



BOYD BUZZ

WORK'S A GAME. PLAY TO WIN.

BOYD GAMING

Diversity Update



PAGE 2

Company Honored with Training Industry Awards



PAGE 3

Stardust Sign Finds New Home



PAGE 2

Echelon's Bob Boughner helps to create Career Services Center at UNLV

UNLV

PAGE 2

Q & A with Bill Boyd



PAGE 2

Training Update: More titles added to web-based training suite



PAGE 2

Buzzing with Good News



PAGE 4

Moving Up and Moving On



Judy Campbell

Latest Property News



PAGE 4

Team Spirit: Delta Downs employees volunteer time to foster positive work environment.

PAGE 4

Children's Hospital Visit Brings Holiday Cheer



PAGE 4

Company News

Employee News



IT WAS "AWESOME BABY!"

Florida and Kansas Face Off at Orleans Arena in NCAA Basketball First

Defending NCAA Champion Florida forced overtime, but No. 10 Kansas held on for the 82-80 upset. With thousands of Kansas fans cheering on their feet, the sold-out Orleans Arena seemed more like Allen Fieldhouse, as the Jayhawks ended the Gators' school-record 17-game winning streak.

Televised by ESPN2, with color commentator Dick Vitale, it was the perfect finale to the 2006 Findlay Toyota Las Vegas Invitational held November 24-25, 2006. The eight-game tournament was the first college basketball tournament to be played at a venue linked to a casino with a sports book.

According to Orleans Arena General Manager, Steve Stallworth, the facility had been courting the tournament's promoters since it opened in 2003.

Cincinnati, Ohio-based Basketball Promotions, Inc., first started promoting college basketball tournaments in Las Vegas in 2000. Its Las Vegas Invitational has been played at the 2,300-seat Valley High School for four years, NCAA rules required that certified events could not be staged at a facility with a sports book that accepted wagers on college sporting events. A policy change in May, which now states such tournaments need not be certified by the NCAA, literally opened the doors to the Orleans Arena.

"After the change in NCAA policy, we just needed one school to step up and say they weren't worried about any sports book issues and the tournament could make the move," said Steve. "Kansas was that school."

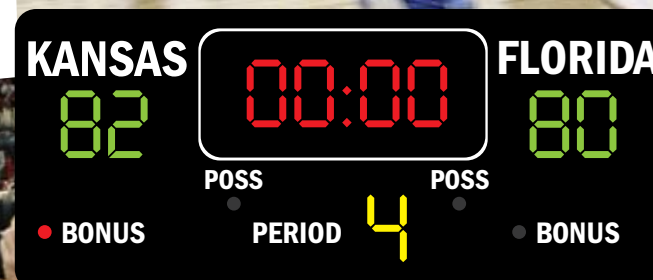
For their part, the Orleans Arena staff took great care to plan tournament events and in a way to keep underage players and fans separate from the casino and sports book portions of the property.



Chris Spencer, President of Basketball Promotions, was thrilled with the move, saying the 9,000-seat facility has given his tournament a home for the first time. "Quite frankly, the Orleans Arena may be the best mid-sized facility in the country," he told the Review-Journal.

Vitale seemed to agree when he bestowed his trademark catchphrase, saying the Orleans Arena was "awesome baby."

Ball State, Western Kentucky and four lower-division teams also participated in the tournament. Teams already on tap to compete in the 2007 Las Vegas Invitational at Orleans Arena include the University of North Carolina, Louisville, Creighton and Brigham Young.



The Final Goodbye

As our cover story last issue reported, the legendary Stardust was known for many Las Vegas "firsts." On March 13, the iconic property exited in similar fashion when its 32-story tower became the tallest building to ever fall on the Strip.

Hundreds of people gathered for the final goodbye, which temporarily closed a portion of the Strip and neighboring streets. Bill Boyd's four grandsons pushed the plunger, igniting the fireworks display preceding the implosion. More than 400 pounds of explosives were used to demolish the structure, and 20 water cannons were used to settle the enormous dust cloud that was produced.

The implosion, which received a great deal of local and national media coverage, clears the way for the Company's Echelon development expected to break ground in June.



Dania Jai-Alai Purchase Finalized

Last May, Boyd Gaming entered a seventh market when we announced our acquisition of Dania Beach's Jai-Alai facility and approximately 47 acres of related land in south Florida. The transaction was completed in March 2007, and we are currently working on design and development plans for its casino facility. Construction is expected to begin later this year with a grand opening in late 2008.

Dania Jai-Alai (pronounced hi-li) is one of four pari-mutuel facilities approved under Florida law to operate 1,500 Class III slot machines. It has become just one of several key development initiatives underway that will foster the continued growth of the Company.

Good Golly!

Little Richard Unites Couples in Mass Wedding at Delta Downs



What ended with a fairy tale (if unconventional) wedding ceremony at Delta Downs in December began with a random contest five months earlier. During the July 2006 Bridal Fair at the Delta Event Center, attendees were invited to register for a chance to win a free wedding as one of 20 couples to be married in a mass ceremony at the property on December 16.

Names were drawn, invitations were mailed, and the typical wedding planning needs were handled— food, flowers, décor. The need for a minister who would appeal to the masses (and be willing to perform the ceremony at a casino) was met by the incomparable Little Richard, who agreed to officiate.



