

BOYDGAMING

# SUCCESS **REDEFINED**

TWO THOUSAND FIFTEEN ANNUAL REPORT

# BOYD GAMING TOOK **SUCCESS** TO A NEW LEVEL IN 2015.

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William S. Boyd



Keith E. Smith

After years of progress, Boyd Gaming took success to a new level in 2015.

An improving consumer environment, combined with the successful execution of a carefully orchestrated strategic plan, drove our Company's strongest annual performance in nearly a decade.

Thanks to the focus of our property management teams, we demonstrated our ability to deliver consistent growth for our shareholders, with revenue growth and double-digit Adjusted EBITDA gains in every single quarter of 2015. And investors responded. Boyd Gaming shares rose more than 50% in 2015, handily outperforming both our peer group and the broader market.

What made 2015 such a success for our Company?

**Our operating teams capitalized on improving economic conditions.**

During the year, our customers grew financially healthier and more confident, and they were willing to spend more. Thanks to creative marketing programs, and our enhanced amenities across the country, we successfully positioned our assets to capture more of our customers' entertainment dollars.

**We drove more revenue to the bottom line.** We have improved operating margins for seven straight quarters, including a 316-basis-point gain in 2015 on a pro forma basis over the prior year. By maintaining our cost discipline — while still delivering a great experience to our guests — we drove our revenue growth straight to the bottom line in 2015.

**We continued to enhance our unique brand of hospitality.**

Our redesigned hotel rooms and new food and beverage concepts resonated strongly with our customers, driving solid growth in visitation and non-gaming revenue at properties like The Orleans, Blue Chip, Suncoast, California, Fremont, and IP. And with 20 new food and beverage concepts set to debut at Boyd Gaming properties throughout 2016, we see additional opportunity from this initiative.

**We further strengthened our balance sheet.** We paid down almost \$220 million in debt last year, and are closing in on the billion-dollar mark for debt reduction since 2012. Thanks to a diligent focus on debt reduction, our financial position continues to strengthen.

With the right team, the right strategy and the right assets, we delivered strong growth for our shareholders in 2015. And we remain confident that continued success lies ahead for our Company in 2016.

On behalf of the Board of Directors, thank you for your continued investment in Boyd Gaming.

William S. Boyd  
*Executive Chairman of the Board*

Keith E. Smith  
*President and Chief Executive Officer*

# OPERATIONAL EXCELLENCE

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In 2015, we delivered strong growth across our operations.

As customers began spending more and revenue growth returned, our property management teams successfully maintained the efficiencies built into our operations over the last several years. As a result, we were able to convert revenue growth into outsized gains on the bottom line, turning 2.7% revenue growth into a gain of more than 15% in pro forma Adjusted EBITDA in 2015.

We've consistently improved our operating margins for nearly two years, but we aren't stopping there. We have one of the industry's most experienced management teams, and they remain diligently focused on taking additional cost out of the business.

Through targeted investments in our marketing and analytical capabilities, we'll give our team the data they need to keep making smart business decisions — allowing us to continue delivering memorable, distinctive entertainment experiences for our guests while maintaining the operating efficiencies and growth potential our investors have come to expect. ■



**We are delivering distinctive  
entertainment experiences for  
our guests while maintaining  
the growth potential our  
investors expect.**





**With distinctive new experiences, we are taking the Boyd Gaming brand of hospitality to a new level.**

## ELEVATED EXPERIENCES

For more than 40 years, the foundation of our success has been Boyd Gaming's unique brand of hospitality — a high-quality, high-value entertainment experience, consistently delivered with truly memorable customer service.

We also know that customers' preferences and tastes are changing — and that we must evolve and adapt if we are to continue meeting and exceeding their expectations. That's why we have embarked on a multi-year, \$100 million-plus strategic initiative to enhance our amenities across the country.

Since we began this initiative in 2014, we have redesigned approximately 3,000 hotel rooms, and introduced eight new food and beverage concepts nationwide. So far, the results are quite encouraging, as our investments have driven solid growth in both revenue and visitation across the portfolio.

Our initiative is now shifting into higher gear, with 20 distinctive food and beverage concepts set to debut at our properties nationwide throughout 2016 — including more than a dozen in the Las Vegas Valley alone.

With these elevated, distinctive new customer experiences, we will be taking the Boyd Gaming brand of hospitality to a new level, helping ensure our properties remain relevant and compelling to customers of every generation. ■







Strengthening our financial position is a core element of our Company’s strategic direction.



## FINANCIAL STRENGTH

We know the importance of reinvesting in our business. But we also haven’t lost sight of the importance of a strong balance sheet.

