



GAMING COMPLIANCE

Gaming Update

Gina Smith

Deputy Executive Director of Gaming Compliance





GAMING COMPLIANCE

Sports Betting Update



Approved Operators

Operator	Date of First Wager
Betfair Interactive US, LLC (d/b/a FanDuel)	January 20, 2021
Crown Virginia Gaming, LLC (Draft Kings)	January 24, 2021
BetMGM, LLC	January 27, 2021
Portsmouth Gaming Holdings, LLC d/b/a Rivers Casino Portsmouth	January 27, 2021
Caesars Virginia, LLC	February 3, 2021
WSI, US LLC	March 9, 2021
Penn Sports Interactive, LLC	March 15, 2021
Unibet Interactive, Inc.	April 28, 2021
Golden Nugget Online VA, LLC	September 29, 2021
Twin River Management a/k/a Bally's Corporation	November 24, 2021
Colonial Downs Group, LLC	December 12, 2021
Digital Gaming Corporation VA, LLC	May 18, 2022
VHL, VA LLC	April 27, 2022
HR Bristol, LLC	March 31, 2022

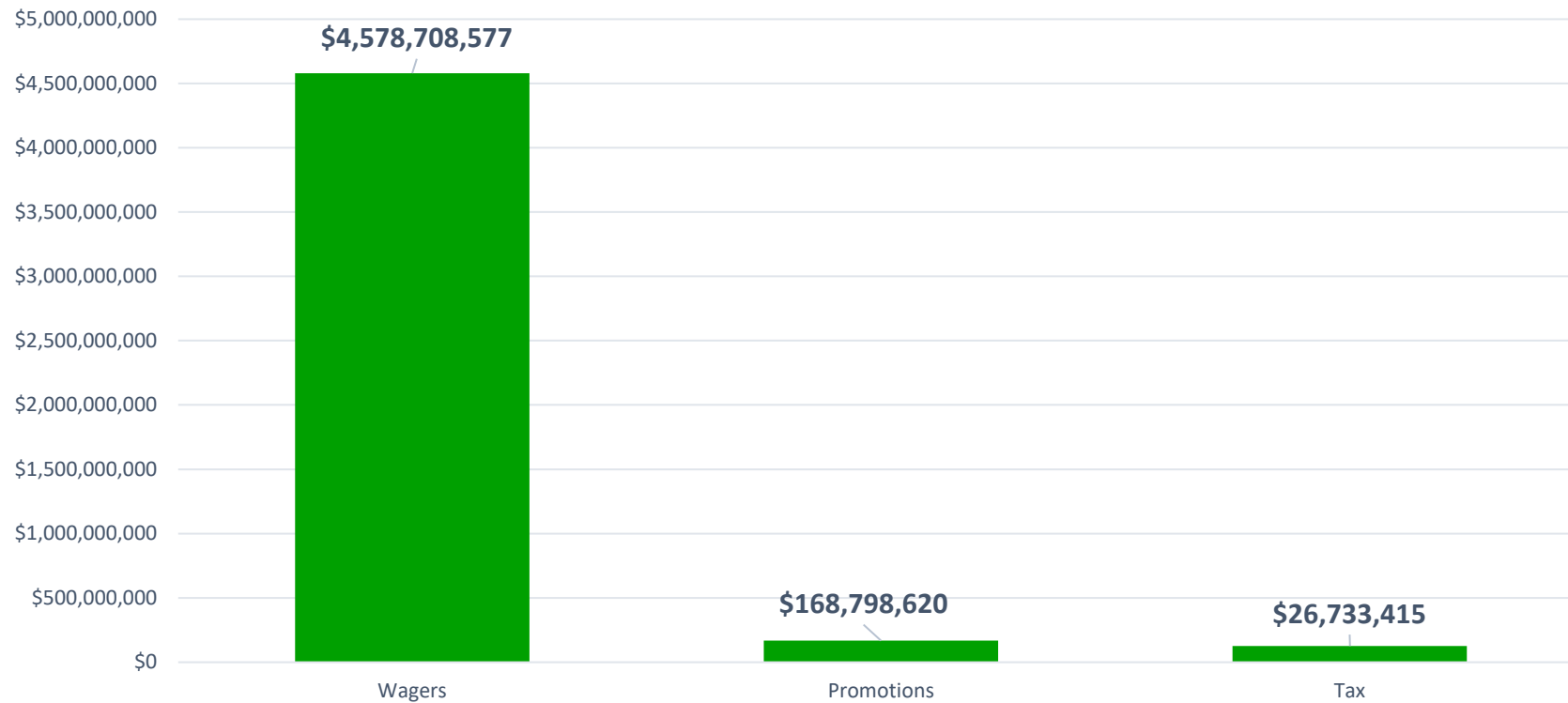
Financial Data

Note:

- All sports betting financial data for the month of March is based on preliminary estimates.