Singer and songwriter Little Richard was one of the architects of rock and roll in the early 1950s with hit singles like Tutti Frutti, Lucille and Long Tall Sally. In 1957, he quit music to study religion with the Seventh-Day Adventist Church and became an ordained minister. He returned to rock and roll in the early 1960s, introducing the then-unknown Jimi Hendrix as a new member of his band, and performing with the up-and-coming Beatles and Rolling Stones as his opening acts.

Delta Downs buzzed with all the excitement of a typical wedding day on December 16th, 2006. Nineteen couples donned their wedding attire and were joined in holy matrimony (one couple had a last-minute cancellation). A reception followed the ceremony, complete with music, food, dancing, photos and lots of fun.

The event was filmed by Entertainment Tonight (ET). Portions of the wedding, along with interviews with Little Richard and three of the newlyweds, were aired on national television December 20. According to ET, the 74-year-old singer offered up his own advice to the couples during the ceremony. "Love is the foundation and love is the secret," he said. "If you got real love, it will last."

The local Fox affiliate also was on hand to film the wedding, as a follow-up to a promotion previously held in conjunction with the wedding. Crystal Miller, Promotions Director at Fox 29 and a former employee of Delta Downs, chose two of the couples to be married, based on award-winning love letters they wrote for the promotion.



Jack Bernsmeier, Senior Vice President of Operations and General Manager of Delta Downs, offered a champagne toast to the newlyweds. One lucky couple also won an all-expense-paid honeymoon valued at \$5,000 and each of the remaining couples received \$1,000 in cash.

After the ceremony, Little Richard mingled with guests and staff. In chatting with one manager, he called the staff "kings and queens" and said he really appreciated the way he was taken care of at Delta Downs.



q. In our last issue, we discussed many of the changes we witnessed in 2006 – from the closing of the Stardust to the sale of Barbary Coast and the acquisition of the jai-alai fronton in Dania Beach, Florida. Another such change has been the more holistic integration of our properties in the Las Vegas market. How is this process playing out?

a. Well, I consider feedback from our longtime customers to be a very important gauge in letting us know how well we are performing. The comments that I have been receiving have reflected how impressed they are with the degree of professionalism at all of our properties. Our courteous, hardworking, loyal men and women have been, and continue to be, a tremendous complement to our organization.

It is the superior level of customer service that we provide to our customers in both the front and back of the house that sets us apart from other companies and defines us as Boyd Gaming. I am grateful to all of our employees for giving us their best each and every day.



q&a
with **Bill Boyd**

q. The new Corporate headquarters is getting ready to open. How is that going to work?

a. The present Corporate building sits on the Echelon site and will be demolished to make way for our new project. Our beautiful new four-story headquarters is located in the rapidly growing southwest part of the Las Vegas valley and will house about 400 of our employees. The departments that will comprise the new building include: Information Technologies, Design and Construction, Hotel Yield, Marketing, Public Relations, Slots, Internal Audit, Finance, Legal, Entertainment, Development, Purchasing, Human Resources, PERCS, Risk Management, General Services and Executive Offices. The move is underway and is expected to be completed by late April. ♥

ECHELON'S BOUGHNER HELPS TO CREATE CAREER SERVICES CENTER AT UNLV

Bob Boughner, President and Chief Executive Officer of Echelon Resort, donated \$1.2 million to the University of Nevada, Las Vegas (UNLV) to establish the Robert Boughner Career Services Center in the William F. Harrah College of Hotel Administration. The new center, in cooperation with the UNLV Career Services Center, will coordinate comprehensive career planning for students interested in the hospitality industry.

While traditional career programs aid with job placement after graduation, the Robert Boughner Career Services Center will involve hospitality-focused students in career planning tracks beginning their freshman year. Students will be connected with mentorship opportunities in their first two years of college, which will be followed by internships during their junior and senior years. After completing their undergraduate studies or while enrolled in graduate programs, students will be linked to management internships and job placement opportunities.

"There are a number of significant hospitality developments underway that will change the face of Las Vegas, and with that will come a greater demand for skilled professionals," Bob said. "So it is in that spirit that I decided to make a personal contribution to reinforce that commitment, while at the same time encouraging support of the Las Vegas community."

Stuart Mann, Dean of the William F. Harrah College of Hotel Administration, said the new center will enhance the college's ability to continually engage with the hospitality industry and improve its capacity to introduce students to job opportunities that best match their interests.

Bob Boughner is a 31-year veteran of Boyd Gaming, serving on the Company's Management Committee and Board of Directors.



A New Nightclub Experience

To cap Borgata's public space expansion last July, its second nightclub, **mur.mur**, debuted. The intimate nightclub experience, with infectious energy orchestrated by celebrity DJs, offers guests the ultimate sense of nightlife escapism. Less than a year later, mur.mur already is all the rage with locals and celebrities alike, imparting a new level of style and caché in Atlantic City nightlife.



"We drew inspiration from exclusive hot spots around the world to create the mur.mur experience," said Sid Vaikunta, Vice President of Marketing for Borgata. "mur.mur is a nightlife venue where partygoers can escape from the moment they enter the club as they descend into an intimate, sexy and sensual party atmosphere."

Complete with signature bottle service and great music, mur.mur is a nightclub experience that would easily find its place in the New York, Miami, Los Angeles and Las Vegas scenes.

