

2021-22 Retrospective



**Delaware
North.**

We are creating the future of hospitality

Delaware North has the innovation, unparalleled experience and collaborative spirit that make a real difference to our clients' bottom line.

As a family-owned-and-operated company for more than a century, we take pride in the strength of our partnerships and reputation for leading the industry in reimagining the guest experience – and determining how culinary, service, technology and design can come together to evolve the customer journey.



Jerry Jacobs Jr., CEO, Delaware North; Lou Jacobs, CEO, Delaware North; and Charlie Jacobs, CEO, Delaware North and Boston Bruins

What's Next Happens Now

We typically release our Delaware North Retrospective annually to highlight the exciting events, projects and new company operations that came online the previous year. It has been a few years since we released this lookback, and it's remarkable to consider the way our industry – and Delaware North – has changed. Pent-up demand resulting from the shutdowns of the pandemic has exploded into an insatiable appetite for the joy, escape and human connection that the travel, hospitality, entertainment and sports industries have to offer.

In the pages ahead, you will see just a sample of our favorite highlights of the past two years. Cutting the ribbon on long-planned expansions and some “out-of-this-world” attractions. Serving guests at the biggest sporting events in the world, including the World Series, Stanley Cup Final and Australian Open. And, not to mention, putting the final pieces in place at The Hub on Causeway, our \$2 billion mixed-use development surrounding TD Garden in Boston.

It was hard to narrow the list to what you see here, but we think this retrospective provides a meaningful retelling of our many proud moments of the last two years. And we couldn't be more excited about what's yet to come.



OCTOBER 2021

Refreshed Cooper's Alehouse opens at Adelaide Airport

A mainstay at Adelaide Airport in Australia for more than 16 years, Cooper's Alehouse reopened in October 2021 with a refurbished design.

The pub and restaurant, which Delaware North has operated since it opened in 2005, was created as an airport outpost of the original Cooper's Alehouse in downtown Adelaide. The classic pub concept features live televised sports, all-day breakfast, traditional pub snacks and shared platters for all palates.

"It's great to see the hard work and years of planning coming to fruition," said Mark Young, managing director of Adelaide Airport. "The Cooper's Alehouse refurbishment looks amazing, and my congratulations to Cooper's and leading airport foodservice and retail company Delaware North for the excellent result."



FEBRUARY 2022

Delaware North named new hospitality provider at Melbourne Cricket Ground

Delaware North in November 2021 won a seven-year contract to provide hospitality services at the historic Melbourne Cricket Ground (MCG) in Melbourne, Australia.

With a capacity of more than 100,000 people, the MCG is the largest sporting stadium in the Southern Hemisphere, hosting several Australian Football League (AFL) teams, as well as cricket matches, concerts, other special events and non-event-day functions.

In February 2022, ahead of the AFL season, Delaware North showcased new, locally focused food and celebrity chefs that were featured at MCG throughout the year to complement fan favorites and enhance the guest and member experience.





JULY 2022

New luxury accommodation, The House, added to Lizard Island Resort

Delaware North in July 2022 added a new luxury accommodation to its operation of the award-winning Lizard Island Resort on Australia's Great Barrier Reef.

The House, a multilevel, three-bedroom residence, and The Cottage, a separate single-level sanctuary conveniently situated nearby – collectively known as the Estate – are set to open in early July as Lizard Island's most exclusive offering. Positioned on a private peninsula of Lizard Island and surrounded by three white-sand beaches, the two new properties can accommodate a total of eight guests, who can access calm turquoise waters for snorkelling, diving and fishing, while rocky tracks inland lead to picturesque lookouts.

JULY 2022

CENTREPIECE at Melbourne Park showcases Delaware North's catering prowess

Delaware North's culinary team at the new CENTREPIECE at Melbourne Park, the conference and event center that opened in February 2022, quickly racked up accolades. The company provides catering services at CENTREPIECE as part of its broader partnership with Melbourne & Olympic Parks, site of the Australian Open tennis championships.

In June 2022, two CENTREPIECE chefs were featured on the cover of Spice News magazine, an industry-leading publication, in a three-page story, "Elevating the guest experience at Melbourne's CENTREPIECE." In addition, Delaware North won in the "Functions/Convention Centre Caterer" category at the Australia's 2022 Restaurant and Catering Awards for Excellence.