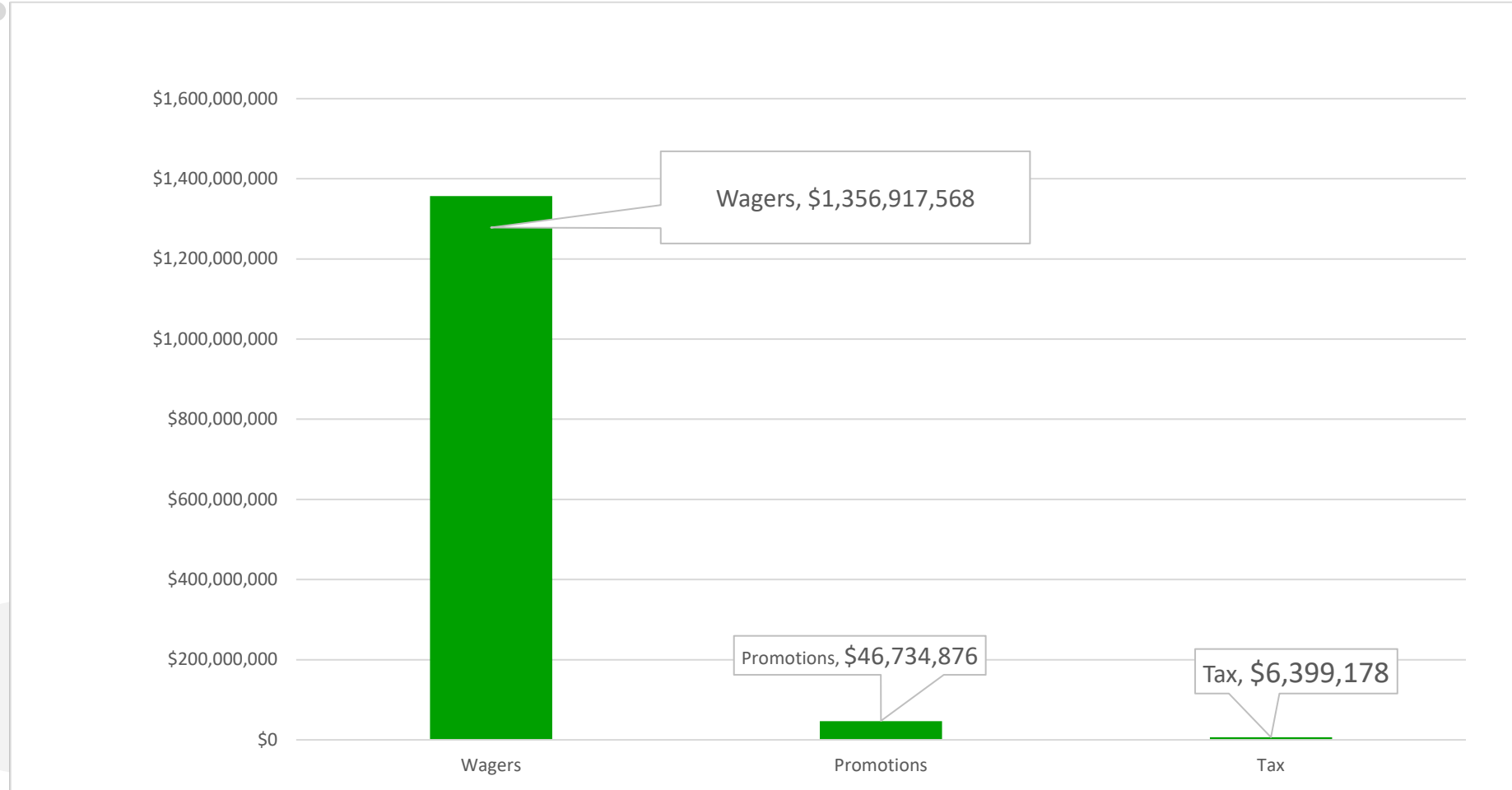
All Operators

January 2021 to March 2022



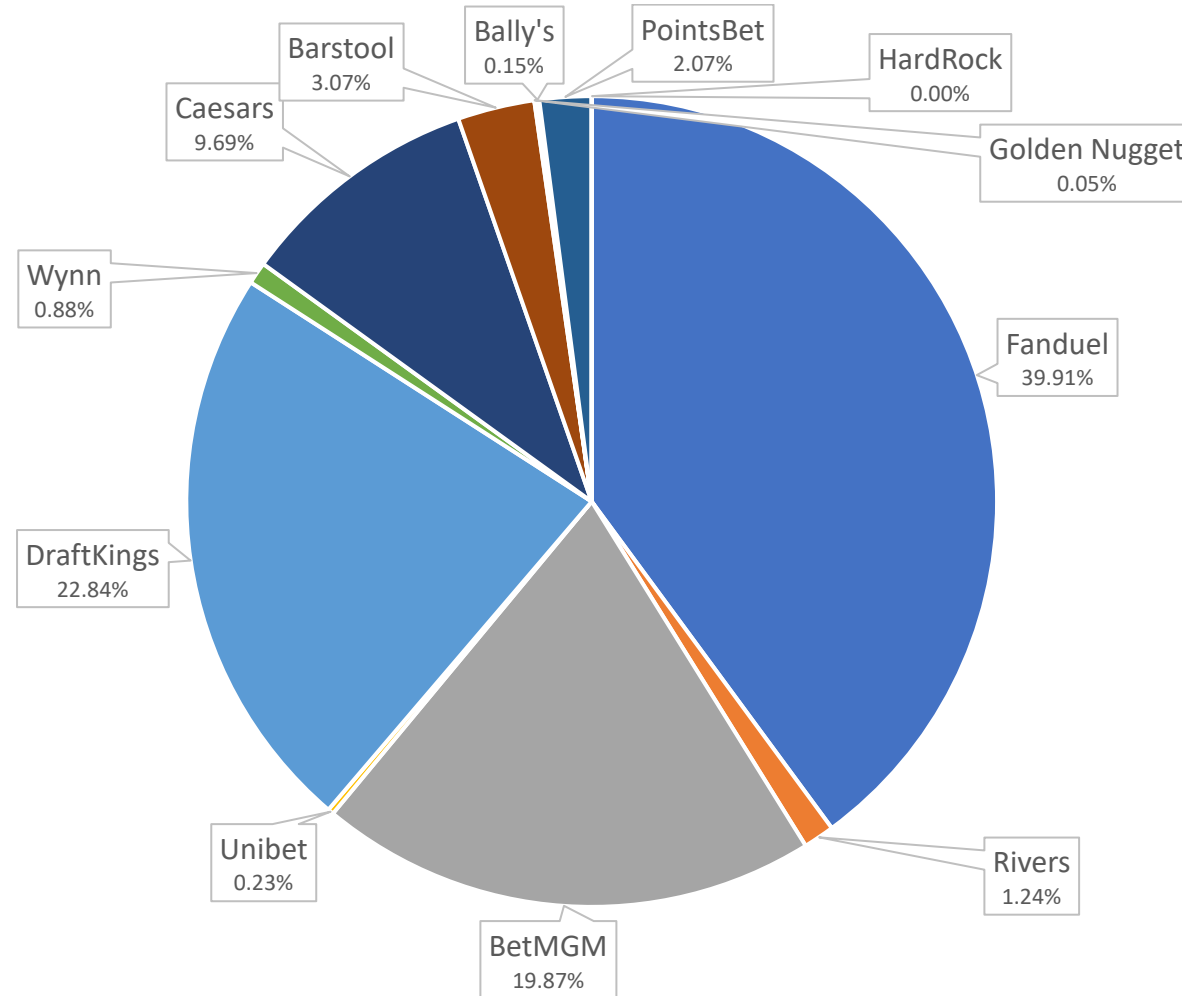
All Operators

January 2022 to March 2022



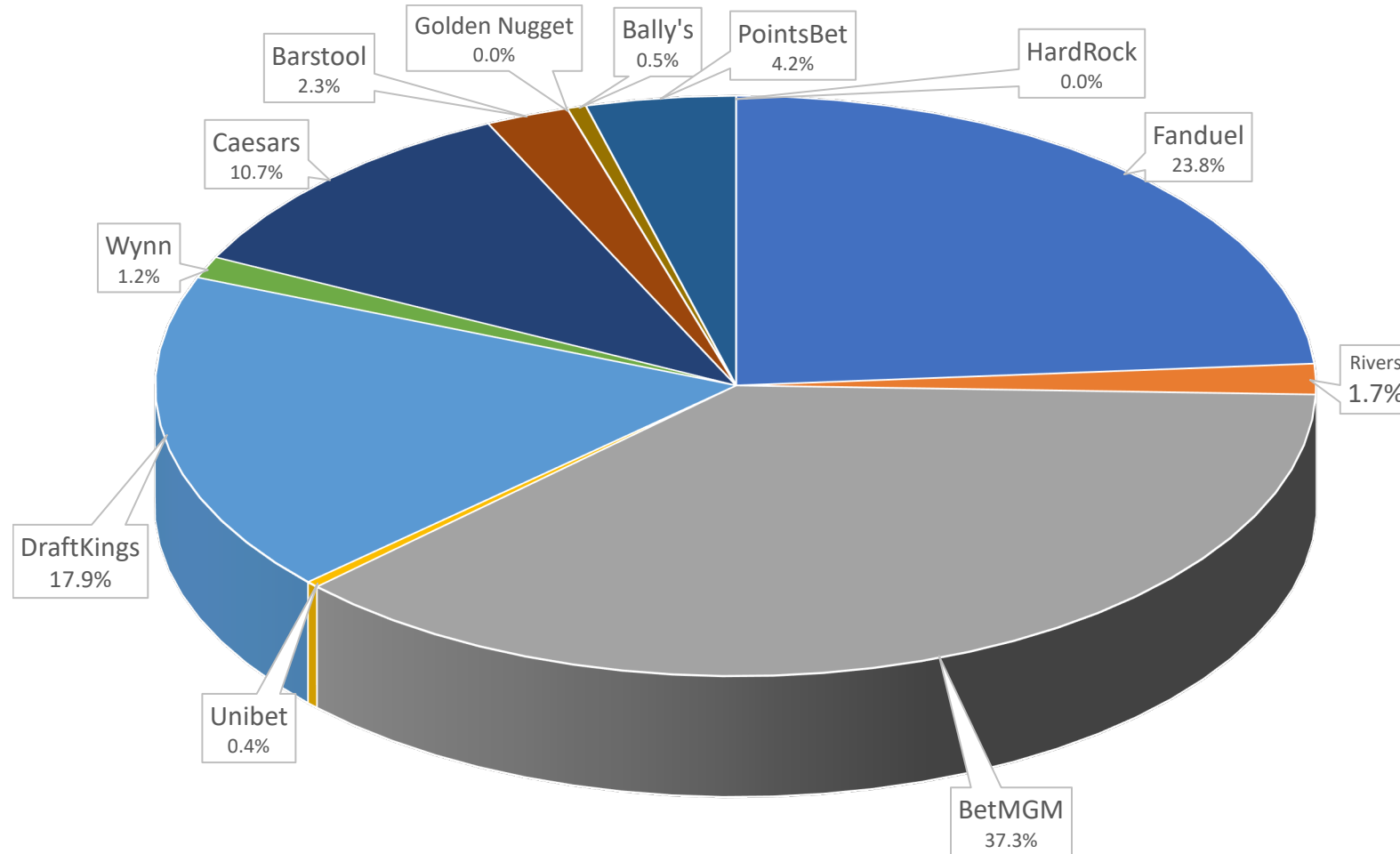
Market Share by Operator

January 2022 to March 2022



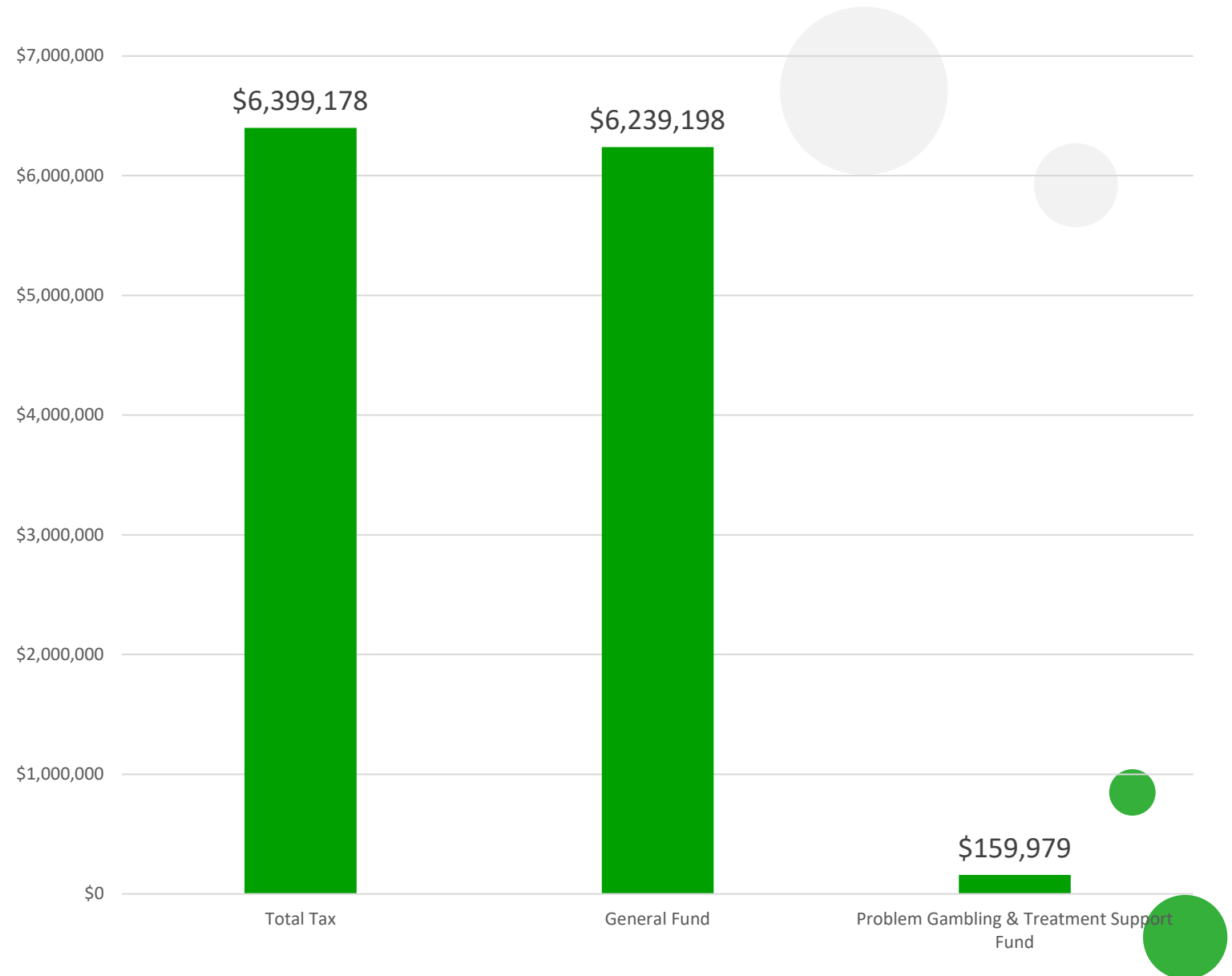
Promotions by Operator

