



# Welcome to Boyd Gaming

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Keith Smith

President and Chief Executive Officer

# Today's Agenda

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- Introductions
- Company Overview
- Company History
- Our Nationwide Portfolio
- HR, Benefits Overview
- Q&A

# Our Management Team

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**Bill Boyd**

Executive  
Chairman,  
Company  
Co-Founder



**Keith Smith**

President and  
CEO



**Marianne  
Johnson**

Vice Chairman,  
EVP, Chief  
Diversity Officer

# Our Management Team

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**Bob Boughner**  
EVP, Chief Business  
Development Officer  
*(Retiring – Summer 2016)*



**Brian Larson**  
EVP, General  
Counsel



**Josh Hirsberg**  
EVP, Chief  
Financial Officer

# Our Management Team

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**Steve  
Thompson**  
EVP, Operations  
Nevada



**Ted Bogich**  
EVP, Operations  
Midwest and South



**Willie Boyd**  
Vice President

# Also Joining Us Today

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- **Steve Schutte**
  - Senior Vice President, Operations
- **Bob Berglund**
  - Vice President, Benefits and Insurance
- **Chris Smith**
  - Corporate Director of Human Resources

# Boyd Gaming at a Glance

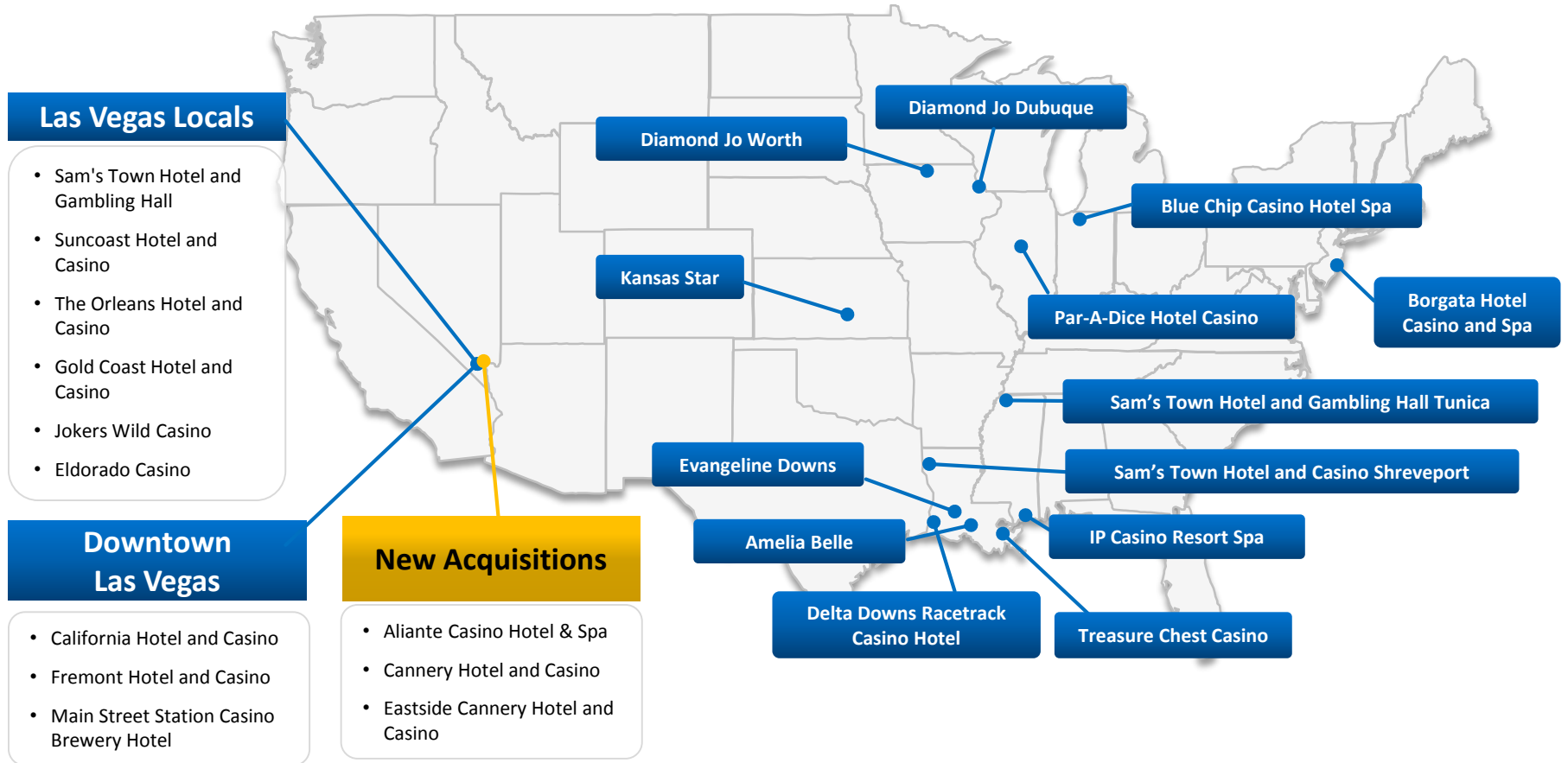
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- Founded in 1975 in Las Vegas
- One of the largest gaming companies in the U.S.
- \$2.2 Billion in annual revenue
- 22 properties in 8 states
- 24,000 Team Members