The modern space descends into an intimate, beautifully lit landscape flowing with infectious energy and pulse pounding beats. It features a large central sunken dance floor and two large bars. The atmosphere is complete with rich chocolate and caramel color schemes and decadent décor, which adds to the sexy and sensual ambiance. Plush seating booths throughout the club provides the utmost comfort and allows the partygoer to sink into the experience and create their own party within the larger party taking place.

mur.mur boasts a state-of-the-art built-in DJ booth, home-court for well-known DJ's including Juske, Vice and AM. The booth is centrally located within the venue, placing the DJ at the focus.



did you know? In its most recent "State of the States" casino survey report, the American Gaming Association touted the industry's continued growth. In 2005, commercial casinos generated more than \$30 billion in gross gaming revenue and distributed more than \$4.9 billion in direct gaming taxes to their local economies, a more than 5 percent increase over 2004.

Boyd Gaming Donates STARDUST MARQUEE to Neon Museum



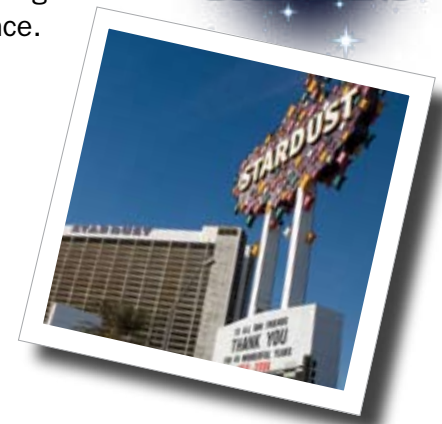
The iconic Stardust sign has found a new home at the Las Vegas Neon Museum, a downtown open-air exhibit.

The nonprofit museum is dedicated to preserving the cultural heritage of Las Vegas through the collection, restoration and preservation of the city's most iconic signs and artifacts. The Stardust sign was the world's tallest neon sign when it debuted in 1968.

Established in 1996, the Neon Museum features classic neon signs from the 1940s to today. The

collection is displayed as public art throughout the downtown area, with many pieces located along the Fremont Street Experience.

Additional signs are housed inside the Neon Boneyard, which is open for group tours by appointment only. To learn more, visit www.neonmuseum.org.



DIVERSITY UPDATE

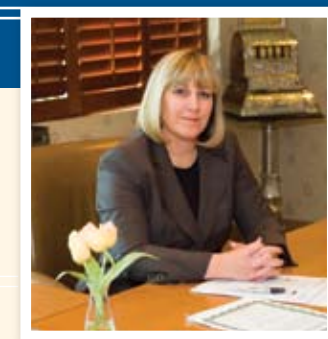
GETTING TO KNOW THE REAL MCCOY

In 1872, Elijah McCoy invented an automatic lubricator for oiling steam engines. It was just one of nearly 60 patented gadgets the African-American inventor created in his lifetime. The term "the real McCoy" is believed to be a reference to the reliability of his inventions.

Today, this expression is often used to identify something of singular quality, the real thing. Most people, however, aren't aware of its origin or of the many useful innovations of Elijah McCoy.

Harriet Tubman, Frederick Douglass, Martin Luther King Jr. and Rosa Parks are familiar names to even the most casual scholars of African-American history and culture. But have you ever heard of Ruby Bridges, Ralph Ellison, Harriet Powers or Leonard Pitts?

Ruby Bridges, at age 5 in 1960, became the first African-American elementary school child to attend a white school in Louisiana. Ralph Ellison was a scholar and writer best known for his novel *Invisible Man*, which won the National Book Award in 1953. Harriet Powers was a slave, folk artist and quilt maker from rural Georgia



By **Marianne Boyd Johnson**
Vice Chairman and
Chief Diversity Officer

whose quilts recorded local legends, Bible stories and astronomical events; today her work is on display at the National Museum of American History. Leonard Pitts is a contemporary nationally-syndicated columnist and Pulitzer Prize-winner who often addresses race, politics and culture in his newspaper articles.

Every February, we recognize Black History Month. It's a great opportunity for all of us to honor, reflect on and learn more about the contributions of African Americans to our nation's history, culture and prosperity – from King and Parks to Ellison and Powers, even the real McCoy.

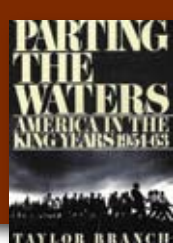
Black History Month Recommended Reading

BOYD BUZZ

Go Tell it On the Mountain
by James Baldwin



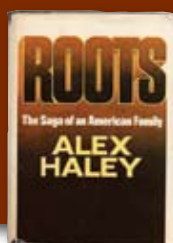
Parting the Waters: America in the King Years, 1954-63
by Taylor Branch



Invisible Man
by Ralph Ellison



Roots
by Alex Haley



A Raisin in the Sun
by Lorraine Hansbury

The Collected Poems of Langston Hughes
Edited by Arnold Rampersad

The Color Purple
by Alice Walker



Company Honored with Training Industry Awards

Boyd Gaming was awarded two "Tribute to Learning" awards from the Las Vegas chapter of the American Society of Training & Development (ASTD). This was the first time the Company had competed for a training award, and it won in the categories of "Best Online and Learning" and "Return on Investment (ROI) Strategy."

The Company's online and e-learning programs were born in 2005, due to a partnership with LearningKey. The concept of learning computer skills via CD, which replaced the teacher/classroom model, was quickly embraced by employees as not only a time-saver but also an enjoyable way to learn new skills. Since October 2005, Boyd Gaming has trained more than 700 people using a combination of two systems (CD at work and online at home) and increased training output by more than 330 percent.

In the ROI category, the award entry outlined the savings of converting Boyd Gaming's "The Future is Now" training from a consultant-based program to one administered in-house. Using formulas developed by Jack Philips and published in Accountability in Human Resource Management, savings for just one 8-hour training program were calculated to exceed \$200,000.

