



ROBERT J. NORTON
President
Cordish Gaming Group & Live! Casinos

ROBERT J. NORTON is a veteran gaming executive with extensive knowledge of the industry and nearly 30 years of hands-on operational experience.

As President of Cordish Gaming Group, Mr. Norton leads the acquisition, planning, development, and management operations of The Cordish Companies' gaming projects, including the Live! Casino brand in Maryland and Pennsylvania.

Mr. Norton joined The Cordish Companies in 2011, as President & General Manager of Live! Casino Maryland, where he was responsible for one of the largest casino openings in history – the flagship Maryland property which opened its doors to the public in June 2012. Under his leadership, Live! Casino Maryland has consistently ranked as one of the highest grossing casinos in the Mid-Atlantic region and has been named one of the top casino properties by Forbes Travel Guide. Following the expansion of the property to include Anne Arundel County's only AAA Four Diamond Rated Hotel, Mr. Norton continued to lead development efforts, including the addition of The HALL, a 75,000 square-foot, 4,000-seat entertainment venue, and Sports & Social Maryland, the ultimate destination for sports fans and the future home to Maryland's most exciting sportsbook.

Mr. Norton is also responsible for expanding the Live! brand's footprint nationwide, most recently opening two new world-class properties in Pennsylvania. Live! Casino Pittsburgh in Westmoreland County, PA and Live! Casino & Hotel Philadelphia, located in the heart of the City's Stadium District, both opened in the midst of the COVID-19 pandemic. Mr. Norton was instrumental in ensuring that both properties opened on time and on budget. He led efforts to develop a best-in-class Play It Safe plan to ensure the health and safety of Live! guests and Team Members was top priority. The plan, based on guidelines from the CDC, Maryland and Pennsylvania Gaming Officials, local and state elected officials and other public health agencies, has been nationally recognized and emulated by leading hospitality and industry organizations.

Mr. Norton is actively involved in all day-to-day aspects of the Live! portfolio's operations and is committed to maintaining the brand's leadership position by creating world-class casino entertainment experiences through innovation, customer service, and marketing, with an emphasis on driving revenue. He continues to steer the development of the Live! brand into other gaming jurisdictions as the company experiences significant growth. Under his direction, Cordish Gaming is also exploring and activating new ventures in sports betting and iGaming, such as PlayLive!, the company's branded Internet gambling business in Pennsylvania.

Mr. Norton has been recognized throughout his career for driving multi-million-dollar projects forward, holding top executive positions with the MTR Gaming Group and Isle of Capri Casinos, companies whose combined revenues top \$1.5 billion. His leadership and passion became

hallmarks during his tenures at both companies, guiding projects from inception to opening and on to profitability.

From 2009 to 2011, Mr. Norton served as Chief Operating Officer of MTR Gaming Group, Inc., where he was responsible for the strategic direction and management of casino and racetrack facilities in three states, and developing significant company growth plans.

Mr. Norton drove legislative efforts to add casino and racino gaming to Ohio, created a master plan to develop Scioto Downs Casino in Columbus, OH, and worked to pass legislation in Pennsylvania to add table games benefiting the Presque Isle Downs & Casino in Erie, PA. During his tenure, Mr. Norton saved more than \$15 million annually in operating costs, while also increasing the company's earnings (EBITDA) in each operating year, despite over one billion dollars of new competition entering the market.

Prior to MTR, Mr. Norton held a variety of top executive positions for the Isle of Capri Casinos from 2000 to 2009. As Corporate VP of Operations, he was responsible for the revenue in gaming departments spanning 16 casino resorts. Mr. Norton was also a key player with the team that designed and opened four different casinos, as well as numerous expansion projects.

Mr. Norton currently serves on the Boards of Directors for the UM Baltimore Washington Medical Center, the Anne Arundel County Chamber, Visit Annapolis, and the American Gaming Association, where he has played an integral role on its Sports Betting Task Force, which was formed to guide the industry through the legalization of sports betting. The group meets regularly to discuss ongoing research initiatives and debates the industry and association's roles in pushing for a more rational approach to sports betting in America today.

Mr. Norton is a graduate of the University of Nevada, Las Vegas, with a Bachelor of Science in Hotel Administration. He currently resides in Anne Arundel County, MD, with his wife and four children.

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