



Encore[®]

BOSTON HARBOR



CHRIS GORDON, *PRESIDENT WYNN DEVELOPMENT*



WHAT IS AN INTEGRATED RESORT?

Seamless integration of the parts:

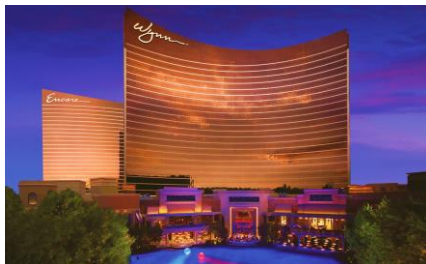
- Hotel
- Meeting and Exhibition
- Entertainment
- Food and Beverage
- Retail
- Gaming

WHAT IS AN INTEGRATED CITY RESORT?

Integrated into the City

WYNN RESORTS

THE PIONEER OF INTEGRATED RESORTS



2005 WYNN LAS VEGAS
2008 ENCORE LAS VEGAS

\$1.9 Billion
Gross Revenue

12.6 Million
Visitors

**Top Non-Gaming
Revenue Generating
IR in World**

**#1 Net Revenue of
any IR in Las Vegas**



2006 WYNN MACAU
2010 ENCORE MACAU

\$3.1 Billion
Gross Revenue

13.1 Million
Visitors

Macau's first real IR

**Most Forbes 5-Star
Awards in Macau:**
only Quintuple Five-Star
Resort in the world



2016 WYNN PALACE

\$3.7 Billion
Gross Revenue

8.3 Million
Visitors

**Unique public
entertainment
experiences**

**1,706 hotel rooms –
the largest rooms in
the market**



ENCORE BOSTON HARBOR

\$2.6 Billion
Development

8 Million
Visitors (projected)

**Largest single phase
development in
Massachusetts history**

**Best-in-class
regulatory environment**



Wynn Resorts holds more
Forbes Five Stars than any
other independent hotel
company in the world

Top Ranking for Most
Admired Casino Resort
company in the world –
Fortune Magazine



ENCORE BOSTON HARBOR

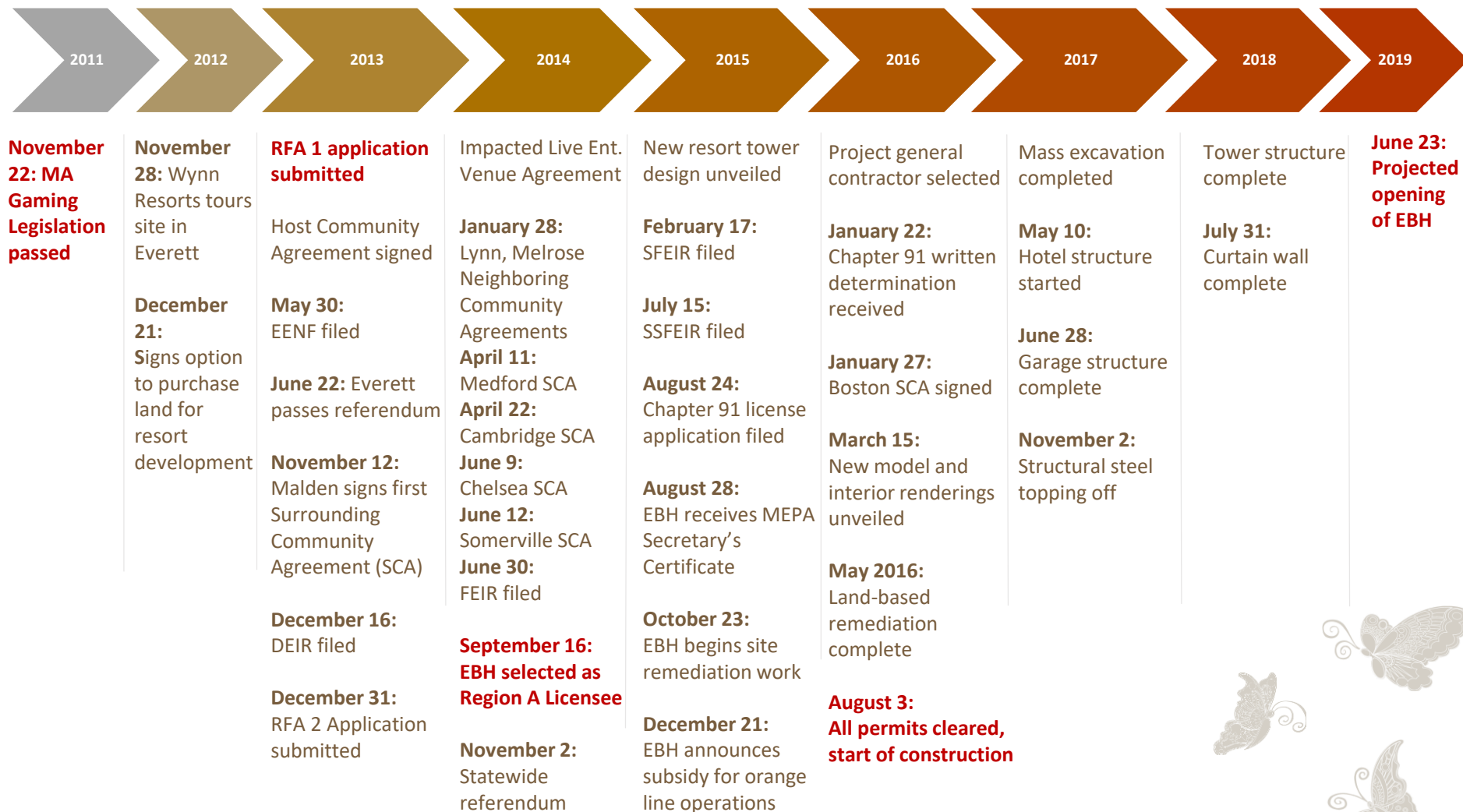
Wynn.



