere is quiet and elegant, and you are waited on like a king.”

ONLINE NEWS SITE
ANGELENO EXPERIENCE

Of course, catering star-studded events is hardly new to the Patina team. Under the leadership of Joachim Splichal, the award-winning catering division has long established itself as a premier caterer on the West Coast, and holds the honor of being the official caterer for the prestigious Creative Arts Ball and the Emmy Awards Governors Ball for more than two decades.

“Patina’s top-notch cuisine is a stellar addition to an event where everyone comes together to celebrate the year’s best in music with fellow 58th Annual GRAMMY Awards nominees, winners and invited guests,” Branden Chapman, executive in charge of production and chief business development officer of The Recording Academy, said before the event.

HAPPY ANNIVERSARY

As Patina Restaurant Group reached its 25th anniversary in 2015, it marked the occasion at its namesake establishment: Patina. The Los Angeles restaurant, the longest-standing in Patina Restaurant Group’s lineup, launched a series of classes called Patina Next Course.

While busy giving back, the Patina team received high praise from online news site Angeleno Experience.

“Patina is a fine-dining restaurant that resides at the Walt Disney Concert Hall. It’s Joachim Splichal’s pride and joy and is consistently listed on ‘top restaurants in Los Angeles’ lists,” the article said. “The atmosphere is quiet and elegant, and you are waited on like a king.”



Patina 250 | Buffalo, N.Y.



TAKING A BITE OUT OF THE BIG APPLE

Patina Restaurant Group operates at some of the most iconic locations in New York City, including Rockefeller Center, Lincoln Center, The Metropolitan Opera and Brooklyn Botanic Garden. And in 2015, we expanded our footprint at the flagship Macy's store on 34th Street in Midtown Manhattan.

During the 2015 holiday season, Patina Restaurant Group debuted two exciting new dining destinations on the lower level of Macy's Herald Square. Rowland's Bar and Grill serves modern American gastropub cuisine in an atmosphere inspired by turn of the century New York. Named for Macy's founder Rowland Hussey (R.H.) Macy and designed by David Shea, Rowland's has a long bar lit by lamplight along one side, with warm wood detail, brick walls, an open kitchen, and inviting feel.

Chef Street brings the popular food truck trend indoors with four unique, casual dining concepts, each featuring signature menu items served out of Airstream-style trailers. Four food trucks have permanently parked on Chef Street, including authentic Japanese ramen noodles, crispy chicken wings and sandwiches, traditional Italian street food, and classic American burgers, fries and milkshakes. In 2017, Chef Street introduced an option for diners to customize their own creation at its salad bar, or pick up something from the grab-and-go area, with special menu items made fresh daily.

NICK + STEF'S UPS THE STAKES

Nick + Stef's Steakhouse – one of Los Angeles's premier culinary institutions – unveiled a “down to the studs” renovation and menu revamp in fall 2015.

The 16-year-old steakhouse debuted chic new décor and a menu that celebrates cured meat selection with an emphasis on its on-site aging of premium cuts. A comprehensive raw bar and seafood options, a wine program consisting of over 500 labels (including selections from Joachim Splichal's personally selected vintages), and a mixology program rooted in mid-century cocktails are just a few of the features at the core of the new Nick + Stef's Steakhouse.

Custom and hand-selected furnishing and fixtures – including carefully curated art selected by Splichal – can now be found throughout the restaurant. Other newly-imagined spaces include the front bar, formal dining room and two distinct private dining rooms.

EARNING NOTICE IN NEW YORK CITY

Just prior to 2015, Patina Restaurant Group launched several new operations in New York City. The reviews are in – and they're impressive.

In a February 2015 article on Forbes.com, writer John Oseid visited Patina's State Grill and Bar in the Empire State Building. Calling it “top flight cuisine,” Oseid praised the restaurant's food, menu, ambience and Art Deco décor. “State hits the sweet spot between catering principally to a business crowd—there's a handy two-course, prix-fixe lunch option—and being inviting to discerning guests staying at all those midtown hotels.”

That same month, The New Yorker visited Stella 34, a Patina Restaurant Group-operated restaurant on the sixth floor of Macy's Herald Square. Writer Amelia Lester described her food as “startlingly good” – in fact, she said, it produced “yelps of delight from the table” – while also praising the restaurant's menu, plating and mellow experience.

Meanwhile, Patina Events at Brooklyn Botanic Garden kicked off its first wedding season in the summer of 2015. Happy brides and grooms have awarded Patina Events an average rating of five stars on TheKnot.com, a popular wedding website.

In April 2017, Patina Restaurant Group expanded its operations at Brooklyn Botanic Garden with the opening of Yellow Magnolia Café – named after the flower first cultivated at the famous garden in 1977. The restaurant, which features vegetable-focused cuisine, has received rave reviews since opening, including by The New York Times, ABC New York and NBC New York.



Stella 34 Trattoria | New York City

We harnessed the creativity of our people and the power of our locations to showcase the company's innovative spirit, unmatched experiences and collaborative approach.



A Century of Special Experiences

In 1915, three young men solidified their boyhood business ventures by starting a modest peanut and popcorn vending business in Buffalo, N.Y. Though the trio could scarcely have imagined how large and far-flung their grassroots enterprise would become, Marvin, Charles and Louis Jacobs effectively sowed the seeds of one of the longest-standing names in the hospitality industry.

The story of the Jacobs brothers is a familiar one throughout Delaware North, and as we marked our centennial in 2015, it was especially top of mind. That's due in large part to the ongoing leadership of the Jacobs family and the consistency of our company vision. True, the first generation would be stunned by this modern-day global company, but at closer look, would no doubt recognize and approve of the values that inform so many of our decisions.

A refreshed global brand identity set the stage for the celebration worldwide of Delaware North's centennial, and by design. The new logo reflects Delaware North's focus on innovation and creativity, our commitment to partnerships and our passion for delighting our guests, all of which pay homage to our history and provide a solid foundation for the years ahead.

The 100-day centennial celebration focused on events and activities to enhance the company's reputation and strengthen our bond with people, places and partners. Festivities to showcase our locations took place at a large number – and wide variety – of venues.

For instance:

- The Green Bay Packers and their fans commemorated our centennial by gobbling up the world's longest bratwurst, a sausage long enough to stretch from one of Lambeau Field's end zones to the other.



Delaware North Chairman Jeremy Jacobs and his sons, Co-CEOs Jerry Jacobs Jr. and Lou Jacobs | Buffalo, N.Y.

- Southland Park Gaming & Racing, a Delaware North-owned-and-operated regional gaming destination, invited 100 of our special guests to a celebration that included lighting the night with sparklers.
- Our representatives at Etihad Stadium, home of the 2015 Australian football league-champion Melbourne Victory FC in Melbourne, Australia, held a treasure hunt for Delaware North and stadium associates.
- Our team at the Grand Canyon staged a cleanup and then donated \$10,000 to the Grand Canyon Association in honor of our partnership with the U.S. National Park Service.
- To both commemorate our anniversary and celebrate a fruitful partnership with South Florida's Broward County, Delaware North associates at Fort Lauderdale-Hollywood International Airport gifted 100 foxtail palm trees to help create a greener tomorrow for the community.

- At our own TD Garden, locals were able to step on the first-ever half-ice, half-parquet court and take slap shots or shoot threes like so many of the great Boston Bruins and Boston Celtics, respectively, who have done so throughout the years.

In all of the celebrations, audiences “experienced” Delaware North's venues around the world through the eyes of our associates, thanks to a crowd-sourced approach to gather and curate user-generated content. We harnessed the creativity of our people and the power of our locations to showcase the company's innovative spirit, unmatched experiences and collaborative approach. The effort generated 2.5 million social media impressions and 224,000 views of the kickoff video featuring Co-CEOs Lou Jacobs and Jerry Jacobs Jr.

Leaders in What's Next

Delaware North Chairman Jeremy Jacobs didn't know where the future of sports was headed, but he knew he wanted Delaware North to be at the forefront of it.

"It's increasingly clear that teams and leagues can no longer be reactive to today's technology—we have to be at the forefront of developing tomorrow's," he said in the introduction of the second iteration of The Future of Sports, a project that began in 2015 and quickly vaulted our company to the center of discussions about innovation, transformation and disruptive change in the sports industry.

Mr. Jacobs commissioned the first report to explore the next 25 years of sports, employing a team of futurists to look ahead and delve into several possibilities—some undeniable, some unsettling. The first report discussed everything from broadcasting platforms to globalized fandom to genetically enhanced athletes. The point, said Delaware North Co-CEO Jerry Jacobs Jr., wasn't necessarily that every prediction would come true, but rather that his fellow industry leaders start considering the possibilities.

"If you don't stay in front of it, you're going to end up very quickly behind it," he said in an interview with USA TODAY. "I think a lot of owners and league leaders are aware of this, and there's an appetite for this dialogue."

Delaware North Co-CEO Lou Jacobs agreed: "If you're doing business the same way you did 20 years ago, you're probably not doing a very good job. All business is a continuous stage of reinvention, and why should sports be any different? Keeping ahead of the game is the only way to stay in the game."

Their assessment proved accurate, and the report garnered enough interest that 60 team and league executives gathered for a session at TD Garden in Boston to hear from several of the futurists, editors and experts involved in compiling the report. And based on its success – as well as the rapidly evolving sports landscape – Mr. Jacobs commissioned a second version of the report, this one focused on a more immediate future.

