



## RETROSPECTIVE | 2023 HIGHLIGHTS



# 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.

## What's Next Happens Now

As we look back on another remarkable year at Delaware North, we are reminded of the privilege and responsibility of operating in some of the most special places in the world — from iconic national parks to storied sporting venues. Yet, our commitment extends far beyond these renowned locations.

Every day, our teams work tirelessly across all our locations—whether it's at our exciting gaming destinations, serving airport travelers on their journeys or wowing guests in their meals at Disney World—to provide exceptional service and memorable experiences. We are incredibly proud of our team members, whose dedication to putting our guests first has been the cornerstone of our success.

This past year, we have celebrated significant projects, openings and events, and we look forward to building on this momentum in the year ahead.



Delaware North CEOs Jerry Jacobs Jr., Lou Jacobs and Charlie Jacobs

A handwritten signature in black ink, likely belonging to Jerry Jacobs Jr.

A handwritten signature in black ink, likely belonging to Lou Jacobs.

A handwritten signature in black ink, likely belonging to Charlie Jacobs.



2023

## CHEFS® program reaches new heights in 2023

Delaware North's Culinary & Hospitality Excellence for Future Success (CHEFS®) program continued to expand and celebrate success throughout the year. In June 2023, Delaware North celebrated its inaugural cohort of 15 emerging culinarians successfully completing their 12-month CHEFS learning journey.

In collaboration with The Culinary Institute of America, more Delaware North executive chefs became ProChef® Certified Mentors, preparing them to work with emerging culinarians through the CHEFS program.

Since launching in 2022, more than 100 culinarians have been involved in the industry-leading educational development program through serving as executive chef mentors, emerging culinarians or alumni.





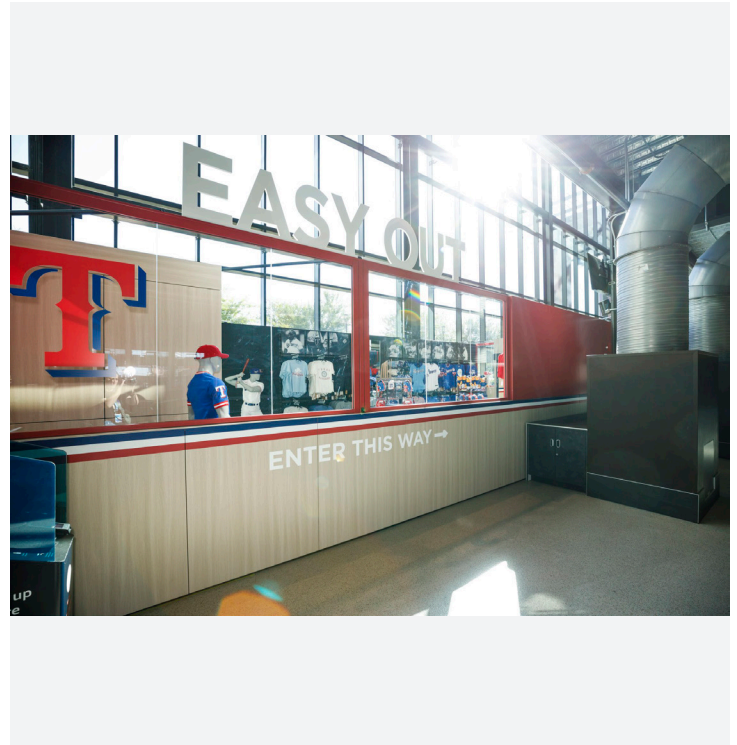
# ENTERPRISE

2023

## Autonomous shopping experiences on the rise in 2023

Delaware North in August opened a new store at Fort Lauderdale-Hollywood International Airport, The Market on Las Olas, which was the first location in a Florida airport to feature Amazon's checkout-free shopping platform. A month later, Australia's Marvel Stadium, where Delaware North operates food and beverage services, became the first venue in the Southern Hemisphere to introduce Amazon's Just Walk Out technology for frictionless shopping at two outlets known as The Runner.

In October, Delaware North debuted Major League Baseball's first checkout-free store for fan apparel at the Texas Rangers' Globe Life Field. At the new store, Easy Out powered by Amazon's Just Walk Out technology, Rangers fans can try on and buy their favorite jerseys, T-shirts, caps, clothing and other fan gear, and simply leave the store without standing in line to pay. Earlier in the year, Delaware North and the Rangers launched two Express Grill outlets with Just Walk Out technology and Amazon One so fans could grab an assortment of food and beverages quickly and get back to the game.



2023

## Workday launches to enhance employee experience

Workday, a best-in-class people management system, launched at North America locations in December, offering team members a one-stop shop for most people-related activities, and an intuitive and mobile-friendly environment on one global system.

Delaware North's leadership said: "Our team members want to save time and access our tools more easily, and that's exactly what they will do with Workday. This is a refreshing, welcome change and a major leap forward in people management technology. Workday will enhance our Strategic Imperative of Employee Experience and ultimately impact our business success."

A new day  
with Workday





# ENTERPRISE



**2023**

## Culinary Challenges showcase company camaraderie, food and beverage creativity

In 2023, Delaware North hosted two Culinary & Hospitality Challenges, friendly competitions between internal food and beverage leaders who work on teams to develop business cases for new concepts focused on the latest industry trends, such as plant-based and quick-service menus.

Each Culinary & Hospitality Challenge involve months of group work and preparation, and nearly 30 food and beverage team members come together for several days to create and present their menus for a panel of internal leaders and share their knowledge among peers throughout the company.

**APRIL 2023**

## 'Cocktails for a cause' raise funds for key organizations

Delaware North launched "Bee the Difference" at nearly all of its U.S. operating locations during Earth Month 2023, serving the Bee's Harvest Margarita alongside an interactive augmented reality experience to teach guests more about protecting the planet's pollinators.

Delaware North partnered with nonprofit organization The Bee Cause and amplified the company's environmental stewardship platform, GreenPath®, to educate guests and team members about the impact of pollinators. Following the promotion, Delaware North donated more than \$20,000 to The Bee Cause to support future education and programs.

