



About Delaware North Companies

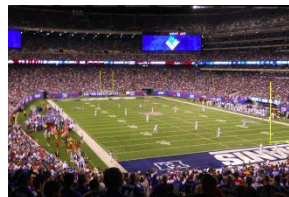
Delaware North Companies is one of the world's leading hospitality and food service companies. The company's 60,000 associates provide outstanding service at more than 200 venues in the United States, Canada, United Kingdom, Australia, New Zealand and Asia. With revenue exceeding \$3 billion, Delaware North is one of the largest and most admired privately held companies in the United States.



In 2015, Delaware North is celebrating its 100th anniversary and moving in to a new global headquarters in Buffalo, N.Y. A pioneer in the sports concession business, the company began in 1915 when three young brothers from Buffalo began selling concessions at parks, theaters and minor league baseball parks. The legacy endures through Chairman and CEO **Jeremy Jacobs**, a son of one of the Jacobs brothers, and his three sons, Jerry Jr., Lou and Charlie, all principals of the company. Jeremy Jacobs is also the owner of the 2011 Stanley Cup Champion **Boston Bruins** and chairman of the National Hockey League's board of governors.

In total, the company serves half a billion customers in high-profile venues ranging from luxury hotels to sports stadia and some of the busiest airports in the world. Its world-class marketing organization has created a customer-centric mindset that fully leverages the company's customer base for promotions, sales efforts and brand partnerships. In fact, its partnerships with global brands are among the best in the industry.

Today, through its family of companies, manages and provides food and beverage dining, entertainment, lodging, and retail at special places. These include sports stadiums, complexes, national parks, airports, and



Delaware North concessions, premium many large venues and entertainment casinos.

Delaware North Companies **Sportservice**, its original division, provides retail and food service, including fine dining, at more than 55 sports and entertainment venues such as MetLife Stadium in New Jersey, Lambeau Field in Green Bay and Busch Stadium in St. Louis. In addition, Delaware North jointly operates the Grand Ballroom of the iconic Plaza Hotel in New York City. Sportservice has served an impressive collection of sporting events and clients, including the Super Bowl, World Series, the National Hockey League and Major League Baseball's All-Star Games, Stanley Cup Championships and the Olympic Games. From introducing healthy, organic

food selections and creative cuisine to twists on the traditional fare, Sportservice continues to innovate and enhance the fan experience.

Delaware North Companies **Travel Hospitality Services** is one of the world's leading airport food service and retail companies. Through contracts at major U.S. airports and several toll plazas, Travel Hospitality Services manages 300 restaurants and retail stores and serves more than 350 million customers each year. At nearly 70 years old, the company is one of the oldest in the Delaware North family and a respected member of the travel industry. Its Gateway Concept revolutionized U.S. airports by transforming them into harbingers of the sights and sounds of the host cities.

Delaware North Companies **International** award-winning operations in Australia, New Kingdom and Singapore. Its special brand of service can be found in airports, railway entertainment venues, and cultural centers. Stadium, Emirates Stadium and the given Delaware North's growing international division a well-deserved reputation for handling large-scale events at premier properties.



manages the company's Zealand, the United hospitality and food stations, sporting and Its contracts at Wembley Australian Open have



Delaware North Companies **Parks & Resorts** provides hospitality, lodging, retail and food service at some of the nation's most treasured destinations, including Yosemite National Park and Kennedy Space Center Visitor Complex. Delaware North manages historic resorts such as The Ahwahnee at Yosemite, the Gideon Putnam Resort and Spa in Saratoga, N.Y., and owns and manages Tenaya Lodge at Yosemite. In 2009 the company purchased five luxury resorts in Australia, including Lizard Island on the Great Barrier Reef. They are managed by the

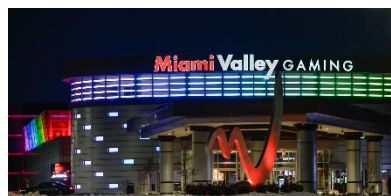
Parks & Resorts division.