Reducing debt and strengthening our financial position is a core element of our Company’s strategic direction. And we have made consistent, steady progress toward this goal.

In 2015, we paid down almost \$220 million in debt, bringing total debt reduction to more than \$935 million since 2012.

We also took advantage of improving credit markets to refinance \$750 million in debt in 2015, reducing our interest expense by \$12 million a year going forward.

A strong balance sheet is the foundation of success, providing us flexibility to pursue a wide array of growth opportunities for our shareholders. ■

**We delivered strong growth  
for our shareholders in 2015.**



Closing stock prices as of December 31.

**We remain confident that  
continued success lies ahead  
for our Company in 2016.**

# BOYD GAMING

## Executive Leadership Team

WILLIAM S. BOYD, *Executive Chairman of the Board*  
MARIANNE JOHNSON, *Vice Chairman and Executive Vice President*  
KEITH E. SMITH, *President and Chief Executive Officer*  
ROBERT L. BOUGHNER, *Executive Vice President and Chief Business Development Officer*  
BRIAN A. LARSON, *Executive Vice President, General Counsel and Secretary*  
JOSH HIRSBERG, *Executive Vice President, Chief Financial Officer and Treasurer*  
STEPHEN S. THOMPSON, *Executive Vice President, Operations*  
THEODORE A. BOGICH, *Executive Vice President, Operations*  
WILLIAM R. BOYD, *Vice President*

## Board Of Directors

WILLIAM S. BOYD, *Executive Chairman of the Board, Boyd Gaming*  
MARIANNE JOHNSON, *Vice Chairman, Executive Vice President, Boyd Gaming*  
KEITH E. SMITH, *President and Chief Executive Officer, Boyd Gaming*  
ROBERT L. BOUGHNER, *Executive Vice President and Chief Business Development Officer, Boyd Gaming*  
WILLIAM R. BOYD, *Vice President, Boyd Gaming*  
JOHN R. BAILEY, *Managing Partner, Bailey Kennedy, LLP*  
RICHARD E. FLAHERTY, *Former Dean of the College of Business, University of Nevada, Las Vegas*  
CHRISTINE J. SPADAFOR, *President and Chief Executive Officer, SpadaforClay Group, Inc.*  
PETER M. THOMAS, *Managing Director, Thomas & Mack Co., LLC*  
PAUL W. WHETSELL, *Vice Chairman, Loews Hotels & Resorts*  
VERONICA J. WILSON, *Executive Director, Hero School Initiatives*

## Investor Information

**STOCK LISTING**  
The common stock of Boyd Gaming Corporation is listed on the New York Stock Exchange under ticker symbol BYD. As of February 18, 2016, there were 734 stockholders of record.

**ANNUAL MEETING**  
The annual meeting of stockholders of Boyd Gaming Corporation will be held on Thursday, April 14, 2016 at 11 am Pacific Time at Suncoast Hotel and Casino in Las Vegas, Nevada. The record date for the meeting is the close of business on March 4, 2016.

**NEWS RELEASES**  
As a service to our stockholders and prospective investors, additional company information, including news releases, earnings announcements and information on corporate governance, is available at boydgaming.com.

**COMMON STOCK TRANSFER  
AGENT AND REGISTRAR**  
Wells Fargo Shareowner Services  
1110 Centre Pointe Curve  
Suite 101  
Mendota Heights, MN 55120  
800.468.9716  
[www.shareowneronline.com](http://www.shareowneronline.com)

**INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**  
Deloitte & Touche, LLP  
3883 Howard Hughes Parkway  
Fourth Floor  
Las Vegas, NV 89169  
702.893.3100

**BOYD GAMING CORPORATION**  
3883 Howard Hughes Parkway  
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Las Vegas, NV 89169  
702.792.7200

**INVESTOR CONTACT**  
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Chief Financial Officer and Treasurer  
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**MEDIA CONTACT**  
David Strow  
Vice President, Corporate Communications  
702.792.7386  
[davidstrow@boydgaming.com](mailto:davidstrow@boydgaming.com)

### Las Vegas Locals

**GOLD COAST HOTEL AND CASINO**  
4000 West Flamingo Road  
Las Vegas, NV 89103  
702.367.7111  
[goldcoastcasino.com](http://goldcoastcasino.com)

**THE ORLEANS HOTEL AND CASINO**  
4500 West Tropicana Avenue  
Las Vegas, NV 89103  
702.365.7111  
[orleanscasino.com](http://orleanscasino.com)

**SAM'S TOWN HOTEL  
AND GAMBLING HALL**  
5111 Boulder Highway  
Las Vegas, NV 89122  
702.456.7777  
[samstownlv.com](http://samstownlv.com)