JANUARY 2023

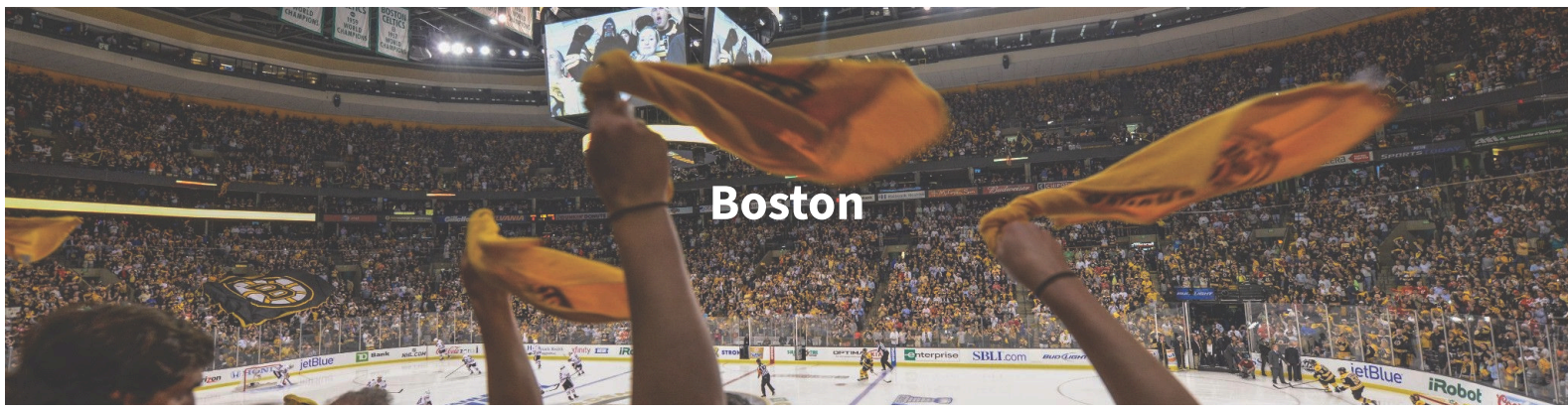
Delaware North showcases world-class hospitality at Australian Open

Australia's iconic sporting event – the Australian Open tennis championships – bounced back in a big way in January 2023, with Delaware North displaying its hospitality expertise at the global tennis tournament.

After limited attendance of 130,374 in 2021 and 346,468 in 2022, Delaware North served a record 839,192 fans over the two-week tournament. The previous record was 812,174 attendees in 2020.

Nearly 2,500 Delaware North team members served up some astounding quantities of fan favorites, including more than 90,000 orders of fries, 60,000 plates of chicken and chips (fries), 55,000 sandwiches, 30,000 burgers and a whopping 100,000 ice creams. To wash it all down, Delaware North team members served thirsty fans more than 200,000 bottles of water, 123,000 soft drinks, 193,000 coffees, 100,000 glasses of wine and more than 413,000 beers.





AUGUST 2022

Excitement surrounds completion of The Hub on Causeway

Delaware North and development partner Boston Properties in August 2022 celebrated the completion of The Hub on Causeway, a joint venture that broke ground in 2016 and features more than 1.5 million square feet of mixed-use retail, office, hotel and residential space. The project also included an expansion of the adjoining TD Garden.

A 31-story office tower known as 100 Causeway, the third and final phase, was completed a few months earlier. The tower is anchored by Verizon and includes offices for the Boston Bruins (owned by Delaware North Chairman Jeremy Jacobs), TD Garden and the Boston Celtics.

With construction complete, The Hub on Causeway is buzzing with levels of activity envisioned before the COVID-19 pandemic put a hold on in-person gatherings.



JANUARY 2022

Willie O'Ree honored with Congressional Gold Medal; Bruins' jersey retirement

Willie O'Ree, the first Black player to play in the National Hockey League, was honored in January 2022 for his lifetime of contributions to the sport of hockey and communities across North America. O'Ree, often referred to as the "Jackie Robinson of Hockey," had his No. 22 jersey retired to the rafters of TD Garden in Boston, and a bill to award him the Congressional Gold Medal passed the U.S. House of Representatives that same week.

The Congressional Gold Medal is Congress's highest expression of national appreciation for distinguished achievements and contributions by individuals or institutions. Recipients have included George Washington, Orville and Wilbur Wright, Jackie Robinson, Thomas Edison, Martin Luther King Jr. and Coretta Scott King.



JUNE 2022

TD Garden provides championship backdrop for Boston Celtics in NBA Finals

For the 22nd time in franchise history, the Boston Celtics in June 2022 competed in the NBA Finals, and Delaware North's TD Garden rose to the occasion with specialty food and drink items and fan activations, including championship retail gear.

"The Celtics take care of what's on the floor, and our job is to do everything around that guest experience," Amy Latimer, president of TD Garden and Delaware North chief growth officer, told The Boston Globe. "We want to make sure everybody is happy, taking advantage of everything offered and having a good time."

The Delaware North Sportservice culinary team at TD Garden put together a menu of new special food and beverage items for the series, including The Starting 5 Burger, The Shamrock Sundae and Celtic Pride Punch.



DECEMBER 2022

Prince and Princess of Wales visit TD Garden during Boston tour

TD Garden on Nov. 30, 2022, welcomed Prince William and Princess Kate of the British royal family as they sat courtside at the Boston Celtics vs. Miami Heat game. The royal couple was in Boston to present the Earthshot Prize, the environmental awards founded by William and the Royal Foundation in 2020.

William and Kate, who Delaware North sources say were very interested in a full American experience, including having a hot dog, walked to their seats positioned between the two team benches about a half-hour before the game. The couple was flanked by Mayor Michelle Wu, then-Governor-Elect Maura Healey and Celtics co-owners Wyc Grousbeck and Steve Pagliuca.



MARCH 2022

New career development program propels culinarians to new heights

Delaware North in March 2022 announced the launch of a new, industry-leading talent development incubator for the company's culinarians: Culinary & Hospitality Excellence for Future Success – or the CHEFS™ program.