"That's obviously a huge return on investment," enthused Mac McQueen, Boyd Gaming Director of Learning and Development. "But the really exciting part is that by bringing the training in-house, we were also able to create more energy, more excitement and more impact for employees participating in the programs."

The primary goal of each development program is to assist the properties in building their success. By developing in-house training programs, the Company is better able to help properties in recruiting quality candidates, reducing turnover, increasing morale, offering employees careers and highlighting Boyd Gaming as an employer of choice. The Tribute to Learning awards are validation that the Company is achieving this goal.

ASTD's annual award program highlights best practices in training and development by companies in the region. Mac accepted the awards on behalf of his team during a ceremony in November.

THE BOYD GAMING TRAINING TEAM
Back Row: Mary Zaborowski, Yvonne McGill, Venezuela Williams, Danielle Schell and Nicole Prieto. Front Row: Jay Young, Alice Kelly, Kimberly Pool, Mac McQueen and Cassandra Anderson. Not Pictured: Mike Tunney, Terri Cobb, Mandi Wirtala, Tamara Brown, Mindy Silverman, Lisa Courser and Sara Jameson and Tamara Brown.



BUZZING WITH GOOD NEWS



Launched in 1997, the Boyd Buzz has reached a significant milestone. Published quarterly for 10 years, the newsletter has become one of our Company's best-loved information sources.

The newsletter has also been recognized as an example of excellence in employee communications by outside organizations. In 2005, it received a Pinnacle Award of Excellence from the Public Relations Society of America (PRSA) Las Vegas Valley Chapter. Last year, the American Gaming Association (AGA) awarded the Buzz with a Communications Award for "Best Employee Publication."

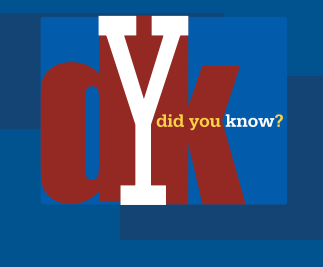
This success can actually contribute to our bottom line. "Companies that communicate effectively with their employees financially outperform those that do not," according to a study of U.S. and Canadian employers by Watson Wyatt Worldwide.

The 2005/2006 study found that companies with the most effective communication programs returned 57 percent more to their shareholders than companies with the least effective communication programs.

It also found that a significant improvement in communication effectiveness is associated with a nearly 20 percent increase in a company's market value. Companies with high levels of communication effectiveness also were 20 percent more likely to report lower turnover rates than their competitors.

"Communication is a critical element in creating successful business results," said Kathryn Yates, co-author of the study. "The more effectively a company communicates with its employees, the better off its shareholders will be."

The Buzz is also available online at www.boydgaming.com/buzz



A former Boyd Gaming property was a featured question on the television game show Jeopardy! in January. In the "Big Star" category, the \$600 answer read, "This hotel and casino at 3000 Las Vegas Boulevard South cashed out in 2006."



The question, "What is the Stardust?"

Moving Up

Moving Up and Mov'n On illustrations © Calder Chism



Eldridge Walker
Floor Supervisor/Back-up
Casino Shift Manager Fremont



Moving Up:
Dealer (1984); Boxman (1988); Floorperson (1990); Backup Casino Shift Manager (2005)

Thought for the Day:

As a table games supervisor working days, Eldridge's job responsibilities including taking care of the dealers and customers and "making sure everyone is happy." He also occasionally works as a shift manager, during which time he observes policies and procedures throughout the hotel. He is a leader in PWAH and in training new dealers.

After Hours: Eldridge was born in Las Vegas with a family of seven. He won a basketball scholarship to Dixie College in St. George, Utah. He still enjoys sports and teaching children how to play different sports.

Peter DeMonte
Poker Manager
Suncoast



Moving Up:
Dealer, Stardust (1998); Relief Shift Boss, Stardust (2001); Poker Room Manager, Stardust (May 2004); Poker Room Manager, Suncoast (2006)

Thought for the Day:

After working at the Stardust for eight years, Pete recently made the transition to the Suncoast. He oversees the day-to-day operations of the 12-table poker room, which features tournaments every morning and evening. "It's totally different from working on the Strip taking care of mostly tourists," he said. "Here we cater to mostly locals who come in on a weekly or even daily basis."

So we get to know our customers on a different level."

After Hours: Pete and his wife, Diane, have been married for 25 years. After vacationing in Las Vegas for years, the couple moved to the gaming mecca from Connecticut in 1998, upon Pete's retirement from the fire department there. In his free time, Pete enjoys watching sports and playing poker.

Rich Miller
Finance Controller
Blue Chip



Moving Up: Income Control Clerk (2000); Accountant (2002); Finance Controller (2004)

Thought for the Day:

Rich joined Blue Chip upon earning a bachelor's degree in accounting. After working his way up through the ranks, he now oversees a staff of 12. He also is part of Blue Chip's "manager on duty" program, in which he walks the floor for one shift every six weeks and tends to customer service and other operations issues. Rich volunteered for the program because he wanted to learn

more about how the property operates on a day-to-day basis.

After Hours: When he's not working, Rich and his wife, Katrina, like to take their sons (a 2-year-old and 4-month-old) out and about - to the park, Chuck E. Cheese and anywhere else they can to tire the boys out. Still a kid at heart himself, Rich likes to pass the time playing video games, cards and board games.

