

3. CATERING BUSINESS PLAN

As a reminder, DN pays to LS185 a commission of:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

3.1 WH Games

WH Catering	1Q 19	2Q 19	3Q 19	4Q 19	Annual 19	1Q 20
Revenues	[REDACTED]					
Costs	[REDACTED]					
Net WH Games	[REDACTED]					

The revenues are based on a forecast of [REDACTED] / WH game (GA& Hospitality). The costs include the Catering Revenue Share for West Ham [REDACTED].

3.2 Information

2018 has been a busy year for Delaware North, with the continued growth of non-match day activity alongside a successful West Ham season and concert delivery.

3.2.1 General Admissions

LS185/ DN are delighted with the continued growth of spend per head sales achieved for both West Ham match days and the summer concerts. The sales achieved for West Ham event days are comparable with any premier league club and rank amongst the best in the Premier League.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

DN put this down to a number of factors, including:

- Continuing to build on their experience and knowledge of London Stadium, sharing best practices at other stadia, and constantly reviewing what they do to exploit every opportunity to drive revenues.
- [REDACTED]
- The working relationship between LS185, West Ham and DN.
- [REDACTED]

- [REDACTED]
- Expanding the availability of card payment points, making several kiosks cashless and therefore driving transaction spends.
- Constantly changing the offer to meet the demands of guests and event profiles.
- [REDACTED]

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

3.2.2 Hospitality

Hospitality has shown continued growth year on year and there has been a far greater collaborative effort amongst all stake holders to improve our offering and levels of service.

The 2018/2019 West Ham season has attracted higher dining numbers than ever before with September 2018 showing year on year growth of 13.5%. Customer feedback has been very positive along with the working relationship with West ham.

Currently we are working with the club to apply some blue sky thinking to what the packages will look like for the next 3 years with the aim to take the offering to the next level.

[REDACTED]

[REDACTED]

[REDACTED]

Our full time team has grown to 5 resources to effectively coordinate and deliver both match day hospitality as well as meetings and events operations.

3.2.3 Meeting and Events

The focus for the latter part of the year is on building our sales team to continue to effectively sell our spaces both through proactive and reactive channels. We have invested both financially and resourcefully in marketing the London Stadium brand. Membership of industry groups such as Stadium Experience whose main focus is stadia M&E business has been very active as well as continuing to build our business with event agents and bookers.

The booking trend continues to be majority short lead, hence the intention to build the team and capture/convert our high number of enquiries.

3.2.4 Tours

Stadium Tours have gone through a number of changes during 2018 and are now building from new foundations for 2019 and beyond.

Our challenges for this coming year should have improved with tours being given the go ahead to run during a number of periods we had previously been closed for, these include:

- Tours running during the UKA tenancy (which is also a peak time with it being school holidays).
- Confirming the logistics of a new West Ham focused tour which will run Match Day – 1 and include our customers viewing 15 minutes of team training.

The challenges that will remain will be surrounding stadium transformation from the end of the season and during the concert period. Alternative routes and timelines are all TBC.

Likewise we are still awaiting confirmation for operations during the MLB tenancy.

Our premium products of Match Day and Legends Tours continue to increase in popularity with many Match Day Tours being Sold Out and not only selling out Legends Tours but also an increase in Legends that are available going forward.

A number of new trade partners and partnerships are currently being explored with many new agreements set to start in the New Year.