APPROVAL OF INTEGRATED RESORTS IN MASSACHUSETTS



DEVELOPMENT HISTORY



PASSING OF GAMING LEGISLATION

Wynn.

On November 22, 2011, Governor Deval Patrick signed Chapter 194 “An Act Establishing Expanded Gaming in the Commonwealth,” legislation to provide significant benefits to the Commonwealth of Massachusetts by job creation and economic development



VISION OF AN INTEGRATED CITY RESORT



INTEGRATION WITH THE CITY AND REGION

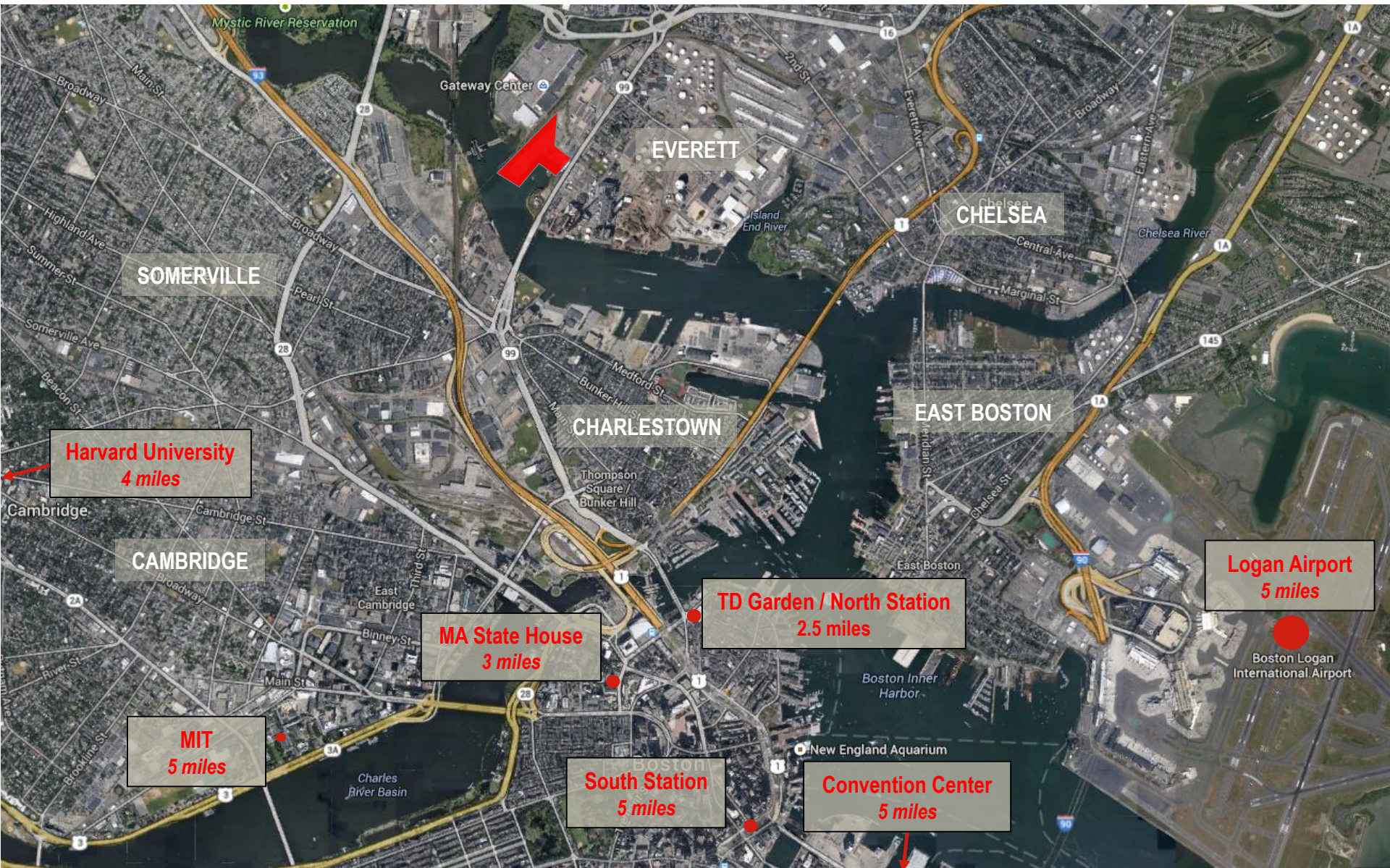
Wynn.

- Added tourist draw of City and Region
- Large local market



LOCATION

Wynn.