January 2022 to March 2022



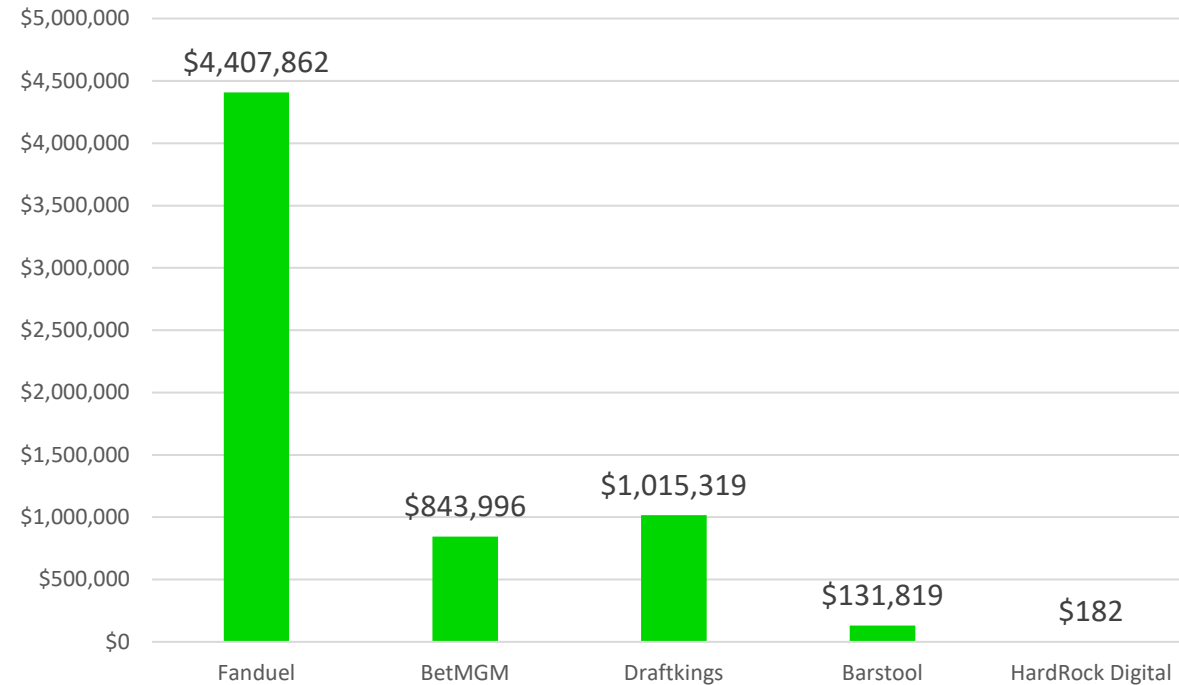
Tax Payments

January 2022 to March 2022



Tax Payments by Operator

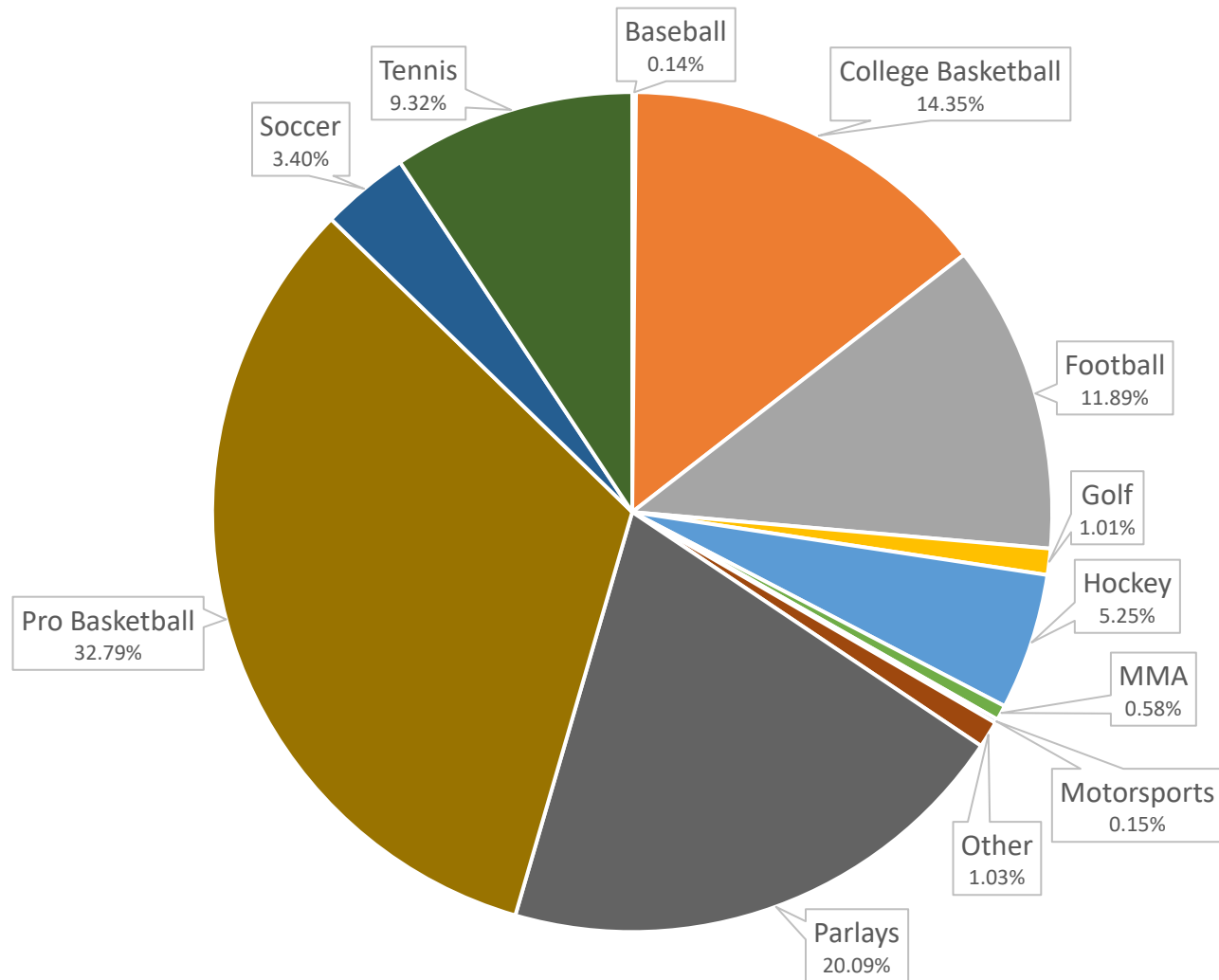
January 2022 to March 2022



Note - Caesars, Rivers, Unibet, Golden Nugget, Wynn, PointsBet and Bally's have not generated revenue in 2022 and were not required to pay tax.