# Boyd Gaming Properties Nationwide



# Boyd Gaming at a Glance

- 1.25 Million square feet of casino space
- 30,000 slot machines
- 750 table games
- 11,300 hotel rooms



# Experienced in Acquisitions

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- Stardust and Fremont – 1985
- Main Street Station – 1993
- Treasure Chest – 1994
- Par-A-Dice – 1996
- Blue Chip – 1999



# Experienced in Acquisitions

- Delta Downs – 2001
- Sam's Town Shreveport – 2004
- The Orleans, Gold Coast, Suncoast, Barbary Coast – 2004
- IP – 2011
- Kansas Star, Diamond Jo Worth, Diamond Jo Dubuque, Evangeline Downs, Amelia Belle – 2012



# Re-Investing In Our Business

- Reinvesting more than \$100 million in non-gaming amenities nationwide
- 12 new dining concepts coming to Las Vegas Valley in 2016
- Redesigned rooms across Las Vegas Valley



# Re-Investing In Our Communities

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**Our legacy of giving back began with Sam Boyd:**

- United Way of Southern Nevada (1957)
- Boys & Girls Club (1960s)



# Re-Investing In Our Communities

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NATIONAL CENTER FOR RESPONSIBLE GAMING



# Mission Statement

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We, as members of Boyd Gaming Corporation, operate with only the highest degree of **integrity**, and rely on the **competence and friendliness** of each person in our organization to provide entertainment and service to satisfy our customers' wants. Through **teamwork**, we strive to maximize shareholder value to be among the leading companies in our industry and to provide opportunities for all while we **support and enhance our communities**.



# Boyd Style

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**Integrity**

**Work Smart**

**Value Relationships**

**Exceed Expectations**

# Welcome to Boyd Gaming

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**Bill Boyd**

Executive Chairman, Company Co-Founder

# Our Roots

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- 1941: Sam Boyd moves to Las Vegas
- 1962: Sam and Bill Boyd acquire Eldorado
- 1975: Boyd Gaming opens California
- 1979: Sam's Town Las Vegas opens
- 1985: Boyd Gaming purchases the Stardust and Fremont

# Founded by Family – Sam and Bill Boyd

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# Our Roots

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## *Eldorado*<sup>SM</sup> CASINO

- Acquired by Boyd family in 1962
- Celebrated 50<sup>th</sup> anniversary in 2012
- Located in downtown Henderson