Moving On

Judy Campbell began her career with Boyd Gaming in 1978 the way so many other employees have - as a blackjack dealer. In February 2006, she retired from the Company as Executive Vice President and General Manager of the Blue Chip.

"I'm really thankful for Boyd Gaming, for all the opportunities it has given me," Judy said. "And I'm going to miss the business and the people I've met throughout my career, especially all the teams I've had the pleasure to work with at the properties."

Judy moved her way up through the ranks of the industry to Floor Supervisor, Casino Shift Manager and became Boyd Gaming's first female Casino Manager in 1990. In 1993, she became Assistant General Manager of Jokers Wild and was promoted to General Manager of Eldorado in 1994. Recognizing her talent in operations, the Company appointed Judy to lead Par-A-Dice in 1996, its newest acquisition at that time.

In 2002, the Company called on Judy to take the helm, so to speak, of Blue Chip - Boyd Gaming's most profitable riverboat operation. With her guidance, the property underwent a massive \$170 million renovation, reconfiguration and expansion.

Upon her retirement, Judy moved home to her native Wisconsin to be closer to her family. An avid golfer, she is also looking forward to wiling away her days on the links.

Good Luck Judy!





latest **property** news

News You Can Use

Par-A-Dice hosted a **job fair** in November. A newspaper ad, brief radio spots, and large banners and posters were used to generate interest in the event. **Par-A-Dice** recruiters were on-site to answer questions and conduct interviews. A preliminary follow-up report on the event shows that **81 applications** were received, **64 interviews** were completed and **25 job offers** were made.



Building on the recent success of the **2006 BORGATA POKER OPEN** and the debut of its **new 85-table room**, Borgata kicked off the New Year with the second annual Borgata Winter Open. The 14-day tournament began January 17 and concluded with the **Borgata Poker Winter Classic**. There were 1,370 poker players participating in event one, making it the largest poker tournament in Atlantic City history. A **\$1.6 million purse** was the coveted prize during the World Poker Tour finale.



Gold Coast continues to reinvent itself with the addition of a **high-limit room** to its casino floor. The 1,100-square foot room includes two high-limit blackjack tables, a traditional baccarat table and 23 high-limit slot machines. The room has an Asian-inspired design, which includes a 7-foot Buddha statue. Guests are treated to private cocktail service and special hors d'oeuvres. The property also recently completed the **renovation of its 711 guest rooms**.

During a recent appearance at Sam's Town Tunica, NASCAR Nextel Cup & Busch Series Driver **Clint Bowyer** answered questions from guests and signed autographs.



Fremont, California and Main Street Station rang in the New Year as part of an **exclusive DIRECTV show**. The four-hour celebration on the Fremont Street Experience in downtown Las Vegas was aired live on channel 101 and featured the hottest music artists and special celebrity guests including **Five for Fighting, All-American Rejects, Rockstar: SuperNova, Smash Mouth and Chicago**.



Sam's Town Las Vegas recently named its **2006 Employee of the Year**. Bartender **Sam Boyse** has worked at the property since 1984. "It is a great honor to be recognized for the work you do," she said. "I love all the people I deal with on a day to day basis, from my co-workers and managers to customers." A total of 22 employees had been nominated for the award.

The International Council of Air Shows (ICAS) presented its 2006 Dick Schram Memorial Community Relations Award to Aviation Nation, the Nellis Air Force Base-Las Vegas Air Show. Boyd Gaming has been a long-time supporting partner of Aviation Nation. The award recognizes the efforts of military air shows to use their events to improve community relations. Aviation Nation exemplifies the spirit of the award because of its strong collaboration with the community and supporting partners.



United Blood Services has recognized Suncoast Human Resources Director, **Kathy Caudell**, with its Chairperson Award for the Association of Donor Recruitment Professionals (ADRP). Kathy will receive the honor during an awards banquet at the ADRP national convention in Baltimore, Maryland, this May. *Way to go!*

Delta Downs recently held a Coca-Cola promotion and their bottler created a fantastic display for the property.



Hats Off

Eldorado General Manager **Lief Erickson** was honored in January during the 8th Annual Economic Development Awards ceremony showcasing businesses and individuals who had positive economic impacts the city of Henderson in 2006. Lief received an Outstanding Partner Award for his work to give the 50-year-old Eldorado an updated exterior, as well as sponsoring and participating in several events in the area.



Taking Care of Community



Sam's Town Tunica hosted **Jingle Jam**, a **concert benefit for Variety Children's Charities**, in December. All ticket sale proceeds went to Variety, which raises funds for the care and support of disadvantaged, physically challenged, sick and needy children around the world. The performance was **packed with the hottest entertainers**: Brooke Hogan, Ashley Parker Angel, Cheyenne Kimball, Bowling for Soup, Josh Hoge, Mario Vazquez, Drake Bell and Cartel. MTV's **Jamie Kennedy** and **Hulk Hogan** served as the masters of ceremonies.



Left to Right: Ted Bogich-STT GM; Sean McCarty Variety Children's Charity; Donald Biggs-GM WHBQ-FM; Carson on air personality WHBQ-FM Q107.5

Meet **Cold Beer Willie**

Sam's Town Shreveport

Sports fans are used to the call of "cold beer" in ballparks and stadiums across the country. But would you expect to hear the familiar catch phrases on a casino floor? Meet **Willie McCoy**, better known to Sam's Town Shreveport guests as "Cold Beer" Willie.

He has become an icon to both guests and team members during his nearly 14 years at the property. Sporting a 47-pound cold pack on his back, Willie makes his way through the three-deck casino floor, calling out his familiar "Cooold beer!" and stopping to refill as many as 27 times during his 10-hour shift.