Total Wagers by Sport

January 2022 to March 2022





GAMING COMPLIANCE

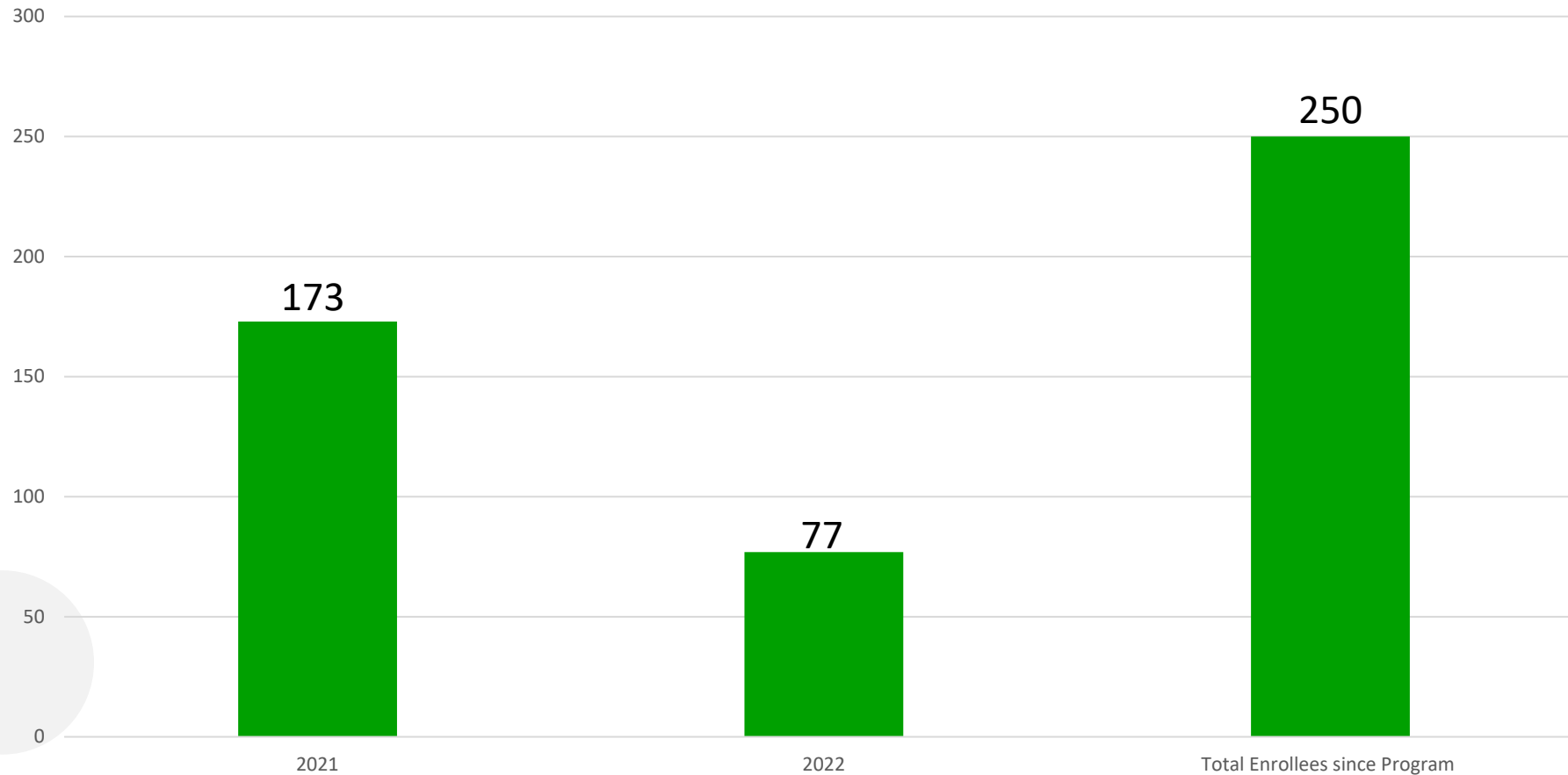
Voluntary Exclusion Program Update



Voluntary Exclusion Program Update

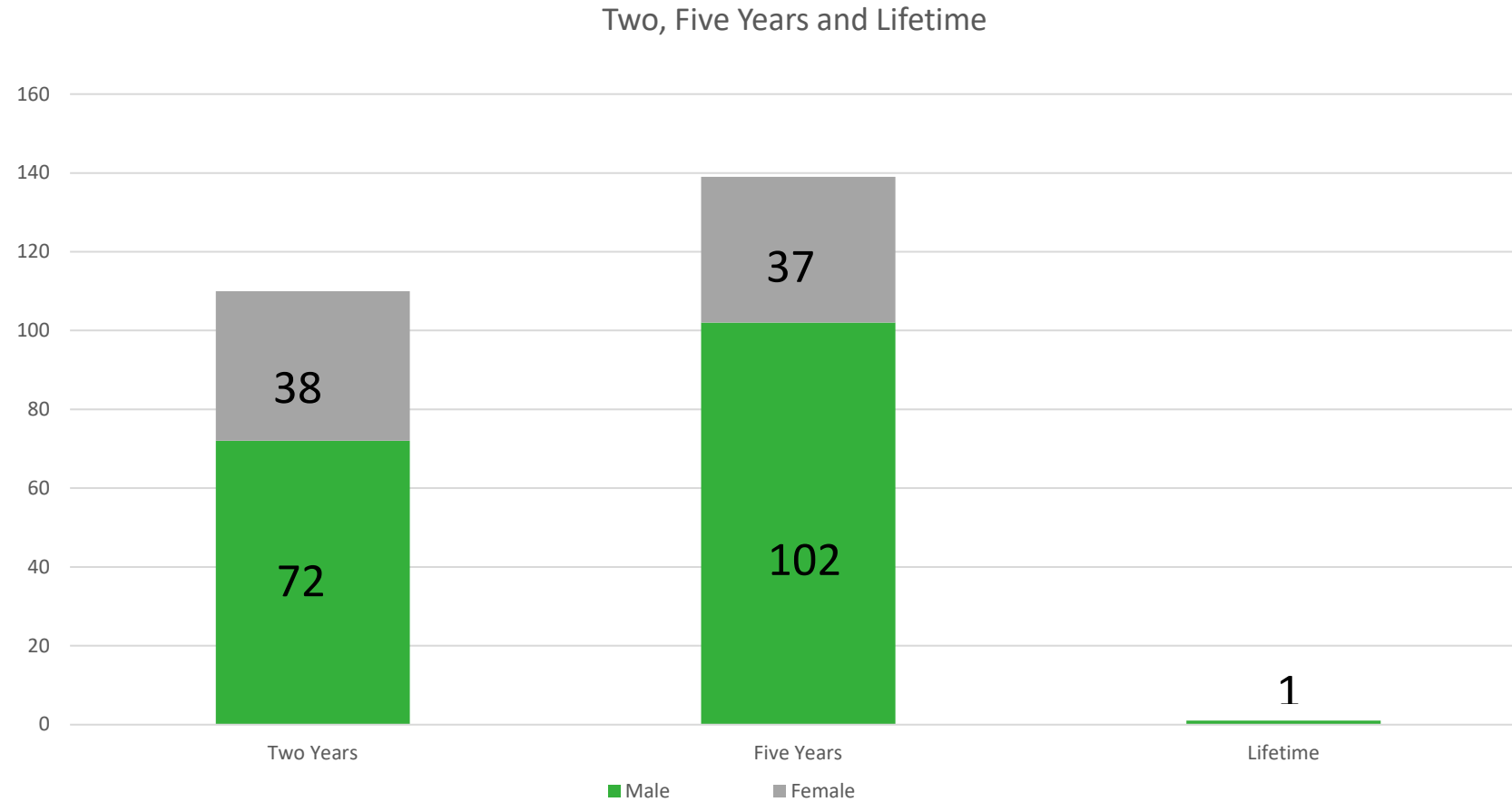
Enrollment

• *as of April 18, 2022*



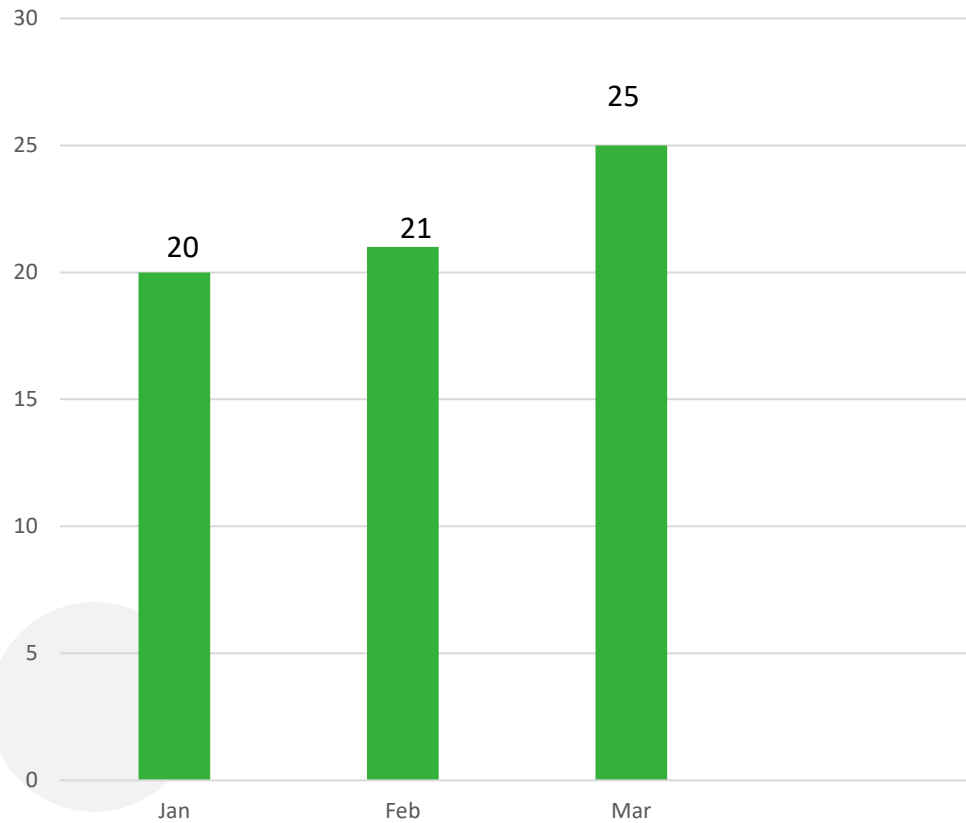
Voluntary Exclusion Program

Exclusion Period Breakdown (*as of April 18, 2022*)

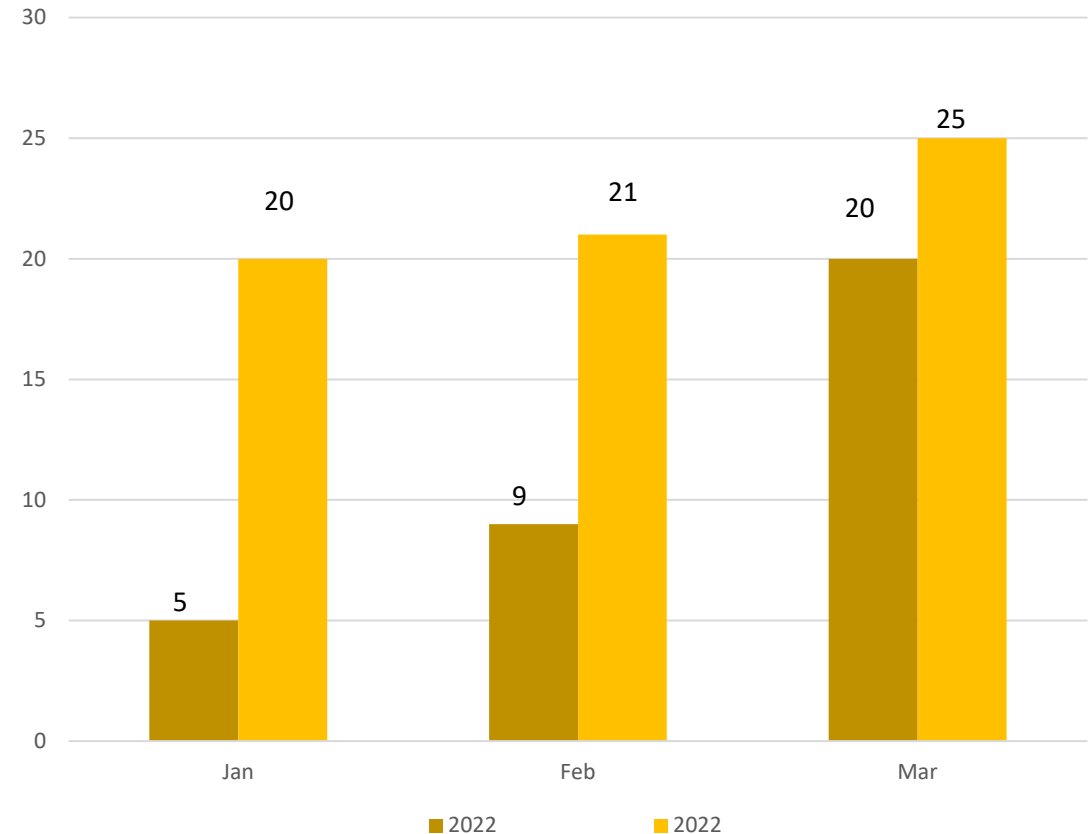


Monthly Breakdown

January through March 2022



Month by Month Comparison 2021-2022





VIRGINIA LOTTERY



GAMING COMPLIANCE

Casino Update



Casino Application Types

Supplier Permits

- Contractor
- Manufacturer
- Principal/Key Manager
- Slot Machine Management System Provider

Service Permits

- Gaming
- Non-gaming
- Vendor

Permits Issued as of 4/21/2022

Service Permits

- Gaming & Non-Gaming 144
- Vendors 104

Supplier Permits

- Key Manager (Principal) 15
- Manufacturers: 11
 - Ainsworth Gaming Technology
 - AGS LLC
 - Aristocrat Technologies, Inc.
 - Aruze Gaming America, Inc.
 - Everi Games Inc
 - Incredible Technologies Inc.
 - IGT
 - Interblock USA LLC
 - Konami Gaming, Inc.
 - SG Gaming, Inc.
 - Genesis Gaming Solutions Inc.



Rivers Casino Portsmouth

Monthly meetings are held with Portsmouth to discuss items such as licensing, floor plans and overall construction progress.



Rivers Casino Portsmouth

Interior Progression



Other Casinos

Periodic meetings are held with the Pamunkeys and Caesars to discuss overall progression. Both casinos have started the licensing process for vendors, certain employees and have submitted floor plans for review and approval.



Hard Rock[®]

HOTEL & CASINO

BRISTOL





BRISTOL

HR Bristol LLC

April 27, 2022

Please Allow Me to Introduce Myself...

Hard Rock has evolved into the one of the most exciting, sophisticated and energetic lifestyle brands in the world.

From exhilarating music to authentic memorabilia, innovative signature restaurants to electrifying public spaces, Hard Rock is redefining globally what a lifestyle destination experience can be.

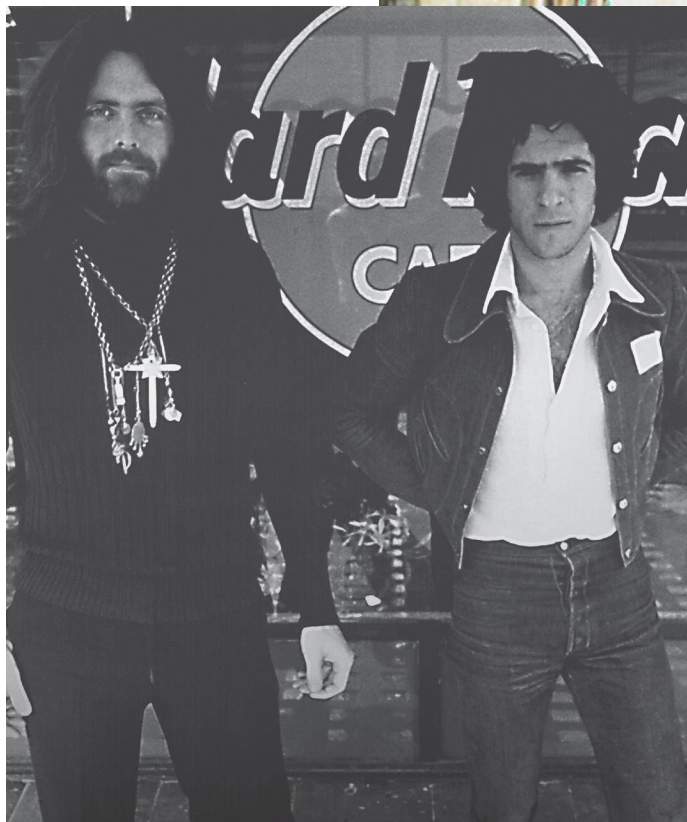




Our Roots

IT ALL STARTED IN 1971

In 1971, two shaggy-haired Yanks opened an American diner in an old Rolls Royce dealership in London. It had nothing to do with market studies or target audiences. It didn't even have anything to do with memorabilia. That was just a goof: Clapton wants to save his favorite table - sure, we'll put the guitar on the wall. Five decades, 68+ countries and 190+ Cafes & Rockshops and more than 36 Hotels & Casinos later, we're still saving tables for our Rock Star friends, and for millions upon millions of their fans.

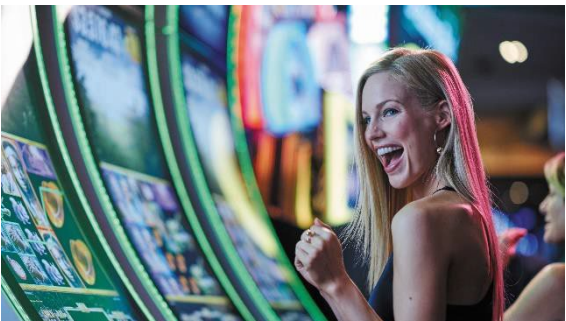
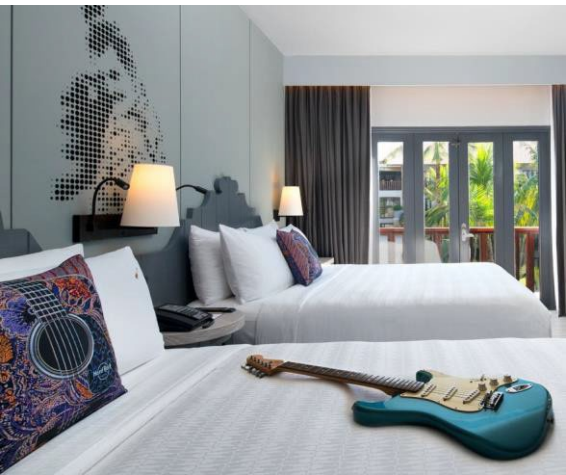


Brand Overview



Set List

241	Branded Hard Rock Venues	140 m	Annual guest experiences	19.1 m	Merchandise items sold
68	Countries	32.9 m	Food covers per year	25.2 m	Combined social/database reach
6.5 bn	System-wide brand revenues	19,240	Hotel rooms in 37 hotels	86,000+	Priceless memorabilia icons
47,000	System-wide employees	29,755	Gaming positions in 14 casinos	35,000	Live music events per year



80% Global Brand Awareness

“

Here, there and everywhere:
no matter where you go,
or what you need, there's a
Hard Rock near you.



WHAT WE DO

World Class
Service Gaming

Food & Beverage
Hospitality

Entertainment
Retail



Destination Entertainment



the most
in-demand, high-octane
destinations



Photographs of celebrities and other individuals are included in this presentation to accurately depict the fact that they visited or performed at a Hard Rock venue. No endorsement of Hard Rock, its activities or any of the content of this presentation is intended or implied by our use of their image.