Delaware North Companies **Boston** is one of the nation's premier providers of world-class entertainment and hospitality experiences. As the owner/operator of **TD Garden**, the company serves more than 2.5 million visitors each year, more than 200 days a year. Home to the NHL's Boston Bruins and NBA's Boston Celtics, the arena is one of the few multitenant facilities in the United States and arguably

among the best venues of its kind in the world. The company's operations also include the 2011 Stanley Cup Champion Bruins, owned by Jeremy Jacobs.

Delaware North Companies one of the most innovative the country, owning and/or destination casinos and with added amenities such machines, poker rooms, shops and lodging. The



Gaming & Entertainment is gaming and racing operators in operating successful regional specializing in racing venues as table games, video gaming full-service restaurants, retail company operates gaming and

hospitality services at locations in New York, Illinois, Florida, West Virginia, Arkansas, Oklahoma and Ohio.

Patina Restaurant Group is a leader in the the restaurant and catering industry. Patina, a which was acquired by Delaware North in 2014, operates manages catering and food service operations at in high-profile cultural and entertainment City, California, and Orlando, Fla. Among them Center®, Lincoln Center, Walt Disney World®, Disney Concert Hall, the Empire State Building, Grand Central Station/MetLife Building and Madison Square Garden.



premium segment of majority share of

restaurants and landmark locations venues in New York are: Rockefeller

Disneyland®, Walt



Delaware North's culinary team is guided by **Certified Master Chef Roland Henin**, a former mentor to renowned chef Thomas Keller. Delaware North operates iconic restaurants such as the Ahwahnee at Yosemite National Park and fine dining at sports stadiums in the United States, United Kingdom and Australia. The company's more than 150 professional chefs are required to have the appropriate level of American Culinary Federation certification.

Delaware North Companies' proprietary **GuestPath**® customer service and guest relations program has been implemented at all of its operations – from sports and entertainment venues to national parks and scenic resorts to airport restaurants and retail stores. GuestPath® reflects Delaware North's commitment to providing every customer with a memorable experience and to empowering the company's associates with the knowledge and skills they need to deliver first-rate customer service. This intensive program is supported by customer e-surveys, quality assurance audits and comprehensive service training.

Delaware North Companies' is highly regarded for its corporate social responsibility. Its focus on healthy eating, community partnerships and stewardship has earned it top honors by numerous organizations around the globe.

GreenPath® program is an award-winning management system and stewardship protecting natural resources and increasing the company's operations. Delaware North environmental stewardship efforts in the Yosemite National Park and was the first company to achieve registration to the ISO environmental programs. Today Delaware implement GreenPath throughout its entertainment and sports venues and airport stores. The company also uses Leadership Environmental Design (LEED) standards in all construction projects.



Its proprietary environmental program aimed at the sustainability of began its early 1990s at U.S. hospitality 14001 standard for North is working to operations, including restaurants and retail in Energy and

