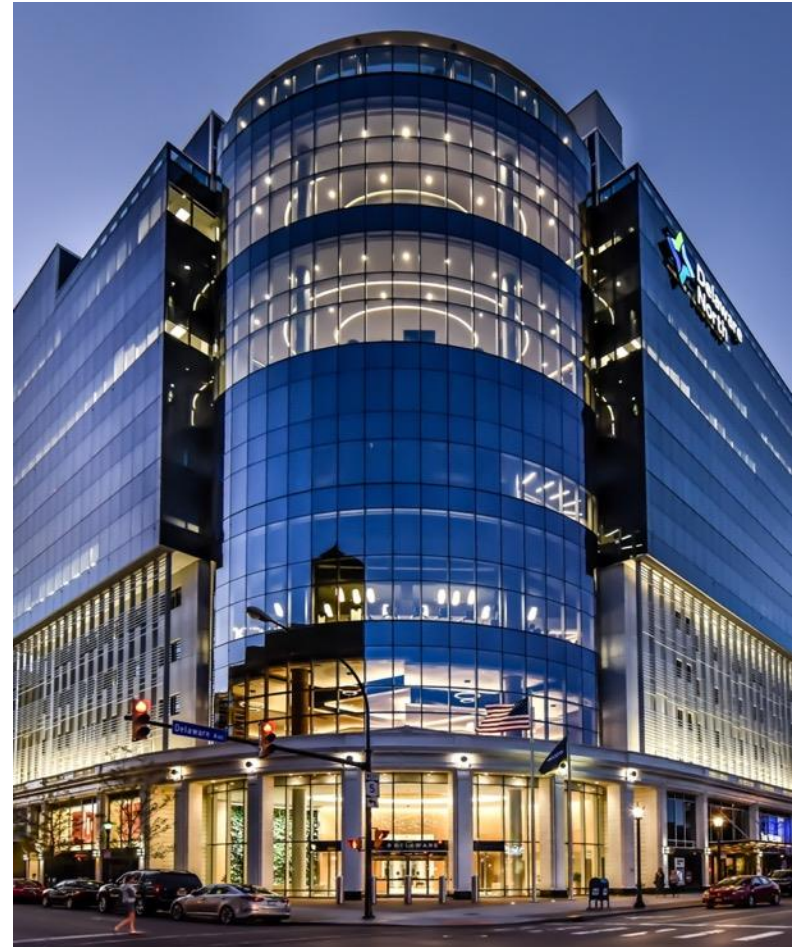


IEDC Economic Future Forum

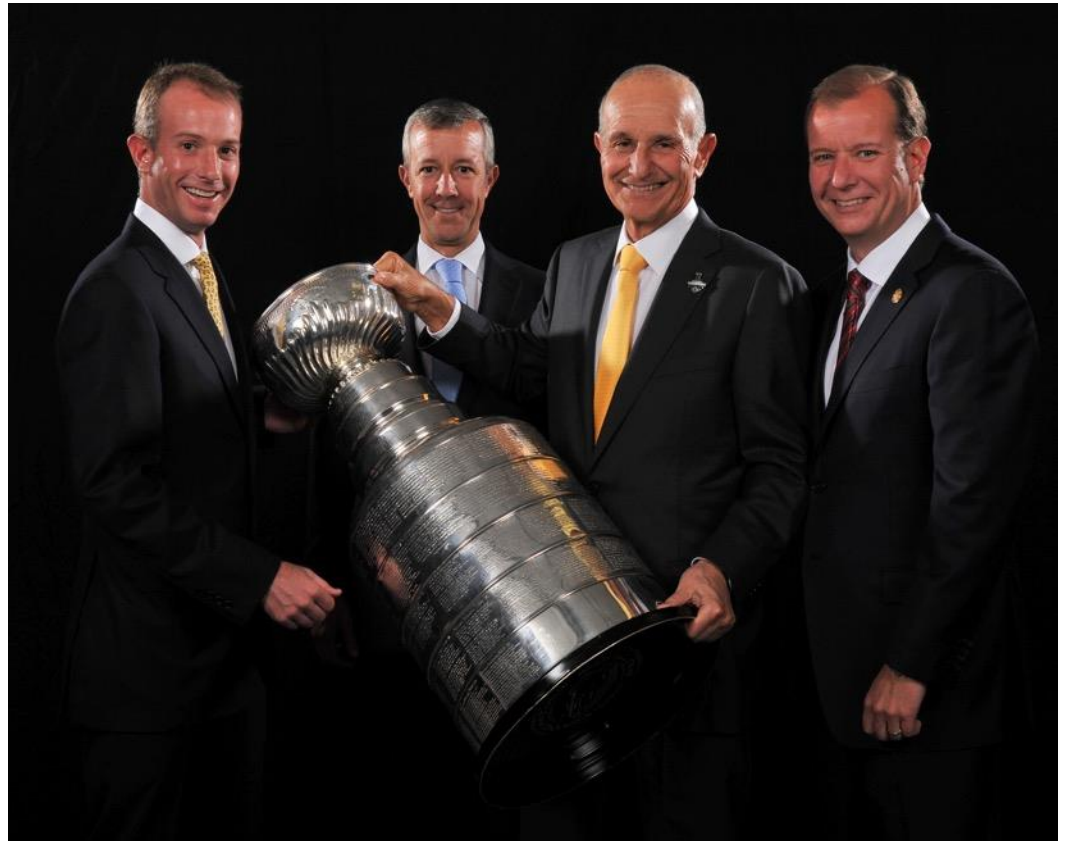
Jerry Jacobs, Jr.
Co-CEO, Delaware North



**Delaware
North.**

100 Years of History

Three generations of
Jacobs Family leadership



Global View. Local Focus.

Our Locations

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



The Delaware North Building

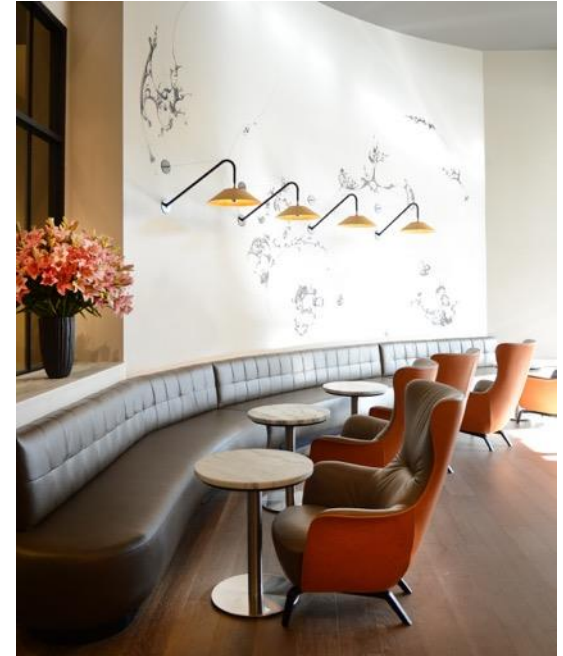


Corporate HQ

- \$50 million investment
- Technology, natural light, coffee bars

The Westin Buffalo

- First Westin in Western New York
- AAA Four Diamond



Patina 250

- Refined dining
- Décor features local artists

Sports



- Food, beverage, premium catering, and retail
- Forty-eight major league and minor league accounts
- Partnerships in Major League Baseball dating back 100 years.

Travel

- Thirty-three airports across the globe
- Forty new concepts opened last year
- Representing 200 dining and retail brands