Live Entertainment

35,000 annual shows from small concerts to festivals with 80,000+

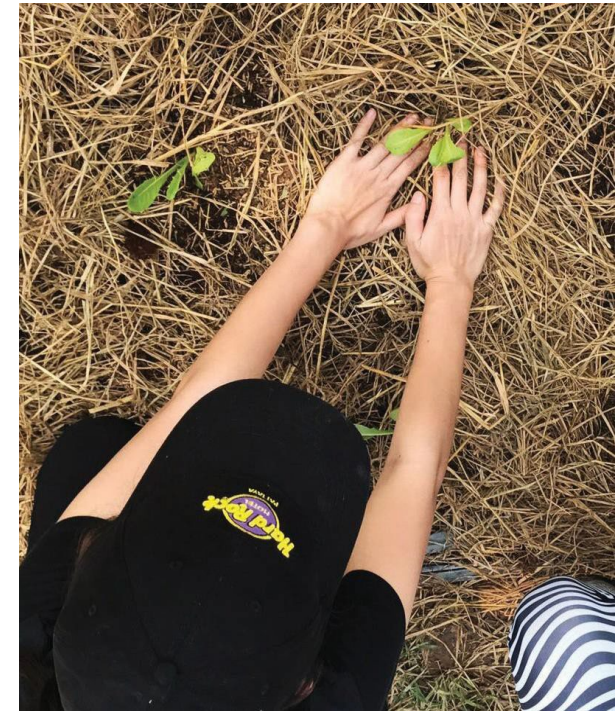


Living Our Mottos

Stroll through any Hard Rock and you will be greeted by our mottos emblazoned on the walls. Inspired by ancient philosophical teachings and originally instated by Hard Rock's founders, these mottos are as relevant to our standards of service today as they were in 1971.

LOVE ALL—SERVE ALL
TAKE TIME TO BE KIND
ALL IS ONE
SAVE THE PLANET

These philosophies are the guiding principles that we use to define and express our culture of service, our community out-reach, our spirit of teamwork, and our environmental programs. They've challenged us to be our best and to help make the world a safer, healthier and better place for all.



HARD ROCK'S SOUL: PHILANTHROPY

4.4 M for Charity 2019 - 2021 Globally and Locally

Beach, Park And River
Clean-Ups

Feeding The Homeless

Food/Clothing Drives

Recycling Drives

Earth Day Events

Helping Co-Workers
In Need

Storm Relief



Philanthropy



Tyler Robinson Foundation
slay cancer with dragons®



WhyHunger



Award Winning Company



2020 Property of the Year
Award - Guitar Hotel



First Privately-Owned Gaming Company to
Earn Deloitte's U.S. Best Designation 2021



2020 Corporate Responsibility Award
for PlayersEdge Program



J.D. Power Award Winner Upper
Upscale Hotels:
2019, 2020, and 2021



2nd Year in a Row



2nd Year in a Row

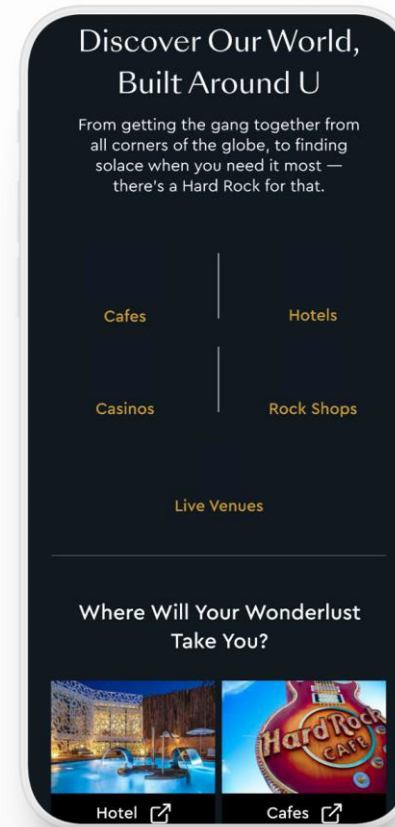
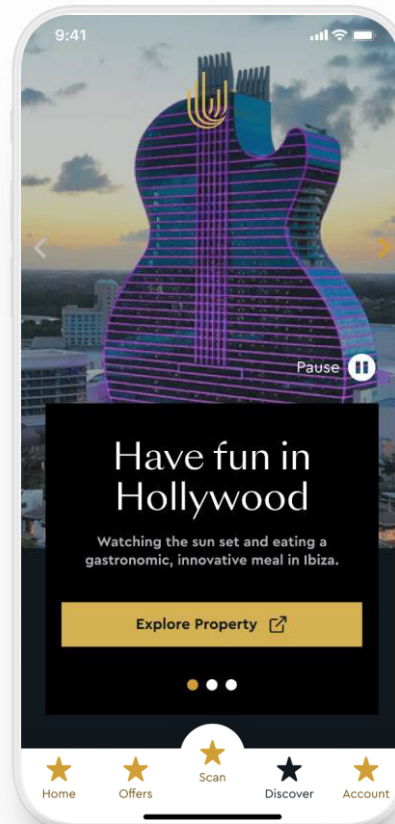


Casino Gaming Executive
Satisfaction Survey

#1 Casino Employer 6 of
the Last 7 Years

UNITY One Guest Initiative

- In 2022, Hard Rock will launch a loyalty program that rewards gaming and non-gaming spend across all 240+ Hard Rock venues and deliver it to over 30 Million end users in the palm of their hand with full functionality with goal to significantly further penetrate the 120M+ visits



Hard Rock Management Team



Key Management



James F. Allen
Chairman
Hard Rock International

CEO, Seminole Gaming

- ❑ Over 40 years of experience in gaming and hospitality

Prior Experience

- ❑ Sr. Vice President of property operations for Sun International, where he held senior executive positions at the Mohegan Sun Casino in Connecticut and Atlantis on Paradise Island, Bahamas
- ❑ Executive positions including the Trump Organization, Hilton Hotels and Park Place Entertainment
- ❑ Led the redevelopment of Ocean Club and Harbor Side Resorts on Paradise Island
- ❑ Member New Jersey Casino Control Commission Task Force on Gaming Regulation



John R. Eder
EVP and CFO

- ❑ 23 years experience in finance

Prior Experience

- ❑ Vice President of Finance, Seminole Hard Rock Hotel & Casino, Tampa
- ❑ Vice President of Finance, Kerzner International

Key Management



Jon Lucas
Chief Operating Officer
Hard Rock International

- ❑ Over 30 years of experience

Prior Experience

- ❑ Executive VP Hotel and Casinos Operations Hard Rock
- ❑ President Hard Rock Rocksino Northfield Park
- ❑ President and General Manager IP during successful re-branding and turnaround
- ❑ Regional President Caesars Entertainment



Tracy Bradford
President of Support Services

- ❑ Over 31 years of experience

Prior Experience

- ❑ SVP Purchasing Seminole Gaming
- ❑ Purchasing Director for Ameristar, Isle of Capri and Boyd Gaming Companies
- ❑ Manager Purchasing, Wardrobe and Warehouse for Trump Casinos



Ilkim Hincer
EVP & Chief Legal Officer

- ❑ Over 25 years of experience

Prior Experience

- ❑ CEO & President of MT>Play Inc.
- ❑ Partner and Head of Gaming, Lottery & eSports Group, McCarthy Tetrault, LLP
- ❑ VP & General Counsel, Trilliant Canada Gaming, Onex Corporation
- ❑ VP, General Counsel & Chief Compliance Officer, CHC Casinos Limited, Penn National Gaming
- ❑ General Counsel & Corporate Secretary, British Columbia Lottery Corporation

Key Management

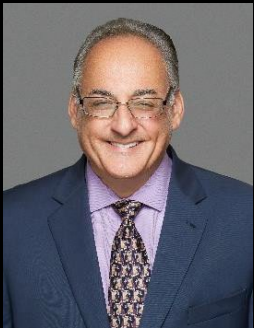


Stephanie Piimanua
SVP of Diversity, Equity, and Inclusion

- ❑ Over 20 years of experience in Human Resources, Learning & Development, and Diversity & Inclusion

Prior Experience

- ❑ Gilead Science, Director of Inclusion & Diversity
- ❑ MGM, Executive Director of Diversity & Inclusion Programs & Education
- ❑ Certified coach through the Center for Coaching Excellence
- ❑ Certified member of the International Coaching Federation (ICF)



Joe Emanuele
Senior VP of Design & Development

- ❑ Over 27 years of architectural, engineering and design experience

Prior Experience

- ❑ Executive positions with The Friedmutter Group, David Jacobson Associates
- ❑ Extensive project list includes hotels and hotel casinos in Dubai, UK, Atlantic City, Las Vegas and the Gulf Coast and resort projects in the Bahamas and Europe



Paul Pellizzari
VP of Global Social Responsibility

- ❑ Over 20 years of experience in Responsible Gaming & Corporate Social Responsibility

Prior Experience

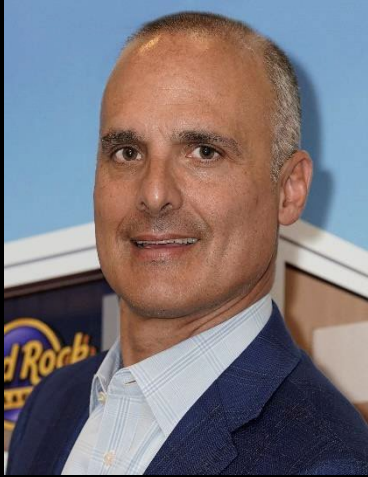
- ❑ Executive Director Social Responsibility for Ontario Lottery and Gaming Corporation
- ❑ Adjunct professor at Smith School of Business at Queen's University
- ❑ Senior Policy Consultant for Ontario Public Service

Hard Rock Bristol Executive Team



ALLIE EVANGELISTA
President

Allie has 16 years of gaming management experience. In 2014, she relocated to Council Bluffs, IA as the Director of Casino Operations and oversaw Human Resources as well. Then, in 2016, she joined the Meadows Casino and Racetrack in Pennsylvania as the VP of Casino Operations and then promoted to General Manager. In 2019, she led the Hollywood Gaming and Racetrack property as their General Manager until leaving for Hollywood Casino Perryville in 2021. Allie has a Masters in Business Administration from Lindenwood University



MARC DELEO
VP, Marketing

Marc has been in the Casino Industry for over 25 years starting out in Atlantic City. Marc spent time with Caesars Entertainment in New Jersey, Penn National Gaming in Maryland and St. Louis. Marc's most recent position was VP of Marketing and Hotel with Boyd Gaming and Pinnacle Entertainment at Ameristar Casino Kansas City. Marc is a graduate of La Salle University in Philadelphia.



PAM SALAS
VP, Human Resources

Pam has 25 plus years experience in Human Resources most recently with Seminole Gaming in Florida as HR Director at Seminole Casino Brighton. Pam spent 18 years with Comcast Cable Corporation as HR Business Partner and has a BA from Eastern Michigan University.



MARK BEGRIN
VP, Finance

Mark is a 20-year veteran of the gaming industry. He started in Tunica, Mississippi working as a valet attendant for Horseshoe Casino. Later worked for Harrah's Casino properties in Tunica. Later Mark worked for Penn National gaming in Illinois overseeing both Hollywood Casino Aurora and Joliet. Mark's most recent position was CFO/ Vice President of Finance for Hollywood Casino Toledo and Hollywood Gaming at Mahoning Valley Race Course.



DANNY JIMENEZ
VP, Food & Beverage

Current VP of Food & Beverage for the Bristol Casino with over 17+ years of casino experience, all in hospitality and all with Seminole Tribe of Florida.

Graduate of the Florida International University Business School with a B.A. degree in Business Administration.

Originally born in Cuba, Danny has lived most of his adult life in south Florida. He is fluent in both English & Spanish.