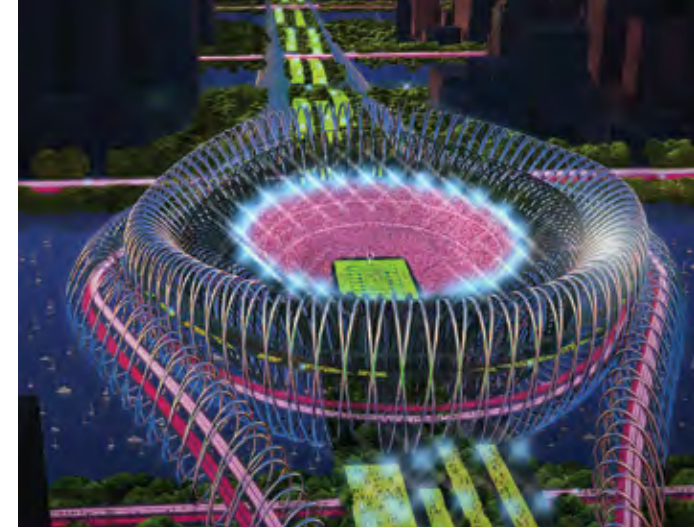
According to a feature on the second version of the report in USA TODAY, "Twenty-five years was not a horizon that we could appreciate. [But] the forecast for the next few years 'makes me realize this is not the future — this is today. What we thought was a long way off turns out not to be.' He cites the driverless cars that were a driving feature of the first report: 'That was futuristic. Now it's realistic.'"

The second report, published in September 2016, focused on new topics such as esports, virtual and augmented reality, and "neuro-coaching," which involves maximizing an athlete's brain to improve on-field performance. Once again, a daylong seminar to discuss the report and its contents was held at TD Garden, this one drawing about 100 executives from a dozen teams.

Delaware North took to heart the lessons learned from the Future of Sports research, recently making a strategic investment in esports franchise Splyce. Now, Mr. Jacobs hopes that his contemporaries and successors in the industry will join him in becoming partners and investors in what's next. As he states in his introduction to the second report:

"Our job is to connect the past to the present and to lay the groundwork for future generations of athletes and fans. I can think of no more challenging, or rewarding, a task."

To download a copy of The Future of Sports volumes I and II, visit www.futureof.org.



"Our job is to connect the past to the present and to lay the groundwork for future generations of athletes and fans. I can think of no more challenging, or rewarding, a task."

JEREMY JACOBS
CHAIRMAN, DELAWARE NORTH



TD Garden | Boston





Nick + Stef's Steakhouse | New York City and Los Angeles

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.

At the center of the guest experience is the food. And with good reason. Our chefs are among the best in the world. Their creations run the gamut, from delicious, mouth-watering ballpark fare to glorious gourmet delicacies befitting a head of state.

The company founded a century ago as a small concessions business has indeed become a global leader in hospitality and food service. But how? 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, which was started more than a decade ago by Co-CEO Jerry Jacobs Jr., guides culinary recruitment, retention, continuing education and training programs, including one to ensure that every chef is 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 chefs together with industry experts and more than 150 leading food product companies. Keynote speakers at the conference have included Jim Koch, founder of Boston Beer Company; Paul Prudhomme, a noted chef, restaurateur and entrepreneur; and Robert Irvine, world-renowned chef and host of Food Network's "Restaurant: Impossible." The latter has even gone on record as a fan.

"To me, anybody that does mass feeding and does it as well as Delaware North does – obviously I've got something to like," Irvine said.

No wonder we have earned a reputation for impeccable food, no matter the place or setting.

TALENT CONVERGES AT YEARLY SUMMIT

Our annual tradition of gathering chefs, managers, members of partnership services and company leaders for the Delaware North Food & Beverage Summit is fast becoming time-honored.

In fact, the 2015 and 2016 conferences were our largest and most successful to date. What's more, in 2016 we also combined the annual event with our GuestPath® Conference (a gathering of stakeholders within our proprietary customer service platform) to give attendees a convergence of culinary and customer service.

"The food show has become part of the DNA of Delaware North," Chuck Moran, a Delaware North board member and strategic adviser, said to attendees of the 2015 event. "Culinary runs through all of our businesses. It's the backbone of our company."





During the past two years, participants were treated to a panel discussion featuring the Jacobs family and other senior leaders, followed by a star-studded lineup of keynote speakers that has included an Emmy® winner, celebrity chefs and industry leaders.

Innovation was the central theme of the 2016 conference, with presentations from Delaware North's vice president of innovation and brand, Jen Compton, and PepsiCo Director for Brand Innovation Kevin Hoover. Attendees of the 2016 iteration also experienced hands-on learning sessions with culinary experts from international organizations such as Barilla, Chobani Greek Yogurt and Monin Gourmet Flavoring.

Additionally, leadership from Chicago's nationally-acclaimed Kendall College School of Culinary Arts led a standing-room-only session titled "Umami – An Intersection of Taste and Biology." The session explored umami as one of the five basic tastes, together with sweetness, sourness, bitterness and saltiness. A loanword from the Japanese, umami can be translated as "pleasant savory taste."

A pair of mixologists delighted and taught the crowd in 2015. Meanwhile, celebrity chefs Bryan Voltaggio, Rick Moonen and Mike Isabella gave cooking demonstrations, and Boston Beer Company's Jennifer Glanville discussed brewing Samuel Adams line of beer.

Voltaggio had an aha moment while showing his stuff to summit attendees.

"It's interesting, because we came up with new ideas even as we were on stage today," he said. "And so, it's just so important to get people out of their environment, out of their own kitchens, to see something new. When we stand still and stagnant, the food remains the same. Obviously it's a huge effort to put together events like these, but it's worth it. Hats off to you guys for doing this."

"The Un Meatball Sandwich features a bacon-wrapped meatball with sweet potato angel hair and cranberry demi-glace; and is now an award-winning entrée!"

TRIBEVIBE.MLBLOGS.COM

OUR CLEVELAND CHEF ROCKS

It was a busy year in 2016 for Josh Ingraham, then executive chef at Progressive Field, home of Major League Baseball's Cleveland Indians. Not only was Ingraham busy manning the ballpark's kitchens through Game 7 of the World Series, he also found time to shine in several big-time competitions.

In February, he took third place in a local competition, followed by a second-place finish in the national #AvocadoMadness tournament in March. In November – barely two weeks after leading his culinary team into an extra-inning effort at the World Series – Ingraham faced off against 65 of the United States' top culinarians at the World Food Championships.

TribeVibe.MLBlogs.com – the official blog of the Cleveland Indians – had the scoop when the news broke in September:

"Cleveland Indians (Delaware North Sportservice) Executive Chef Josh Ingraham never stops pushing boundaries in the kitchen by constantly coming up with innovative and interesting creations. His latest – 'The Un Meatball Sandwich' – is a dish that he originally created for a guest at the Terrace Club at Progressive Field. The Un Meatball Sandwich features a bacon-wrapped meatball with sweet potato angel hair and cranberry demi-glace; and is now an award-winning entrée!"

Ingraham entered the recipe in the Taste of America Challenge, winning a slot to represent Ohio in the World Food Championships in November in Orange Beach, Alabama. When asked about the opportunity, Ingraham said, "I'm thrilled to go and proud to have the chance to represent our team at Progressive Field."

JUMER'S SHINES AT CULINARY FUNDRAISER

Supporting a good cause and finding pride in one of its own.

Those were two key takeaways from leadership of the Delaware North-owned-and-operated Jumer's Casino & Hotel in Rock Island, Ill. Jumer's sponsored the 2016 March of Dimes Signature Chefs Auction, where Executive Chef Shawn Timmerman outlasted a dozen chefs from popular regional establishments and took home the People's Choice Award for the evening's best dish.

With support from the Jumer's culinary team, Timmerman's street food-themed menu featured Korean barbecue beef skewers with Thai basil, carnitas tacos, Mexican street corn and citrus barbecue shrimp skewers with citrus blossoms.

This annual high-profile event gathers the region's finest culinary talent in support of the March of Dimes, a nonprofit organization that works to improve the health of mothers and babies. Since 1995, the Quad Cities Signature Chefs Auction has raised more than \$1 million.

Jumer's also sponsors the March of Dimes' annual March for Babies event, and the honor in 2016 was Timmerman's second as he also earned the People's Choice Award in 2013.





Tenaya Lodge at Yosemite | Fish Camp, Calif.

ATLANTA STUDENTS GLIMPSE HOSPITALITY CAREERS

Thirty students from Booker T. Washington High School in downtown Atlanta visited Turner Field, then-home of Major League Baseball's Atlanta Braves, in September 2016 to participate in a special Tomahawk Talks program about careers in the sports industry. The program, called Industry Insight, was hosted by the Braves and introduced students to different career paths that are available in professional sports.

Led by District Manager Shawn Mattox, our team provided insights into hospitality careers and gave a behind-the-scenes tour of food-and-beverage operations at the ballpark. In addition, Chef Rory Bancroft gave a cooking demonstration in the kitchen of the 755 Club.

The visit also featured a panel discussion, with a Delaware North panel composed of Mattox, Operations Manager George Raub, Food and Beverage Manager Marcus Collier and Human Resources Manager Mandy Maldonado. During the 45-minute panel discussion, each panelist had a chance to explain his or her career path to the positions they hold today and answer questions from the students.

Students left the program with insightful tools and advice to help them decide whether they want to pursue a career as a professional in the sports hospitality industry. Beyond career advice, students were also treated to a Braves game during the team's homestand.

ENCOURAGING FUTURE CULINARIANS

Students from Yosemite High School in September 2016 were treated to a pair of culinary classes with Dwayne McFann, executive sous chef from the nearby Delaware North-owned-and-operated Tenaya Lodge at Yosemite in Fish Camp, Calif.

McFann taught two separate classes on the proper method of preparing eggs Benedict. Through hands-on learning, the courses covered quite a bit of ground in the kitchen, including making hollandaise sauce; what temperature egg yolks starts to coagulate; and how to poach an egg correctly.

Leadership from Tenaya Lodge at Yosemite has been working with Dena Bortz, a culinary instructor at the school, for more than a decade.

"Tenaya Lodge typically sends at least one of the chefs to assist with some of the classes such as egg cookery, sushi preparation and fabrication, proper knife-sharpening and standard cutting techniques," said Julie Fullmer, a marketing coordinator for Delaware North. "The chefs at Tenaya Lodge understand that the students of today are going to be the chefs of tomorrow and wish to do anything and everything that they can to influence and encourage the students to pursue their dreams."