Delaware North Companies Sportservice

- Oriole Park at Camden Yards (MLB Baltimore Orioles)
- Agganis Arena (Boston University)
- AutoZone Park (Memphis, Tenn.; Minor league baseball Memphis Redbirds)
- Bank of America Stadium (NFL Carolina Panthers)
- U.S. Cellular Field (MLB Chicago White Sox)
- Soldier Field (NFL Chicago Bears)
- Great American Ball Park (MLB Cincinnati Reds)
- Progressive Field (MLB Cleveland Indians)
- Xfinity Center (Mansfield, Mass.)
- Comerica Park (MLB Detroit Tigers)
- Dunkin Donuts Center (AHL Providence Bruins)
- Telus Field (NHL Edmonton Capitals)
- First Niagara Center (NHL Buffalo Sabres)
- Camelback Ranch (Spring Training home of MLB Chicago White Sox and LA Dodgers)
- Glendale Park 'n Swap & Expo (Glendale, Ariz.)
- Metro Bank Park (Minor league baseball Harrisburg Senators)
- Joker Marchant Stadium (Spring Training home of MLB Detroit Tigers)
- Sporting Park (MLS Sporting Kansas City)
- Howard L. Lamade Stadium (Little League World Series)
- Little Rock Expo Center (Jacksonville, Ark.)
- Lambeau Field (NFL Green Bay Packers)
- Maryvale Stadium (Spring Training home of MLB Milwaukee Brewers)
- Memphis Park 'n Swap (Hot Springs, Ark.)
- MetLife Stadium (NFL New York Giants and New York Jets)
- Miller Park (MLB Milwaukee Brewers)
- Myrtle Beach Park 'n Swap (Myrtle Beach, S.C.)
- Target Field (MLB Minnesota Twins)
- Bridgestone Arena (NHL Nashville Predators)
- Nationwide Arena (NHL Columbus Blue Jackets)
- Phoenix Park 'n Swap (Phoenix, Ariz.)
- Plaza Hotel Grand Ballroom (New York City)
- Ralph Wilson Stadium (NFL Buffalo Bills)
- Red Bull Arena (MLS New York Red Bulls)
- Roger Dean Stadium (Spring Training home of MLB St. Louis Cardinals and Florida Marlins; home of minor league baseball Jupiter Hammerheads and Palm Beach Cardinals)
- Petco Park (MLB San Diego Padres)
- Scottsdale Stadium (Spring Training home of MLB San Francisco Giants)
- CenturyLink Field (NFL Seattle Seahawks and MLS Seattle Sounders FC)
- Hammons Field (Minor League baseball Springfield Cardinals)
- Busch Stadium (MLB St. Louis Cardinals)
- Edward Jones Dome (NFL St. Louis Rams)
- Tampa Bay Times Forum (NHL Tampa Bay Lightning)

- Target Center (NBA Minnesota Timberwolves)
- TD Garden (NHL Boston Bruins and NBA Boston Celtics)
- Globe Life Park in Arlington (MLB Texas Rangers)
- Vito's Gourmet Deli (Buffalo, N.Y.)
- Wildwoods Convention Center (Wildwood, N.J.)
- Wisconsin State Fair & Expo Center (West Allis, Wis.)

Delaware North Companies Travel Hospitality Services

- Hartsfield-Jackson Atlanta International Airport
- Austin-Bergstrom International Airport
- Boise Airport (Boise, Idaho)
- Buffalo Niagara International Airport
- Charleston International Airport (Charleston, S.C.)
- Dallas/Fort Worth International Airport
- Denver International Airport
- Detroit Wayne County Metropolitan Airport
- Fort Lauderdale-Hollywood International Airport
- George Bush Intercontinental Airport (Houston)
- Los Angeles International Airport
- Minneapolis-St. Paul International Airport
- Nashville International Airport
- Louis Armstrong New Orleans International Airport
- Clarence Travel Plaza (New York State Thruway)
- Pembroke Travel Plaza (New York State Thruway)
- Scottsville Travel Plaza (New York State Thruway)
- Seneca Travel Plaza (New York State Thruway)
- Newark International Airport
- Will Rogers World Airport (Oklahoma City, Okla.)
- Ontario International Airport (Ontario, Calif.)
- Richmond International Airport

Delaware North Companies Gaming & Entertainment

- Jumer's Casino & Hotel (Rock Island, Ill.)
- Southland Park Gaming & Racing (West Memphis, Ark.)
- Hamburg Gaming (Hamburg, N.Y.)
- Finger Lakes Gaming & Racetrack (Farmington, N.Y.)
- Miami Valley Gaming (Lebanon, Ohio)
- Wheeling Island Hotel-Casino-Racetrack (Wheeling, W.Va.)
- Daytona Beach Kennel Club & Poker Room (Daytona Beach, Fla.)
- Apache Greyhound Park (Apache Junction, Ariz.)
- Max's Sports Bar and American Greyhound Racing OTB Network (Arizona)

Delaware North Companies Gaming Hospitality Group

- Choctaw Casino Resort (Durant, Okla.)