MIKE SPATZ
VP, Casino Operations

Mike has been in the casino business for 14 years starting out as a Table Games Dealer. Mike spent time with Ameristar Casino in Missouri, Pinnacle Entertainment in Missouri, Penn National Gaming in Louisiana and Peninsula Pacific Entertainment in Iowa before starting with Hard Rock International in Bristol.

The United Company & PAR Ventures



The United Company



United Venture Capital, LLC is a subsidiary of The United Company. Beginning as an energy company, The United Company, now in its fifth decade, expanded across state, national, and even international lines as it gradually reached into numerous other industries through acquisitions, and timely investments. The steel industry, financial services, coal, oil and gas, commercial real estate, hotels, golf courses, RV resorts, education, health care, the arts and the preservation of historic sites are just a sampling of The United Company's endeavors that have marked its many triumphs.

Much of The United Company's success can be attributed to one of its original founders, Chairman Jim McGlothlin, a man known as much for his entrepreneurial acumen as his reputation for philanthropy and his convivial ways with his employees and colleagues alike. But as with any successful enterprise, the company also owes its long history of prosperity to all seven of its original founders as well as to the employees who have left indelible marks on it throughout its remarkable history. The United Company and its corporate staff in Bristol, Virginia, remain characteristically busy as they work diligently toward the pursuit of reinventing the company once more.

This reinvention process is continual and centers on the principle of earning profits and giving back on a parallel track, a tenet that has stayed with the company through its eventful and long history.

Aligning itself to the original founders' philanthropic vision, United seeks to serve those in need well into its long-range future. The United Company, The United Company Foundation, and a separate private foundation created by Mr. McGlothlin emphasize innovation, accountability, measurable outcomes, and community welfare, and together have given more than \$455 million over the years to non-profits and governmental agencies that provide educational needs, sustenance, improved health care and safety, locally and regionally. Of particular focus, are entities it operates including The Soup Kitchen as well as supporting The United Way and Communities In Schools, among others. Recent philanthropic efforts by Mr. McGlothlin include securing a long-term endowment for Mountain Mission School in Grundy, as well as expanding the footprint and services of VCU Medical School and the Virginia Museum of Fine Arts in Richmond, Zable Stadium at The College of William and Mary in Williamsburg and The Morrison School in Bristol, Virginia.

The United Company Leadership



JAMES W. MCGLOTHLIN, Chairman of The United Company and President of United Venture Capital, LLC

Mr. McGlothlin was born in Buchanan County, Virginia. Jim was educated in the public schools of Buchanan County and attended The College of William & Mary in Williamsburg, Virginia where he graduated with a BA Undergraduate Degree and a Law Degree from the Marshall Wythe School of Law with an LLB/JD.

Jim returned to his hometown of Grundy, Virginia where he practiced law as a partner in the law firm of Street, Street, & McGlothlin until 1970 when he became the founding partner of United Coal Company, which later was merged into The United Company, and for the next 5 decades has served as the Chairman/CEO and now the sole owner of The United Company.

During that time The United Company owned and operated many subsidiaries such as United Coal Company, United Supply Company, The Roof Center, Birmingham Steel, United Oil & Minerals, United Resources, Star Oil & Gas, United Realty, Scratch Golf, LLC, United Hospitality and Leisure, and United Venture Capital.

During Mr. McGlothlin's professional business life, he served as a Director on many Boards such as CSX Corporation, Bassett Furniture, Dominion Bankshares, Star Oil & Gas, etc., all of which he has now retired from.

Today Mr. McGlothlin divides his time between business activities and philanthropy. He serves on the Board of Directors of Mountain Mission School, a home and K-12 school for girls and boys in his hometown of Grundy, Virginia), the PGA Tour, and is a National Trustee of First Tee and an Honorary Trustee of the Medical College of Virginia.

Mr. McGlothlin lives in Naples, Florida and Bristol, Virginia with his wife Frances Gibson McGlothlin. Together they have three children and six grandchildren.

"In the end, I see the greater purpose of the game to be quite simply, the notion of giving back." Jim McGlothlin

The United Company Leadership



MARTIN L. KENT

President & Chief Executive Officer of The United Company and Sr. Vice President of United Venture Capital, LLC

- Martin Kent serves as President and Chief Executive Officer of The United Company, a diversified private investment company located in Bristol, Virginia, with operations in seven states in the energy, hospitality, recreation and leisure sectors. He leads the Company now in its 52nd year of operation as it pursues business acquisitions and seeks new opportunities for future growth around the country, including the Hard Rock Hotel & Casino Bristol. Additionally, he serves in leadership roles on the Boards of several organizations including the Virginia Chamber of Commerce, Virginia Foundation of Independent Colleges, Weldon Cooper Center for Public Service at UVA-Sorenson Institute, Virginia Foundation for Research and Economic Education (VaFREE) and a private foundation.
- Martin served in numerous executive roles in Virginia during fifteen years of service in state government including Chief of Staff to the Governor as well as Chief Deputy Attorney General. In those roles he oversaw the daily operations of state government, interaction with the Virginia General Assembly, the federal government, Governors' and Attorneys' General Offices of other states, as well as legal representation of all state agencies. Prior to working in state government, he was engaged in the private practice of law.
- Martin is a licensed attorney and CPA in Virginia.

The United Company Leadership



J. JASEN EIGE

Vice President and General Counsel of The United Company and United Venture Capital, LLC

- Jasen Eige serves as Vice President and General Counsel at The United Company in Bristol, Virginia. In this position, he serves on the company's executive committee and manages its legal department. Prior to that he was a Partner and Senior Vice President at McGuireWoods, LLP and McGuireWoods Consulting in Richmond, VA.
- He attended King University in Bristol, TN, and received a joint degree in law and public policy from Regent University. After law school, Jasen clerked for the Honorable Glen M. Williams, Senior United States District Judge. He then joined the law firm of Penn, Stuart & Eskridge in Abingdon, VA. In 2003, he began working in the Office of the Attorney General, serving in several roles including Chief of Staff and Counsel to then-Attorney General Robert F. McDonnell. In 2009, Jasen joined Governor-elect McDonnell's successful gubernatorial campaign as Chief Counsel.
- During the Governor's administration, Jasen served in a cabinet-level position as Counsel and Senior Policy Advisor to the Governor, where he oversaw the Counsel's Office and the Governor's Policy Office.

Clyde Stacy - President of PAR Ventures



- Clyde Stacy was born and raised in Buchanan County, Virginia, the largest coal-producing county in Southwest Virginia. After graduating from Garden High School in 1964, Mr. Stacy worked in several occupations until his mining career got started in 1973. After operating Southern Mining in and around Buchanan County for many years, Clyde became a co-owner of Rapoca Energy Company in 1986. Rapoca's mining operations were centered in Buchanan and Dickenson counties, and subsequent acquisitions brought in coal holdings and operations in Kentucky and West Virginia. In 1980, Mr. Stacy was instrumental in establishing a children's Christmas fund to help provide Christmas gifts for needy children in the coalfields, and during the 1990's, the Rapoca Children's Christmas Fund helped over 1,000 school children each year. Clyde has always been a strong supporter of the Boy Scouts of America, and has served as a member of the Sequoyah Council Executive Board since 1984. Always a friend to local charities, Mr. Stacy has helped many programs reach their goals and provide benefits to many.
- In 1991, he and a business partner purchased Harbor Club, a 1,000 acre golf resort on Lake Oconee, Georgia. Overseeing the transformation of the golf course and operations of the resort, Harbor Club quickly rose from a golf course without a clubhouse or sand in the sand traps to the 7th ranked resort course in the state, and the host of the Georgia State Open. Following his past tradition, a Harbor Club Children's Christmas Fund was soon established to benefit needy children in and around Greene County, Georgia.
- In 2006 he began a fast new career as a co-owner and driver for RPM Racing. Helping to establish one of the strongest race teams in the SCORE and Best of the Desert off-road racing series, Clyde has won more than 10 season long championships in various classes. In 2019, RPM Racing finished second in the season long championship competition in two different classes. Included in the team's win total are 5 wins in the Baja 1000, the most difficult off road race in the world. Each of his trucks are custom built by RPM Racing, featuring 4 wheel drive, dual engines, 1050 horsepower, and a top speed of over 150 mph. These race trucks are capable of jumps over 150 feet and race over all types of terrain at high speed.
- In 2018, Mr. Stacy began working with Jim McGlothlin to develop a resort and casino at the former Bristol Mall, and after feasibility studies, an affiliation with Hard Rock International, a change in Virginia law and various designs and layouts, they stand ready to proceed with the construction and completion of a first-class luxury resort and casino.

Compliance & Responsible Gaming



Compliance & Social Responsibility

- Hard Rock is licensed in 13 jurisdictions around the world
- Hard Rock has a long-standing history of a culture of compliance and integrity
- Hard Rock has received numerous corporate social responsibility awards including:
 - US National Council On Problem Gambling
 - Recognizes PlayersEdge casino team member training program for 15,000+ employees
 - Distinguished for integrating comprehensive gambling literacy and education with online training for all guest-facing employees, and 2-hour class room training for all supervisors and managers
- Launched first comprehensive gambling literacy and education program designed by a US-based gaming company, for North American and international markets called Players Edge



CORPORATE SOCIAL RESPONSIBILITY AWARD LEADERSHIP IN RESPONSIBLE GAMING

from U.S. National Council On Problem Gambling

- Outstanding commitment to addressing problem gambling
- Proven leadership for problem gambling treatment funding, access to therapeutic support

TREATMENT AWARD from FCCG:

- Leadership as a partner and funder of gambling addictions services in Florida
- First Industry gaming operator to receive this distinction

KEY INDUSTRY PARTNER for FCCG

- Largest voluntary contributor for over 10 years
- Collaborators in the design and delivery of responsible gaming program
- FCCG provides telephone hotline 24-hours a day
- Clinical services for those who need treatment



PROGRESS TO DATE

- 18,234 team members trained online
- 1,504 supervisors trained in classroom
- 92% positive evaluation scores for training
- 96.4 million + impressions of PlayersEdge education
- \$22 million invested in support services since 1994

Bristol Responsible Gaming Program

- **Goal:** To sustain customers over the long-term by working to prevent and mitigate harmful gambling
- Training
 - Employees will be trained 3 weeks prior to opening, quarterly meetings, overseen by the property president
 - Every year, training is reinforced through short online segments that build upon Frontline Fundamentals and Supervisor Support
 - Every three years employees will re-attend these two core programs again, after their content is refreshed
 - Training and on-going culture-building define and clarify employees' roles, while building skills and knowledge to effectively provide information and supports.
- Implementation of Players Edge
 - Conversations between employees and guests are critical service touch-points with players, and PlayersEdge will become an integral part of customer experience and service.
 - “Frontline Fundamentals” 30-minute online module: All guest-facing employees learn the basics of problem gambling behavior signs observed on the gaming floor, player risk segmentation, actions they can take, and when to escalate to more senior managers.
 - Supervisor Support” 2-hour classroom training: Managers and supervisors complete Frontline Fundamentals before attending classroom instruction.
 - At Hard Rock Bristol Responsible Gaming Leads and Teams execute policies, practices and program elements, seeking to increase employee engagement, and improving organizational knowledge of RG and problem gambling. The teams seek input from employees to plan, execute and assess the program's success.