After the demonstration, the students split into groups and did some hands-on practice while both McFann and Bortz oversaw their progress – giving feedback about why things either worked or didn't, followed by plating and the all-important taste test.

"As the seasons are rapidly changing, Tenaya Lodge chefs and Dena are looking ahead toward the holiday season and working with the high school students in fabricating approximately 200 or more gingerbread houses for the guests of the lodge to decorate," Fullmer added.

"This typically involves rolling out the gingerbread, cutting out all the pieces and baking them off. Then a few days later, they will come back to the hotel and start assembling – getting them ready for the guests."





BEER HERE

The Delaware North-owned-and-operated Holiday Inn West Yellowstone once again hosted its annual Beer Fest in 2015, the fifth time in as many years that the event has been staged.

The 2015 edition, the most successful to date, included the new Home Brew Fest in West competition and Chef's Pairing Dinner. The former drew nearly 40 entries and 12 judges who crowned a winner in each of six categories: pale/bitter European, Scottish ale, stout and porter, IPA, strong American ale and spiced beer.

Jacob Tew, then executive chef for the hotel's Branch Restaurant, put together a menu designed to pair beautifully with a number of brews from Lewis and Clark Brewery. Guests were treated to foie gras with Yellowstone Golden Ale, charred rare Montana elk tartare paired with Prickly Pear Pale Ale and organic pumpkin crème brulee paired with Big Belt Weizenbock.

OUR CHEFS ARE FAR FROM 'CHOPPED' LIVER

We've always known our chefs are stars – and now millions of “Chopped” viewers do, too. In 2015, Delaware North was well-represented by our culinarians, one of whom advanced to the “Chopped: Impossible” grand tournament rounds.

In his second appearance on the program, James Major, then executive chef at Great American Ball Park in Cincinnati, hit it out of the park.

Using ingredients from a mystery basket, Major whipped up a three-course meal that featured a salted-duck appetizer, a chicken-in-a-can entrée and a wildly creative dessert that featured a combination of an ostrich egg, a meat-lover's sub sandwich, chunky peanut butter and balsamic vinegar.

The impromptu three-course meal was more than enough to give Major a ticket to the “Chopped: Impossible” finals, where chefs compete for the honor of going toe-to-toe with celebrity chef Robert Irvine in the finale.

The Food Network blog tells the world what we have long known: This guy is good.

“Ballpark Chef James came into the competition ready to take on the impossible, but when it came to facing the baskets, he found the ingredients far more unexpected than he imagined. But no matter what, he didn't let Robert's mind games get to him. ... In the end, James made it through without getting chopped, earning the second spot in the finale for a chance to go up against Robert on Nov. 12,” it reported.

CONTINUED CULINARY EDUCATION TAKES FLIGHT IN TRAVEL BUSINESS

A group of chefs representing Delaware North's travel business – Juan C. Velez, Richard Spracklin, Nick Catlett, Adolfo Calles, Noel Zavala, Dawn Hedges and Rich Bolton – in March 2016 participated in a culinary development program at the Nestlé Professional Culinary Innovation Center (NPCIC) in Ohio.

We've always known our chefs are stars – and now millions of “Chopped” viewers do, too.

Our then-corporate chef, Roland Henin, one of about 70 certified master chefs in the United States, kicked off the program by offering his expertise with navigating the path of culinary certification path. Participants left the session with certification goals and a timeline for completion.

The two-day program allowed participants to test several products and provided a sneak peek at some of Nestlé Professional's recent innovations, while also offering presentations on emerging trends, nutrition, health and wellness, and the use of trend data for menu development.

The first day concluded with a chefs panel discussion, featuring Henin, Mary Locke and a unique family pairing – Richard Schneider, then COO of Delaware North's travel hospitality business, and his father, also named Richard. Like Henin, the elder Schneider is among the elite class of certified master chefs. The question-and-answer session covered a myriad of topics, including the importance of technical ability, leadership competence and career advice.

The final day featured a culinary challenge, with a poached salmon BLT sandwich by Catlett (Delaware North's certified executive chef at Louis Armstrong New Orleans International Airport) coming out on top. Chefs were assigned a category and tasked with creating potential menu items for Cross Grain Brewhouse – a proprietary Delaware North concept, with locations at Boise Airport, Will Rogers World Airport in Oklahoma City and Fort Lauderdale-Hollywood International Airport. The challenge began with a trip to Cleveland's Westside Market, where the chefs purchased a protein and later returned to NPCIC to prepare all menu items and outline associated food costs – within 90 minutes.



Retail Selection & Style

▶ Through our holistic approach of crafting memorable retail experiences, we operate close to 600 retail locations in well-known venues and locations around the world.

From impressive store design, layout and engaging displays to compelling product selections 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, including the World Series, two National Hockey League All-Star Games and a pair of Major League Baseball All-Star Games.

DOUBLE THE FUN IN BOSTON

Delaware North completed a \$70 million renovation of our TD Garden in time for its 20th anniversary in 2015. In addition to refreshed eateries, redesigned concourses and an upgraded technology infrastructure, the Delaware North-owned-and-operated venue is now sporting a brand-new ProShop.

Part of the \$4.5 million renovation involved repositioning the store from its former location on the west side of the North Station concourse to the arena's east side second floor, known as the main turnstile area. The change was a strategic one. The relocation will maximize the store's location for future incorporation into the new front development and arena entryway now under construction.

The new ProShop is “powered by Reebok,” which means it features merchandise from Reebok and Adidas. At 6,000 square feet, it is more than twice the size of the old shop. It has expanded retail offerings, better traffic flow and, above all, is more accessible to fans of the arena's famous tenants: the Boston Bruins and Boston Celtics.

LED lights near the ceiling change to gold or green, depending on which home team is playing. Videos show team highlights and jerseys can be personalized while you wait.

A GRAND GESTURE

In 2015, Delaware North began handling lodging, food-and-beverage and additional retail in Grand Canyon National Park, 15 years after we first brought our retail services to the oft-visited natural wonder. So, while we continue to operate the Grand Canyon Village Marketplace and Desert View Market inside the park and the Tusayan General Store a mile outside the park, we've added Yavapai Lodge, the Trailer Village RV campground and some other select visitor services to our agenda.

One could even argue that our retail proficiency paved the way to a larger piece of the pie.

“Delaware North ... has successfully operated the Grand Canyon Village Market, providing grocery, food service and retail operations to park visitors and the Grand Canyon community for 15 years,” said Dave Uberuaga, NPS Grand Canyon National Park superintendent.

Both sides were excited about the expanded relationship.



Canyon Village Marketplace | Grand Canyon National Park



Hamilton's Store | Yellowstone National Park

“We are grateful to the National Park Service for its continued faith in Delaware North to enhance the visitor experience at the Grand Canyon and other national parks,” said Rick Abramson, Delaware North’s chief customer officer.

100 YEARS IN THE MAKING

Delaware North helped mark an important milestone for the National Park Service in 2016 by partnering with a familiar vendor to create a special item that captures the unique beauty of our country’s park system.

As a proud concessioner at Yellowstone National Park, operating a dozen general stores, and a distributor of Pendleton products, Delaware North hosted a centennial event to celebrate the accomplishments of the National Park Service (NPS) over the past 100 years, as well as the history of National Park-themed Pendleton blankets.

During the celebration, the centennial edition of this year’s Yellowstone blanket was released and presented to the NPS, titled “The Spirit of America,” featuring the Old Faithful geyser and surrounded by roaming bison.

Delaware North at Yellowstone donated \$100 of every blanket purchase that day directly to the NPS, which made purchasing the beautiful blanket that much more enticing. The highlight of the evening was undoubtedly the generous donation Delaware North presented to the NPS – \$20,000 to support Expedition Yellowstone, which educates children grades four through eight in a five-day, curriculum-based residential program at the park.

THINKING LOCAL

In an effort to inspire and promote local businesses, Delaware North hosted retailers from the Western New York area in March 2016 to pitch their business for potential placement in the company’s Niagara Falls State Park operation.

Representatives from 40 businesses were given a 15-minute window to present before a panel that included Michael Barnes, Delaware North’s general manager at the park, and Donna Genesky, vice president of retail for Delaware North’s parks and resorts business.

The four-hour event, which took place at the nearby Conference & Event Center Niagara Falls, was a unique – but by all accounts, successful – experience for both Delaware North and the retailers.

“Since we haven’t done this before, we weren’t really sure what to expect,” Genesky said. “But we had an incredible turnout and came across a wide variety of products that we are interested in selling in the park.”

The idea behind the event was to expand the pool of local vendors and offer for sale to visitors more products that reflect the region’s personality and the talent of its entrepreneurs. Retailers present included those who create and sell Western New York-centric art, jewelry, glassware, kitchenware, clothing and food – including three generations of the family that owns and operates DiCamillo Bakery and the owner/operator of Parkside Candy (a pair of local favorites).

“This was a great event,” Barnes said. “We had an amazing variety of vendors and products, and we should certainly be able to add to our local offerings as a result.”

A CHAMPIONSHIP RETAIL EXPERIENCE FOR CAROLINA FANS

Prior to the 2016 NFL season, Delaware North unveiled an enhanced online shopping experience for fans of the reigning NFC Champion Carolina Panthers. To help launch the new website, Delaware North partnered with EYStudios to redesign the look and feel of the store and BigCommerce Enterprise to handle the site’s infrastructure.

The results include a new responsive design, faster page load times and streamlined checkout. In addition, BigCommerce’s cloud-based architecture is designed to handle high-volume transactions during peak traffic periods such as playoffs and the holiday shopping season.

“We wanted to provide Panthers fans around the world with an exceptional online shopping experience,” said Tom Crocker, then Delaware North Sportservice general manager at Bank of America Stadium. “BigCommerce worked with us to expand and enhance mobile shopping for team products, making it easier for fans to browse for the latest team gear from anywhere and from any device at any time.”



“You’re here because we need to look to the future and envision what’s next.”