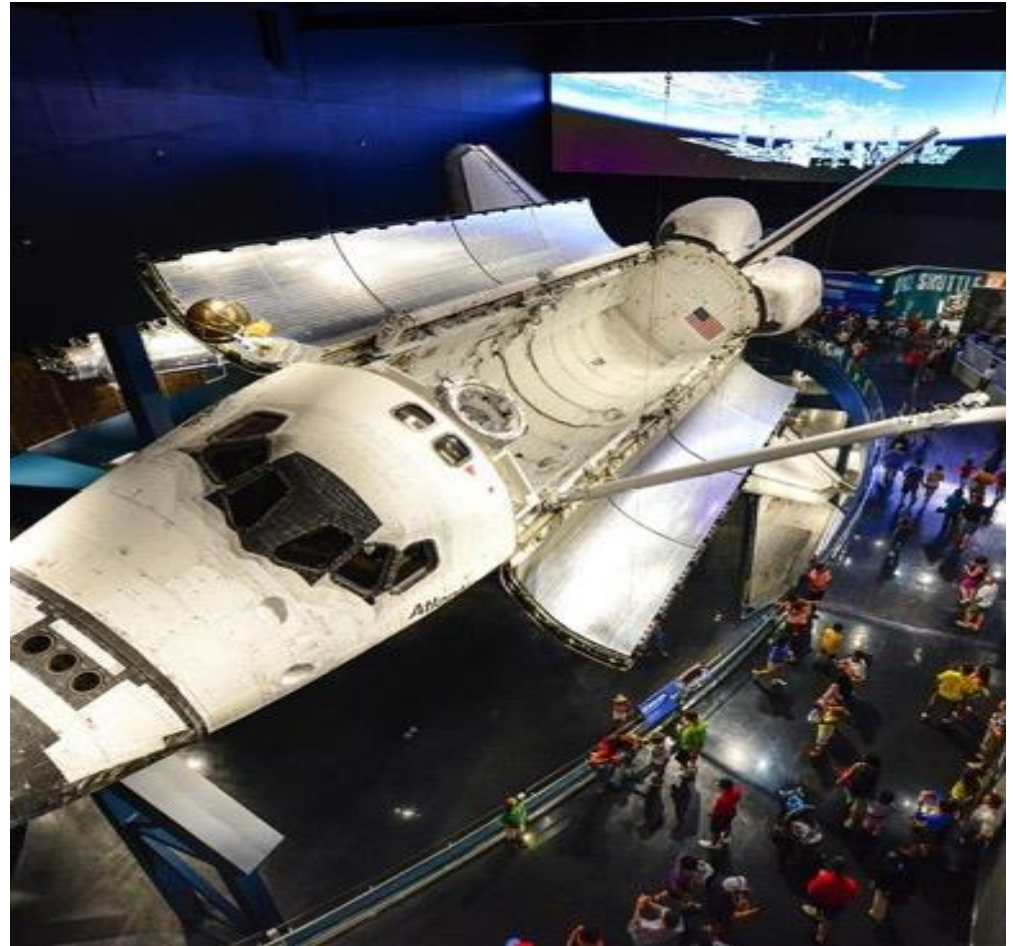
Gaming



- Brick and mortar casinos
- Racing and pari-mutuel betting
- Virtual gaming
- Future of sports betting

Parks and Resorts

- Hotels, resorts, restaurants, concessions, recreation
- +3,000 hotel rooms
- Six U.S. National Parks



Patina Restaurant Group



- Premium dining and catering at world-famous destinations
- New York City, including Rockefeller and Lincoln Centers
- Los Angeles, GRAMMY, Emmy, and MTV Awards
- Walt Disney World and Disneyland

Australia/New Zealand

- Great Barrier Reef and outback resorts and camping
- Sports venues and airports
- Pub gaming
- Remote feeding