PARTNER WITH EXISTING OFFERINGS



TOURISM ENTITIES

- Massachusetts Office of Travel & Tourism
- Massachusetts Convention Center Authority
- Airport Authority



ARTS & CULTURE

- Boston Symphony Orchestra
- Museum of Fine Arts
- Boston Public Library
- TD Garden
- Boch Center



SPORTS & ENTERTAINMENT

- Red Sox (baseball)
- Patriots (football)
- Boston Harbor Cruises
- Celtics (basketball)
- Bruins (hockey)
- Amusement parks



EDUCATION & TRAINING

- Greater Boston Gaming Career Institute
- Massachusetts Professional Association of Culinary Trainers
- The EBH Career Center

REVITALIZE PHYSICAL AND ECONOMIC CONDITIONS

Wynn.

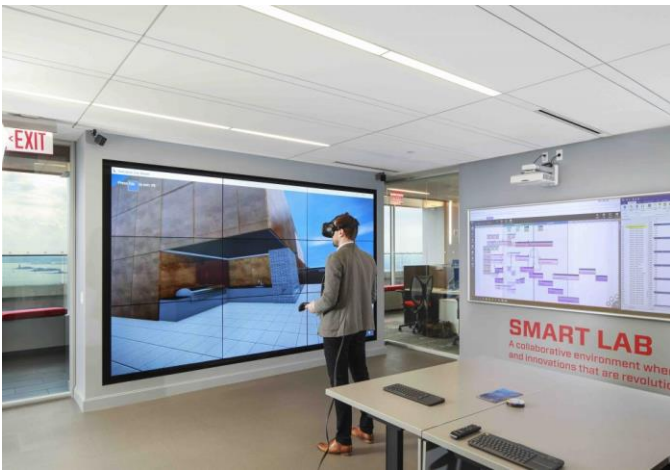
PLANNING



CONSTRUCTION



OPERATIONS



PROJECT SITE – BEFORE

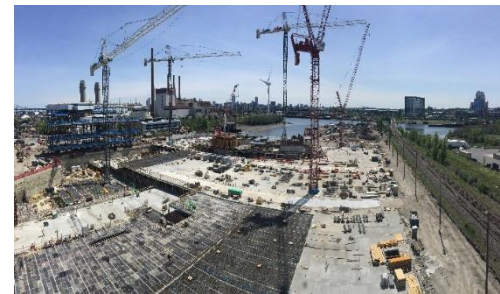
Wynn.



CITY REJUVENATION

Wynn.

- Open waterfront for first time in over a century
- \$65+ million for road improvements – additional expenditures on transportation
- Wynn will pay ~\$575 million over the 15 year license term to our Host and Surrounding Communities



DISTRIBUTION OF CASINO TAX REVENUE, YEAR ONE



Fund/Program	Percent Dedicated	Dollar Value
MA Cultural Council	2.0%	\$4.0M
MA Tourism Fund	1.0%	\$2.0M
Community Mitigation Fund	6.5%	\$13.1M
Local Capital Projects Fund	4.5%	\$9.1M
Gaming Local Aid Fund	20.0%	\$40.2M
Commonwealth Stabilization Fund	10.0%	\$20.1M
Education Fund	14.0%	\$28.1M
Gaming Economic Development Fund	9.5%	\$19.1M
Debt Reduction Program	10.0%	\$20.1M
Transportation Infrastructure & Development Fund	15.0%	\$30.2M
Public Health Trust Fund	5.0%	\$10.1M
Race Horse Development Fund	2.5%	\$5.0M
Total	100.0%	\$201.0M

LICENSING PROCESS



CAMPAIGN

Wynn.



"The impact that Encore Boston Harbor will have on our city and state is nothing short of amazing. Beyond the jobs and economic growth created by the resort, there is a renewed sense of pride, energy and promise among our residents that you can't place a price tag on. Whatever Wynn promises to do, they do it better than anyone else. Their forward thinking and five-star approach is helping to turn the vision of our city's future into an amazing reality."

Carlo DeMaria
Mayor of the City of Everett

WINNING THE LICENSE

Wynn.

The Boston Globe

WEDNESDAY, SEPTEMBER 17, 2014

Jackpot for Everett

Decision spells an end for Suffolk Downs races

By Nestor Ramos, Michael Levenson, and Travis Anderson
GLOBE STAFF

REVERE — It was supposed to be one more heart-pounding Suffolk Downs comeback after nearly 80 years of them: An embattled racetrack charges from 10 lengths behind to win. That hope was trampled Tuesday, when state gambling commissioners voted to back a rival casino in Everett, shunning a plan to build a Mohegan Sun casino on the Suffolk Downs grounds in Revere.

In the wake of the decision, Suffolk Downs officials quickly announced their intention to wind down racing operations at the last thoroughbred track in the New England and promised to meet with employees in the coming days to discuss details. The impending demise was felt deeply, both by those who looked to the racetrack for their livelihood and by those who came to gamble a little bit of their own on a horse with a bounce to its step.

"It's a damn shame," said Jim Hannan, 86, the former longtime race announcer at Suffolk Downs who still works there as a teller.

Winner and losers
Boston gets casino headaches without much to ease the pain, writes Shirley Leung, A.B.



Everett residents Christine Ragucci and Norma Parziale celebrated at Wynn's Everett headquarters on Chelsea Street.