RICK ABRAMSON
CHIEF CUSTOMER OFFICER, DELAWARE NORTH

SEEKING WHAT’S NEXT IN RETAIL

Delaware North’s 18th annual Retail Conference & Trade Show took place in Niagara Falls, N.Y., about 15 miles north of our global headquarters in Buffalo. The yearly gathering brings members of our expansive retail team together to exchange ideas and meet with vendors and partners.

The conference, which has been growing steadily, as has our retail business line, focused heavily on innovation, with an impassioned kickoff speech by Chief Customer Officer Rick Abramson encouraging associates to look to the future.

“It’s nice for us to feel nostalgic for the past and to look back at how far we’ve come,” Abramson said. “But that’s not why we brought all of you to Niagara Falls this week. You’re here because we need to look to the future and envision what’s next.”

The forward-looking sentiment was echoed by a series of speakers laying out innovation goals that will solve existing problems or create value in the retail space. More importantly, the conference also highlighted initiatives already underway, such as the implementation of Netsuite, a new, cloud-based, enterprise-wide retail technology that is currently being rolled out in retail locations throughout the company.



Buffalo Bills Store | Orchard Park, N.Y.



1919 Kitchen & Tap | Green Bay, Wis.

Elevating the Experience

- ▶ GuestPath® is Delaware North's data-driven customer service and continuous improvement process that ensures we consistently deliver exemplary customer experiences. The proprietary, multidimensional model – built upon brand, service and operational standards – drives satisfaction and brand loyalty through best-in-class customer service training, in-depth quality assurance and guest insight measurement. For our guests, this means exceptional service. And for our clients and partners – happy customers and higher revenue.



RESULTS THAT MATTER

GuestPath stakeholders at locations around the world are busy living the mantra, “Creating special experiences one guest at a time.” But the words mean nothing without action.

During the past two years, we’ve incorporated several new programs, processes and standards into our GuestPath operations that have strengthened and invigorated the program. These new initiatives include:

WOW-A-THON! – Touching thousands of associates across the globe, the incentive-based WOW-A-THON was introduced in 2015 as a way to celebrate and promote extraordinary customer service by our associates. Now an annual event, it gives Delaware North associates who receive a WOW-A-THON! ticket for top-notch customer service a chance to win one of the more than 200 prizes.

Annual GuestPath Conference – Each year, stakeholders from across the globe descend upon our hometown of Buffalo, N.Y., to learn the latest techniques, practices and inspiration to provide outstanding customer experiences. During the three-day conference, the group has heard from industry-leading keynote speakers and engaged in a variety of team-building exercises.

Listening to Our Guests – Listening to and understanding our guests’ desires is paramount to moving our business forward and creating loyal customers. In 2016, we deployed more than 1.1 million customer surveys to our gaming and parks guests; this gave them a voice in our operational and customer service enhancements and helped us gain significant insights into what creates their long-term loyalty.



QUALITY ASSURANCE
7,063
 ASSOCIATE INTERACTIONS
 MEASURED IN 2016



In our travel and Delaware North Sportservice subsidiaries, we launched an innovative, location-based mobile survey process to understand guests' needs. In 2016, we deployed more than 464,500 guest surveys under this new program.

Quality Assurance Measurement – Ensuring we live up to our company's standards, we rely on an unbiased third party to measure the quality of our operations and service delivery at our locations across the globe. In 2016, we measured 7,063 associate interactions during 353 assessments at company owned and/or operated units.

Technology that Counts – Building on the trend of leveraging meaningful technology to help our associates deliver improved customer experiences, GuestPath launched its own app. The app was designed to help unit leaders assess and coach the service delivery skills of associates on a daily basis.

Higher Standards – Constantly raising the bar on performance metrics and standards ensures that rising customer expectations are not only met but exceeded. In 2016, GuestPath elevated standards expectations across the organization in facility cleanliness and condition, as well as completely overhauling thousands of lodging standards. In addition to raising standards expectation, GuestPath leadership also updated its customer service training in the areas of service delivery and service recovery.

Learning Goes Online – In 2016, GuestPath began migrating its respected and industry-leading associate service skills training online. The first to go live was GuestPath leadership training, with associate training slated for 2017.

CREATING A FAIRY-TALE ENDING

Anyone who has a child knows how traumatic it can be when you accidentally misplace a beloved bedtime companion. Unfortunately, in the summer of 2016, that was the case for a young guest and his stuffed dragon after a stay at the Delaware North-owned-and-operated Tenaya Lodge at Yosemite.

Upon realizing that the dragon had been left behind, the child's mother reached out to Tenaya Lodge in hopes of recovering her son's stuffed toy. As luck would have it, her request reached Manager on Duty Matt Rouse. According to Julie Fullmer, marketing coordinator for Delaware North's parks and resorts properties in the Sierra region, it wasn't the first time Rouse had encountered such a situation.

"When Matt finds the owner to a lost stuffed animal, he puts together a story for the owner to let them know it's been found and well taken care of during its extended stay at Tenaya Lodge," said Fullmer. And so a whimsical fairy tale was born.

"Once upon a time, there was a dragon," Rouse's story began. "His name was Mr. Dragon. One day, Mr. Dragon went to a magical kingdom called Tenaya Lodge on a quest to have fun with his owner, Mark. Unfortunately, Mr. Dragon became separated from Mark and was left all alone."

The story continued with Mark's mother – "The Queen" – dispatching her finest horseman to Tenaya Lodge. There the horseman found his bounty, who had been trapped "in the cave known as room #245." In a happy conclusion, Mr. Dragon was returned to his owner along with a new companion, Mr. Bear, courtesy of Rouse and Tenaya Lodge.

It was a fairy-tale ending for the relieved guests – and, of course, their dragon – thanks to the above-and-beyond customer service of Rouse and his fellow associates at Tenaya Lodge.

LOVE UNDER THE SATURN V

A space-loving couple was planning to tie the knot following an out-of-this-world proposal at Kennedy Space Center Visitor Complex, which Delaware North operates for NASA.

According to visitor complex GuestPath Administrator Megan Poulsen, the groom-to-be, Bernardo, reached out via e-mail to ask if they could accommodate his vision for the perfect proposal.

"In his email, he explained to us that his girlfriend is crazy about space and has a fixation for the moon," Poulsen said. "He had a specific song [and] an idea of the place he wanted to propose, which was at our Apollo/Saturn V Center."

Along with Operations Manager Sherman Mortimer, Poulsen got to work in making his dream a reality.

"We reached back out to the guest letting him know that we were more than willing to support in any way we could to help make the day special," Poulsen said. "After numerous emails [and] the help of our retail and exhibit departments, they were engaged under the boosters of the Saturn V Rocket!"

By all accounts, the surprise was a success. According to Poulsen, the couple was overwhelmed with joy and the bride-to-be, Andrea, was even brought to tears. Upon returning home with his new fiancée – as well as a congratulatory gift of matching flight suits and astronaut helmets – Bernardo had special praise for Poulsen and Mortimer.

"You proved to be one of those special people that does not stop at what someone asks of you, you go beyond and give all you can deliver. I cannot really thank you enough because you made this a more special occasion than what already was."



Kennedy Space Center Visitor Complex | Cape Canaveral, Fla.



GOING ABOVE AND BEYOND IN ATL

In April 2015, the City of Atlanta Department of Aviation recognized Delaware North associate Levrah Solomon with a Hartsfield-Jackson Customer Service Recognition Award.

Solomon was recognized for going above and beyond after a recent shift at the 40/40 Club, an offshoot of Jay Z's sports bar and restaurant that is operated by Delaware North at Hartsfield-Jackson Atlanta International Airport.

"You noticed what appeared to be a lost bag containing several important items. You were able to find ID linking the bag to the guest. You left a message with his secretary and even his pharmacist to attempt to reach him," said Aviation General Manager Miguel Southwell in a letter praising Solomon.

After leaving messages with a pair of phone numbers on the missing luggage, Solomon was able to connect with the guest, who acknowledged that he was missing a package that included a variety of important items. On his way to work the next day, Solomon took the package to a FedEx location and shipped it to the guest, along with a detailed list of what he sent.

"Thank you so very much. You saved me a tremendous amount of time, money, energy and grief. No words are necessary when actions like yours speak for themselves. Your professionalism and willingness to assist others epitomize the traits of a customer-focused employee," the guest said in a follow-up text message to Solomon.

WALKING THE WALK

From its inception, GuestPath has included a useful and sometimes lighthearted tradition known as Walking the GuestPath.

The practice of Walking the GuestPath puts leaders in customer-facing positions to walk in the shoes of their team members. In this way, our senior managers and even executive team members learn firsthand the challenges, opportunities and experiences of our guests and associates.

So, while managers were Walking the GuestPath in Yellowstone National Park and at Finger Lakes Gaming & Racing, among many others, a walk was going on across the Atlantic Ocean.

Managing Director Doug Tetley and others on his Wembley leadership team spent March 22, 2015, in The Butcher's Block concession stand, the prestigious Bobby Moore Club and doing kitchen prep work.

"We worked hard, thoroughly enjoyed ourselves and I gained some good insights into our operations," Tetley said.

SPECIALIZING IN SPECIAL SERVICE

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 customers in 2015 and 2016:

- Two travelers to Grand Canyon National Park took the time to write about the special efforts of Preston Curtis, retail supervisor for the Delaware North-operated general store, in assisting one of them in a time of need. They noted how Curtis met them at a trail rest stop where they had sought

"That act of kindness allowed us to get out and avoid a rescue situation. When my friend calls Preston an angel, she is not exaggerating. No amount of thanks will ever be enough."

GRAND CANYON GUEST

overnight shelter from a blizzard. Curtis provided one of the guests, who suffered from the effects of an old leg injury, with boot MICROspikes so the guest could navigate back up the trail through the snow. "That act of kindness allowed us to get out and avoid a rescue situation," one of the guests wrote. "When my friend calls Preston an angel, she is not exaggerating. No amount of thanks will ever be enough."