Delaware North Companies Boston

- TD Garden
- Boston Bruins

Delaware North Companies Parks & Resorts

- Gideon Putnam Resort (Saratoga Springs, N.Y.)
- Niagara Falls State Park (Niagara Falls, N.Y.)
- The Lodge at Geneva-on-the Lake (Geneva, Ohio)
- Kennedy Space Center Visitor Complex (Cape Canaveral, Fla.)
- Gray Wolf Inn & Suites (West Yellowstone, Mont.)
- Holiday Inn West Yellowstone (West Yellowstone, Mont.)
- Yellowstone General Stores (Yellowstone National Park)
- Yellowstone Park Hotel (West Yellowstone, Mont.)
- Explorer Cabins (West Yellowstone, Mont.)
- Grand Canyon National Park (Arizona)
- Yosemite National Park (Fresno, Calif.)
- Tenaya Lodge at Yosemite (Fresno, Calif.)
- Sequoia National Park (California)
- Kings Canyon National Park (California)
- Shenandoah National Park (Luray, Va.)
- Harrison Hot Springs Resort & Spa (British Columbia, Canada)
- Kalaloch Lodge (Olympic National Park; Forks, Wash.)
- Peaks of Otter Lodge (Bedford, Va.)

Delaware North Companies UK

- Edinburgh Airport (Scotland)
- Pride Park Stadium (Derby County Football Club) (Derby)
- Emirates Stadium (Arsenal Football Club) (London)
- London Heathrow Airport
- Wembley Stadium (London)
- Glasgow Airport (Scotland)
- The Valley (Charlton Athletic Football Club) (London)
- Craven Cottage (Fulham Football Club) (London)

Delaware North Companies Australia, New Zealand & Asia

- Adelaide International
- Alice Springs Airport
- Brisbane International Airport
- Darwin Airport
- Etihad Stadium
- Melbourne & Olympic Parks
- The Terrace Reception Center at the Royal Botanical Gardens
- Wellington Airport
- Hobart Airport
- Launceston Airport
- Melbourne (airport, reception center, Box Hill, cross station, botanical gardens)
- Sovereign Hill Museum/Function/Education
- Sovereign Hill
- Sydney (airport, circular quay, central station, cricket ground)
- Wilson Island Resort
- Lizard Island Resort
- Heron Island Resort
- Kings Canyon Resort
- El Questro Homestead & Wilderness Park
- Perth Airport
- Western Australian Cricket Assoc. (WACA)
- WIN Sport & Entertainment Centre
- Singapore Sports Hub

Patina Restaurant Group

- Brasserie 8 1/2
- Brasserie
- C+ M LACMA
- C+M WWG
- Café at the Opera at SFWM
- Café Centro
- Café Descanso at Descanso Gardens
- Café Pinot
- Catal Restaurant
- Concert Hall Café
- Courtyard Grill
- Cucina & Co at Metlife
- Cucina & Co Macys
- Cucina & Co Rockefeller Center
- Hollywood Bowl
- Kendalls Brasserie and Bar
- La Fonda Del Sol

- LACMA Café
- Leatherbys Café Rouge
- Lincoln Ristorante
- Macy's Cellar Bar & Grill
- Market Café 550 Hope St
- market Café and Atrium Café WF
- Market Café at AT&T Center
- Market Café Park Place
- Market Café WWG
- Naples Ristorante
- Naples 45 Ristorante
- Via Napolini Restaurant
- Nick and Stefs NYC
- Nick and Stefs LA
- Norton Simon Café
- Panevine Ristorante
- Patina Restaurant
- Pinot Grill
- Pinot Provence
- Rays and Stark Bar
- Rock Center Café
- Spotlight Caffe
- State Grill and Bar
- Stella 34 Trattoria
- Summer Garden and Bar
- Tangata
- Taqueria
- The Beer Bar
- The Grand Tier Restaurant
- The Rink
- The Sea Grill
- The Wine Bar at Hollywood Bowl
- The Vanderbilt Suites
- Tortilla Jos
- Tutto Italia Ristorante
- UVA Bar and Café