SOURCES: Everett United & Wynn for AIR; Wynn Resorts

PROJECT DETAILS

- 150 table games • 3,000 slot machines • 500 hotel rooms • 3,000 square feet for meetings and conventions • 94,000 square feet of retail
- 8 restaurants • spa

FINANCIAL IMPACT

- More than \$1 billion to complete project • 4,382 permanent jobs
- 3,700 construction jobs • \$267 million annual state and local tax revenue • \$30 million community enhancement

TRAFFIC

- \$45 million in short-term improvements to local roads • Additional money to improve Sullivan Square • Shuttles to and from public transportation • Boat docks and water taxi service

ENVIRONMENTAL IMPROVEMENTS

- \$20 million to \$30 million to clean site • Harbor walls, pedestrian and bicycle paths

GLOBE STAFF

Panel picks Wynn casino over plan for Revere

By Mark Arsenault
GLOBE STAFF

Developer Steve Wynn, whose glitzy hotels line the famous Las Vegas strip, snatched the biggest prize in the Massachusetts casino sweepstakes Tuesday, defeating a locally backed project by Mohegan Sun at Suffolk Downs to claim the lucrative Greater Boston casino license.

After five days of nail-biting deliberations, the state gambling commission voted 3 to 1 in favor of Wynn's vision to turn a forlorn plot of polluted land on the Mystic River, just north of Boston in Everett, into a gleaming \$1.6 billion gambling resort.

Suffolk Downs management signaled immediately after the vote that the Depression-era racetrack on the Revere-East Boston city line would close, an outcome that would have seemed inconceivable when the state casino law was passed in 2011. At the time, many considered the track's politically connected ownership a bigger favorite to win than Secretariat in the 1973 Belmont.

But Wynn's proposal was just bigger and richer, capturing the license on economic factors. Wynn offered a stronger development financing plan, a much larger construction investment, and a bigger projected workforce and payroll.

To prevail, Wynn's representation was a

CASINO, Page A8



New York pair gets Hub's attention

Ad men's irreverent approach a challenge to local agencies

By Taryn Luna
GLOBE CORRESPONDENT
hances are you have never heard of Sal



Determining cause of death for 3 infants a difficult task

Evidence would be key to further charges

homicide, manslaughter, or another serious felony will be the condition of the remains, and the length of time they were left in the home. The medical ex-

BUILDING THE FIRST INTEGRATED CITYRESORT



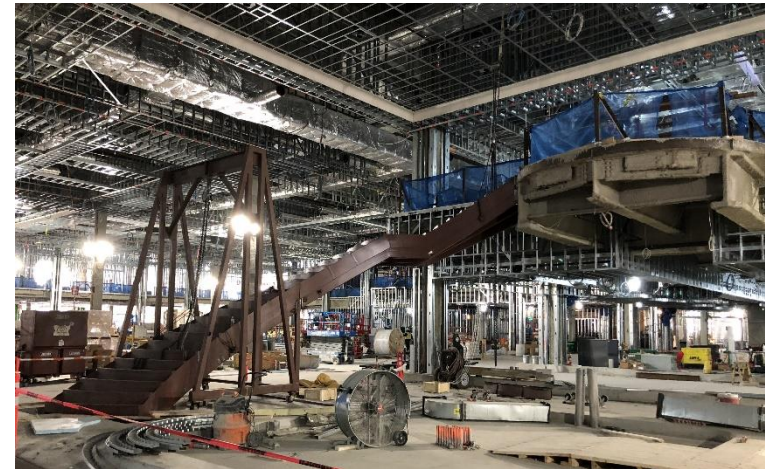
CONSTRUCTION



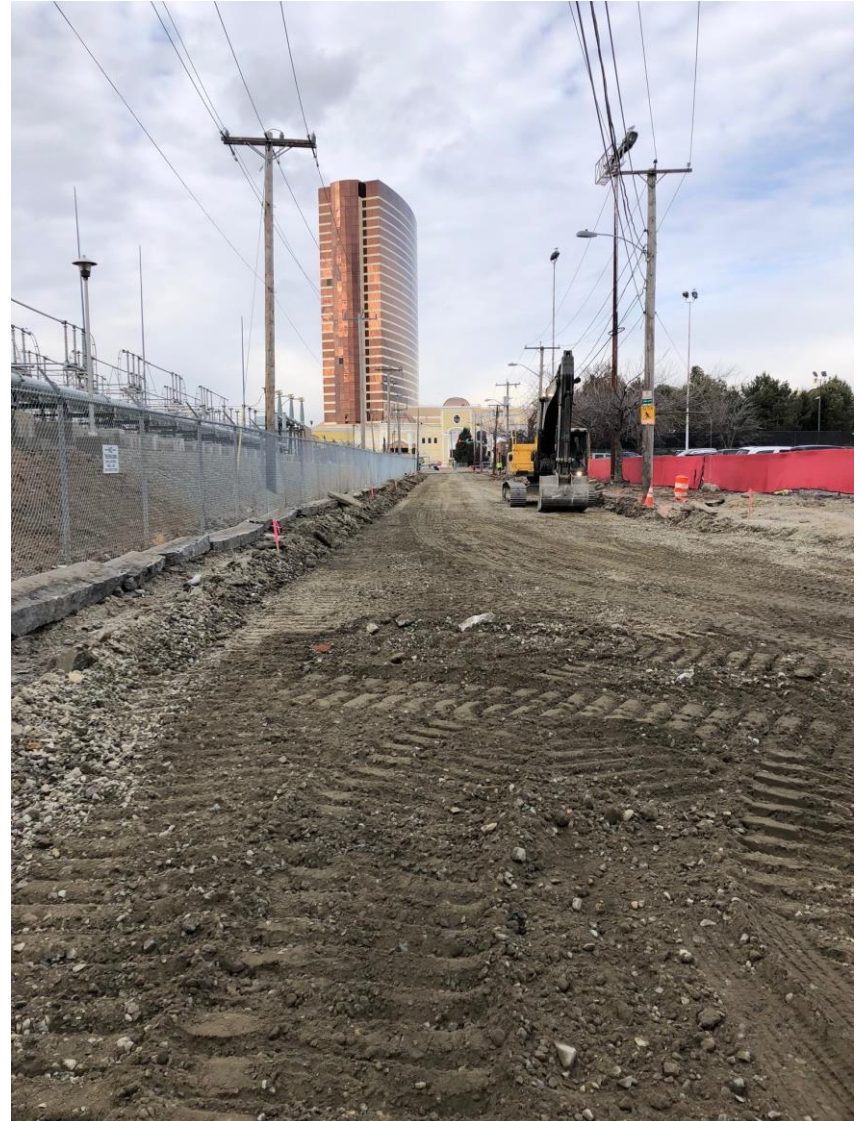
Over **5 million** labor hours to build – 34 month construction period