- Even Delaware North's non-profit group volunteers receive GuestPath training, so it was not a surprise when a concessions stand volunteer at Turner Field, former home of the Atlanta Braves, was singled out for going above and beyond to help make a 5-year-old's first baseball game a memorable experience. Katie Krupel posted on Delaware North's Facebook page that volunteer Jared Kemp had taken the time to find her daughter, Karoline, a bag of cotton candy well after the vendors had closed for the evening. "That small – yet large – act of kindness was what made my daughter's night so sweet!" Krupel wrote.
- Looking for a retreat from her family of eight while recuperating from reconstructive hand surgery, a woman headed to Delaware North's Jumer's Casino & Hotel in Rock Island, Ill., for a three-day "mini-vacation." But she quickly found herself in possession of the set of car keys that was to have been left at home with her family in Cedar Rapids, Iowa, more than an hour's drive, so they could use her car while she was gone. Unable to find a friend to drive from Cedar Rapids to retrieve the keys, she turned to the Jumer's staff. Front desk associate Sarah Mathis offered to take the keys to her home in Iowa City near Cedar Rapids, and from there a friend of the woman was able to meet Mathis at a mall and retrieve the keys. "I offered Sarah gas money too but she said no. I believe she did this in total kindness!" the guest said.



Because We Care

- ▶ One of the hallmarks of Delaware North across all of 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.

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.





271,000
POUNDS OF MATERIALS
REDUCED, REUSED, RECYCLED



WASTE NOT, WANT NOT

The U.S. Zero Waste Business Council in 2016 awarded Delaware North a Zero Waste Certificate for its environmentally-friendly operation of the Yellowstone General Stores warehouse.

The highly-acclaimed certification is the first for a facility within the United States' 58 national parks; it also marks the first such certification for Delaware North. In the year leading up to the U.S. Zero Waste Business Council audit, the warehouse facility reduced, reused or recycled more than 271,000 pounds of material.

We initiated our zero-waste campaign at the warehouse in 2013 and registered with the U.S. Zero Waste Business Council in December 2015. From the time of registration, the warehouse facility diverted 93.9 percent of its annual waste from going into landfills through reducing, reusing, recycling and composting. Businesses with a 90 percent waste diversion rate can apply for this certification.

Once accepted into the program, the business must complete a detailed scorecard process and pass an onsite validation audit. The Yellowstone General Stores warehouse exceeded the minimum requirements for the program and successfully earned a Platinum Level Certification - with 70 of 80 potential points awarded.

“Our zero-waste goal challenged us as an operation to look at the full cycle of purchasing our products for Yellowstone General Stores,” said Cendy Sangermano, general manager of the Yellowstone General Stores. “We looked closely at how each product was packaged and then asked ourselves: What is the end result of that packaging and where does it go? Through these efforts and the dedication of our associates, we successfully achieved our goal, and it has allowed us to take that next step to preserve this special place we call Yellowstone.”

GRANT GROVE GETTING GREENER

Since the 1970s when it opened as a coffee shop, the family-friendly Grant Grove Restaurant has served generations of Kings Canyon National Park guests. Now, with a \$6.2 million eco-friendly upgrade in the works, the experience will soon be even more memorable.

“Upgrading Grant Grove Restaurant has been a central part of our vision for enhancing the overall visitor experience,” said Dan Cornforth, general manager for Delaware North at Kings Canyon National Park. “The new facility will raise the Grant Grove dining experience to match today’s visitor expectations.”

Building and environmental standards will play a prominent role in the design of the new Grant Grove Restaurant, which is scheduled to open in mid-2017. The design is aimed at LEED Gold certification, and the project will feature an 8,000-square-foot restaurant, built using sustainable materials and construction techniques.

Taking advantage of the spectacular setting, the restaurant will feature enhanced views of Bradley Meadow. The inside seating capacity will be increased to 108, with an outdoor deck and a large courtyard area with picnic tables. A fireplace, large windows, vaulted ceilings and efficient layout will greet visitors inside, and a large modern kitchen will serve behind the scenes. For those in a rush or wanting to maximize their outdoor time, a walk-up service window on the exterior will enable visitors to purchase to-go items such as pizza, sandwiches, coffee and – of course – ice cream.

GREENPATH EFFORTS SHINE ON EARTH DAY

Though environmental sustainability is a top priority all year long, our annual Earth Day celebrations are a chance for Delaware North associates around the globe to pitch in and celebrate our efforts to make the world a greener, cleaner place.

In 2015, the Kennedy Space Center Visitor Complex’s famous Rocket Garden became home to a butterfly garden, which was planted by employees from the Merritt Island National Wildlife Refuge and guests. NASA also gave guests a chance to see its alternative-fuel vehicles.

At the same time, Southland Park Gaming & Racing and Hamburg Gaming each collected unwanted electronic and paper waste and then recycled the materials, with proceeds benefiting local charities.

In 2016, Delaware North locations stepped up their green game even more. At Kennedy Space Center Visitor Complex, more than 50 exhibits and displays made the famous destination’s Earth Day celebration its largest to date. Tenaya Lodge at Yosemite held its first GreenPath cleanup of the property and surroundings, collecting four large bags of trash and recyclables, and Southland Park Gaming & Racing tripled the size of its e-waste drive.

Our team at Grand Canyon National Park joined organizations from throughout northern Arizona at the Grand Canyon Visitors Center in offering educational activities, demonstrations, games, samples and information on local and national environmental initiatives; and at Sequoia/Kings Canyon National Parks, the Delaware North team celebrated Earth Day with a similar vendor fair in the Lodgepole Market.

Earth Day initiatives in 2017 picked up even more momentum with events at locations across all subsidiaries, including global headquarters, which hosted a guest speaker from the Buffalo Olmsted Parks Conservancy to kick off the week.

Teams at Los Angeles International Airport, Ontario International Airport, Tenaya Lodge at Yosemite and Wheeling Island Hotel-Casino-Racetrack staged property-cleanup and restoration projects, while other locations, including Jake’s 58 Hotel & Casino and Richmond International Airport, raised money to plant new trees. Some locations demonstrated how even simple steps can achieve greater sustainability practices, such as KeyBank Center in Buffalo, which held a “Skip the Straw” night during an event to cut down on waste.



Tenaya Lodge at Yosemite | Fish Camp, Calif.



Delaware North Chairman Jeremy Jacobs and his wife, Margaret, at the topping off ceremony for the Jacobs School of Medicine and Biomedical Sciences | Buffalo, N.Y.

“No one could ask for a greater champion or a greater friend to UB than Jeremy Jacobs and the Jacobs family have been over the years.”

SATISH K. TRIPATHI
PRESIDENT, UNIVERSITY AT BUFFALO

HONOR STUDENT

Delaware North Chairman Jeremy Jacobs is not only an alumnus of the State University of New York's University at Buffalo, he's one of the institution's most active and generous supporters. And that commitment was on display in September 2015 when he and his family made a \$30 million gift to the university's School of Medicine and Biomedical Sciences.

The historic gift will enable the school to pursue innovative medical education, research and patient care. It is currently in the midst of a significant expansion. The university's president, Satish K. Tripathi, announced that it will now be known as the Jacobs School of Medicine and Biomedical Sciences—a tribute to the Jacobs family, including the late Dr. Lawrence Jacobs, a leading multiple sclerosis, cardiac and vascular physician and researcher.

“This is a great and historic milestone for UB, as the first school-naming in our university's long and distinguished history. It is truly fitting that the medical school — UB's founding school — would have this great distinction,” Tripathi said. “And it is equally fitting that it should bear the name of an individual and a family who truly embody the vision that has guided our university for the better part of two centuries. No one could ask for a greater champion or a greater friend to UB than Jeremy Jacobs and the Jacobs family have been over the years.”

The chairman's donations to the university rank him among its most generous donors. An article in Buffalo Business First credited him with more than \$50 million in contributions.

“My family is honored to make this investment in the community,” Mr. Jacobs said. “I learned from my brother Larry that a career in medicine is one of lifelong learning and teaching, which is why I'm enthusiastic about moving the medical school to the Buffalo Niagara Medical Campus. It will be the nexus for researchers, physicians and students, and we look forward to Western New York becoming a world-class destination for health care.”

Following his donation, the chairman was recognized for his longstanding commitment to the university.

“To say Jeremy Jacobs Sr.'s loyalty to the University at Buffalo runs deep would be a gross understatement,” Buffalo Business First said. “It's as much a part of the Delaware North chairman's DNA as his company, his family and the Boston Bruins. His support of the university is more a passion than anything else.”

“Being good neighbors, celebrating our diversity and investing in the future of Buffalo’s children are shared missions of both Explore & More and Delaware North.”

LOU JACOBS
CO-CEO, DELAWARE NORTH

CHILD’S PLAY

Delaware North in 2015 announced a \$1 million gift for the Explore & More Children’s Museum for its capital campaign to build a new museum at Canalside on the Buffalo, N.Y., waterfront. On behalf of the Jacobs family, Delaware North Co-CEO Lou Jacobs announced our company’s support of the museum’s next chapter.

“Being good neighbors, celebrating our diversity and investing in the future of Buffalo’s children are shared missions of both Explore & More and Delaware North. Like our investment in Say Yes, we are happy to be a part of this project that will have such a profound impact on the lives of children and families here for years to come,” Lou Jacobs said.

The gift for the museum’s “Play It Forward” campaign is in sponsorship of the “Being Good Neighbors” educational play zone in the new museum, set to open in the second half of 2018.

The gift was announced at a Culture Day program that Explore & More educators facilitated with third-grade students at Waterfront Elementary/ Buffalo Public School No. 95.

Celebrating its 21st year in operation, Explore & More Children’s Museum provides an environment for creative play and learning through hands-on exhibits, activities and programs that inspire creativity, curiosity and imagination. The museum is currently located in East Aurora, N.Y., a suburb of Buffalo.

David McNamara, managing partner of law firm Phillips Lytle and chairman of Explore & More’s capital campaign, praised Delaware North’s longstanding commitment to Buffalo and its commitment to serving children.

“There is no better neighbor in the City of Good Neighbors than Delaware North and the Jacobs family,” McNamara said.