# Our Roots

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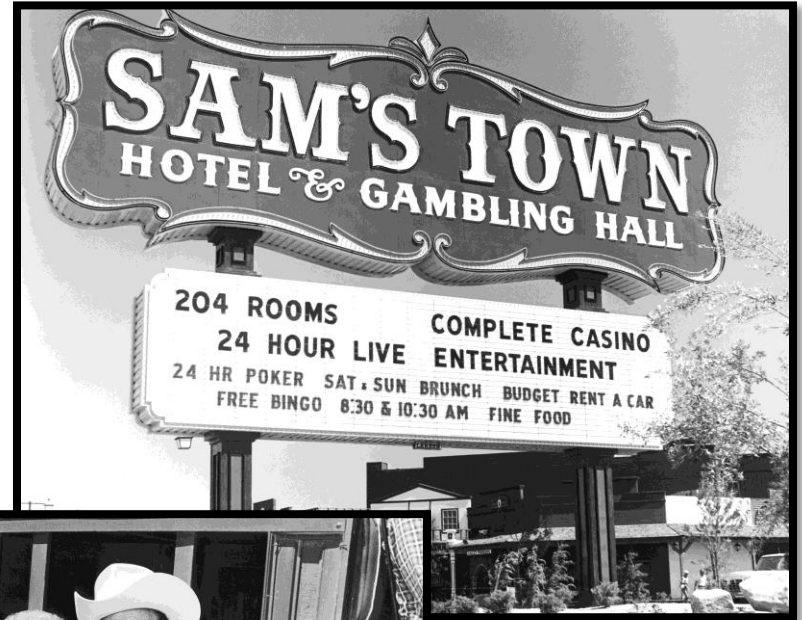
- First property developed by Boyd Gaming
- Opened January 1, 1975
- Caters primarily to Hawaiian residents
- Known as “The Ninth Island”



# Our Roots



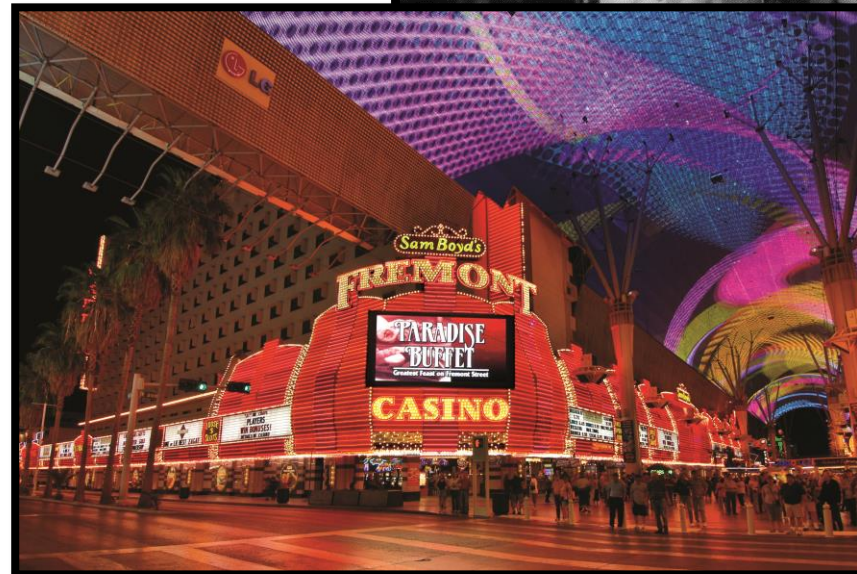
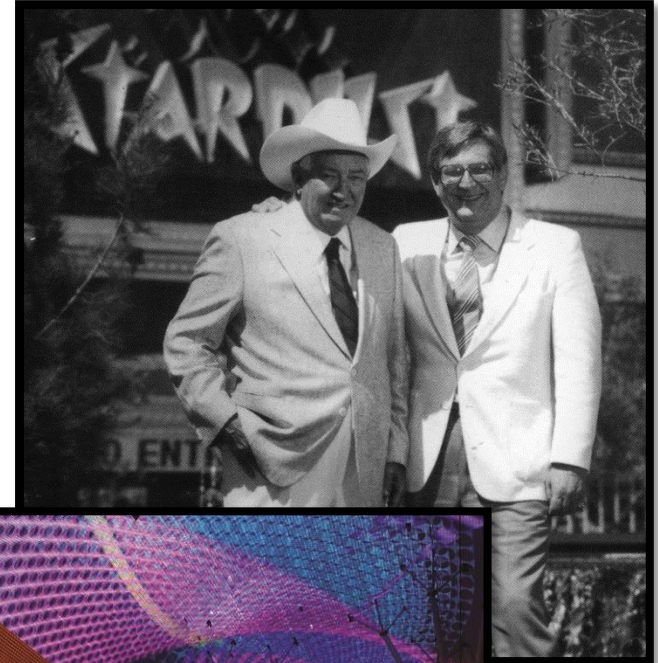
- Opened in 1979 on Boulder Highway
- 1<sup>st</sup> Las Vegas Locals resort
- Expanded eight times