11,000 tons of rebar used through the site

Over **200,000 cubic yards** of concrete placed – requiring **20,000 trucks**



INFRASTRUCTURE IMPROVEMENTS



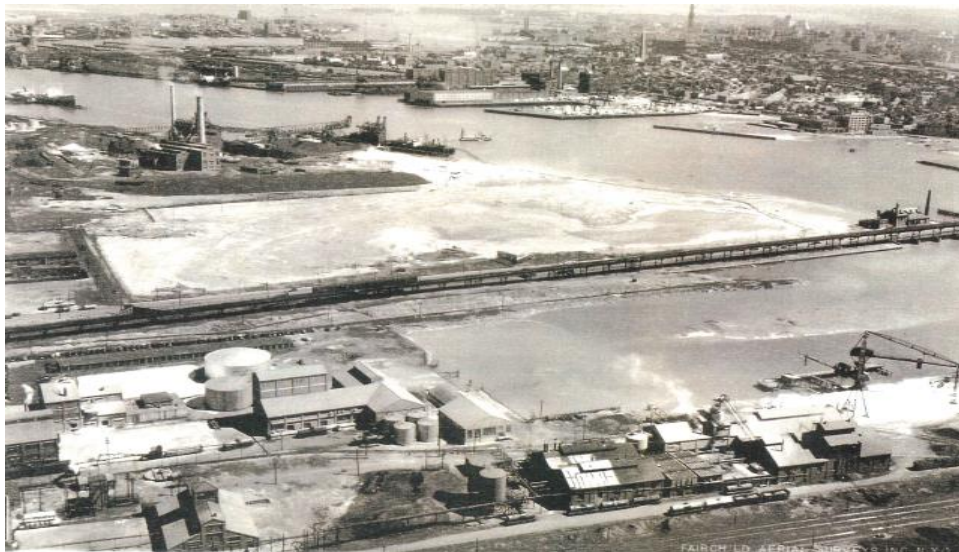
ENVIRONMENTAL STEWARDSHIP



HISTORIC USES – ENVIRONMENTAL CLEANUP



- Owned by three chemical companies since the late 1800's; Monsanto Chemical was the longest owner
- **\$68 million clean up** — no taxes or public funds used
- Over **4,600 railcar (12,000 trucks) loads** used to move 880,000 tons of contaminated soil offsite
- 5.2 acre (2.1 ha) coast dredged and **7.3 acre (2.9 ha)** of site capped



COMMITMENT TO SUSTAINABLE DEVELOPMENT



LEED Certification

On track to achieve Gold LEED certification

Energy Efficient

44% more efficient than the USGBC baseline

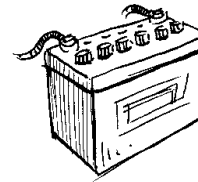
Self-Sufficient

Building can **generate 60% of power needs** from the Solar Array and Cogeneration system even on a peak demand day



shutterstock - 72351874

1 MW Solar Array

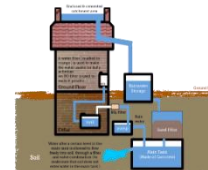


4 MW Battery System

3 MW Co-Generation System



Uses 31% less water than USGBC baseline



100% of site irrigation is rain water harvesting



Automated Controls of cooling tower, chillers, and air handlers

BUILDING OUR TEAM

WORKFORCE CREATION



WORK FORCE ACROSS ALL WYNN PROPERTIES



RESORT	FACILITY SIZE * (SF)	EMPLOYEES
WYNN & ENCORE LAS VEGAS	8,600,000	12,000
WYNN & ENCORE MACAU	2,400,000	5,900
WYNN PALACE COTAI	4,900,000	7,100
ENCORE BOSTON	1,800,000	5,500

* Excludes parking



OUTREACH OF POTENTIAL EMPLOYEES



128,225+ applicants for **5,500+** positions for **450+** different job titles

Over 25 Hiring Events in the months leading to the Resort opening



EXTRAORDINARY EMPLOYEE SATISFACTION

uynn.