COMMUNITY IMPACT

While it was a busy time on the ice and throughout the arena for the Bruins and TD Garden, they were equally committed to giving back to the greater Boston community.

Under the direction of Charlie Jacobs, CEO of Delaware North’s Boston Holdings, the Boston Bruins Foundation continued its mission of enhancing the quality of life for children in its community. In 2015 and 2016, this included Cuts for a Cause – where players shaved their heads to benefit pediatric cancer research – as well as their annual Holiday Toy Shopping drive for local children’s hospitals and Casino Night, at which fans had the opportunity to play at casino tables alongside their favorite current and former Bruins players. Since its inception in 2003, the Bruins Foundation has donated \$24.5 million to charitable organizations in New England.

Garden Neighborhood Charities, the philanthropic arm of TD Garden, continued its support of the greater Boston community through monetary support, ticket donations and a strong tradition of holding charitable events. In 2015 and 2016 Garden Neighborhood Charities continued to host several annual events: Table of Friends, which welcomes about 1,000 of the Boston area’s homeless each November for a Thanksgiving dinner; Hoop Dreams, a tournament to benefit Action for Boston Community Development; and its Back To School Celebration, in partnership with the city of Boston and Salvation Army, donating backpacks full of school supplies

And on April 7, 2016, Charlie Jacobs presented Boston Pride forward Denna Laing with a \$300,000 donation on behalf of the Jacobs family, the Boston Bruins, the Boston Bruins Foundation and TD Garden. The money will go to the Denna Laing Fund, which was created to help Laing recover from a severe spinal injury that she suffered at the Women’s Winter Classic.

“Over the past few weeks our organization has gotten to know Denna and her family, and we have all been inspired by their positive attitudes and Denna’s fighting spirit,” Jacobs said soon after Laing was injured. “As leaders in the New England hockey community, we want to help with Denna’s recovery and rehab, and this is our first step in what will be continuing support for the Laing family.”

Continuing the accomplishments of our Boston holdings, Charlie Jacobs was among 11 Massachusetts business leaders or organizations honored at the 2015 Environmental Merit Awards, issued annually by the U.S. Environmental Protection Agency (EPA).

Each year the EPA’s New England division (Region 1) recognizes individuals and groups in the six New England states who have worked to protect or improve the region’s environment in distinct ways. The merit awards, given out since 1970, honor individuals and groups who have shown particular ingenuity and commitment in their efforts. Charlie Jacobs was lauded for his efforts in fighting hunger.

“Through the passionate and patient hand of Boston Bruins CEO Charlie Jacobs, more than 100,000 hungry Bostonians have been fed from food generated during games at the TD Garden,” the EPA said in its press release announcing the honor. “Under Jacobs’ leadership, the Bruins and TD Garden joined the Rock and Wrap It up! program to avoid wasting food that could feed the hungry.”



Co-CEO Lou Jacobs and his wife, Joan, at the Explore & More donation | Buffalo, N.Y.





CYBERSECURITY PARTNERSHIP UNLOCKS HIGH SCHOOL STUDENTS' POTENTIAL

Picture this: the year is 2024, and a fresh crop of college graduates walks in to The Delaware North Building for their first day in our IT department. Although it's their first day, the group has been here together before. It was eight years prior, and they were all members of the inaugural class of our cybersecurity curriculum launched in 2016 with the Buffalo Public Schools.

The four-year curriculum is offered at Bennett High School's Computing Academy of Technological Sciences and also at East Community High School, which has one of its career paths focused on law, public safety and security. The announcement, made by Delaware North Co-CEO Jerry Jacobs Jr., took place at our global headquarters with a group of students from the aforementioned schools.

"Generating that next generation of professionals and experts in this field is creating not just jobs and opportunities for our youth, but also answering a very, very serious business problem for our future," Jacobs said. "So it was an easy 'Yes' for our company and our family to say: 'Let's do this. Let's partner with the Buffalo Public Schools, and let's build a brighter future for our kids.'"

At the announcement, Buffalo Public Schools Superintendent Dr. Kriner Cash thanked Delaware North for its generous donation of resources and expertise.

Delaware North's IT department is advising on the program's development to ensure relevance in today's business environment. The curriculum is designed to prepare students for admission to colleges with highly

"Generating that next generation of professionals and experts in this field is creating not just jobs and opportunities for our youth, but also answering a very, very serious business problem for our future."

JERRY JACOBS JR.
CO-CEO, DELAWARE NORTH

regarded cybersecurity degree programs, making possible careers in cybersecurity with the federal government, state governments and private-sector companies.

"These are the students of the future," Jacobs said. "These are the people who are going to change our community."

MOLDING FUTURE CHEFS

Our culinary team in the United Kingdom knows the importance of planning for the future, which is just one of the reasons our pros at Emirates Stadium in North London have a close relationship with The Springboard Charity. The organization works to help those who are seeking a career in the hospitality, leisure and tourism industries.

Among the programs offered by The Springboard Charity is FutureChef, an initiative that began as a cooking competition and grew to include opportunities for students to learn from industry leaders, such as our culinarians.

FutureChef welcomes as many as 8,000 aspiring young chefs through "school heats." At the heats stage, students are required to create a hot main course for two on a budget of £5. The playing field narrows as students advance toward the grand finale at Westminster Kingsway College. Prize winners receive exclusive hospitality prizes and offers of work placements with major hospitality companies.

In addition to mentoring the chefs of tomorrow, some of our associates sit on the FutureChef steering committee, which meets regularly to plan ways to continue to engage with young people. Meanwhile, our recruitment team supports the cause by participating in job fairs and career days.

GETTING TOGETHER AND GIVING BACK

It's hardly a surprise that a gathering involving the drivers of our customer service and continuous improvement process, GuestPath, also leads to giving back within the community. After all, caring for others is the essence of GuestPath.

In 2015 and 2016, our annual three-day GuestPath Conference was the largest gathering ever of associates involved in our highly acclaimed customer service platform. Nearly 150 managers and trainers from North America, the United Kingdom and Australia convened at the Buffalo Niagara Convention Center to share best practices and hear from a who's who list of keynote speakers.

But since GuestPath is all about delivering smiles, attendees of the past two conferences also engaged in teambuilding exercises that had the added benefit of helping Alex's Lemonade Stand Foundation for Childhood Cancer, the Boys & Girls Club of Buffalo and U.S. service members.

In honor of our centennial in 2015, participants assembled 100 backpacks – filled with school supplies, personal-care items, restaurant gift cards, water bottles and books – for kids at the Boys & Girls Clubs of Buffalo.

Also during the 2015 conference, GuestPath master trainers and all participants had fun and participated in a challenge to raise money for Alex's Lemonade Stand Foundation for Childhood Cancer. Three teams of trainers created lemonade stands to serve refreshments and accept donations during conference breaks.

And in 2016, a teambuilding activity that involved trivia, hopscotch and jumping through hoops culminated in the assembly of 60 care packages that were shipped from the Niagara Falls Air Reserve Station to U.S. military personnel serving overseas.





LOCAL COMMUNITIES WIN BIG AT GAMING LOCATIONS

Finger Lakes Gaming & Racetrack continued an annual tradition with its Charity Cup – a handicapping-style horse racing competition – that raised a total of \$60,000 for nonprofit groups over two years.

The Charity Cup is a fun event with a decidedly philanthropic bent. Each year, hundreds of representatives from six nonprofit organizations join together to cheer on their causes. Each group selects a horse for each of the races, earning points when the horse finishes in the top three.

In 2015, Literacy Volunteers of Ontario-Yates took home the \$10,000 purse, while in 2016, Gleaners Kitchen claimed the top prize. Since its inception in 2008, the Charity Cup has provided \$270,000 to more than 50 not-for-profit organizations.

Meanwhile, in June 2016, Southland Park Gaming & Racing presented Arkansas State University Mid-South with \$100,000, the fifth of 10 annual payments to support the Jeremy M. Jacobs Hospitality Program, which is named in honor of Delaware North's chairman.

Debra West, chancellor of ASU Mid-South, said the hospitality program credits Southland Park's generosity with converting the college's vision into a reality.

"Southland (Park) put us in a position beginning in 2012 to create something we had considered for quite some time but could never find the resources to establish," West said. "We wanted to offer a cutting-edge program, and as is Southland's way, they have provided us with the funds to develop something extraordinary."

RACING FOR THE CURE

Delaware North gaming and racing locations in 2015 once again got behind the race to cure breast cancer.

Finger Lakes Gaming & Racetrack, Southland Park Gaming & Racing, Wheeling Island Hotel-Casino-Racetrack and Daytona Beach Racing & Card Club pulled together to raise more than \$10,000 for the Susan G. Komen foundation, the largest nonprofit supporter of breast cancer research.

The event at Finger Lakes – the fourth annual Racing for the Cure – was part of the regular racing schedule from Oct. 26 to 31, with Finger Lakes officials pledging specific donation amounts if a No. 1 horse in any race hit the board — \$100 to win, \$75 to place (second), and \$50 to show (third).

"We are pleased once again this year to support Susan G. Komen in its heroic efforts to save lives and end breast cancer forever," said Steve Martin, senior director of marketing for Finger Lakes Gaming & Racetrack. "The organization does incredibly important work not only in our community, but all over the world — from education to advocacy to research. We're proud to continue this racing tradition, and to help in the fight against breast cancer."

STUDENTS TAKE UP SPACE

About 300 of the best math and science students from two Florida public high schools in 2015 explored America's space program during special visits to Kennedy Space Center that were arranged by Delaware North and paid for by our chairman, Jeremy Jacobs, and his family. Our company has operated the space center's visitor complex for NASA since 1995.

Students from Wellington High School and Palm Beach Central High School made the trip to the visitor complex, which offers an ideal experience for students enrolled in science, technology, engineering and math (STEM) education.

The customized trips – designed by the visitor complex's educational staff and the students' teachers – included an information "scavenger" hunt through the Rocket Garden and an air-rocket build and test launch. The students also learned firsthand what space travel is like from Astronaut John O. Creighton, who logged more than 400 hours in space. Then the students experienced it for themselves through the visitor complex's Shuttle Launch Experience.