Human Trafficking

Team Member Training

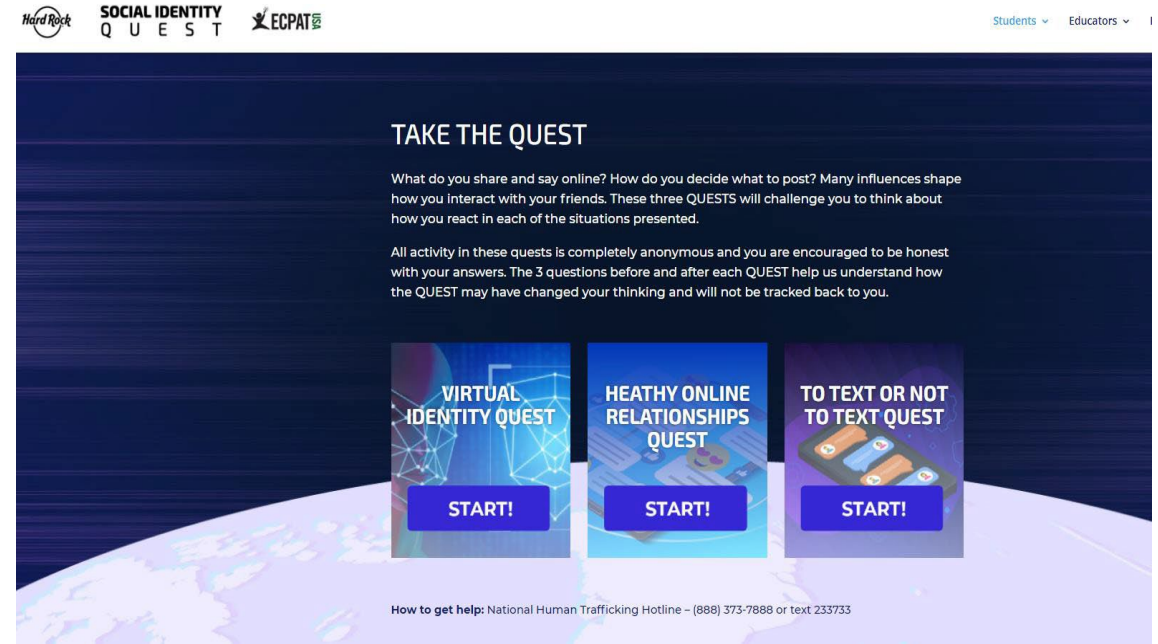
- 27,000+ guest-facing casino/hotel team members (owned, managed, franchise) trained
- 30-minute online training addresses: how to recognize signs of trafficking; protocols for responding if suspected; reporting procedures
- New Hire Orientation for all team members includes overview
- Video refreshers to address special events

Active collaborations

- American Gaming Association Taskforce on Human Trafficking
- Florida: members of the Broward Human Trafficking Coalition, and the Hillsborough County Human Trafficking Coalition
- ECPAT-USA & International: 30+ years as a leading non-profit anti-trafficking organization combatting commercial sexual exploitation of children

Performance Data

- Over 740,000 high school students have completed the program in 44 states
- 35,600 teachers have taught the program
- 14% average increase in online safety literacy



SOCIAL IDENTITY QUEST: educational program designed to help prevent risk of teenagers being lured online by increasing their literacy of online safety habits

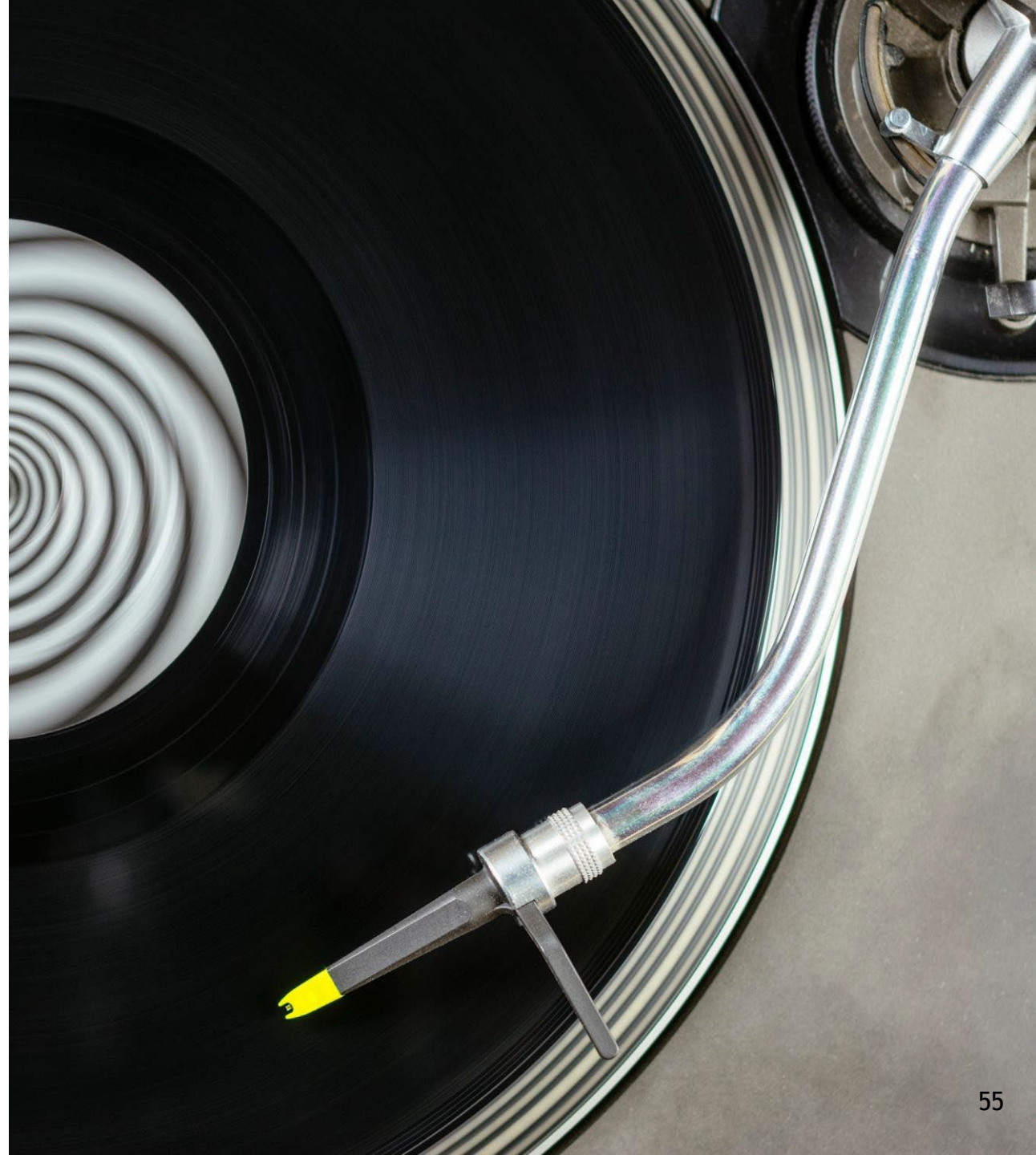
Launched into high school classrooms across the USA in 2022

FREE PROGRAM accessible to any school or youth organization
<https://socialidentityquest.com/>

Adapting program for indigenous Americans, and international markets, such as Mexico

Co-created by Hard Rock International, ECPAT-USA, and EduNetwork Partners

Diversity, Equity, & Inclusion



Leadership Training Program

■ Leadership Training Programs

– Women in Leadership

- ❑ Encourages and supports the development and success of women in the company

– School of Hard Rock

- ❑ An eLearning program that offers managers an opportunity to learn more about the Hard Rock brand and sharpen their managerial skills via third party courses

– Walk This Way

- ❑ Three day in-depth management training program that educates managers on Hard Rock's culture and standards



Diversity, Equity, & Inclusion

- Stephanie Piimauna, SVP of Diversity, Equity, and Inclusion has had extensive success and experience developing programs for some of the top gaming and hospitality companies and will lead the advancement of Hard Rock's Diversity Program and the Bristol Haute diversity participation requirements in the Local Development Agreement

Goals for 2022 & Beyond

- Develop a recruitment strategy that increases **minority applicant pool and hiring** of mid-senior level management positions
- Develop a targeted professional development program for **upwardly mobile minority team members**
- Deploy **hiring bias awareness** training across the organization
- Work with our host communities to establish relationships with minority organizations;
- Coordinate with our global purchasing department to further the inclusion of MBE vendors;
- Further develop Hard Rock's culture of enabling diversity, equality and inclusion throughout the company

Diversity Talent Attraction Strategy

EMPLOYEE VALUE PROPOSITION

Communicate reasons for considering joining our Company



- Leverage existing (or develop new) copy and imagery to communicate the company's commitment to Diversity
- Leverage company values and mottos as indicators of culture.
- Design roles to be attractive to candidates looking for an accelerated career path
 - Accept risk with highly talented staff that may not check every box
- Tailor communication to highlight the company's outreach efforts.
 - Highlight key diverse leaders
 - Support with more general "Why Us" recruiting materials

SOURCE TALENT

Identify and tap key talent pools



- Identify key talent pools
 - Companies, geographies, associations, institutions, etc.
 - Utilize sourcing tools (LinkedIn, Talent Neuron, Yello, JobScience, etc.) to refine strategy.
- Leverage employee referral program
 - **Seek referrals from diverse staff (TMRGs).** Talent Acquisition to reach out to referrals
- Develop an Internal Talent Recruiting Strategy
 - Internal Career Fair - Leverage TMRGs
- Invest in targeted digital campaign
 - Social (LinkedIn, Glassdoor, Facebook, Twitter, etc.)
 - Targeted advertising at key diversity events
- Partner with external search firms specializing in diverse talent sourcing

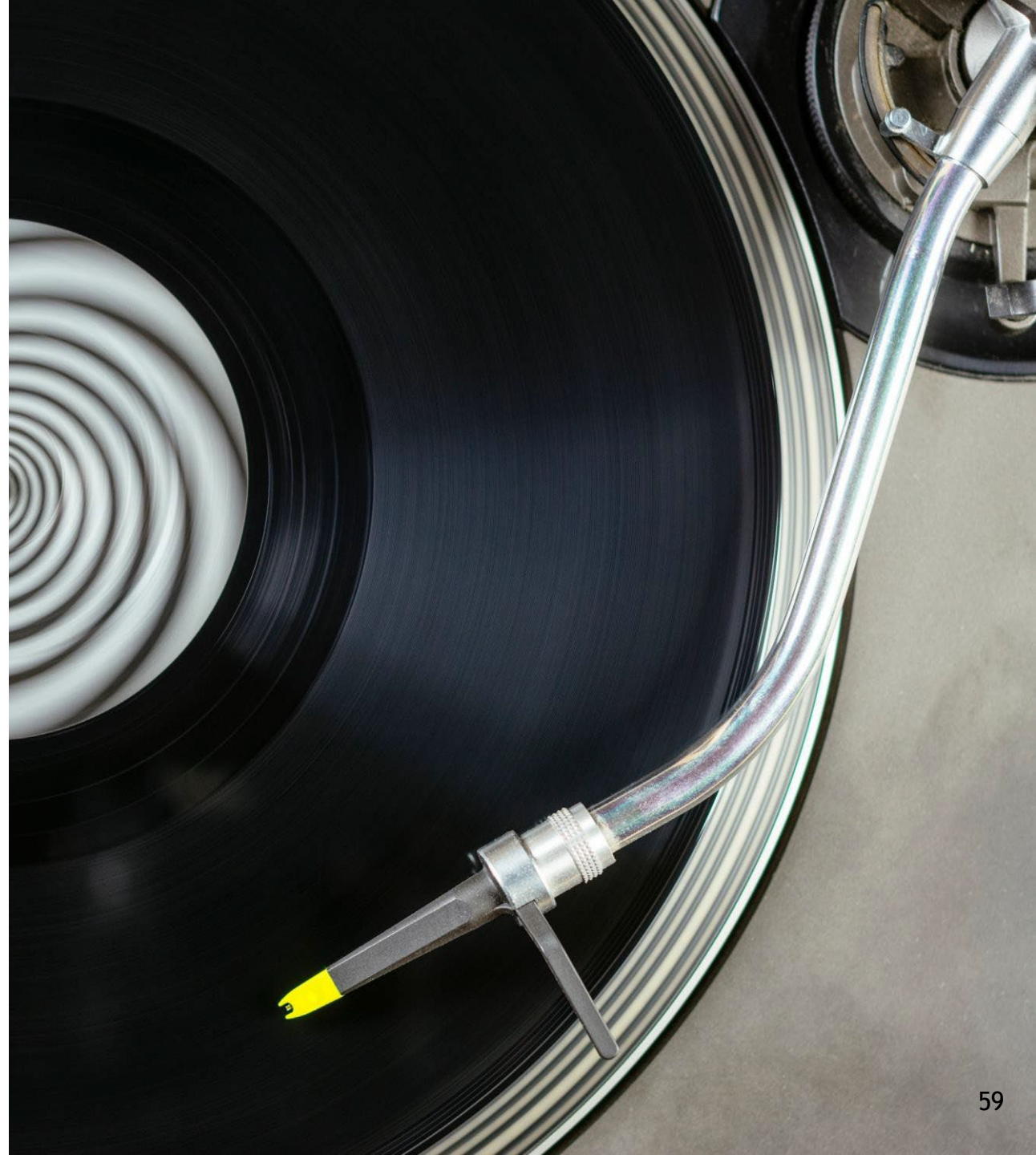
HIRE TALENT

Optimize candidate experience and deliver winning offer



- **Construct diverse interview panels trained to sell the company**
 - Deliver inspiring candidate experience
- Develop Early in Career program for diverse talent (i.e. pre-program to AGM)
- Develop highly competitive compensation, titles, relocation and/or remote work package to demonstrate our commitment to workforce engagement
- Leverage key leaders to help close the deal
- Ensure smooth onboarding
 - Leverage TMRGs for "Buddy" onboarding