**SUNCOAST HOTEL AND CASINO**  
9090 Alta Drive  
Las Vegas, NV 89145  
702.636.7111  
[suncoastcasino.com](http://suncoastcasino.com)

**ELDORADO CASINO**  
140 South Water Street  
Henderson, NV 89015  
702.564.1811  
[eldoradocasino.com](http://eldoradocasino.com)

**JOKERS WILD CASINO**  
920 North Boulder Highway  
Henderson, NV 89011  
702.564.8100  
[jokerswildcasino.com](http://jokerswildcasino.com)

### Downtown Las Vegas

**CALIFORNIA HOTEL AND CASINO**  
12 East Ogden Avenue  
Las Vegas, NV 89101  
702.385.1222  
[thecal.com](http://thecal.com)

**FREMONT HOTEL AND CASINO**  
200 Fremont Street  
Las Vegas, NV 89101  
702.385.3232  
[fremontcasino.com](http://fremontcasino.com)

**MAIN STREET STATION CASINO  
BREWERY AND HOTEL**  
200 North Main Street  
Las Vegas, NV 89101  
702.387.1896  
[mainstreetcasino.com](http://mainstreetcasino.com)

This Annual Report is delivered with, and accompanies, the Company's Annual Report on Form 10-K for the period ended December 31, 2015. This Annual Report contains forward-looking statements within the meaning of the securities laws. Forward-looking statements include statements regarding estimates, projections and future events, and reflect management's judgment based on currently available information and involve a number of risks and uncertainties that could cause actual results to differ materially from those suggested by the forward-looking statements. You should not place undue reliance on forward-looking statements, which are based on current expectations and speak only as of the date when made. Factors that might cause such differences include, but are not limited to, those discussed in the Company's Annual Report on Form 10-K. Consequently, you should not consider any such list to be a complete set of all potential risks or uncertainties.

### Midwest & South

**AMELIA BELLE CASINO**  
500 Lake Palourde Road  
Amelia, LA 70340  
985.631.1777  
[ameliabellecasino.com](http://ameliabellecasino.com)

**BLUE CHIP CASINO HOTEL SPA**  
777 Blue Chip Drive  
Michigan City, IN 46360  
219.879.7711  
[bluechipcasino.com](http://bluechipcasino.com)

**DELTA DOWNS RACETRACK  
CASINO HOTEL**  
2717 Delta Downs Drive  
Vinton, LA 70668  
337.589.7441  
[deltadowns.com](http://deltadowns.com)

**DIAMOND JO CASINO**  
301 Bell Street  
Dubuque, IA 52001  
563.690.4800  
[diamondjodubuque.com](http://diamondjodubuque.com)

**DIAMOND JO WORTH**  
777 Diamond Jo Lane  
Northwood, IA 50459  
641.323.7777  
[diamondjoworth.com](http://diamondjoworth.com)

**EVANGELINE DOWNS  
RACETRACK CASINO HOTEL**  
2235 Creswell Lane Extension  
Opelousas, LA 70570  
866.472.2466  
[evangelinedowns.com](http://evangelinedowns.com)

**IP CASINO RESORT SPA**  
850 Bayview Avenue  
Biloxi, MS 39530  
228.436.3000  
[ipbiloxi.com](http://ipbiloxi.com)

**KANSAS STAR CASINO  
HOTEL EVENT CENTER**  
777 Kansas Star Drive  
Mulvane, KS 67110  
316.719.5000  
[kansasstarcasino.com](http://kansasstarcasino.com)

**PAR-A-DICE HOTEL CASINO**  
21 Blackjack Boulevard  
East Peoria, IL 61611  
309.699.7711  
[paradicecasino.com](http://paradicecasino.com)

**SAM'S TOWN HOTEL AND CASINO**  
315 Clyde Fant Parkway  
Shreveport, LA 71101  
877.429.0711  
[samstownshreveport.com](http://samstownshreveport.com)

**SAM'S TOWN HOTEL  
AND GAMBLING HALL**  
1477 Casino Strip Resorts Boulevard  
Robinsonville, MS 38664  
662.363.0711  
[samstowntunica.com](http://samstowntunica.com)

**TREASURE CHEST CASINO**  
5050 Williams Boulevard  
Kenner, LA 70065  
504.443.8000  
[treasurechest.com](http://treasurechest.com)

### Atlantic City

**BORGATA HOTEL CASINO & SPA**  
1 Borgata Way  
Atlantic City, NJ 08401  
609.317.1000  
[theborgata.com](http://theborgata.com)

### Boyd Gaming

**EXECUTIVE OFFICES**  
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