"It was really cool. I felt like I was a real astronaut going into space," said Shannon Gaffney, a student at Wellington High School.

"I was fascinated with learning how they fly backward and upside down; the way the engineers thought about that and put it all together is really inspiring because I want to be an engineer," added Paolo Dumanacas, another Wellington student.

"This experience is the epitome of why I teach. I've been teaching chemistry for 10 years, and this experience makes the kids want to understand why the concepts we study make a difference."

BRIAN NELSON
WELLINGTON HIGH SCHOOL CHEMISTRY TEACHER

The visits also included seeing the Space Shuttle Atlantis attraction, which features more than 60 interactive learning experiences, and the Kennedy Space Center Bus Tour with a stop at the Apollo/Saturn V Center.

"This experience is the epitome of why I teach," Wellington High School chemistry teacher Brian Nelson said. "I've been teaching chemistry for 10 years, and this experience makes the kids want to understand why the concepts we study make a difference."



Kennedy Space Center Visitor Complex | Cape Canaveral, Fla.



Jeremy Jacobs is named to SportsBusiness Journal's 2016 class of The Champions: Pioneers & Innovators in Sports Business. (Jan. 8, 2016)



Lou Jacobs, Jeremy Jacobs, Jerry Jacobs Jr., and Charlie Jacobs are named among Buffalo Spree magazine's 2016 "People of the Year," which highlights difference-makers in the Western New York community. (December 2016)

Awards and Recognition

JACOBS FAMILY:

Buffalo Business First puts Delaware North Chairman Jeremy Jacobs in the third spot on its 2015 Power 250 and in the second-place spot on the 2016 list. Co-CEOs Jerry Jacobs Jr. and Lou Jacobs were both named to lists in each year as well. (Feb. 13, 2015; Feb. 19, 2016)

Delaware North co-CEO Jerry Jacobs Jr. makes a presentation in 2015 on travel and tourism to the United States Department of Commerce's Travel and Tourism Advisory Board. One year earlier, he makes recommendations for the centennial of the National Park Service, along with the first-ever domestic tourism strategy for the United States. (Feb. 27, 2015)

SportsBusiness Journal's 2015 World Congress of Sports features an industry-leading panel that includes Charlie Jacobs, CEO of Delaware North's Boston Holdings. (April 10, 2015)

Charlie Jacobs, CEO of Delaware North's Boston Holdings, is one of 11 Massachusetts business leaders and organizations to be honored at the 2015 Environmental Merit Awards, issued annually by the U.S. Environmental Protection Agency. (April 24, 2015)

Mid-South Community College dedicates its hospitality management program to Delaware North Chairman Jeremy Jacobs by naming the facility the Jeremy Jacobs Hospitality Management Center. (June 5, 2015)

Buffalo Business First's Business of Sports breakfast event is headlined by Delaware North Chairman Jeremy Jacobs, NHL Commissioner Gary Bettman, Buffalo Bills and Sabres owners Terry and Kim Pegula, and Buffalo Bisons owners Bob and Mindy Rich. (July 31, 2015)

Jeremy Jacobs helps kick off the 2015 Global Sports Summit by sharing his knowledge of succession planning. Meanwhile, guests are treated to Delaware North food and beverage recipes during the event in Aspen, Colo. (Aug. 7, 2015)

Delaware North Chairman Jeremy Jacobs receives the Lester Patrick Trophy at the 2015 U.S. Hockey Hall of Fame Induction Ceremony and Dinner. Since its introduction in 1966, the prestigious award has been used to honor those who have given immeasurable service to the sport of hockey in the United States. (Dec. 18, 2015)

Hockey News ranks Delaware North Chairman Jeremy Jacobs the fifth-most influential person in the sport. Mr. Jacobs, who is chairman of the NHL's board of governors and is a member of the league's executive committee, has owned the Boston Bruins for more than 40 years. (Jan. 8, 2016)

The generosity of Jeremy and Margaret Jacobs to the University at Buffalo is detailed in a feature story by Buffalo Business First. Delaware North chairman Jeremy Jacobs and his wife have given more than \$50 million to the university, including a \$30 million donation to the new Jacobs School of Medicine & Biomedical Sciences. (Jan. 22, 2016)

New York State Governor Andrew Cuomo praises Jeremy Jacobs and the Jacobs family at the "topping off" ceremony of the new Jacobs School of Medicine and Biomedical Services. "Jeremy Jacobs and the Jacobs family are a model of good corporate citizenship – remembering where you came from, philanthropy, generosity," Cuomo said. "The Jacobs family and Buffalo are so intertwined and your entire family has been so beautiful to Western New York; we can't thank you enough." (March 22, 2016)

Jeremy Jacobs is awarded the Philip B. Wels Award from the University at Buffalo (UB) Alumni Association. The honor is given annually to an individual or group whose contributions advance UB for a specific purpose, or who have advanced the university's quality of life by serving in a voluntary capacity for a significant period of time. (May 5, 2016)

The Buffalo Renaissance Foundation honors Jeremy Jacobs with its Renaissance Award, which recognizes an individual who exemplifies outstanding community leadership and service. (May 12, 2016)

Jeremy Jacobs is one of four inductees of the 2016 class of the Massachusetts Hockey Hall of Fame. Mr. Jacobs, the longtime owner of the NHL's Boston Bruins, is inducted alongside David Jensen, Stephen Palmacci and Jack Parker. (June 18, 2016)

Charlie Jacobs is featured in Guttman Insights, a publication of Guttman Development Strategies – an industry-leading business consulting organization that specializes in high-performing team models. (September 2016)

Jerry Jacobs Jr. is featured alongside fellow industry leaders on a panel discussion on sustainability in industry. The talk is part of an ongoing lecture series offered by Research and Education in eEnergy, Environment and Water (RENEW) – a University at Buffalo institute that focuses on complex energy and environmental issues. (Nov. 2, 2016)

Lou Jacobs is among a group of business leaders discussing "The Importance of Cultural Tourism and Hospitality on Economic Growth," a panel discussion in Washington, D.C., moderated by Delaware North EVP & COO Jim Houser. (Nov. 16, 2016)

Delaware North Chairman Jeremy Jacobs is featured in a question-and-answer style piece in SportsBusiness Journal as part of the NHL's 100th anniversary celebration. (Jan. 23, 2017)

Delaware North Chairman Jeremy Jacobs is named Executive of the Year by the Buffalo Niagara Sales & Marketing Executives at their annual Elite Sales & Marketing Awards. (March 7, 2017)

Co-CEO Lou Jacobs joins a global group of sports industry executives to present at Football Talks 2017 in Portugal. Among many topics, Jacobs discusses the company's development of The Future of Sports. (March 23, 2017)



Chief Customer Officer Rick Abramson is recognized by the Jacobs family for 50 years of service with Delaware North. (June 3, 2016)



The Delaware North Building in Buffalo, N.Y., receives a statewide award for Excellence in Mixed-Use Development from the Urban Land Institute (April 3, 2017)



Arsenal FC, for which Delaware North operates food service at Emirates Stadium in the United Kingdom, is recognized for having an outstanding community and social responsibility program. The recognition comes as a result of The Arsenal Employability Project, which includes efforts by Delaware North as an employer at the London stadium. (Oct. 2, 2015)



Kennedy Space Center Visitor Complex is selected as an Outstanding Partner in Education by Orange County Public Schools for the 2015-16 school year. (May 20, 2016)

DELAWARE NORTH:

Delaware North's United Kingdom team is lauded for best use of digital media at the Springboard Awards for Excellence. (Feb. 27, 2015)

Delaware North is accepted into the leadership tier of the New York Environmental Leaders program for its operations at Finger Lakes Gaming & Racetrack, Hamburg Gaming, Gideon Putnam Resort and Niagara Falls State Park. (April 24, 2015)

Delaware North receives a Leader in Foodservice Award at the eighth annual FARE Conference in Nashville. (June 26, 2015)

Delaware North tops the list of Forbes' list of the 10 companies that fascinate Americans the most. (Oct. 2, 2015)

Delaware North is named one of Buffalo Business First's 10 companies of the year in 2015, taking the top spot in the hospitality category. (Oct. 30, 2015)

Delaware North is named Employer of the Year at Goodwill's 16th annual Achievement Awards in Buffalo. (Oct. 18, 2016)

VENUES:

Patina Restaurant Group's Via Napoli, located in Walt Disney World's Italy Pavilion, takes the top spot in the theme-park restaurant category of the Orlando Sentinel's 2015 Foodie Awards. (Feb. 6, 2015)

Tenaya Lodge at Yosemite receives an award of hotel excellence from Internet-based Travelzoo. The Delaware North-owned-and-operated property was chosen for its quality, reliability, competitiveness and broad appeal. Feedback from some of Travelzoo's 27 million users also figures in. (Feb. 27, 2015)

The marketing team at Tenaya Lodge at Yosemite, a Delaware North-owned-and-operated resort, receives two 2014 Adrian Awards at the Hospitality Sales & Marketing Association's annual gala in New York City. (March 27, 2015)

SCG Events, Delaware North's corporate/private-event team at Sydney Cricket Ground in Australia, takes home the 2014 specialty meeting venue award at the Meetings Events NSW Industry Awards. (March 27, 2015)

Amalie Arena, where Delaware North operates food, beverage and retail services for the Tampa Bay Lightning, is ranked the second-best arena in the United States and fourth-best in the world. Venues Today compiled the list, based on various criteria, including ticket sales, food offerings and more. (April 3, 2015)

Sunset magazine names Tenaya Lodge at Yosemite the best resort for pets in the 2015 Sunset Travel Awards. (June 5, 2015)

Green Sports Alliance and Natural Resources Defense Council issue list of Champions of Game Day food, praising sports teams that offer sustainable and organic food options. Three teams with which Delaware North Sportservice partners – the St. Louis Rams, Tampa Bay Lightning and San Diego Padres – make the cut. (July 2, 2015)