Created in partnership with the Culinary Institute of America (CIA), the CHEFS program establishes a formal approach to talent development and career progression for culinarians within Delaware North. The program pairs promising talent – identified as an “Emerging Culinarian” – with one of Delaware North's accomplished executive chefs, who will serve as a “Chef Mentor.” Chef Mentors guide Emerging Culinarians through a 12-month rotation that includes both on-the-job mentoring and coursework support.



MAY 2022

'Future of Recreation, Travel & Hospitality' report explores forces shaping the business

The COVID-19 pandemic unleashed social, technological and business forces that will greatly accelerate profound change in the recreation, travel and hospitality industries over the next decade, according to “The Future of Recreation, Travel & Hospitality,” or “FORTH.”

The report, commissioned by Delaware North, was produced by a team of 16 seasoned journalists and futurists who interviewed experts across multiple industries to better forecast the changes they believe will have the most impact on recreation, travel and hospitality through 2030 and beyond.





2021/2022

Delaware North continues to give back in Buffalo, Boston and other communities

Delaware North is deeply committed to the communities where it operates. 2022 represented a chance for the company to make investments in organizations that were closing gaps in health and safety, education and workforce readiness that were exacerbated by the global pandemic.

Across the United States, Australia and the United Kingdom, Delaware North's operating locations contributed to various local charitable causes – from TD Garden Neighborhood Charities feeding Bostonians in need to Mindil Beach Casino Resort in Australia sponsoring an organization that provides hospitals with medical equipment to dozens of Sportservice locations helping organizations raise funds through volunteers operating stadium concessions.

In Buffalo, where the company was founded and is still based, Delaware North contributed several million dollars to organizations such as the Boys & Girls Clubs of Buffalo, FeedMore WNY, Say Yes Buffalo, Buffalo AKG Art Museum, University at Buffalo and the United Way of Buffalo & Erie County.

AUGUST 2022

CEO offers insight on FORTH report for U.S. Travel Association

Hundreds of destination marketing leaders learned of the profound changes forecast for how, when and where people work, vacation and enjoy leisure time, thanks to a keynote panel discussion in August 2022 led by Delaware North CEO Jerry Jacobs Jr. at the U.S. Travel Association's annual Educational Seminar for Tourism Organizations (ESTO) conference.

"Now What? Industry Insights Post COVID," the opening event for the four-day conference in Grand Rapids, Mich., highlighted Delaware North's most recent "future of" report, "The Future of Recreation, Travel and Hospitality," (FORTH).





NOVEMBER 2022

Popular national radio program gains perspective from CEOs

Delaware North CEOs Jerry Jacobs Jr. and Lou Jacobs in early November 2022 were featured on Marketplace, a daily finance and business radio program produced by American Public Radio, as it explored the state of the economy and labor market, with a focus on Buffalo, N.Y. Marketplace is heard by more than 12 million listeners each week on more than 800 public radio stations nationwide.

Host Kai Ryssdal spoke to the two CEOs about the labor market post-pandemic, including how the company regained its workforce as business reopened.

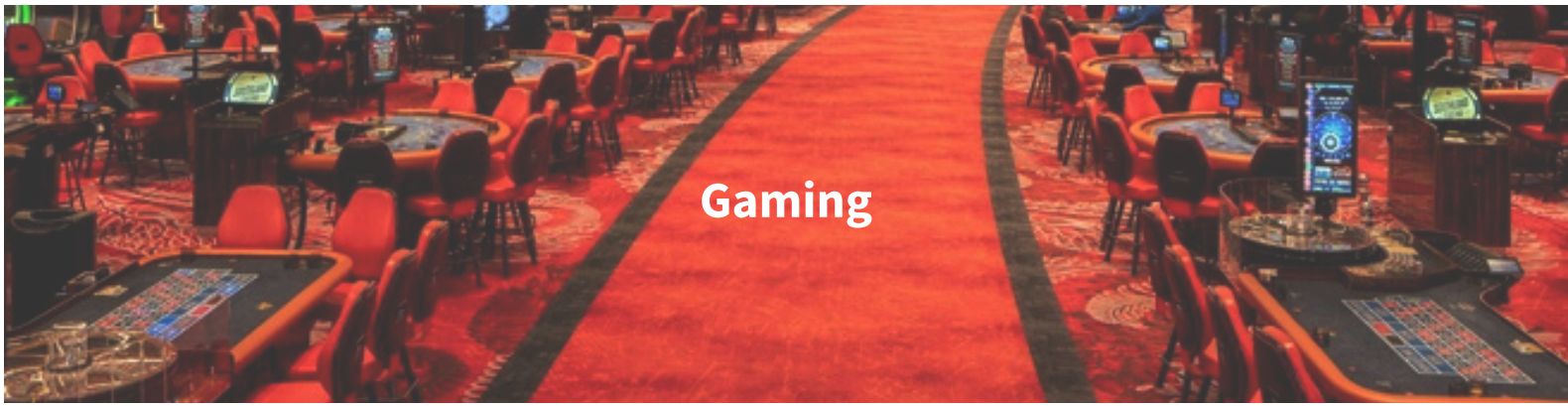
DECEMBER 2022

Delaware North creates council promoting diverse and inclusive workplace

In December 2022, Delaware North CEOs Jerry Jacobs Jr., Lou Jacobs and Charlie Jacobs introduced Delaware North's first diversity, equity and inclusion (DE&I) Advisory Council: a diverse group of team members and leaders who convened under the leadership of Heather Jacobs, chief human resources officer.