No stranger to hard work, Willie has been working since he was 14 years old. His first job was at the Elm Grove Plantation picking cotton. "When I got big enough to tote the water bucket, I became the water boy," he remembered proudly.



At age 19 – with 75 cents in his pocket – Willie started his own business. He bought a squeegee and began cleaning windows. Willie has always worked two jobs – sometimes even three – to support his family of five children. In 1994, while working for Shreveport Captains Baseball as "the cold beer guy," Willie was recruited by the General Manager of the casino property.

Willie recalls delivering cold beer to guests waiting to pay \$5 to get on the boat. Soon every boat in the area was trying to recruit Willie to work for them. He turned them all down and stayed where he was. Willie has never missed a day of work during his tenure at Sam's Town.

"I could never let myself take a day off," said Willie, who was recently honored with a Pride Award from the Hotel Industry & the City of Shreveport. "If I'm not here, something will not be right. I'll miss something, and I love this casino. They paid for me and my children to survive." So, the next time you are in the area, stop by for a frosty drink from "Cold Beer" Willie.



CHILDREN'S HOSPITAL VISIT BRINGS HOLIDAY CHEER

The promotions department at Par-A-Dice made a special contribution and visit to the Children's Hospital of Illinois during the holidays. They donated \$500 in crafts and toys for the activity room for children of all ages. The six staff members also played with children in the activity room and visited rooms of those children who were not able to go into the activity room due to their medical status.

"It was a very humbling experience for the staff that visited the hospital," said Holly Tanner, Promotions Assistant.

"Most of us had never visited the Children's Hospital, so we thought it would be a great way to give back to the community and show what the holidays are really about. But overall, our goal was mainly to go hang out, play video games, and make crafts with the children for a couple hours to get their minds off their illnesses and hospital stay."

Par-A-Dice also held a Holiday Can Drive in December. Team Members were encouraged to "Stuff-A-Shuttle Bus" with non-perishable food or canned food items. Guests who donated during this time period received a coupon for double points to be used the day of their donation. This event was a huge success benefiting the central Illinois community.



MAKING THE GRADE

A 2-year-old colt by name of **Birdbirdistheword** used a big move on the far turn to take the lead and eventually win **Boyd Gaming's \$1 Million Delta Jackpot Stakes** on December 1.

The Jackpot had been granted Grade III status for the 2005 running, meaning its results would play a role in determining which horses run in the Kentucky Derby. But the 2005 Delta Jackpot, along with the Delta Princess and the entire 2005-2006 thoroughbred season, were cancelled due to Hurricane Rita, which struck in September 2005. Thus, the Jackpot was run for the first time as a graded event in December 2006, making it the first-ever graded Thoroughbred race contested at Delta Downs.

Birdbirdistheword's victory was the third of his five-race career. Since the race was graded, the horse is now near the top of the list for those being considered for next year's Kentucky Derby at Churchill Downs.

In other action at Delta Downs that night, Peter Cantrell's Miss Atlantic City captured Boyd Gaming's \$300,000 Delta Princess Stakes for 2-year-old fillies traveling one mile.



Fostering Diversity

Boyd Gaming proudly **sponsored showings of two documentary films** by Stan Armstrong and Desert Rose Productions that foster diversity awareness and education.

"Native Americans of the Civil War" premiered in a free public showing at the Clark County Library during November, **Native American Heritage Month**. "Invisible Las Vegas" aired on Las Vegas PBS Channel 10 and Educable Channel 11.0 in February, **Black History Month**. The latter tells the story of the African-American community of West Las Vegas and the rise and fall of segregation in the entertainment industry in the city. Armstrong – director, producer and historian – teaches at the University of Las Vegas, Nevada and also guest speaks throughout the United States.

Congratulations!

TEAM SPIRIT

A team consisting of about three line-level employees from each department at Delta Downs volunteer their time to foster a positive work environment at the property.

Dubbed T.E.A.M. Delta, the group hosts department contests (such as recent bulletin board and pumpkin carving contests), volunteers at company events, votes on the Employee of the Month, and generally supports departments throughout the property. The group wears specially made baseball jerseys that say T.E.A.M. Delta to show their spirit.

"We chose jerseys because that shows we are a team," said Danielle Schell, Employee Development Specialist. "But all the jerseys have different numbers, because we are all still individuals."

*T.E.A.M. Delta
Our team is committed to creating and maintaining a positive environment where the differences of all Boyd Employees are recognized, understood, and valued.*



More Titles Added to Web-Based Training Suite

By Mike Tunney,
Nevada Region Training Manager

Developing your leadership style is a never-ending process, and Boyd Gaming has a shared stake in your success. We are committed to providing you with the necessary tools to assist you in developing your leadership style as you progress through your career with the company.

As part of this effort, Boyd Gaming has utilized the LearnKey Learning Management System to teach our team members the Microsoft suite of desktop applications. As of January 1, 2007, we have added a Leadership Development suite that has 11 new titles.

The Leadership Development suite of programs is incorporated into Boyd Gaming's Basic Certificate in Leadership and Management. This certification is issued by the Educational Outreach office at the University of Nevada Las Vegas (UNLV), and the participants who earn this certification will also receive 4.0 continuing education credits. Unless otherwise noted, the titles listed below consist of one lesson each.