United Kingdom



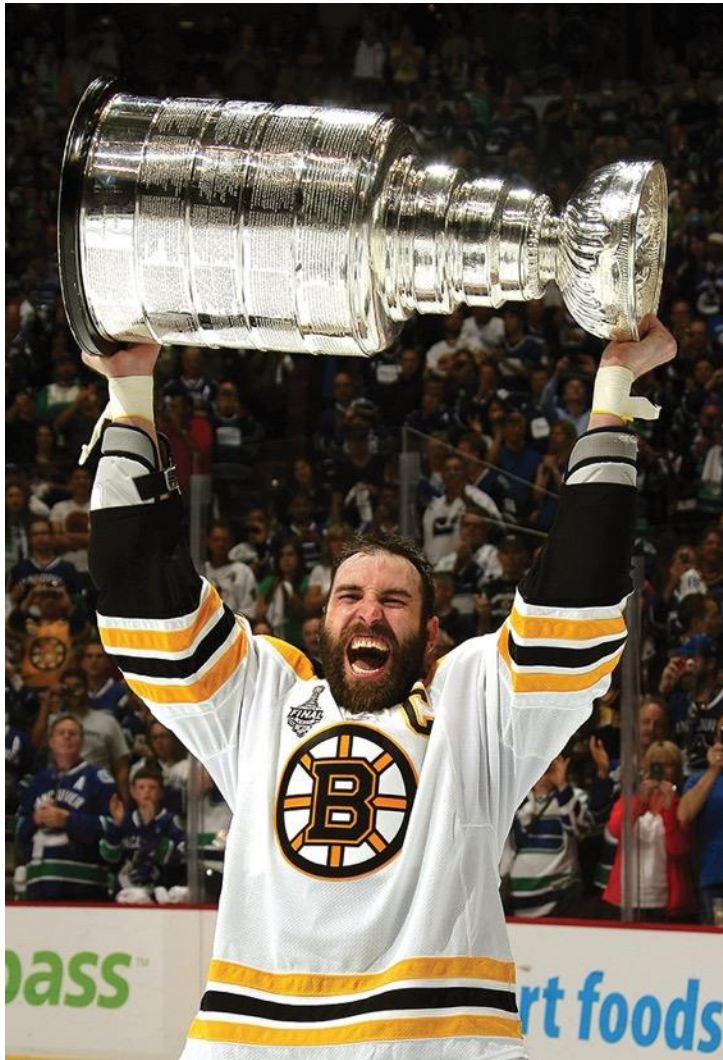
- Sports and travel
- Airports and rail stations
- Seven major sports venues, including Wembley, Emirates, and London Stadiums

Boston Holdings

- Opened new, \$160 million TD Garden in 1996
- Have invested more than 100% of original cost in renovations in last 12 years
- Adding 1.6 million square feet of office, retail, and residential space



Boston Bruins



- Six time Stanley Cup-winning Team, founded in 1924
- First U.S. team to join the NHL
- Dad purchased franchise and arena in 1975
- Forty-seven former Bruins players elected to Hockey Hall of Fame; Dad elected as owner in 2017

JACOBS SCHOOL OF MEDICINE
AND BIO



Top 10 little-known facts about Delaware North

10. The most important and closely scrutinized operation in Delaware North's portfolio of 200+ locations is **always** wherever our Chairman visited last.

9. Last year, Delaware North purchased **38 million plastic drinking straws**. We launched "The Last Straw" campaign this past Earth Day to eliminate all plastic straws from across our operations.

8. In 2005, Bill Clinton was late to Donald Trump's wedding to Melania because he stopped by our Chairman's 65th birthday party.

7. After months and thousands of dollars with a consultant, an executive came up with our name by looking out the window and seeing the intersection signs for "**Delaware Ave.**" and "**North St.**" We were almost named "The Myriad Group."

Top 10 little-known facts about Delaware North

6. The Jacobs family once owned the AHL's **Buffalo Bisons** and the NBA's **Cincinnati Royals**.

5. Danger, Will Robinson! Delaware North's newest exhibit at Kennedy Space Center features **Robot B9 from *Lost in Space***.

4. Texas Rangers fans can enjoy a 2-foot-long hot dog called the "**Boomstick**" at Delaware North's concessions in Globe Life Park. The Boomstick sold out when the MLB hosted a series of games at the Sydney Cricket Ground in Australia in 2014.

Top 10 little-known facts about Delaware North

3. Speaking of hot dogs, we sold **6.5 million** across all of our ballparks last year. That equals about **1.3 million lbs.** of hot dogs and a calorie count that was too big for my iPhone calculator.
2. There are currently four generations of Jacobs family members. Jerry and Peggy Jacobs have six children, eighteen grandchildren, and three great-grandchildren. The newest member arrived two weeks ago.
1. The Westin Buffalo “employs” New York State’s first butler robot, named **Chip**. His buddy at Kennedy Space Center referred him for the job.

Thank you