# Our Roots



- Took over operations in 1983 at request of regulators
- Acquired by Boyd Gaming in 1985, along with the Fremont Hotel
- Stardust closed in 2006
- Fremont celebrating 60<sup>th</sup> Anniversary





# Recent History

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- 1994: First expansion outside of Nevada
- 2003: Borgata opens in Atlantic City with MGM
- 2004: Boyd Gaming acquires Coast Casinos
- 2011: Company purchases IP Casino in Biloxi, MS
- 2012: Acquisition of Peninsula Gaming
- **2016: Boyd Gaming acquiring Aliante, Cannery Casinos**

# Welcome to Boyd Gaming

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Steve Thompson

Executive Vice President, Operations

# Boyd Gaming at a Glance

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- Nearly 10,000 Team Members in Nevada
- Second-Largest Operator in Las Vegas Locals Market
- Nine Properties in Las Vegas (soon to be 12!)

**Aliante**  
CASINO + HOTEL + SPA

**Cannery**  
CASINO + HOTEL

**SUNCOAST**

**MAIN STREET STATION**  
CASINO + BREWERY + HOTEL

**CALIFORNIA**  
HOTEL + CASINO + LAS VEGAS

**FREMONT**  
HOTEL & CASINO

**GOLD COAST**

**The ORLEANS**

**BOYD**  
GAMING

**SAM'S TOWN**

**Eastside Cannery**  
CASINO + HOTEL

**JOKERS WILD**  
CASINO

**Eldorado**  
CASINO

# Welcome to Boyd Gaming

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## Las Vegas Locals Region



# SAM'S TOWN®

HOTEL & GAMBLING HALL, LAS VEGAS

- Opened in 1979
- First hotel and casino on Boulder Strip
- Home to Mystic Falls Park and Las Vegas KOA
- Features 120,000-square-foot casino, more than 1,900 slot machines and 640 hotel rooms



# The ORLEANS®

HOTEL & CASINO • LAS VEGAS

- Acquired in 2004
- Nearly 1,900 hotel rooms and more than 137,000 sq. ft. casino
- 14 restaurants including brand-new Alder & Birch Cocktails and Dining and Ondori Asian Kitchen
- Currently undergoing a \$30 million renovation



# GOLD COAST®

HOTEL & CASINO • LAS VEGAS

- Acquired in 2004
- Nine restaurants, including the renowned Ping Pong Pong
- Features a 86,000-square-foot casino, plus more than 700 rooms
- Located minutes from The Orleans and the Las Vegas Strip