The council supports enterprisewide initiatives and advises leadership on ways to formalize the company's approach to ensure that DE&I is firmly embedded in Delaware North's culture. The dynamic team represents a global cross-section of backgrounds and expertise, and their voices and perspectives help ensure this important work moves forward in deliberate and impactful ways.





Gaming

MAY 2022

Southland Casino Hotel expansion creates top Mid-South gaming destination

Delaware North's Southland Casino Hotel in West Memphis, Ark., in December 2022 celebrated the completion of a three-year, \$320 million expansion.

The casino now includes a new 300-room, 20-story hotel with 12 penthouse suites, and a 113,000-square-foot gaming floor that features 2,400 slot machines, 50 live table games and eight new bars and restaurants. The three-year project completes the transformation of the one-time racetrack into a full-fledged Las Vegas-style casino destination with a luxury hotel.

"The Southland expansion is the culmination of a legacy project for Delaware North," Delaware North CEO Lou Jacobs said. "It puts Southland on the map as a true casino destination that will draw patrons from both near and far."



JULY 2021

Delaware North helps guide opening and expansion of Catawba Two Kings Casino

Serving as a key consultant, including on government affairs, Delaware North has guided the Catawba Nation in opening, operating and expanding its Catawba Two Kings Casino in Kings Mountain, N.C.

The casino opened in July 2021 with 500 gaming machines and quickly expanded to 1,000 gaming machines, including several electronic table games, in December 2021. In September 2022, the casino added an onsite sportsbook, one of only three in North Carolina.

"They're a wonderful client to work with – and we've demonstrated our commitment to them as another in a long line of strong partnerships that Delaware North has formed across its business lines for decades," said Jack McNeill, chief corporate affairs officer.



SEPTEMBER 2022

New Hampshire casino acquisition leveraged with gaming machine addition

Delaware North in October 2022 purchased Boston Billiard Club & Casino, a charitable gaming casino in Nashua, N.H., and quickly added more than 150 historical horse racing (HHR) gaming machines to complement its table games and poker tables.

“The addition of gaming machines will attract more people from the region to visit Boston Billiard Club & Casino, increasing the benefit for charitable organizations,” said Brian Hansberry, president of Delaware North’s gaming business.

Delaware North also acquired a nearby hotel, the 330-room Sheraton Nashua, and in 2023 plans to expand the casino by adding 350 more HHR gaming machines in adjacent space.



JULY 2021

Gamewise joint venture provides online/mobile sports betting

Delaware North in July 2021 announced a joint venture with leading Belgian gaming and sports betting partner GAMING1.

Since the launch, the joint venture, Gamewise, has used GAMING1’s proprietary sports betting and casino platform and product technologies to operate Delaware North’s online/mobile sports betting businesses in Arkansas and Tennessee under the proprietary Betly brand. In addition, Gamewise is operating MVGBet in Ohio for Miami Valley Gaming, Delaware North’s jointly owned gaming venue in Ohio, and is transitioning to operate Betly in West Virginia.

Gamewise is also working to deliver turnkey digital gaming solutions to other licensed operators in North America that seek to enter the burgeoning online sports betting and gaming space.





OCTOBER 2021

Jeremy Jacobs inducted into American Gaming Association Hall of Fame

Jeremy M. Jacobs, the longtime chairman of Delaware North, in October 2021 was inducted into the American Gaming Association's (AGA) Gaming Hall of Fame, which recognizes leaders who have distinguished themselves through significant contributions to the gaming industry.

The AGA called Mr. Jacobs “a pioneer of gaming and hospitality” who built coalitions of competitors who shared the same goals, helping create today's thriving gaming industry.

“He led a transformation of Delaware North into a global company with roots in gaming, hospitality and entertainment,” the AGA noted. “Whether casino gaming in its early days or sports betting today, Jacobs helps stakeholders understand the benefits of the industry to the economy and communities.”

JULY 2022

Miami Valley Gaming expands gaming patio, adds new restaurants and sportsbook

Miami Valley Gaming, the gaming and racing venue in Ohio that Delaware North owns and operates in a joint venture, has made several additions to further enhance it as a leading entertainment destination in the Cincinnati-Dayton region.

In July 2022, Miami Valley Gaming opened an expanded gaming patio – 10,000 square feet to replace the former 2,500-square-foot patio – that features 200 gaming machines and a bar. Two new restaurants were also added to replace a buffet – Lucia's for a variety of Italian dishes and Route 63 for comfort food classics.

In January 2023, Miami Valley Gaming opened a sportsbook in the simulcast area so patrons can bet on sports and racing.





Parks and Resorts



APRIL 2022

Delaware North debuts Courtyard by Marriott Titusville – Kennedy Space Center

Delaware North in April 2022 debuted the five-floor, 152-room Courtyard by Marriott Titusville – Kennedy Space Center, fulfilling a long-held vision of the company to own and operate a hotel near the famous space port.