Local Partnerships



Bristol Local Engagement

“As part of our mission statement to provide authentic experiences that rock, at Hard Rock we believe it’s important to embrace and showcase local history and lore, bringing it front and center; in essence keeping it alive. We believe you will find this respectfully represented throughout the presentation”.

Local Vendor Identification & Process.

- As part of the opening process a local vendor fair is conducted where all local vendors whether they represent food & beverage, retail or any other of the activities that could take place in the casino are invited to come and meet our key management and procurement teams

Bristol Local Vendors

- A selection of Local arts and crafts as well as locally owned and produced items will be displayed and sold on property in the same manner with an ever growing group of local vendors and products in a show of local solidarity.



Examples of Local Partnership

NATURE'S TRACE CO.

- Home made soaps
- Indiana woman owned



- Custom candles
- Indiana African American woman owned



- Home made spices
- Indiana African American male owned



Local Partnerships - Southern Churn

Showcasing a vast array of local homemade fudge and specialized sweets delivering a vintage vibe of “Days Gone By” and a gentle reminder of “Sweets of the Past”.



“Hard Rock Casino is actually our biggest customer that we’re packaging fudge for now. We were so excited to partner and do business with them.”

- Karen Hester, owner

Local Partnerships - Birthplace of Country Music Museum

The Birthplace of Country Music Museum represents the foundations of genre enjoyed globally today, which is celebrated in this incredible showcase. What better partnership for Hard Rock than to embrace the iconic and historical instruments and songs that were influential to the emerging music we know and celebrate today.



Local Partnership - Blackbird Bakery

Who doesn't love a fresh, tasty right out of the oven donut? What about a flavorful mouth-watering cider donut? Blackbird Bakery's fresh quality ingredients and masterful skills are the reason we are partnering with them to create some new inviting treats that will have your mouth-watering for a bite. Come to Hard Rock to try out our new Cider Donut Ice Cream Sandwich for example.



Local Partnership - Sexton's Bristol Artisan

Where else do you go for local custom metal or woodworking....Hard Rock isn't shy about working with Sexton's Bristol Artisan. Regardless of the item or ask, Fred, the owner is always willing to go above and beyond to assist Hard Rock with getting to yes.

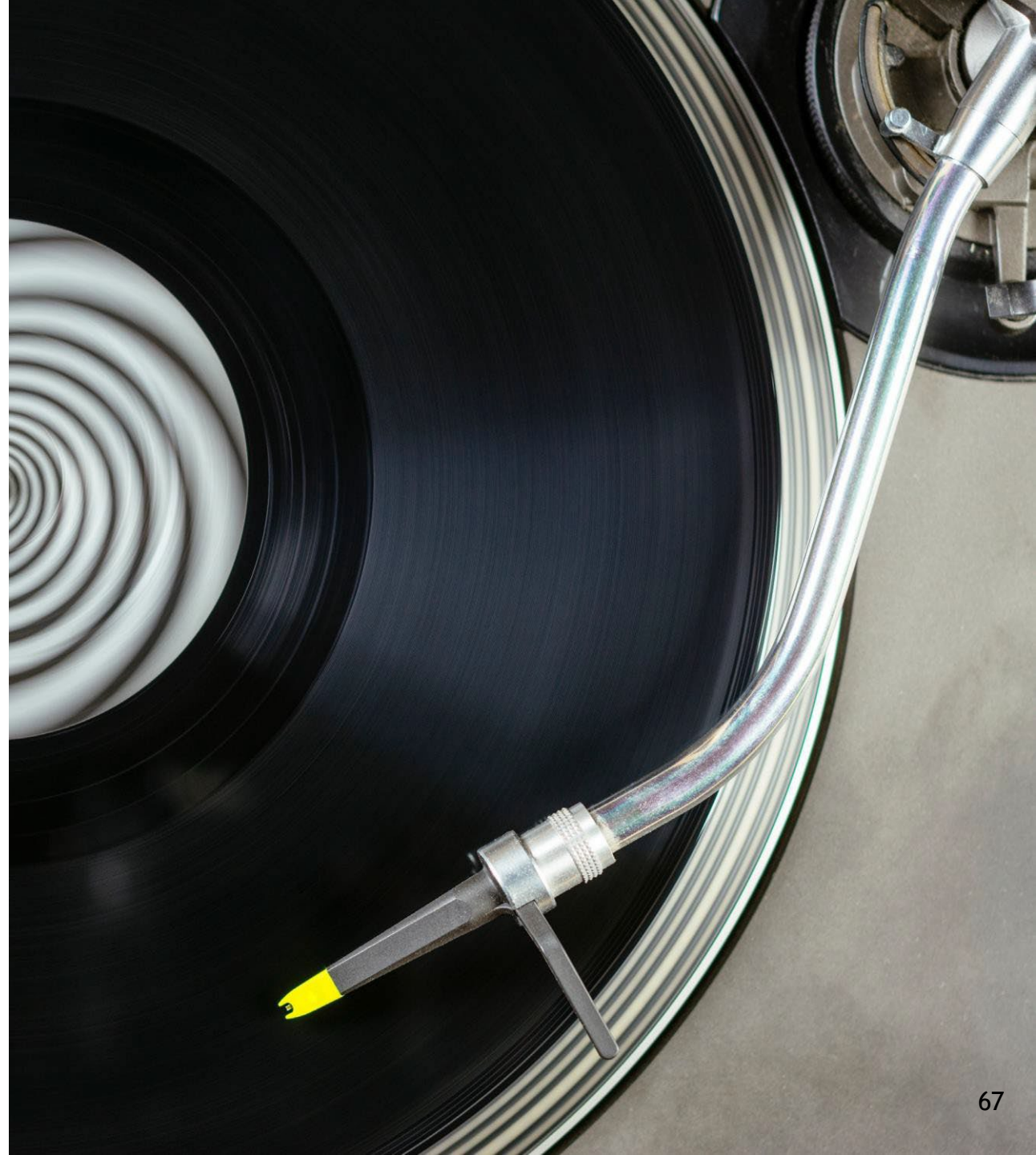


Local Partnership - Greene's Seafood

- Hard Rock is incredibly pleased to announce our partnership with Greene's Seafood. To have the ability to showcase seafood offerings on a higher caliber inland is incredibly exciting. Green's Seafood is a 40+ year old business providing Bristol and surrounding areas with their seafood needs for decades.



Project Update



Hard Rock has a successful track record of new casino builds

	Northfield Park	Atlantic City	Sacramento	Northern Indiana
				
Opening Date	December 2013	June 2018	October 2019	May 2021
Development Highlights	12-months New Build	9-months Renovation of 4 million sq. ft,	14-months New Build	17-months New Build
Results	✓ On-Time ✓ On-Budget	✓ On-Time ✓ On-Budget	✓ On-Time ✓ On-Budget	✓ On-Time ✓ On-Budget

Program & Scope

Temporary Facility

- ✓ Over 700 employees
- ✓ ~870 slots and 22 tables
- ✓ 2 restaurants
- ✓ 2 bars / lounges
- ✓ Sports book
- ✓ Rock Shop

Permanent Facility

- ✓ Approximately \$400 million
- ✓ Grand Opening Summer of 2024
- ✓ Over 1,200 employees
- ✓ 1,500 slots and 55 tables
- ✓ 300 room phase 1 hotel
- ✓ 5 restaurants & 4 bars / lounges
- ✓ 4 bars / lounges
- ✓ Sports book
- ✓ Hard Rock Live
- ✓ Rock Shop



Permanent Program highlights

1,500
Slots

55
Tables

300
Hotel Rooms

2,000 seat
Ent venue

Over 9
F&B venues

Rock Shop

Phase 1 Hotel & Casino



Main Entry



Phase 2 Hotel & Casino

**PHASE 2
HOTEL**



Financing Overview



Investment grade credit ratings

Hard Rock maintains an investment grade rating from 2 of the 3 credit rating agency and has ample capital to develop to the project



BBB- **S&P Global**
Ratings

B1 **MOODY'S**

BBB **Fitch**Ratings

Over \$10 billion in Capital Raised

Hard Rock International
May 2013



\$350m 5.875% Senior Notes due
2021

Corporate refinancing

Hard Rock International
April 2013



\$290m Senior Secured Term Loan
B due 2021

Corporate refinancing

Hard Rock International
January 2018



\$640m Term Loan A

Corporate refinancing

Hard Rock Northfield Park



Refinanced twice in two years
reducing the interest rate from
7.7% to 2.2%

Hard Rock Sacramento



\$450m Senior Note

Development of Hard Rock Hotel & Casino
Sacramento

18 months

Hard Rock Sacramento



\$50m Revolver
\$475m Term Loan B

Refinancing of Senior Note and Phase 2
Expansion

Hard Rock Northern Indiana



\$375m Term Loan B

Development of Hard Rock Casino
Northern Indiana

6 months

Hard Rock Northern Indiana



\$35m Revolver
\$415m Term Loan B

Refinancing of Construction Financing
Term Loan B and Mezz Debt



THANK YOU



Gaming Compliance Team



- Nate Warfield – Director of Licensing and Investigation
- Rob Jackson – Manager of Enforcement and Support Services
- Ray Dunkle – Director of Operations
- Sonji Roach – Casino Compliance Manager
- Ron Cushman – Director of Audit
- Ardie Manuel – Casino Audit Manager
- Prin Cowan – Gaming Compliance Analyst

Background Investigations



- Executive Summary Background Investigation Reports in the Matter of :
- HR Bristol, LLC – Casino Gaming Facility Operator's License
- HR Bristol Manager, LLC – Contractor's Supplier Permit

Waiver Requests from HR Bristol, LLC

- 1) 11VAC5-90-30 allows the Board to authorize a request for a waiver of a regulation.
- 2) HR Bristol has asked the Board to permit waiver of:
 - a) 11VAC5-90-170.L2.a. (*A pai gow die must be a perfect cube*): **They would like to use beveled dice.**
 - b) 11VAC5-90-170C.14.a. (*A value chip with a value of less than \$500 must have a diameter of $1 \frac{9}{16}$ inches*): **They would like to utilize chips with a 39mm diameter.**

Staff recommends approving these two waiver requests.