In October, the company's Western New York locations offered the 716 Spritz, with \$1 from every beverage sale benefitting FeedMore WNY's capital campaign – supplementing Delaware North's \$1.25-million donation.





# ENTERPRISE



**JULY 2023**

## Delaware North and Oxford Pennant expand partnership to more national parks, airports

Delaware North and Oxford Pennant, a Buffalo-based company that designs and manufactures wool felt pennants and banners, expanded their partnership to offer merchandise at the company's Parks and Resorts lodging and retail locations nationwide, as well as at the Buffalo Niagara International Airport.

The products offered range from location-themed pennants and banners memorializing vacations and family trips at national parks to those that commemorate milestones in history, such as the launch of the Artemis I rocket and the 150th anniversary of Yellowstone National Park.

**SEPTEMBER 2023**

## Delaware North commits \$1.25 million to FeedMore WNY to address hunger in the area

In September, the company announced a \$1.25 million commitment to FeedMore WNY, officially kicking off the public phase of a capital campaign that will enable FeedMore to build a large facility and increase the impact of hunger-relief work in the community.

"FeedMore takes great care of Western New York's most vulnerable neighbors through a vast network of hunger relief efforts, but the needs of our community have outgrown the capacity of current facilities," said Delaware North CEO Lou Jacobs. "Delaware North is committed to partnering with FeedMore through this campaign to help meet the urgent needs of Western New York, and we're grateful to our community for joining us in this important mission."

Delaware North has supported FeedMore for nearly 30 years through donations and team member volunteer efforts.





OCTOBER 2023

## Amy Latimer appointed EVP and Chief Operating Officer of global business operations

Longtime Delaware North leader Amy Latimer was appointed executive vice president and chief operating officer of the company in October. Latimer, who has been with the company since 1995 serving in progressive leadership roles, most recently held dual roles as president of TD Garden and Delaware North's chief growth officer.

In her new role, based at Delaware North's global headquarters in Buffalo, N.Y., Latimer is responsible for Delaware North's business operations around the world, with accountability for driving performance at more than 200 high-profile locations. She succeeds longtime Delaware North executive Jim Houser, who retired at the end of 2023.



DECEMBER 2023

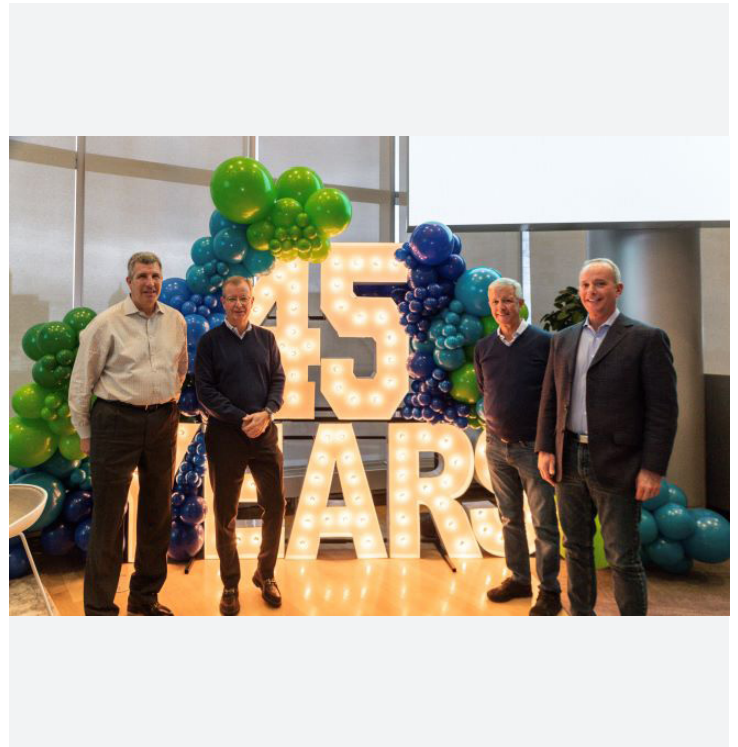
## Jim Houser, longtime Delaware North executive, retires after 45 years

Executive Vice President and Chief Operating Officer Jim Houser retired at the end of the year after 45 years with Delaware North.

His career journey began as a vendor at the former Cincinnati Reds' stadium and included a steady rise in the leadership ranks throughout many of the company's subsidiaries and corporate functions.

"This has not just been a job; it's been a career," Houser said at a retirement celebration held at the company's corporate headquarters. "There have been great opportunities for me throughout the years – which is something that makes Delaware North really special. I picked up a new skill and new knowledge with every job I took – it's really been a great 45 years."

In recognition of Houser's career, CEOs Jerry Jacobs Jr., Lou Jacobs and Charlie Jacobs announced that the company's leadership development program has been renamed the Jim Houser Pinnacle Leadership Academy.







# AUSTRALIA

**APRIL 2023**

## Mindil Beach celebrates 40th anniversary

Mindil Beach Casino Resort – Delaware North’s five-star gaming and entertainment destination in Darwin, Australia – in April celebrated its 40th anniversary with an evening of entertainment on the beachside lawns overlooking Fannie Bay.

The resort, which Delaware North acquired in 2019, has grown from a small casino and hotel with a handful of table games and slot machines into a sprawling entertainment complex with multiple restaurants, bars, accommodations, a bustling casino and lagoon pool with a white sand beach.

Mindil Beach Casino Resort is a major contributor to the regional economy, providing hundreds of jobs to residents and raising nearly \$60,000 annually for a wide variety of local charitable organizations.





# AUSTRALIA



## SEPTEMBER 2023

### Delaware North wins retail contract at the Melbourne Cricket Ground, adding to food and beverage services

Delaware North in September was awarded the contract to provide retail and merchandising services at the iconic Melbourne Cricket Ground (MCG) in Melbourne, Australia.