The hotel features a rooftop bar and restaurant, The Space Bar; a resort-style pool; and other amenities in a convenient location closest to NASA's Kennedy Space Center, including its launch pads and adjacent visitor complex.

MAY 2022

Jim Bridger Explorer Cabins offer immersive Yellowstone National Park experiences

Located at Delaware North's The Ridgeline Hotel® at Yellowstone, an Ascend Hotel Collection member, the Jim Bridger Explorer Cabins debuted in May 2022, and are minutes from Yellowstone National Park's North Entrance.

Building on the success of the company's Explorer Cabins concept, guests have access to modern conveniences in a secluded natural setting that truly elevates the idea of an outdoor vacation. Each of the nine private cabins offers a second-floor balcony to view iconic sights, including views of the Roosevelt Arch.





JANUARY 2022

Delaware North to continue providing services at Niagara Falls State Park

Delaware North in January 2022 announced it will continue to operate concessions and visitor services at Niagara Falls State Park after it was awarded a new long-term contract by the New York State Office of Parks, Recreation and Historic Preservation.

The new 13-year contract extends Delaware North's service at the world-famous park, where the company has been since 1995. As part of the agreement, the company has committed to making more than \$12 million in capital investments.

JUNE 2022

The future has landed at Kennedy Space Center Visitor Complex with Gateway™: The Deep Space Launch Complex

An attraction that has been years in the making was cleared for takeoff in June 2022 at Kennedy Space Center Visitor Complex in Florida. Gateway™: The Deep Space Launch Complex features the spaceport of the future, Spaceport KSC, and an all-new restaurant, Space Bowl Bistro.

With a focus on the present and future of collaborative space exploration, guests to Gateway can experience the interstellar travel of tomorrow while celebrating everything happening right now within the space program. It features a showcase of NASA and commercial spacecraft hardware with immersive displays, as well as a "journey" through space.

Delaware North's contract to continue to operate the visitor complex was extended in 2021.





OCTOBER 2022

Delaware North acquires Colorado adventure tour company Nova Guides

Nova Guides, a premier full-service outdoor recreation and adventure tour company in Colorado that also has exclusive wedding and lodging offerings, in October 2022 was acquired by Delaware North. Perfectly situated near Vail, Colo., Nova Guides' expansive grounds include a main lodge featuring a restaurant and retail shop, as well as a selection of lodging offerings.

Nova Guides, which has been in operation for more than 35 years, is well known for its summer ATV/UTV guided tours and rentals, winter snowmobile and snow coach guided tours and rentals, and private fly fishing and archery instruction. The tours operate under special permits in and around the White River National Forest.

On the campus, Delaware North will also operate Camp Hale Weddings, a highly popular destination wedding business located on 80 privately held acres.

NOVEMBER 2022

Thousands of guests view Artemis rocket launch from Kennedy Space Center

Thousands of guests at Kennedy Space Center Visitor Complex in Florida witnessed history in November 2022 when the Artemis 1 rocket roared off a Kennedy Space Center launchpad headed to orbit the moon.

The long-awaited launch, featuring an uncrewed Orion capsule aboard NASA's massive Space Launch System rocket, followed three months of technical and weather delays. But at the visitor complex, which Delaware North operates for NASA, guests were thrilled to finally see the launch.

About 2,000 guests viewed the launch from the visitor complex's main campus, and another 300 guests looked on from the NASA Causeway, the first time in several years that site was made available for launch viewing.





Patina Restaurant Group

MAY 2021

Patina Restaurant Group elevates hospitality experience for PGA of America

Delaware North's Patina Restaurant Group in spring 2021 was announced by the PGA of America as the food and beverage partner for the 2021 PGA Championship and KPMG Women's PGA Championship. The two PGA of America championships represent Delaware North's first hospitality contract in major professional golf.

Patina operated all food and beverage services at the 2021 PGA Championship (May 17-23 at The Ocean Course at Kiawah Island Golf Resort in Kiawah Island, S.C.) and the 2021 KPMG Women's PGA Championship (June 22-27 at the Atlanta Athletic Club, Johns Creek, Ga.). Patina's hospitality and foodservice operations included general concessions, corporate hospitality chalets, VIP spaces and private events.



SEPTEMBER 2021

Space 220 Restaurant lifts off at Walt Disney World

Aspiring astronauts, gastronomes and space enthusiasts suited up and prepared for liftoff as the highly anticipated Space 220 Restaurant, developed by Delaware North's Patina Restaurant Group, opened in September 2021 at EPCOT® at Walt Disney World® Resort in Orlando.

When guests visit Space 220, they feel as if they are transported 220 miles above Earth to the Centauri Space Station. Phase one of the immersive dining experience provides guests with stellar views of Earth by day and night. Phase two begins once they step off the space elevator, and are guided to their table, where they have panoramic views of Earth as the backdrop to an out-of-this-world experience.