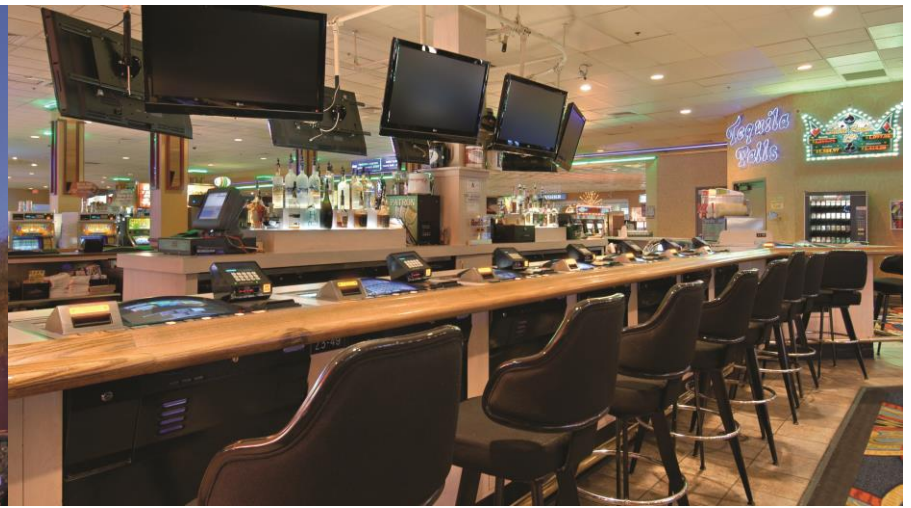
HOTEL & CASINO • LAS VEGAS

- Acquired in 2004
- Located in Northwest Las Vegas
- Features more than 420 newly renovated hotel rooms, nearly 2,000 slot machines and a 95,000-square-foot casino
- 10 restaurants, including the new Du-par's and Brigg's Oyster Co.



**JOKERS  
WILD**  
CASINO  
HENDERSON, NEVADA

- Acquired in 1993
- Located in Henderson on Boulder Highway
- 23,000-square-foot casino and more than 400 slot machines



# *Eldorado*<sup>SM</sup> **CASINO** HENDERSON, NEVADA

- Acquired by Boyd family in 1962
- Located in historic Downtown Henderson
- More than 54 years in business
- More than 350 slot machines plus live bingo and keno

# Welcome to Boyd Gaming

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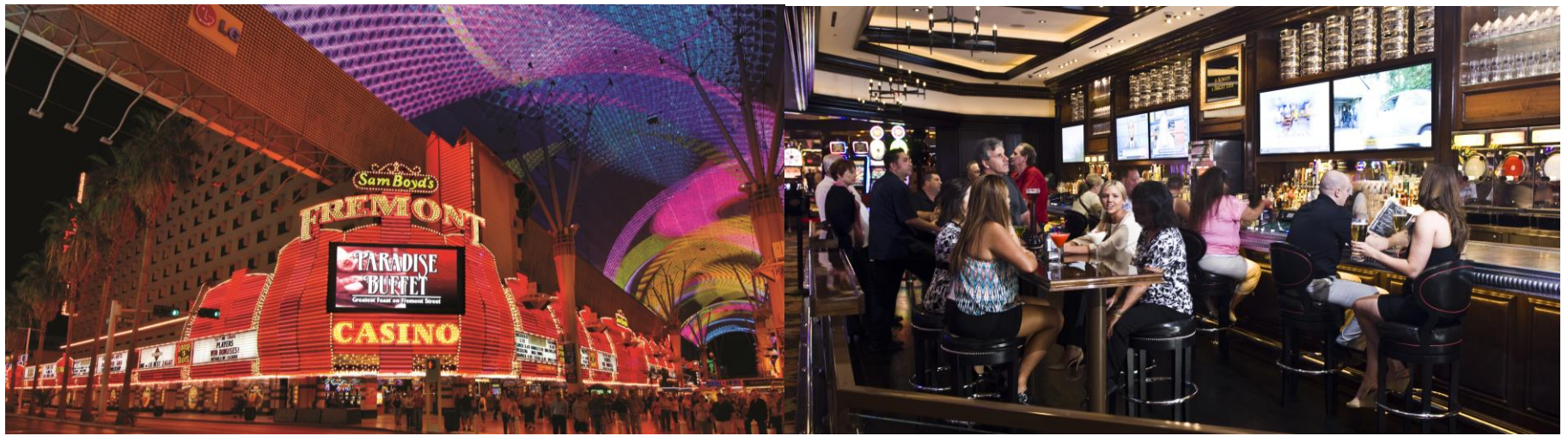
## Downtown Las Vegas Region



# CALIFORNIA<sup>®</sup>

HOTEL · CASINO · LAS VEGAS

- Opened in 1975
- First hotel and casino built off of Fremont Street
- Caters to Hawaiians, known as the Ninth Island
- Features 35,000-square-foot casino, more than 1,000 slot machines and 780 hotel rooms



**FREMONT**  
HOTEL & CASINO  
LAS VEGAS

- Acquired in 1985
- Located at the heart of Fremont Street Experience
- Nearly 450 hotel rooms and a 30,000-square-foot casino