Leadership Skill Development:

1. Effective Performance Appraisals
2. Excellence in Supervision
3. Giving and Receiving Feedback
4. Handling Conflict and Confrontation
5. How to Coach an Effective Team
6. Leadershift (Leadership)
7. Managing Time
8. Managing Change at Work
9. Managing for Commitment
10. Successful Hiring
11. Project Management

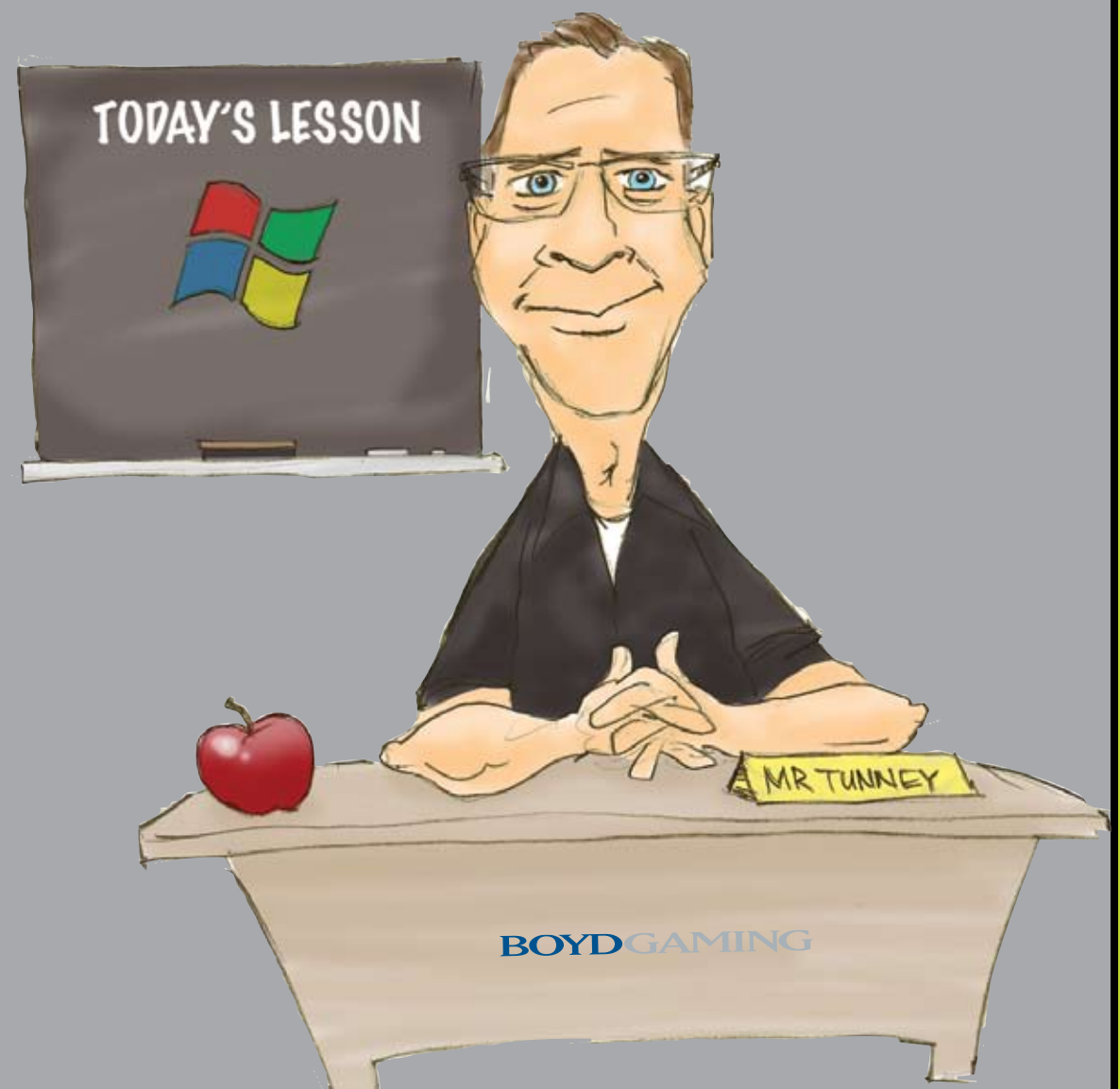
Each of the courses listed above has a companion workbook that is designed to assist the participant as they go through the material. All of the programs in the Leadership Development suite, with the exception of project management, will take approximately one to two hours to complete. The project management material will take four to 12 hours, depending on your skill level with a computer and your previous project management experience. Each lesson has a pre-test, a post-test and labs (exercises) that are designed to reinforce learning. You can log on and take this training at any location that has Internet access. The user friendly design, coupled with the ease of access, provide the user with a powerful tool for personal development.

If you have questions or should you like to register for this training, please contact your property Human Resources office or a member of the Corporate Training & Development staff at:

Boyd Gaming Nevada Region – 702.792.7215

Boyd Gaming Central Region – 318.424.5716

Coast Subsidiary – 702.365.7111 Extension 6199



Sound Off

BOYD GAMING

LAS VEGAS LOCALS

Gold Coast — Mike Grouney

I'm proud to say that on New Year's Eve we had the highest revenue day in our history! 2006 was our second-highest revenue year, all thanks to our dedicated employees. We look forward to 2007, which we started off with our VIP Big Game party hosted by Gale Sayers, Hall of Fame player for the Chicago Bears.

The Orleans — Tony Taeubel

The Orleans Arena has been the home of the very successful Wranglers hockey team. Now, the Orleans has signed on to become the home of the Arena Football League's Las Vegas Gladiators. We are very excited to expand our amenities for our club seat and suite holders, but also for our Coast Club members and employees.