Under the contract, the company is redesigning the MCG Shop and match-day stands to provide immersive customer experiences that better showcase product lines for the leagues and clubs that play at the MCG, where Delaware North also has managed food and beverage hospitality services since 2022. Technology upgrades will substantially improve speed of service and increase transactions through self-service point-of-sale kiosks, mobile order and pay, and a new customized website featuring MCC/MCG-focused content and products.

## SEPTEMBER 2023

### Delaware North serves fans at first-ever NHL games in Australia

The National Hockey League (NHL) made its Southern Hemisphere debut in September, and Delaware North's team at Rod Laver Arena in Melbourne served fans attending two games between the Los Angeles Kings and the Arizona Coyotes.

Delaware North featured a menu of iconic American food items and fan favorites, including loaded hot dogs, corn dogs, walking tacos, poutine, Philly cheesesteaks, chicken wings, Southern fried chicken tenders, fresh popcorn and soft pretzels.



# AUSTRALIA

**DECEMBER 2023**

## Otherside Brewing touches down at Perth Airport

Otherside Brew Lounge debuted in Terminal 2 at the Perth Airport in December. The Brew Lounge, which Delaware North developed in partnership with Otherside Brewing Co., offers travelers a unique airport hospitality experience, featuring live music, quality local craft beer and a frequent flyer visitation program.

A locally curated and sourced menu was created for the lounge, offering guests a genuine taste of Western Australia's food scene, along with the ability to order beers for home delivery upon their return. The venue also showcases the region's culture, with rotating installations from local artists and a state-of-the-art audio-visual experience.



**JANUARY 2023**

## Delaware North offers world-class hospitality at Australian Open

Australia's iconic sporting event – the Australian Open tennis championships – bounced back in a big way in January, with Delaware North once again 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.







**JANUARY 2023**

## Delaware North and TD Bank extend TD Garden naming rights through 2045

Delaware North, owner and operator of TD Garden, together with the venue's naming rights partner, TD Bank, in January announced a historic 20-year naming rights extension that keeps the beloved landmark and arena name as TD Garden through 2045.

TD Bank has been the exclusive naming rights partner of the storied venue since July 1, 2005. The agreement was set to expire in 2025, but this early naming rights extension adds another 20 years to the existing relationship. In addition, TD Bank has renewed its status as the official bank of the NHL's Boston Bruins, owned by Delaware North Chairman Jeremy Jacobs, through 2045.

"We are proud to continue our partnership with TD Bank as they share our pride in providing a best-in-class experience for our fans, teams and long-term commitment to our community," said Delaware North CEO Charlie Jacobs.





# BOSTON



APRIL/MAY 2023

## TD Garden hosts NHL and NBA playoff games

After exciting seasons for the Boston Bruins and Celtics, TD Garden hosted multiple playoff games for both teams. It was one of only four arenas in 2023 to have both NHL and NBA home teams in the playoffs.

TD Garden and The Hub on Causeway were decked out for the occasion, with balloons, banners and other playoff décor, as well as the return of the Boston Playoff Hub, closing Canal Street to vehicle traffic during games and allowing drinking and dining establishments to expand their outdoor seating.

New Celtics and Bruins retail gear debuted for each series, along with specialty food offerings from the company's Sportservice division.

DECEMBER 2023

## TD Garden named no. 6 highest grossing venue worldwide

Delaware North-owned-and-operated TD Garden, home of the Boston Bruins and the Boston Celtics, in December was named the sixth-highest grossing concert venue in the world by Billboard and Pollstar among indoor arenas with at least 15,000 seats. In 2023, TD Garden set a record by hosting 50 concerts in addition to over 200 special events and home games for the Boston Bruins and Boston Celtics.

"Earning a spot among the world's top grossing arenas is an amazing milestone," said Glen Thornborough, president of TD Garden and chief operating officer of the Boston Bruins. "We had a record-breaking year of concerts, and we are proud of the diverse shows we were able to offer. This achievement is a testament to the unwavering support of our fans, the dedication of our talented arena staff, and the energy that fills TD Garden night after night."





2023

## Boston Bruins celebrate centennial season

The Boston Bruins, owned by Delaware North Chairman Jeremy Jacobs, crafted special events and initiatives for the 2023-24 NHL season as part of the team's centennial celebration.

From content and storytelling to celebrations with fans, community and legacy programming and an exclusive merchandise collection, the Boston Bruins' Centennial – being celebrated under the theme “Blood, Sweat & 100 Years” – celebrates the team's rich history while setting the foundation for the next 100 years of Bruins hockey. The Bruins are the first U.S.-based NHL club and third club overall to reach the centennial milestone.

The events kicked off in September 2023 with the unveiling of the club's all-new centennial jerseys and merchandise collection, followed in October by a Heritage Homecoming Week – including a black-tie Centennial Gala and the announcement of the Bruins' All-Centennial team – with many additional events scheduled throughout 2024.







#### FEBRUARY 2023

### Southland Casino Hotel captures attention, awards after \$320 million expansion

Southland Casino Hotel, in West Memphis, Ark., solidified its place as the premier Mid-South gaming and entertainment destination, receiving several awards and garnering extensive media coverage in 2023.

The resort won 17 Casino Player magazine Best of Gaming awards, was voted the best casino in the Memphis, Tenn., region and was selected by the Memphis Grizzlies to host their NBA Draft party.

Southland was also featured in Casino Player, Arkansas Money & Politics, Little Rock's AY Magazine, Travel Noir and Huntsville Magazine in Alabama.





# GAMING



**JUNE 2023**

## Daytona Beach Racing & Card Club celebrates 75th anniversary with promotions and tournament

Daytona Beach Racing & Card Club celebrated its 75th anniversary in June with a weekend of events, including promotions, live music and a special edition of its Great American Poker Tournament series.

Since acquiring the facility in 1987, Delaware North has played an important role in securing its future, adding poker to the property and constructing the current facility, which was the first building in Volusia County to achieve LEED Gold Certification.