SOCIAL RESPONSIBILITY



SUPPORTING OUR HOST COMMUNITIES



- Volunteerism, charitable giving, and sponsorship of special events
- In addition to Company donations, nearly **46,500** hours volunteered globally in 2018
- Dedicated Community Relations Department



RESPONSIBLE GAMING PLEDGE



Massachusetts is highly-regarded for its comprehensive gaming statute, extensive evaluation methodology and focus on local control.

Wynn's Boston model achieves the dual-objective approach – maximize tourism development while minimizing harms.

We pledge to make responsible gaming an integral part of our daily operations.

THE RESULTS



PROJECT FACTS



\$2.6 billion development is the largest single-phase development in Massachusetts history

5,500 permanent employees will make Encore Boston Harbor a top 5 employer in the state

Over **\$1.5 billion** in hard construction costs

\$250 million in annual operational spending

Over **\$575 million** over the 15-yr license term to our host communities

3.1 million sq.ft (288,000 sq.m)

11 acres (4.4 ha) building footprint

12 acres (4.8 ha) open space

½ mile (0.8 km) waterfront

671 hotel rooms

Over 4000 gaming positions

14 restaurants



SITE PLAN



Over 6 million labor hours to build – 34 month construction period – Finished on Schedule



PROJECT SITE – BEFORE

Wynn.



PROJECT SITE – AFTER

Wynn



ENTRANCE LOBBY

Wynn.



CONVENTION

Wyndham



EVENTS

Wyndham



BUFFET

Wynn.



RARE STEAKHOUSE

Wynn.





GAMING AREA

wynn.



CENTRAL BAR

Wynn.





HOTEL ROOM OPTIONS

Wynn.



- END SUITE
- PARLOR SUITE
- B.O.H & ELEVATOR LOBBY
- RESORT ROOM - KING
- RESORT ROOM - DOUBLE

RESORT ROOM

Wynn.



END SUITE

Wynn.



OPEN SPACE LANDSCAPING

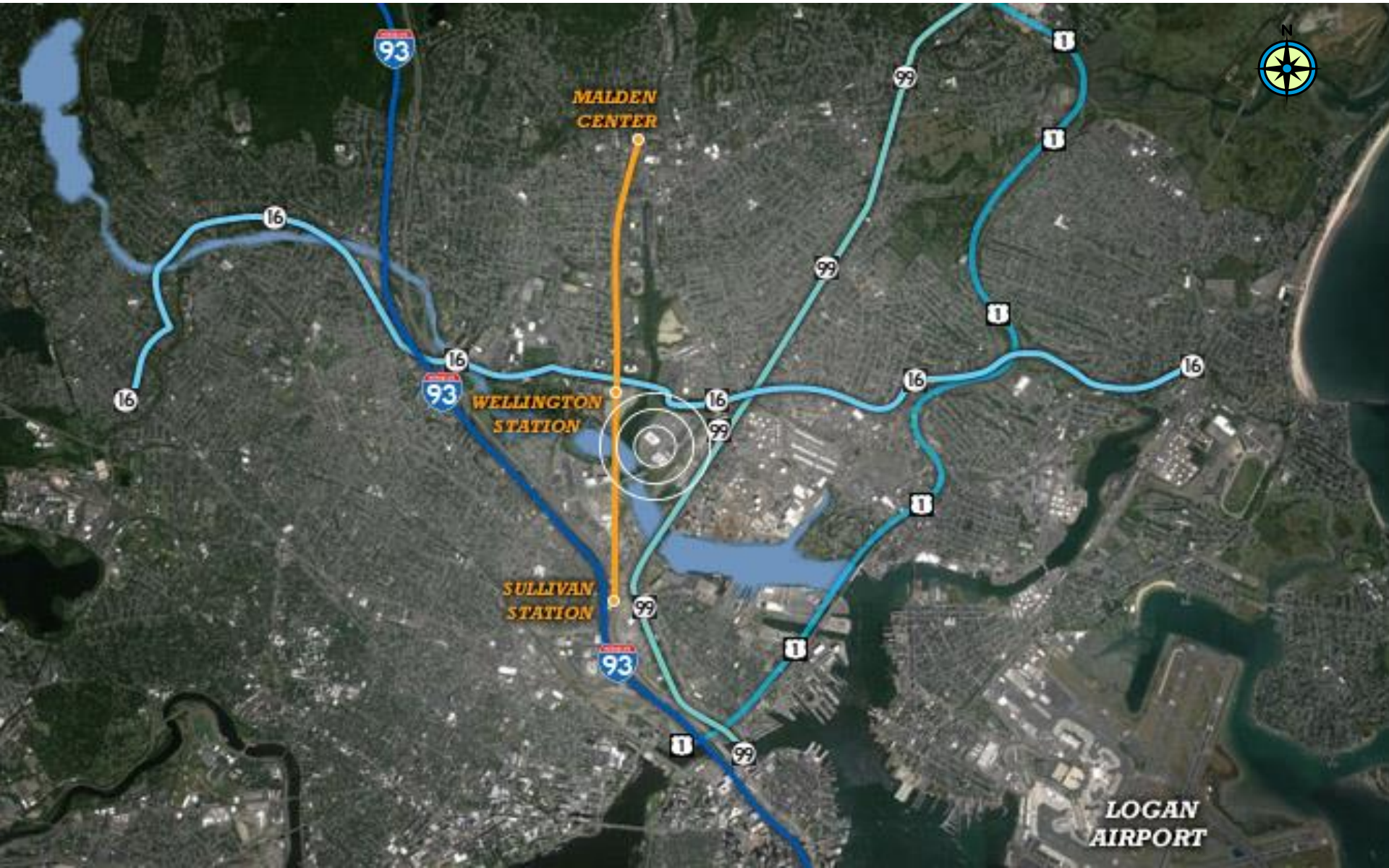
Wynn.