Sam's Town Las Vegas — Mike Garms

Thanks to all of the staff and management at Sam's Town for another successful year. As we begin 2007, we are proud to announce that we will be breaking ground on a significant expansion including a state-of-the-art Race and Sports Book, Bingo Room remodel and overall general improvements to the property. It is with these major projects and continued commitment to customer service that we strive to really be "the place where locals bring their friends."

Suncoast — Kerrie Burke

Joe Fuscaldo, our Chief Operating Officer, and I are so excited about having the opportunity to be here at the Suncoast and even more excited about the future. Our team is strong, friendly and committed to providing the best customer service and retaining the "Best of Las Vegas" award again this year. Go team!

Eldorado/Jokers Wild — Lief Erickson

Both properties staged a spectacular New Year's Eve dinner. Jokers Wild served an elegant dinner buffet in their banquet facility; while at the Eldorado, Mariana's Cantina was converted to an intimate gourmet room featuring a four-course dining extravaganza. More than 300 of our best customers attended; all were truly impressed, some were overwhelmed. Most important, they left feeling their business was much appreciated. Hats off to everyone who made this night possible!

DOWNTOWN LAS VEGAS

California — David Lebby

Another year is upon us, and we're off to a great start. Some of our popular Hawaiian events are coming up quickly, including the Perry and Price "Live and Unplugged" radio show and May Day Lei Day, which are always very popular with our guests. We're looking forward to 2007!

Fremont — John Repetti

The newly remodeled rooms have been a big hit with our guests, as have the innovative new slot games we've added to our casino floor. The Fremont was the backdrop for "America's Party" as 2006 went out with a bang, and we're eagerly anticipating another eventful year. We will focus our attention for our large capital project on the casino in 2007—so expect to see big changes by year's end.

Main Street Station — David Lebby

Main Street's 10th anniversary has come and gone, and we're excited to begin another new year downtown. We continue to be a favorite downtown destination, for those seeking a little something out of the ordinary. Main Street's old-world Victorian charm, impressive collection of antiques and outstanding employees truly set us apart from the rest.

Vacations-Hawaii — Bill Smith

Vacations Hawaii continues to grow our retail department to supplement charter bookings, by offering more customized group packages to Las Vegas on more airlines. Our convenient location, adjacent to the Ala Moana Shopping Center, enables our customers to tie in their shopping at the center with their shopping for Vegas packages at Vacations-Hawaii.

MIDWEST AND SOUTH

Blue Chip — Judy Campbell

After one year of successful operation in our new casino, opening day still remains crystal clear in my mind. It was one of those moments when a diverse group of people pulled together toward a common goal and proved the Boyd Gaming team can't be beat. It has also been a great way to cap a great career with Boyd Gaming. With my retirement, I extend a sincere thank you to my team and a warm welcome to our new General Manager, Ted Bogich.

Par-A-Dice — John Sou

Par-A-Dice is starting 2007 off with a huge celebration. More than 260 team members will be celebrating their 10-year service award with Boyd Gaming. The Company acquired Par-A-Dice on December 6, 1996. Through their hard work and dedication, these committed team members have become an integral part of Boyd Gaming. I am very excited to be a part of the Par-A-Dice team!

Delta Downs — Jack Bernsmeier

A "New Way to Play" was rolled out at our property in January. With the start of the e-bonus program, our patrons now have the ability to download their promotional offers directly to their favorite slot machines as credits for play.

Sam's Town Shreveport — Kim Etland

From January through March, it's Mercedes Days at Sam's Town! We're giving away four stunning new Mercedes-Benz C230 sport sedans in this exciting promotion. Prime Rewards club members earn entries based on rated play. In April, we're putting on our boogie shoes for K.C. & the Sunshine Band! This great band has been getting people to "shake their booties" for more than 30 years, and they're still going strong with their energetic and entertaining stage show.

Treasure Chest — Toni Demahy

February brought a great line-up of entertainment to our Caribbean Showroom, including performances by the Batiste Brothers and the Topcats. In March, we hosted a successful St. Patrick's Day Blackjack Tournament. I'm excited to join the Treasure Chest team and look forward to building the success of our property together.

Sam's Town Tunica — Ted Bogich

Sam's Town Tunica finished a strong year with EBITDA exceeding prior year by 46 percent, which was primarily due to a 23 percent increase in gaming operating income. These improved financial results can be attributed to the hard work and dedication of the Sam's Town Tunica team members and their focus on creating great experiences for our guests.

*In our next issue, we welcome Sam's Town Tunica's new General Manager, George Stadler and wish Ted Bogich the Best of Luck at his new property, Blue Chip.

NEW JERSEY

Borgata — Larry Mullin

After our hugely successful Borgata Winter Open and World Poker Tour main event in January, we're now looking forward to a star-studded spring. Entertainers on Borgata's event calendar in the coming months include The Who, Taylor Hicks, Wanda Sykes, The Gipsy Kings and Gwen Stefani.

CORPORATE

Administration — Bill Noonan

Already off to a great start, 2007 will continue to be an exciting year for us. Construction of the new Corporate Office located at 6465 South Rainbow Boulevard is nearing completion. Departments are expected to begin moving during March and April. The four-story facility will include a break room on each floor and a three-level employee parking garage with a connecting bridge. Our Senior Executives will move to the Howard Hughes offices until Echelon is completed in late 2010.