**OCTOBER 2023**

## Gate City Casino completes rebranding and expansion to become leading gaming destination in New Hampshire

Boston Billiard Club & Casino in New Hampshire was rebranded as the Gate City Casino to pay homage to its location in Nashua and reflect its major expansion as a leading gaming destination in the state and Greater Boston region. Since acquiring the property in 2022, Delaware North has opened a newly expanded poker room, added more than 500 historic horse racing gaming machines and opened a DraftKings Sportsbook.

The completion of the expansion allows the casino – designated as a charitable gaming facility in N.H. that contributes a substantial portion of its daily gaming proceeds to local nonprofit 501(c)(3) organizations – to increase its investment in the community.



# GAMING



**JUNE/DECEMBER 2023**

## Aristocrat Gaming Lounge™ debuts in West Virginia

Delaware North, in 2023, partnered with Aristocrat Gaming™, a global leader in designing and manufacturing casino games, to open two Aristocrat Gaming Lounges™.

The lounges, located at the company's Wheeling Island Hotel-Casino-Racetrack and Mardi Gras Casino & Resort, are the first collaboration of this kind in the West Virginia region.

The Aristocrat Gaming Lounge concepts create a one-of-a-kind experience, offering patrons a premium room with highly sought-after slot game titles, a comfortable atmosphere and themed décor.

**NOVEMBER 2023**

## Delaware North opens reimagined restaurant, 'indulge at Hamburg Gaming'

In November, Delaware North opened "indulge at Hamburg Gaming," a redesigned restaurant in the space of the former buffet restaurant. The new restaurant features menus that cater to the top-three-requested food styles: fried, comfort and grilled foods.

Guests can now place their orders from self-service kiosks, pick up fresh-cooked food and eat in the reimagined dining room, which is open to the gaming floor with a new modern look. The culinary team curated a menu that includes Western New York favorites, such as beef on weck and Buffalo chicken wings, along with various salads, burgers, pizzas and sandwiches.





# GAMING

## DECEMBER 2023

### Miami Valley Gaming celebrates 10th anniversary, announces over \$90,000 in charitable donations

Miami Valley Gaming, the company's joint venture with Churchill Downs Inc., in December commemorated its 10th anniversary with a monthlong celebration, featuring cash drawings totaling over \$1 million, parties, live music, DJs and food and beverage specials.

Miami Valley Gaming leaders were joined by state and county representatives during the celebration and announced over \$90,000 in charitable donations to seven local organizations. Since opening in 2013, Miami Valley Gaming has focused on investing back into the local community, donating over \$4.6 million to local organizations.



# PARKS & RESORTS

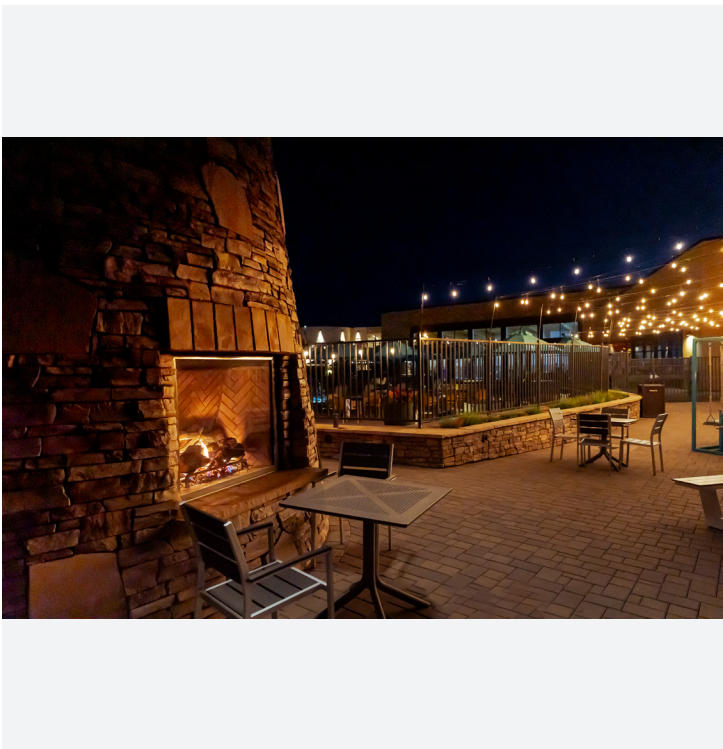
**JANUARY 2023**

## Squire Resort at the Grand Canyon grows Parks and Resorts portfolio

Delaware North in early January announced its continued expansion in the parks and lodging sector through the acquisition of the Squire Resort at the Grand Canyon, a part of the Best Western Signature Collection.

The 322-room hotel and resort is perfectly situated in Tusayan, Ariz. – only 7 miles from the South Rim entrance of Grand Canyon National Park, making it one of the closest lodging options to the park.

The charming desert property boasts five food and beverage offerings, including a fine-dining restaurant and a casual eatery, along with a banquet facility. The property also features both an indoor and outdoor pool, a fully equipped fitness center, a bowling and arcade area and employee housing.





# PARKS & RESORTS

**JUNE 2023**

## Tenaya at Yosemite welcomes guests after rebranding, enhancing resort

Following a rebrand in 2022 to better reflect the overall amenities the resort offers, Tenaya at Yosemite, Delaware North's luxury resort outside of Yosemite National Park, welcomed guests in 2023 with additional resort enhancements, including a complete renovation of the lodge's lobby, and activities, such as guided night hikes, panning for minerals, gemstones and gold, bike rentals and an 18-foot climbing wall.

The resort also launched a revamped bus tour program, Yosemite 360 Bus Tours, with a new fleet of all-terrain, all-weather buses and expanded, custom-curated tour options.



**JUNE 2023**

## Delaware North to continue providing retail, food and beverage services at Yellowstone National Park

The National Park Service, in June, awarded Delaware North a new 15-year contract to continue operating food and beverage and retail services at the 11 Yellowstone General Stores in Yellowstone National Park.