960 mature trees and over 50,000 shrubs



IDEAL LOCATION IN REGIONAL TRANSPORTATION NETWORK

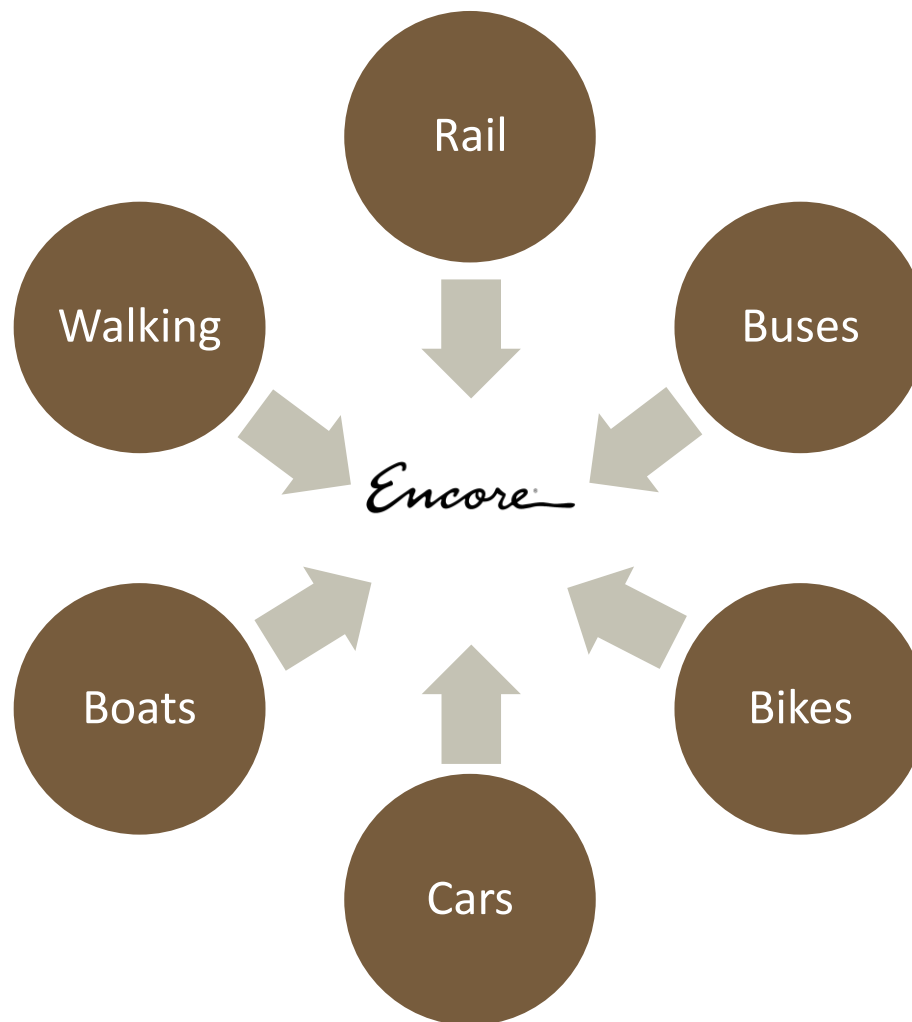
Wynn.



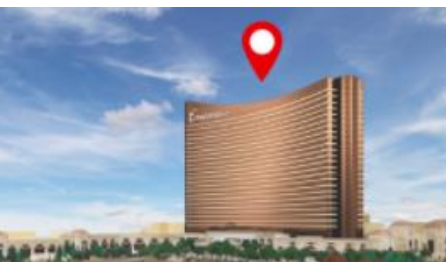
TRANSPORTATION STRATEGY



HOLISTIC, MULTI-MODAL, SUSTAINABLE



TRANSPORTATION STRATEGY: HOLISTIC, MULTI-MODAL, SUSTAINABLE



Transportation Options By Region

See how to get here by public and Encore transportation services from locations around New England.

[LEARN MORE](#)



Parking Options

Plan ahead, learn about our convenient onsite and offsite parking.

[LEARN MORE](#)



MBTA Trains and Buses

Public transportation is a fast, easy way to get here. Map out a route, connect to our free Encore shuttles.

[LEARN MORE](#)



Bike Racks

Get off the beaten path, ride a bike here along our scenic harborwalk.



Encore Local Shuttles

Enjoy a free ride from select T stations and other locations right to our front door.

[LEARN MORE](#)



Encore Premium Motor Coach

Ride in style from select locations in Massachusetts and New Hampshire.

[LEARN MORE](#)



Encore Premium Harbor Shuttle

Climb aboard, cruise on a luxury motor yacht to Encore Boston Harbor.

[LEARN MORE](#)



Rideshare, Taxi, Private Cars

Get a ride from your door to our door.