# MAIN STREET STATION<sup>SM</sup> CASINO BREWERY HOTEL

LAS VEGAS

- Acquired in 1993
- Victorian-themed property with a collection of rare antiques
- Home to Downtown Las Vegas' first brewery, plus its largest buffet
- Features a nearly 27,000 square-foot casino and 400+ hotel rooms

# Welcome to Boyd Gaming

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## Midwest and South Region



# Boyd Gaming in Illinois

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## Par-a-Dice Hotel and Casino

- Located in East Peoria, Illinois
- Acquired in 1996
- 26,000-square-foot casino with 1,000 slot machines and 24 table games

# Boyd Gaming in Indiana

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## Blue Chip Hotel Casino and Spa

- Located in Michigan City, Indiana
- Acquired in 1999
- 65,000-square-foot casino, 1,800 slot machines and 480 hotel rooms

# Boyd Gaming in Iowa

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## Diamond Jo Casino

- Located in Dubuque, Iowa
- Acquired in 2012
- 33,000-square-foot casino with 987 slot machines and 20 table games

# Boyd Gaming in Iowa

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## Diamond Jo Casino

- Located in Northwood, Iowa
- Acquired in 2012
- 38,000-square-foot casino with 1,000 slot machines and 24 table games

# Boyd Gaming in Kansas

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## Kansas Star Casino Hotel Event Center

- Located in Mulvane, Kansas
- Acquired in 2012
- 72,000-square-foot casino, 6,000-seat arena and 53,000-square-foot meeting and event center

# Boyd Gaming in Louisiana

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## Amelia Belle Casino

- Located in Amelia, Louisiana
- Acquired in 2012
- 27,000-square-foot casino floor with 800 slot machines and 19 table games

# Boyd Gaming in Louisiana

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## Delta Downs Racetrack Casino Hotel

- Located in Vinton, Louisiana
- Acquired in 2001
- 15,000-square-foot casino and six-furlong racetrack
- \$45 million expansion currently underway

# Boyd Gaming in Louisiana

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## **Evangeline Downs Racetrack Casino Hotel**

- Located in Opelousas, Louisiana
- Acquired in 2012
- 41,000-square-foot casino with 1,300 slot machines and an eight-furlong racetrack



# Boyd Gaming in Louisiana

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## Sam's Town Hotel and Casino

- Located in Shreveport, Louisiana
- Acquired in 2004
- 30,000-square-foot casino with 1,000 slot machines and 25 table games

# Boyd Gaming in Louisiana

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## Treasure Chest Casino

- Located in Kenner, Louisiana
- Acquired in 1997
- 25,000-square-foot casino with 1,000 slot machines and 36 table games

# Boyd Gaming in Mississippi

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## IP Casino Resort Spa

- AAA Four Diamond Hotel located in Biloxi, Mississippi
- Acquired in 2011
- 76,000-square-foot casino with 1,600 slot machines, 58 table games, 1,100 hotel rooms and 8 restaurants

# Boyd Gaming in Mississippi

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## Sam's Town Hotel and Gambling Hall

- Located in Tunica, Mississippi
- Opened in 1994
- First Boyd Gaming property outside of Nevada
- 66,000-square-foot casino, 983 slot machines and 20 table games

# Boyd Gaming in New Jersey

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## Borgata Hotel Casino & Spa

- Atlantic City, New Jersey's leading entertainment resort
- Opened in 2003 (50/50 joint venture with MGM Resorts)
- 160,000-square-foot casino, 2,800 hotel rooms and 15 restaurants

# B Connected – Our Unifying Brand

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- Our award-winning, national player loyalty program
- Four levels – Ruby, Sapphire, Emerald and Onyx (invitation-only)
- Drives cross-market visitation among our properties – in Las Vegas, and across the U.S.