The company has operated the stores since 2003, providing a wide range of retail, food and beverage products, and dining outlets to the millions of guests that visit the park annually. The general stores range in size from 900 to 9,300 square feet, spread across the 3,471 square miles of Yellowstone National Park, and employ more than 500 people each summer.



# PARKS & RESORTS



**JULY 2023**

## New Welcome Center at Niagara Falls State Park features food and retail spaces

In July, Delaware North opened the Taste of Niagara Food Court and Shops at Niagara in the Ralph C. Wilson Jr. Welcome Center at Niagara Falls State Park. Food and beverage offerings feature local Taste N.Y. vendors, such as Wardynski's, Costanzo's Bakery and DiCamillo Bakery, while retail offerings include exclusive merchandise from brands such as Champion, Cotopaxi and Oxford Pennant.

The Top of the Falls Restaurant on Goat Island at the park also reopened with a brand-new look and feel, including a new menu featuring more local flavors.

The Welcome Center and restaurant improvements were part of the first phase of Delaware North's commitment of more than \$12 million in capital investments to enhance the dining and retail experiences at the park over the next several years. Delaware North has operated at the park since 1995 and will continue doing so through 2035, after being awarded a new 13-year contract in 2022.

**JULY 2023**

## Kennedy Space Center Visitor Complex becomes Certified Autism Center, paving the way for inclusive experiences for autistic and sensory-sensitive guests

Kennedy Space Center Visitor Complex partnered with the International Board of Credentialing and Continuing Education Standards (IBCCES) to become a Certified Autism Center™ in 2023.

To achieve this certification, the visitor complex team completed training to better understand and welcome autistic and sensory-sensitive visitors. Several new features and services, such as on-site sensory guidance, designated low-sensory areas and a sensory guide, are also available to ensure an inclusive and enjoyable experience for all guests.





# PARKS & RESORTS

**DECEMBER 2023**

## Blue Origin exhibit opens at Kennedy Space Center Visitor Complex

Kennedy Space Center Visitor Complex, which Delaware North operates for NASA on Florida's Space Coast, opened its first permanent, interactive Blue Origin exhibit, an immersive virtual experience that mimics the New Shepard rocket capsule's journey above the Karman Line, the internationally recognized boundary of space.

The exhibit features flight seats and virtual reality headsets for guests to wear during the 4-minute immersive journey through the full rocket launch cycle, from takeoff to return to Earth. The experience was developed with collaboration between scientists, engineers and producers, giving guests a high-quality experience and inspiring a new generation of space enthusiasts.





**MAY 2023**

## Patina Restaurant Group aces 2023 PGA Championship

Delaware North's Patina Restaurant Group elevated the culinary experience for the nearly 225,000 attendees at the sold-out 2023 PGA Championship, held at Oak Hill Country Club in Rochester, N.Y.

Preparation for the seven-day event began nearly 18 months prior and included curation of menus for concession markets and premium spaces in addition to coordination of the transportation logistics specific to the course.

The team of about 700 was supplemented by more than 110 Delaware North managers and key leaders from airports, casinos, sports venues, restaurants and corporate who traveled from all over the United States to contribute to the event's success.





# PATINA RESTAURANT GROUP

**NOVEMBER 2023**

## Patina Restaurant Group's catering arm shines at star-studded LACMA Art & Film Gala

Delaware North's Patina Restaurant Group put on a show-stopping event in November 2023 at the Los Angeles County Museum of Art (LACMA) Art + Film Gala attended by more than 600 guests.

The food and beverage experience, which included passed hors d'oeuvres, wine and cocktails, a multicourse seated dinner and after-dinner drinks and desserts, was executed with the highest quality of service.



**2023**

## Guest experience soars at Space 220

Space 220, managed by Delaware North's Patina Restaurant Group at Walt Disney World's Epcot in Florida, made headlines for continuing to surprise and delight guests of all ages.

Space 220 launched an award-winning brand campaign in 2023 that included new food and beverage items, interactive menus, collectible trading cards and more – special touches that make the restaurant popular among Disney fans and foodies. To celebrate its second anniversary in September 2023, Space 220 unveiled new signature cocktails and mocktails, including the Black Hole Fashioned, Galaxy Spritz and Moon Rocks.



# PATINA RESTAURANT GROUP

**2023**

## Patina 250 continues popular Guest Chef Series

Delaware North's Patina 250, located at corporate headquarters in Buffalo, in 2023 continued its Guest Chef Series, which highlights local chefs and flavors.

To bring the series to life, Patina 250 partnered with Curate Kitchen, which connects professional chefs and guests with tailored hospitality experiences. Executive Chef Evan Wargo collaborates with local culinary talent to create delicious and memorable dishes for attendees of the event.

Four installments of the Guest Chef Series were held in 2023, featuring a plant-forward menu inspired by classic hip-hop songs; an innovative take on classic Polish dishes; a traditional Colombian menu embracing locally abundant ingredients; and farm-to-plate dishes inspired by local producers and purveyors across Western New York.





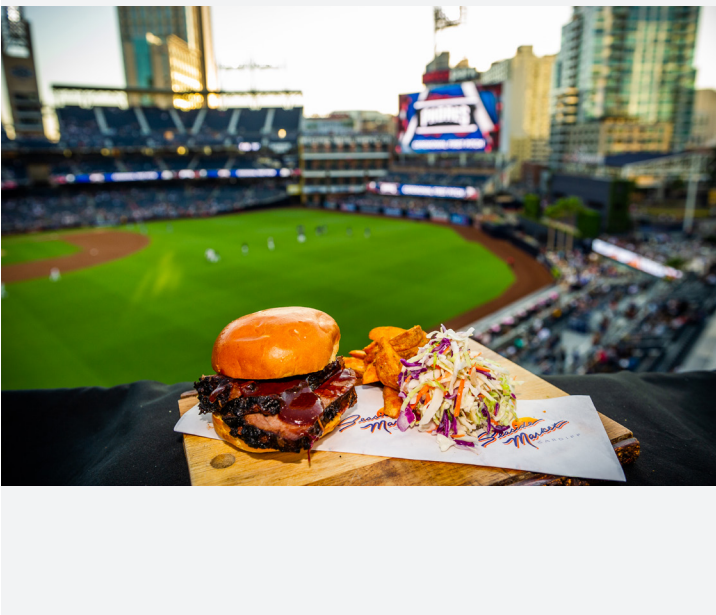


**JANUARY 2023**

## Delaware North and San Diego Padres extend partnership at Petco Park

Delaware North Sportservice and MLB's San Diego Padres in early 2023 agreed to terms on a 10-year contract extension through the 2036 season.