PUBLIC ACCESS

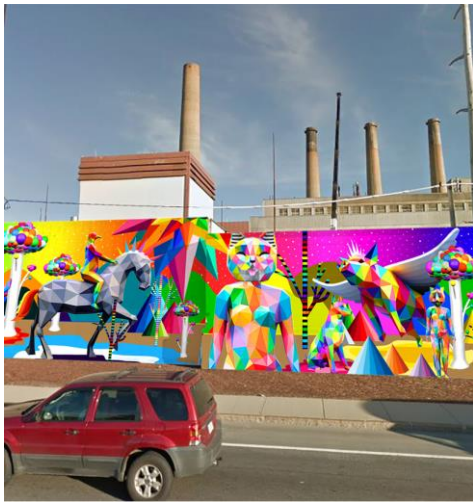


- **Gateway Park Connector** and shared use path
- 20 ft (6 m) wide **waterfront Harborwalk**
- **Public gathering** area and pavilion
- High quality **public open space**
- **Water transport** and docking facilities



PUBLIC ART

Wynn.



PROPOSED PEDESTRIAN & BIKE BRIDGE

Wynn



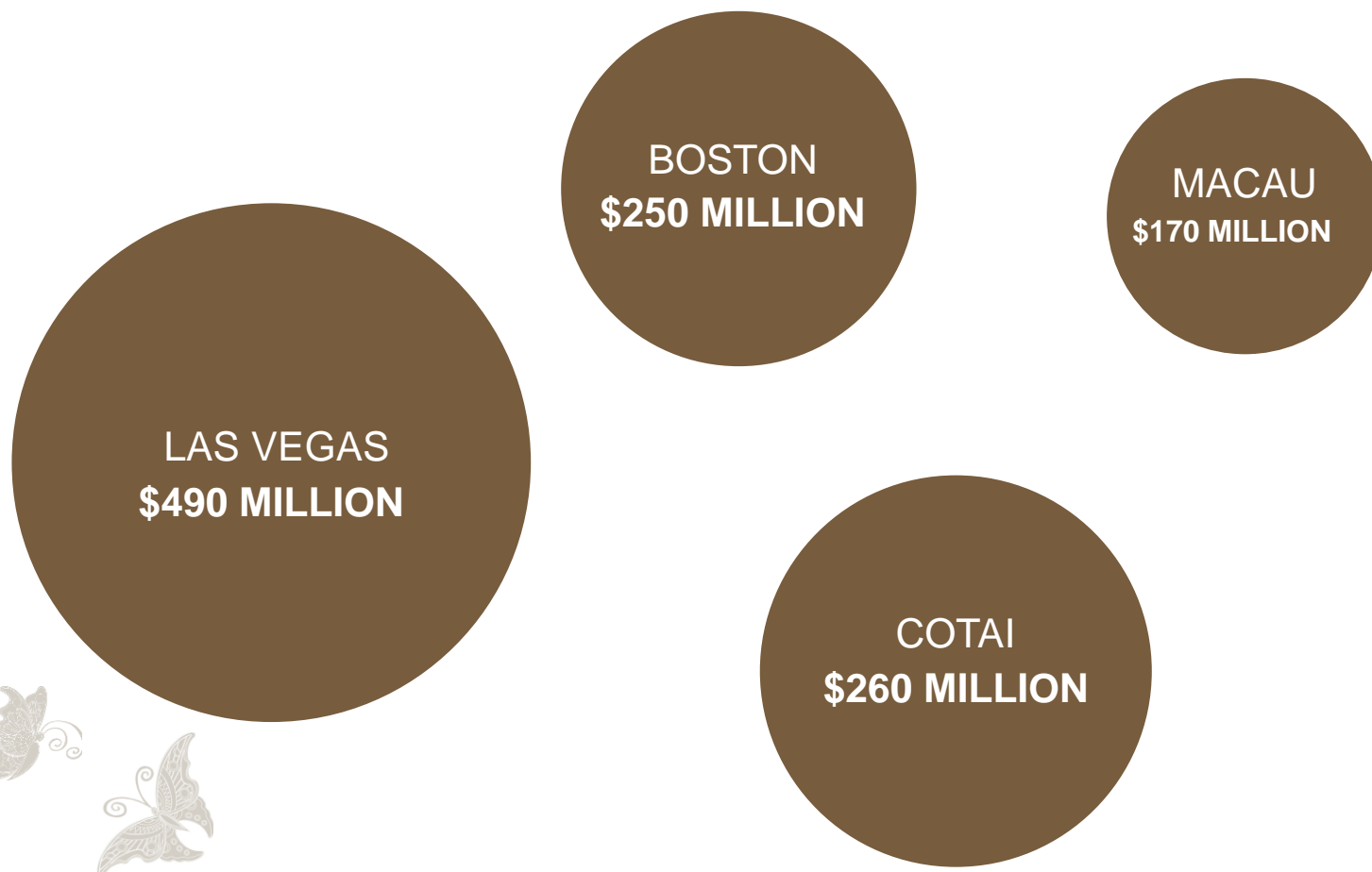
ECONOMIC & SOCIAL IMPACTS



- Urban renewal
- Sustainable development
- Career Employment Opportunities
- Significant expansion of Tax benefits
- Economic impact of primary and secondary spending



ANNUAL OPERATIONS EXPENDITURE



WYNN RESORTS

DELIVERING ON OUR PROMISES



- **Development**
- **Financial**
- **Economic**
- **Programmatic**
- **Social**
- **Environmental**



GRAND OPENING

Wynn.



Wynn RESORTS®