# Welcome to Boyd Gaming

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Chris Smith

Director, Human Resources

# Boyd Style

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**Integrity**

**Work Smart**

**Value Relationships**

**Exceed Expectations**

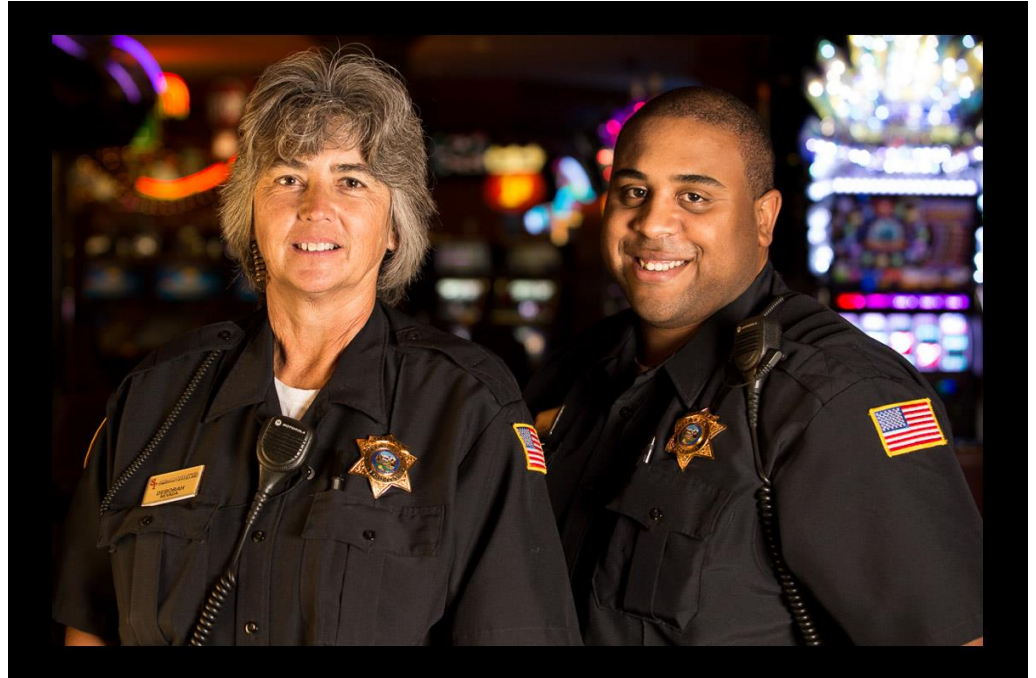




# We demonstrate Integrity by...

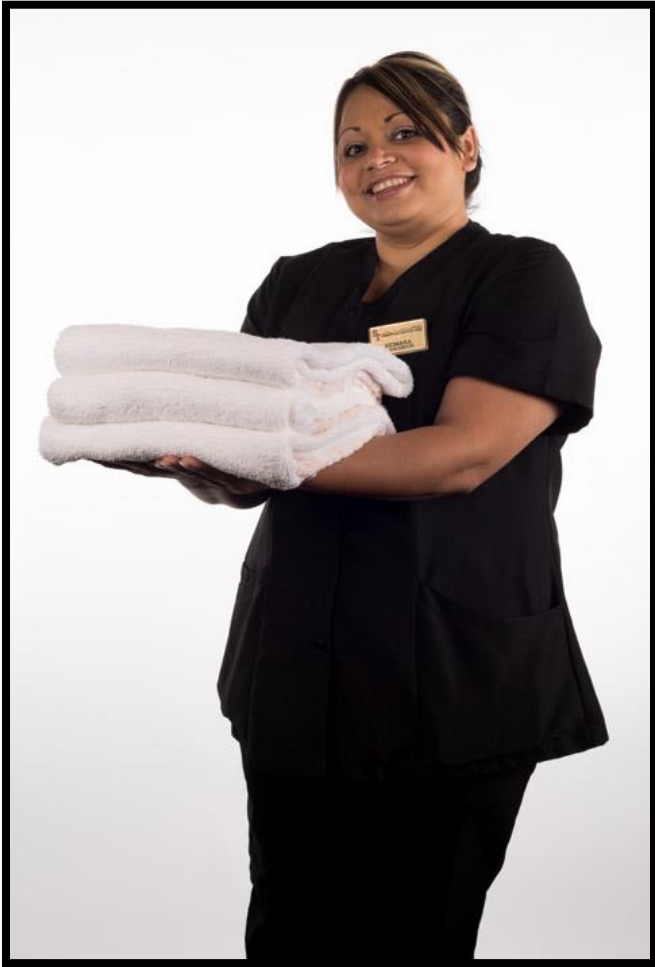
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- Promoting a diverse and inclusive work environment
- Encouraging an Open Door policy
- Supporting the community in which we live and work