OCTOBER 2021

Hub Hall in Boston opens with 18 food and beverage vendors

Hub Hall, the food hall at Delaware North's \$1.2 billion The Hub on Causeway development adjacent to TD Garden in Boston, opened in October 2021. Anchored by Momosan Ramen, the latest collaboration between Patina Restaurant Group and Iron Chef Masaharu Morimoto, Hub Hall includes 17 other Boston-favorite food and beverage vendors.

Momosan Ramen's menu features an array of flavor-forward ramen, in addition to a selection of grilled yakitori dishes, savory izakaya bar snacks and a diverse selection of premium sake.

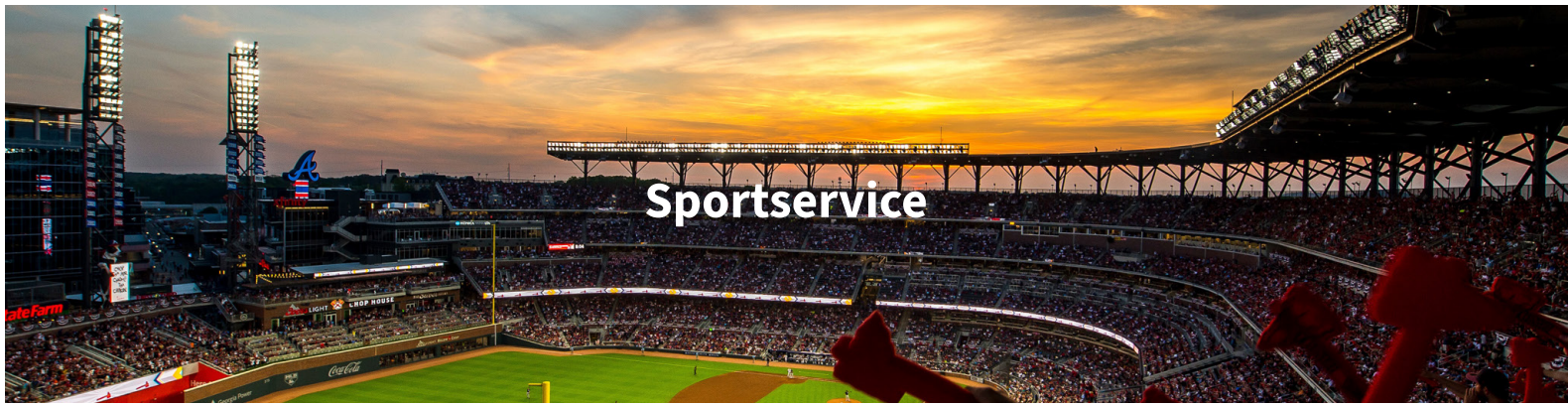
AUGUST 2022

Patina 250 hosts Guest Chef Series, turning spotlight on local culinarians

Patina 250, Delaware North's Patina Restaurant Group location at corporate headquarters in Buffalo, in the summer of 2022 embarked on a new series of events highlighting local chefs and flavors.

Since the first installment in August 2022, the Guest Chef Series has featured Buffalo chefs specializing in Filipino-inspired dishes, traditional Ethiopian, Indian and Polish cuisines and more. These sold-out events aim to bring fresh new flavors to the palate, with Patina 250's Executive Chef Evan Wargo collaborating with each guest chef.





OCTOBER 2021

Innovation and sustainability take center stage at Climate Pledge Arena

Delaware North in October 2021 helped open the doors of Seattle's Climate Pledge Arena – which aims to be the most sustainable sports and entertainment venue in the world.

From all-electric stovetops to sourcing ingredients within a 300-mile range, offering a wide variety of plant-based food and striving for zero waste, Delaware North has proven to be the right foodservice partner. The company also implemented its market-style concessions program – including the added convenience of Amazon's Just Walk Out technology and Amazon One – to offer maximum speed of service for fans.



NOVEMBER 2021

Local flavors, market-style concessions highlight Delaware North at UBS Arena

In November 2021, Delaware North completed its second new arena opening in as many months, as the state-of-the-art UBS Arena debuted with a distinctly “New York” flavor.

As the foodservice provider for the venue, Delaware North partnered with an array of New York Metro-area food providers and brands to create a unique culinary program that fans experience through concessions areas, VIP suites and premium clubs that merge boutique hospitality with a live entertainment setting. Delaware North also implemented its market-style concessions program featuring the convenience of Amazon's Just Walk Out technology and Amazon One.





SEPTEMBER 2021

Delaware North and Milwaukee Brewers extend partnership at American Family Field

Delaware North Sportservice and the Milwaukee Brewers in September 2021 announced a long-term contract extension for continuous and dedicated development of the food and beverage experience at American Family Field and American Family Fields of Phoenix. The new contract extends a partnership that began in 1970, when the Brewers began playing in Milwaukee.

Delaware North will continue managing concessions, suites, catering and premium areas, along with the Leinenkugel's Barrel Yard restaurant.

OCTOBER 2021

Transforming the restaurant landscape at Little Caesars Arena

Delaware North and its partners at Little Caesars Arena in Detroit in October 2021 debuted two new restaurant concepts at the award-winning venue in the heart of The District Detroit, the entertainment district that surrounds the home of the NHL's Detroit Red Wings and the NBA's Detroit Pistons.