As part of the agreement, Delaware North – which has operated concessions, premium dining and retail services at Petco Park since its inaugural season in 2004 – will make a number of capital improvements to its operations and fan amenities at the ballpark.



## APRIL 2023

### Innovative menu items, new partnerships and convenient technology solutions take flight at Delaware North's 10 MLB locations

Delaware North's Sportservice division kicked off the 2023 MLB season in April with the introduction of an array of new menu items, innovative technology solutions and the latest in fashion and merchandise.

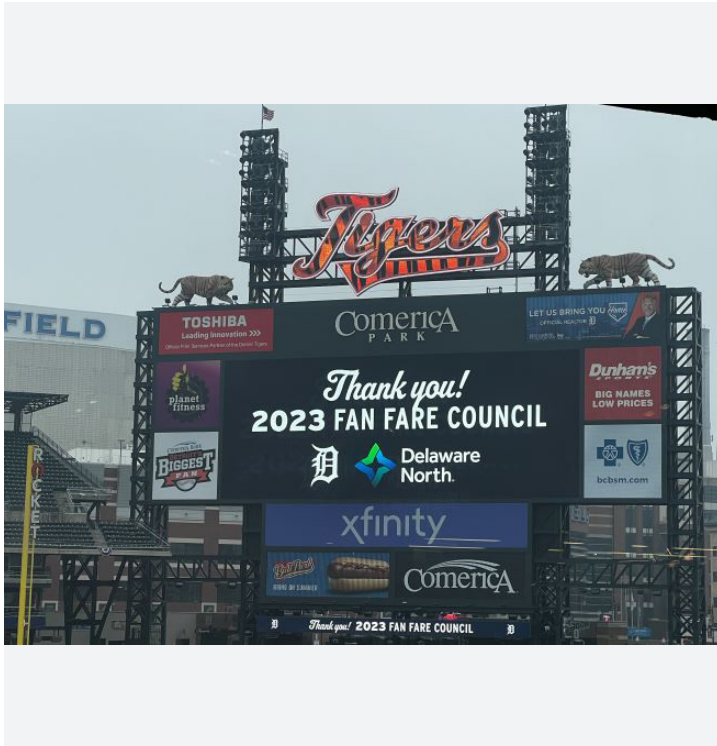
New food offerings included a variety of locally focused menu items along with creative twists on iconic ballpark staples. Exclusive merchandise options, featuring fashion-forward items from local partnerships, also debuted at several locations.

With a focus on improving the guest experience by reducing wait times, several new fan-facing technology solutions, including mobile ordering, self-service kiosks and autonomous markets, were introduced across the company's locations, allowing fans to catch more of the on-field action.





# SPORTSERVICE



**JULY/DECEMBER 2023**

## Customer feedback helps shape food and beverage offerings at arenas

A new concept, the Fan Fare Culinary Council, created by Delaware North's Customer Insights team, debuted in 2023 within the company's Sportservice division. The event gives fans the opportunity to sample a variety of menu options, both current and new, and provide their feedback on the items. The goal is to enhance the quality and assortment of food and beverage offerings through consistent engagement with loyal fans.

Two Fan Fare Culinary Councils were held in 2023, one in July at Comerica Park in Detroit and one in December at KeyBank Center in Buffalo, with additional stops planned for future dates.

**NOVEMBER 2023**

## Delaware North fuels championship run as Texas Rangers claim World Series title

For the first time in the franchise's 52-year history, the Texas Rangers were crowned World Series Champions in 2023. Delaware North, the team's foodservice and retail partner at the Rangers' Globe Life Field, was there to fuel the championship run with elevated fare and postseason merchandise for every round, receiving accolades from multiple media outlets for their efforts.

In addition to several culinary additions for the postseason, Delaware North debuted a new retail store, Easy Out. The store, featuring Amazon's Just Walk Out technology and Amazon One, offers customers an assortment of jerseys, T-shirts and specialty retail items.







**FEBRUARY 2023**

## Delaware North unveils Summer House Santa Monica, five other concepts at Orlando airport

Delaware North in February reached a milestone in its Orlando International Airport operations: The final piece of the company's six-outlet foodservice program – Summer House Santa Monica – opened in the all-new Terminal C.

Summer House Santa Monica, at 7,027 square feet, offers multiple dining options and service styles, including full-service dining; a bar; grab-and-go options for breakfast, lunch and dinner; and a market that will dish out the restaurant's signature cookies, pastries and more. In September 2022, Delaware North and joint-venture partners Superior Hospitality and Sweet Mango Hospitality opened five of their six food and beverage outlets within the new terminal, including a mix of proprietary concepts and national brand partnerships.





# TRAVEL

**JUNE 2023**

## A local favorite, Palladino Farms, lands at Syracuse Airport

Travelers passing through Syracuse Hancock International Airport now can enjoy fresh, locally sourced cuisine at a new concept launched by foodservice partner Delaware North featuring Palladino Farms. The restaurant has a menu that highlights the flavors of Central New York, reflecting the rich heritage of the region.

The restaurant, open for breakfast, lunch and dinner, offers a full-service bar featuring a variety of craft beers and seltzers, including those brewed at the Palladino family's Heritage Hill Brewery – along with wines and spirits.



**NOVEMBER 2023**

## Delaware North expands offerings at Fort Lauderdale airport

Delaware North introduced an array of new food and beverage operations at Fort Lauderdale-Hollywood International Airport, including Bonefish Grill, The Market on Las Olas and the Topo Chico Hard Seltzer Cantina.