The Delaware North-owned Tenaya Lodge at Yosemite achieves a 4 Green Key rating from the Green Key Eco-Rating Program. The rating reflects Tenaya's exemplary dedication to environmentally conscious procedures across multiple operational areas. (July 24, 2015)

Casino Player Magazine readers honor Jumer's Casino & Hotel with 24 awards in its 2015 poll on Illinois casinos. Jumer's, which is owned by Delaware North, is voted best overall gaming resort, best casino, best hotel, best hotel staff and more. (Oct. 2, 2015)

Miami Valley Gaming, operated by Delaware North and Churchill Downs, racks up nine awards from Card Player Magazine. The Ohio gaming destination is recognized in 2015 for its casino, players club and video lottery terminals, among other things. (Oct. 2, 2015)

The Boston Globe Magazine and The Commonwealth Institute name TD Garden one of Massachusetts' top 100 women-led businesses. Amy Latimer oversees the Delaware North-owned-and-operated venue. (Oct. 23, 2015)

Morimoto Asia receives the Design Built Award of Merit from the American Institute of Architects. (April 29, 2016)

The U.S. Environmental Protection Agency (EPA) recognizes the St. Louis Cardinals and Delaware North Sportservice for initiating a variety of green measures, including recycling, pollution prevention and reducing food waste at Busch Stadium. (April 29, 2016)

Peaks of Otter Lodge receives a Certificate of Environmental Commitment from Virginia Green, the state's campaign to promote environmentally-friendly practices in the tourism industry. (May 20, 2016)

Tenaya Lodge is named the "Best Resort for Families" by Sunset magazine, the premier guide to living in the west. (Aug. 19, 2016)

The top two spots in the Food & Beverage category at Adelaide (Australia) Airport's Retailer of the Year Awards went to 1862 Bar and Billie Chu, both operated by Delaware North. (Aug. 19, 2016)

Jumer's Casino & Hotel is honored by Casino Player Magazine in its annual readers' poll on Illinois casinos with 17 overall awards, including Best Casino and Best Hotel. (September 2016)

Delaware North receives a Zero Waste Certificate from the U.S. Zero Waste Business Council for its environmentally-friendly operation of the Yellowstone General Stores warehouse. (Oct. 21, 2016)

Delaware North Sportservice at Camden Yards is named Marriott Foundation's Baltimore Employer of the Year. (Nov. 3, 2016)

Daytona Beach Racing and Card Club receives a TripAdvisor Certificate of Excellence award for being a top-rated destination for travelers. (Dec. 2, 2016)

Honey Creek Resort, which Delaware North operates for Iowa's Department of Natural Resources, achieves a 4 Green Key Rating from Green Key Global for its accomplishments in environmental management and corporate social responsibility. (February 2017)



Delaware North's team at Wellington International Airport is named New Zealand's top hospitality team and awarded Service IQ's Excellence in Training and Staff Development Award at the NZ Hospitality Awards. (Oct. 28, 2016)



The Delaware North Farmers Market at Los Angeles International Airport is declared the best new food and beverage quick-service concept at the 2015 Airports Council International-North America Excellence in Airport Concessions Awards. (May 8, 2015)



Amy Latimer, president of the Delaware North-owned-and-operated TD Garden, is one of Women in Sports & Events' three women of the year for 2015. (June 19, 2015)



Mark Reynolds, executive chef at Wembley Stadium, is counted among the who's who of the United Kingdom culinary scene at the Craft Guild of Chefs Awards. (June 26, 2016)

Two Delaware North locations are recognized with USA TODAY's 10 Best Readers' Choice Awards. Earthbar at Los Angeles International Airport is the winner in the Best Airport Grab-and-Go Dining category, while North Loop Market at Minneapolis-St. Paul International Airport is named Best Airport Newsstand/Travel Essential. (March 2017)

Tootsies Orchid Lounge at Nashville International Airport is named Airport Restaurant Bar of the Year by Airport Revenue News. (March 2017)

NASA awards Delaware North two Sustainable Environment Awareness (SEA) Awards for its operations at Kennedy Space Center Visitor Complex: the 2016 Greenhouse Gas Management Group Award and the 2016 Pollution Renewable Energy Group Award. (April 2017)

Delaware North's operation at Hartsfield-Jackson Atlanta International Airport (ATL) is recognized with the Footprint and Community Impact Award at the airport's Greening ATL Excellence Awards. (April 2017)

Angel Food Bakery and explore AFAR, both located at Minneapolis-St. Paul International Airport (MSP), are recognized with first-place prizes at the Airports Council International-North America's annual conference. MSP is also ranked first overall for its retail program. (April 2017)

Miami Valley Gaming is named Employer of the Year by the Butler County Board of Developmental Disabilities. (May 2017)

Target Field, where Delaware North operates food, beverage and retail services, is awarded LEED Gold certification in Existing Buildings: Operations and Maintenance. (May 2017)

ASSOCIATES:

TD Garden President Amy Latimer is appointed to the board of the Massachusetts Convention Center Authority. (May 1, 2015)

Director of GuestPath® Bradly Sax is appointed to the board of directors of the International Customer Service Association. (June 12, 2015)

Kayleigh Holmes, head of staffing operations and human resources for Delaware North at Emirates Stadium, earns an Acorn Award. Each year, 30 acorns are given out to 30 people under 30 years old who are rising stars in the hospitality industry. (June 19, 2015)

Alice Linares, a Delaware North Sportservice associate at Globe Life Park in Arlington, receives the Dick Risenhoover Good Guy Award for outstanding assistance and kindness. (June 26, 2015)

Boston Bruins forward Patrice Bergeron wins the 2015 Frank J. Selke Trophy at the 2015 NHL Awards. (June 26, 2015)

Kerry Richards, recruitment manager in the United Kingdom, receives the Rising Star award at the HR in Hospitality Awards. (Sept. 18, 2015)

Retired NASA astronaut Jon McBride, a longtime associate of Delaware North at Kennedy Space Center Visitor Complex, is inducted into the West Virginia Aviation Hall of Fame. (Sept. 25, 2015)

Todd Merry, Delaware North's chief marketing officer, receives the 2015 CMO Customer Experience Award for demonstrated leadership in creating high-impact customer experiences. (Dec. 4, 2015)

Chief Customer Officer Rick Abramson is honored as the 2016 Publisher's Pick of Venues Today, a leading sports business publication. (January 2016)

Rick Abramson, Delaware North's chief customer officer, is presented with the Silver Plate Award, one of the most prestigious awards in foodservice, by the International Foodservice Manufacturers Association (IFMA). (May 21, 2016)

Therrin Protze, chief operating officer at Kennedy Space Center Visitor Complex, is awarded the Distinguished Public Service Medal from NASA "for being instrumental in revitalizing the Kennedy Space Center Visitor Complex to befittingly tell the comprehensive NASA story to a broad, diverse audience." (July 29, 2016)

Jen Compton, TD Garden's vice president of innovation and brand, is named among SportsBusiness Journal's 2016 class of "Game Changers." (Sept. 16, 2016)

Paul Deiana-Molnar, Delaware North's executive chef at FNB Field in Harrisburg, Pa., is named Chef of the Year for 2017 by the Harrisburg chapter of the American Culinary Federation. (February 2017)

A Delaware North Sportservice chef from Cleveland's Progressive Field – Sous Chef Ryan Cannon – takes home a silver medal in the Ohio American Culinary Federation 2017 Culinary Classic. (February 2017)

The National Restaurant Association names Richard Schneider, COO of Delaware North Sportservice, to its board of directors. (February 2017)

Sarah Mathis, a hotel front desk attendant at Jumer's Casino & Hotel, is awarded the Lindsay Thul Spirit Award by the Quad Cities Lodging Association. (Feb. 2, 2017)

William Hochul, general counsel and secretary at Delaware North, is selected to serve on the Association of Corporate Counsel Litigation Committee's executive counsel. He is also asked to serve as co-chair for the organization's Legal Quick Hits program. (March 2017)

Todd Merry, Delaware North's chief marketing officer, is honored by the Buffalo Niagara Sales & Marketing Executives with an Elite Sales and Marketing Executive Award. (March 7, 2017)

Tung Tran, a department manager for Delaware North at Hartsfield-Jackson Atlanta International Airport (ATL), is named by the airport as the Greening ATL Eco-Employee of the Year. (April 2017)

TD Garden President Amy Latimer is named one of "The 21 Most Powerful People in Boston Business" by Boston Magazine. (April 2017)

Steve Eden, director of Delaware North's Culinary and Hospitality Council, is honored by Visit Buffalo Niagara with its National Travel & Tourism Beacon Award. (May 9, 2017)



Melissa "Mel" Burrows, a food and beverage manager at Melbourne & Olympic Parks, received the prestigious Lou Jacobs Award, named in honor of Delaware North Co-CEO Lou Jacobs, for her leadership, innovation and commitment to customer service. (June 3, 2016)



Carra Wilson, a reservation and sales agent at Delaware North's Amherst (N.Y.) Reservations Center, received an "Achiever of the Year" award at Goodwill's annual Achievement Awards in Buffalo. (Oct. 18, 2016)

Executive Team and Corporate Information

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 CORPORATE LEADERSHIP AND OFFICERS

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 Sweeny
Executive Vice President
and Chief Development Officer

Rick Abramson
Chief Customer Officer

Bernard Gay
Chief Information Officer

Stephen Harrington
Chief Procurement Officer

William Hochul
General Counsel & Secretary

Todd Merry
Chief Marketing Officer

Eileen Morgan
Chief Human Resources Officer

OPERATIONAL LEADERSHIP

Delaware North Sportservice
Carlos Bernal, President

Gaming
E. Brian Hansberry, President

Travel
Kevin Kelly, President

Patina Restaurant Group
Matt R. King, President

TD Garden
Amy Latimer, President

Boston Bruins
Cam Neely, President and
Alternate Governor

Parks and Resorts
Scott Socha, President

International

United Kingdom
Amy Latimer, President
Doug Tetley, Managing Director

Australia, New Zealand and Asia
Gary Brown, Managing Director

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