The two concepts – The Mixing Board and PointsBet Sports Bar – were developed for spaces previously occupied by year-round restaurants, each with a street-side entrance. The restaurants are currently open for Red Wings and Pistons home games, along with concerts and shows.



OCTOBER/NOVEMBER 2021

Delaware North hits a home run at Truist Park for 2021 World Series

The Atlanta Braves were crowned World Series champions in October 2021, and Delaware North played a key role in providing championship-caliber hospitality for the team at Truist Park throughout the entire MLB postseason.

Games 3, 4 and 5 of Major League Baseball's World Series were hosted at Truist Park, and Delaware North's team was ready for the throngs of fans that packed the ballpark and its adjacent entertainment district, The Battery Atlanta. In addition to seamlessly handling the higher volumes at its regular operations at concession stands, suites, premium club areas and catering, Delaware North's team hosted pre- and post-game parties for the Braves, their VIP guests, corporate partners and special guests, which included celebrities, politicians and MLB Commissioner Rob Manfred.

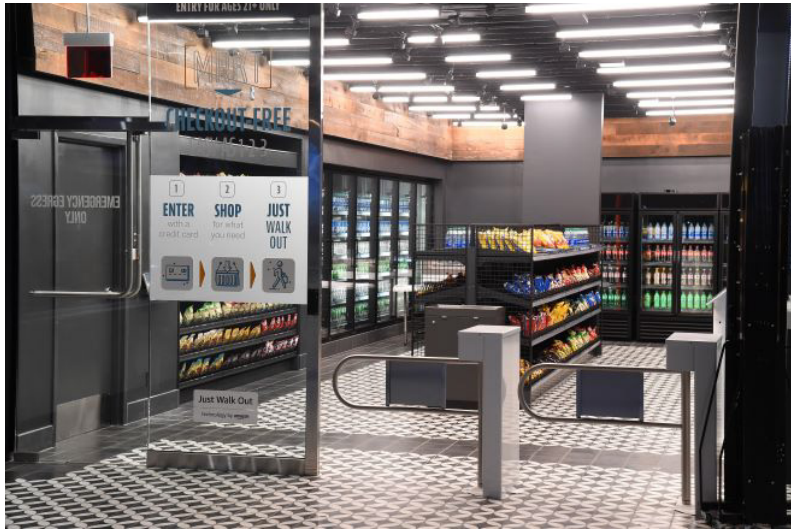


2021

Innovative fan-facing technology solutions on the rise

Delaware North has invested heavily in technology geared toward fan convenience, including autonomous checkout solutions powered by Amazon and Mastercard.

In fact, no other company in the sports hospitality business has more locations with Amazon's Just Walk Out technology than Delaware North, with locations at TD Garden, Climate Pledge Arena, UBS Arena, Bridgestone Arena and Globe Life Field – with more in the works. Delaware North has also introduced Mastercard's Shop Anywhere technology to locations at EverBank Stadium in Jacksonville and Petco Park in San Diego.



JANUARY 2022

Providing comfort amid sub-zero temperatures at NHL Winter Classic

The temperature at puck-drop of the 2022 Winter Classic hockey game at Target Field in Minneapolis was minus-9 degrees Fahrenheit, marking the coldest NHL outdoor game on record.

As the food, beverage and retail partner at the ballpark-turned-ice-rink, Delaware North did its part to provide a bit of warmth through specialty menu items at foodservice locations and event-themed winter clothing at retail outlets. The comfort-food menu additions were featured by several media outlets – including an NHL.com video segment, along with sports business reporter Darren Rovell sharing an image of new specialty cocktails with his 2 million Twitter followers.



JUNE 2022

Stanley Cup Final makes third consecutive stop at Amalie Arena in Tampa

Delaware North team members were back in championship mode in 2022, as the then-back-to-back defending Stanley Cup champion Tampa Bay Lightning were once again in the NHL's final round.

Amalie Arena, where Delaware North has been the Lightning's foodservice partner since 1992, played host to Games 3, 4 and 6 of the Stanley Cup Final – the best-of-seven series that decides the league champion. The venue also hosted more than 10,000 fans for watch parties while the team was on the road for Games 1, 2 and 5, with Delaware North providing hospitality services.





JULY 2022

Giving back at new Jackie Robinson Museum retail store

Delaware North was selected to operate the retail store at the Jackie Robinson Museum, which celebrated its grand opening in July 2022 at One Hudson Square in New York City. Delaware North, a retail and hospitality partner at 10 Major League Baseball ballparks, is managing the store on a break-even basis – donating profits back to the Jackie Robinson Foundation.

“We couldn’t think of a better partner than Delaware North, a first-class company with wide reach and a pioneer in the sports concessions industry,” said Della Britton, president and CEO of the Jackie Robinson Foundation. “We are truly grateful for the company’s ongoing financial support and its shared passion for publicizing Jackie Robinson’s story through engaging retail offerings.”

AUGUST 2022

Allianz Field shines during Major League Soccer All-Star Game

Allianz Field, home of Minnesota United FC in St. Paul, Minn., hosted the 2022 Major League All-Star Game, which matched MLS against Liga MX, Mexico’s top professional soccer division.