# We Work Smart by...

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- Acknowledging your performance
- Focusing on your growth, both personally & professionally
- Listening and taking action on your feedback

# We Exceed Expectations by...

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- Recognizing your achievements
- Encouraging promotion and transfer opportunities
- Exceeding customer expectations



**2015 Service Awards Celebration**

# We Value Relationships by...

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**Diamond Jo Dubuque Team**

- Treating each other like “family”
- Acting with respect with our guests and colleagues
- Committing to team member engagement

**Wait, there's more!**

# We like to have some fun along the way, too!

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Team Member  
of the Month

Team Member  
of the Year

Service  
Awards

Talent Show

Team Member  
Appreciation  
Events

Team Member  
Holiday Gift

Children's  
Holiday Party

Magical  
Forest

Blood Drives

Team Member  
Discounts

Online  
Learning  
Programs

United Way

**Let's talk about some of your questions.**

# **Will I have to reapply for my job?**

**All team members will go through an employment registration process.**

**Certain roles will require a background check.**



# **Will our holiday/vacation plan be changing?**

**Your holiday/vacation plan will remain the same through at least the rest of the year.**

## **What about my seniority?**

**Your property seniority date will be used for benefits and vacation eligibility.**

**You will also receive a new “Boyd Anniversary Date” - used for team member recognition programs.**

# Welcome to Boyd Gaming

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**Bob Berglund**

Vice President, Benefits and Insurance

# Boyd Benefits

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- Centralized administration of all benefit plans at twenty-one properties across the country
- Las Vegas-based staff supports all benefit plans:
  - Medical, Dental, Vision, Prescription, Life Insurance and Flexible Savings Account

# Innovative Benefit Programs



**Jack Tarr - Linen**

*Engineer, Linen and Uniform Services*

Best Doctors

2<sup>nd</sup> Opinion

LiveHealth Online

Healthy Rewards

\$300!

Be Healthy Team

Health Coaches

Lose it to Win

Weight Loss Contest

# What about my benefits?

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- Your benefits will remain the same with no changes for the rest of the year
- We will continue to learn about your current benefit plans
- If we were to bring you onto Boyd Benefits, the earliest date could be January 2017 and we would have an education enrollment event for you in November 2016

# What happens next with my benefits?

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- First changes will most likely be your 401(k) plan
- Opportunity to enroll in Boyd Gaming's 401 (k) as soon as you become part of Boyd Gaming
- It is possible that this could occur before January 1, 2017

# Wrap-Up



# WelcomeToBoydGamingCannery.com

**BOYDGAMING** WELCOME TO BOYD GAMING



**LAS VEGAS**

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**WELCOME**

- ABOUT BOYD
- BOYD STYLE
- OUR PEOPLE
- DIVERSITY
- SUBMIT A QUESTION
- FAQ
- BOYD BUZZ

**WELCOME TO BOYD GAMING**

Welcome to Boyd Gaming! We want to take this chance to welcome you to the Boyd Gaming family, and give you a glimpse of the Company you're about to join.

Founded more than 40 years ago in Downtown Las Vegas, Boyd Gaming is one of the largest and most respected casino operators in the United States. And while we've grown into a nationwide company over the years, we're proud to call the Las Vegas Valley our home - and excited for the opportunity to further expand our presence in southern Nevada.

Locals and visitors alike know your property and ours to be places they can go for exceptional entertainment, great customer service, and a memorable experience. That won't change. Instead, your transition into the Boyd Gaming family will provide you with entirely new opportunities, as you join a company with 25 properties in eight states - including 12 right here in the Las Vegas Valley.

We know you have lots of questions about who we are, and what to expect in the days ahead. Through this website, we will provide an introduction into our Company, share important information with you about what is coming next, and answer some of the questions that are on your mind.

On behalf of Boyd Gaming's 24,000 team members, welcome. We're glad to welcome you to our team!

# Questions?