The 115-seat Bonefish Grill restaurant caters to travelers looking to enjoy top-notch service, fresh seafood dishes and a full bar featuring beer, wine and cocktails. The chef-inspired menu includes options for children, breakfast, lunch and dinner.

Travelers looking for a quick and convenient experience can select from a wide variety of grab-and-go items, including sandwiches, chips, snacks and packaged beverages, without waiting to checkout at The Market on Las Olas, powered by Amazon's Just Walk Out technology. Topo Chico Hard Seltzer Cantina also made its debut, offering guests a variety of Topo Chico hard seltzers, along with beer, wine and cocktails.

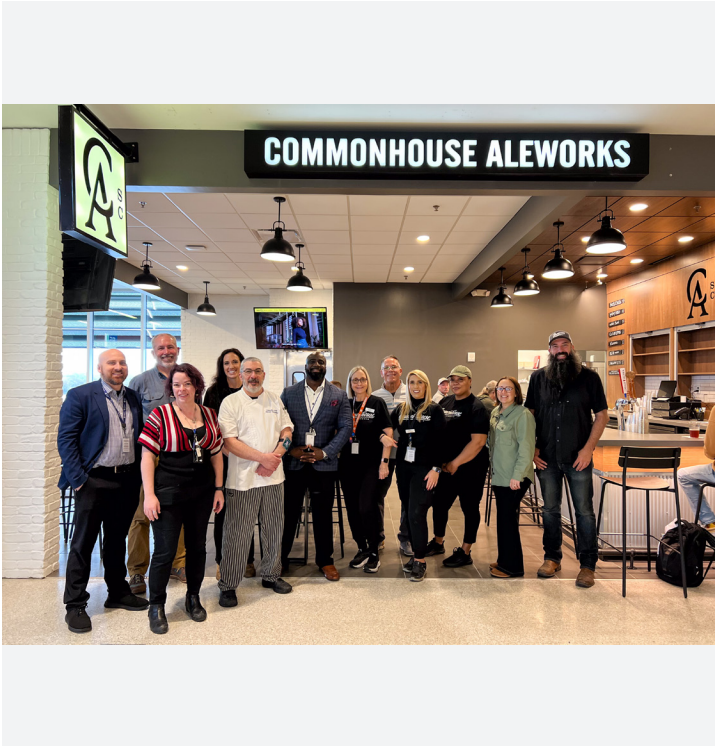


**NOVEMBER 2023**

## New brewery outpost brings local flavors to Charleston airport

A popular North Charleston brewery, Commonhouse Aleworks, opened an outpost at the Charleston International Airport in November, thanks to Delaware North. The new restaurant features more than 1,250 square feet, complete with six taps of Commonhouse's craft brews, an elevated pub fare menu and an expanded patio space.

Commonhouse Aleworks is located near Gate B5 and is open daily from 4 a.m. to the last arriving flight.







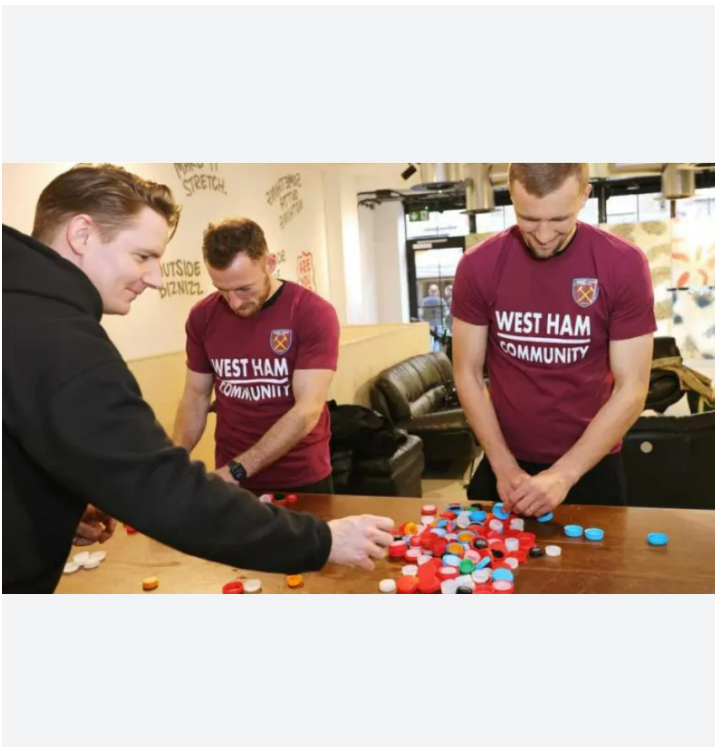
# UNITED KINGDOM

**MARCH 2023**

## Global Recycling Day kicks off new recycling program at London Stadium

The team at London Stadium partnered with West Ham United F.C. to collect bottle caps and other recyclable material disposed of by fans ahead of Global Recycling Day in March.

Following the campaign, players from West Ham visited a local plastic recycling shop to learn more about recycling and help turn the old plastic bottle tops into new objects, including combs, coasters, spinners and bottle top openers.