The three-day event, which culminated in the match, included a skills challenge, live music, interactive fan experiences and – of course – great food. In order to pull off the exciting event for nearly 20,000 soccer fans, the Delaware North Sportservice team at Allianz Field had onsite culinary and operational support from Target Field in Minneapolis, Progressive Field in Cleveland and Lambeau Field in Green Bay.





Travel

MAY 2021

Bourbon Library Bar & Grill opens at Lexington airport

With a focus on innovation, creativity and local flavors, Bourbon Library Bar & Grill – a full-service restaurant concept operated by Delaware North at Blue Grass Airport in Lexington, Ky. – opened in May 2021.

Open for breakfast, lunch and dinner, the Bourbon Library offers an authentic taste of Kentucky, with more than 90 varieties of locally distilled bourbon alongside a southern-inspired menu. Tapping into that extensive bourbon selection, Delaware North's culinary team worked with its partners at Patrick Henry Creative Promotions to create a menu of elevated bourbon-centric cocktails.



AUGUST 2021

New bar and market concept brings local flavors to Syracuse airport

Travelers passing through Syracuse Hancock International Airport (SYR) now have more dining and shopping options after Delaware North's Travel division opened a new bar and market concept in August 2021. Delaware North also opened an expanded Dunkin' Donuts restaurant at the airport.

SYReinity Bar + Market is located in the airport's Terminal A. Travelers can enjoy a wide selection of local wine and craft beer, and choose between sit-down meals or grab-and-go options.





AUGUST 2020

New market at Buffalo airport boosts variety and convenience

Delaware North in August 2020 amid the pandemic opened The Market on Elmwood, a new location at Buffalo Niagara International Airport. The sophisticated new customer-focused food and beverage concept features fresh, local options and a self-checkout system for speed and convenience.

The menu includes healthy selections such as grab-and-go salads and locally themed sandwiches – all made fresh throughout the day. It also has snacks and local candies, plus an array of packaged drinks. The full bar offers signature cocktails, wine and local beers.

SEPTEMBER 2021

'The Market on' concept lands at Richmond airport with local flavor

The Market on Broad, a Delaware North-developed travel concept, opened in early September 2021 at Richmond International Airport in Virginia. The opening marked the sixth iteration of "The Market on" concept that acts as a platform for local engagement and participation.

The Market on Broad immerses guests into the culture of Richmond, Va., with retail offerings that highlight local curators and vendors from around the Central Virginia region. The brand's signature black-and-white design is complemented by a colorful mural painted by renowned Richmond artists Kyle Harrell and Parris Allen. Travelers also get a taste of the town with regionally inspired drinks at the bar and food items such as Virginia Peanut Soup, the Sailor Sandwich and Richmond's unique BBQ.





SUMMER 2021

Wembley Stadium roars to life as host of Euro 2020

London's Wembley Stadium came roaring back to life after the pandemic to host the Union of European Football Associations (UEFA) Euro 2020 men's football championship tournament in June and July 2021. With only a few weeks to prepare to host the thousands of fans under an international spotlight, Delaware North's team delivered hundreds of thousands of meals to hungry fans.

The iconic stadium, where Delaware North has provided hospitality services since 2007, hosted a total of eight games, beginning on June 13 and ending with the tournament's final-round game between England and Italy on July 11, which drew more than 65,000 fans.



SUMMER 2021

The Anecdote debuts at Coventry Building Society Arena

The Anecdote, a new sports bar and restaurant developed by Delaware North's team in the U.K., opened its doors at Coventry Building Society Arena, the home of the Wasps rugby union club and Coventry City F.C. in Coventry, England, in summer 2021.

The restaurant space includes a double-sided bar serving a range of craft beers and cocktails, and is surrounded by numerous tables where group gatherings can be seated for food service. The menu features comfort classics with a modern twist. The Anecdote can serve up to 160 people at a time and boasts an array of widescreen TVs and interactive games, including shuffleboard and table football.





SUMMER 2022

Wembley Stadium sets stage for world's biggest concerts

Wembley Stadium in London, where Delaware North operates all hospitality services, hosted some of the world's biggest concerts in summer 2022. A total of 1.2 million guests streamed through the venue across 14 shows, including the Summertime Ball, "the U.K.'s biggest summer party," with a high-profile lineup that included Harry Styles, Ed Sheeran and David Guetta. The iconic venue also hosted Coldplay's six-night residency.

In addition to being synonymous with football in the United Kingdom, Wembley also hosted other major sporting events, including the sold-out World Heavyweight Championship in April, which drew 94,000 fans, and the most-attended Euro Finals game in recent history with 87,192 fans.

SUMMER 2022

London Stadium hosts summer concerts, adds 10 long bars

London Stadium in early summer 2022 hosted three back-to-back concerts, the first live music performances in three years due to the pandemic. The venue, where Delaware North operates food and beverage services and special events services, hosted rock bands Green Day, Fall Out Boy and Weezer on their Hella Mega Tour, followed by two nights of the Red Hot Chili Peppers. More than 192,000 guests attended the concerts over the three nights.

To improve the guest experience for London Stadium's large crowds, Delaware North built 10 new permanent long bars with a combined counter length of nearly 400 feet. The long bars add 70 points of sale and 200 beer taps to the existing space.



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