# UNITED KINGDOM

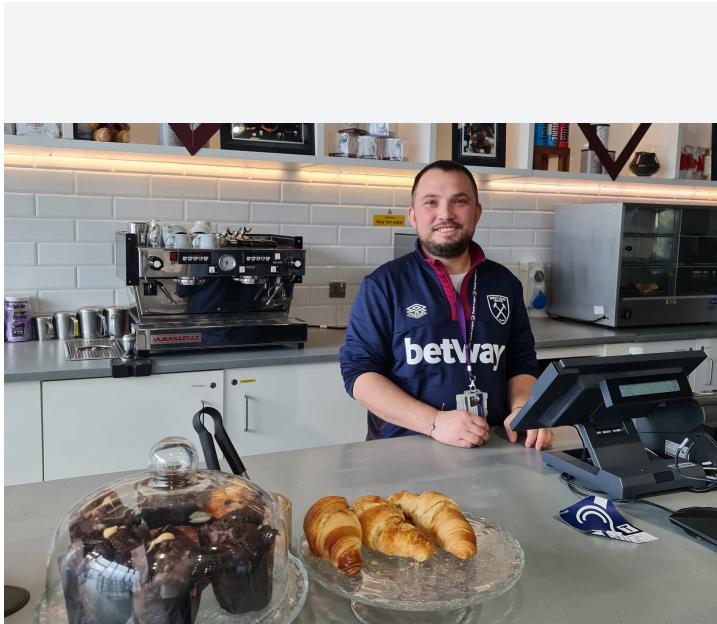
**APRIL 2023**

## Sustainability initiatives at London Stadium reduce food waste, help the community

After recognizing the need to find a better way to reduce waste from surplus food, the team at London Stadium, where Delaware North has operated food, beverage and special event services since 2015, found a solution by partnering with Too Good To Go.

Through this partnership, the West Ham United Coffee Co. Café sells bags of surplus food filled with pastries, sandwiches and cakes several days a week, resulting in a 70% reduction in food waste.

London Stadium has implemented several additional sustainability initiatives, including going paperless at restaurants by using tablet technology for menus and ordering; partnering with recycling company Bywaters to turn unused coffee grounds into coffee logs; and debuting new uniforms for team members made from fully recycled materials.

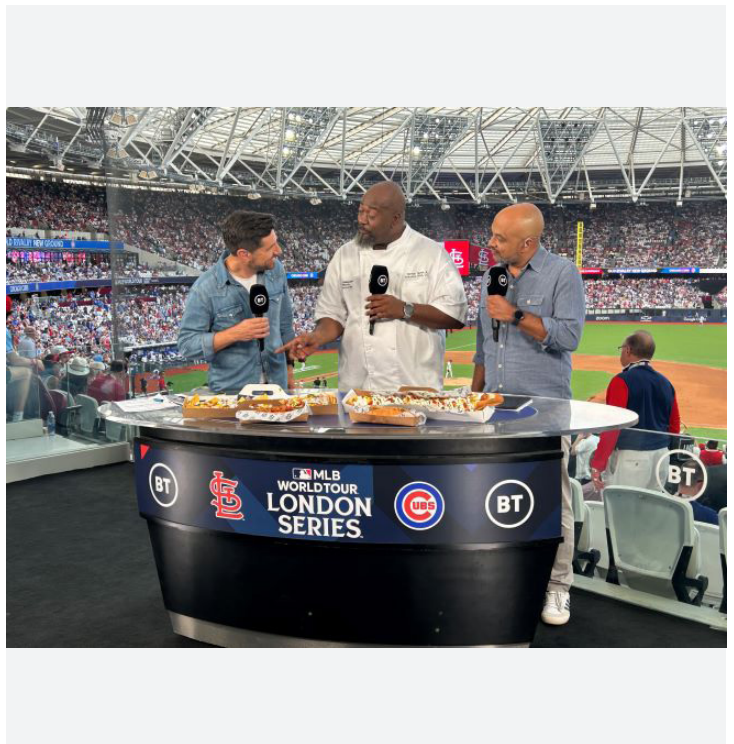


**JULY 2023**

## MLB London Series gets a taste of American ballpark fare with Delaware North's food and beverage

London Stadium, where Delaware North operates foodservice, hosted the two-day MLB World Tour: London Series 2023 between the Chicago Cubs and St. Louis Cardinals.

To bring the true taste of the American ballpark experience, two "Boomtown" zones were created in the general concession areas – one branded for the Cardinals and the other for the Cubs – and featured Delaware North's signature 2-foot-long Boomstick hot dog, 2-foot-long Boomstick Nachos and a variety of sausages and hot dogs unique to each respective city. The event received overwhelmingly positive feedback from attendees.





# UNITED KINGDOM

**OCTOBER 2023**

## American football and food on full display at Wembley Stadium

The National Football League (NFL) International Series kicked off in London in October at Wembley Stadium, where Delaware North has provided food and hospitality services since 2007. In developing the menu for the series, the culinary team at Wembley Stadium consulted with the team at EverBank Stadium in Jacksonville, Fla., home of the Jacksonville Jaguars, where Delaware North also operates concessions and premium services.

The Delaware North U.K. team served over 77,000 guests during the game, offering hot dogs, signature burgers, classic nachos and chicken tenders and wings.



# CONTACT

**GLOBAL HEADQUARTERS**  
Delaware North  
United States

250 Delaware Avenue  
Buffalo, NY 14202  
T: 716-858-5000  
E: [webinfo@delawarenorth.com](mailto:webinfo@delawarenorth.com)

---

**HEADQUARTERS**  
Delaware North  
Australia & New Zealand

380 Docklands Drive, Level 5  
Docklands, VIC 3008, Australia  
T: +61 3 9413 6200  
F: +61 3 9429 3992  
E: [DNAreception@delawarenorth.com](mailto:DNAreception@delawarenorth.com)

**HEADQUARTERS**  
Delaware North  
United Kingdom

2nd Floor, Capital Court  
30 Windsor Street  
Uxbridge  
Middlesex  
UB8 1AB  
T: 020 845 35060  
E: [uk@delawarenorth.com](mailto:uk@delawarenorth.com)

## Doing Business with Delaware North

We at Delaware North recognize that we wouldn't be a global leader in hospitality and food service without the support and cooperation of our business partners across the globe. If you would like to contact Delaware North regarding a potential business opportunity at your venue or location, please email [webinfo@delawarenorth.com](mailto:webinfo@delawarenorth.com).

## Guests and Customer Service

If you are a guest needing to contact one of our management team members, please email [webinfo@delawarenorth.com](mailto:webinfo@delawarenorth.com).

## Current Employee Associates

If you are a current employee, please visit the [HR Helpdesk](#) for important associate information.

## Media or Public Relations Assistance

Members of the media or individuals seeking information on Delaware North's global citizenship efforts, [Media/Public Relations Assistance](#).