HARD ROCK INTERNATIONAL
CORPORATE OVERVIEW

***OVERVIEW*:** For more than 40 years, Hard Rock International has embodied the spirit of rock music. As the originator of theme-restaurant dining, Hard Rock continues to be the dominant rock connection for music enthusiasts worldwide. Hard Rock is one of the most globally recognized brands known for music memorabilia as showcased throughout its signature cafes, live concerts, Hard Rock Live performance venues, collectible and fashion merchandise, hardrock.com and Hard Rock Hotels and Casinos. Hard Rock International has always provided a forum for emerging and legendary performers through live cafe performances and concerts, such as Hard Rock Live. Since its founding in 1971, Hard Rock has become a leading entertainment and leisure company through music-related ventures relevant to all generations.

Hard Rock International is owned by Seminole Hard Rock Entertainment, Inc., and owns and/or franchises a worldwide network of 174 venues in 53 countries, including 138 cafes and 16 Hotels/Casinos. In addition to the two flagship Seminole Hard Rock Hotels and Casinos in Tampa and Hollywood, Fla., Hard Rock Hotels/Casinos are located in Las Vegas, Biloxi, Orlando, Chicago, San Diego, Pattaya, Bali, Macau, Penang, Singapore, Punta Cana and Panama Megapolis. Additional hotel and casino projects planned to open in 2012 include Cancun and Vallarta; Riviera Maya in 2013; and Abu Dhabi in 2014. Additional announced hotel and casino projects include Aruba, Hungary and Northfield Park.

CORE BUSINESS AREAS:

- Hard Rock Cafes
- Hard Rock Memorabilia
- Hard Rock Merchandise
- Hard Rock Hotels and Casinos
- Hard Rock Live
- HardRock.com

As of 5-8-12

Hard Rock Cafes: With 138 cafes in 53 countries, Hard Rock has become a truly global phenomenon. From its first cafe in London, England, to locations in major cities, including New York, Chicago, Paris and Tokyo, and exotic settings such as Kuala Lumpur and Malta, Hard Rock International continues to offer great American food in a rock 'n' roll environment.

Every Hard Rock Cafe offers a unique experience, from specific memorabilia that pays tribute to emerging and legendary musicians rooted in each area, to authentic, collectible merchandise that reflects the spirit of the city. Visited by more than 77 million guests each year, Hard Rock Cafe offers high-quality American fare and great service in an energetic music atmosphere, featuring music memorabilia that celebrates new and legendary artists.

Hard Rock Memorabilia: Hard Rock International is the world's original curator of music memorabilia with more than 73,000 pieces – the most far-reaching and world's greatest collection. Celebrating new and legendary music icons, the collection is showcased at Hard Rock Cafes, Hard Rock Live venues and Hard Rock Hotels and Casinos around the world. A full-time staff oversees all aspects of the Hard Rock collection – from the initial procurement of an artifact to its maiden installation at a Hard Rock location. Among the pieces in the collection are photos, guitars and other instruments, clothing and costumes, platinum and gold LPs, posters and album art, and other rare music artifacts.

Hard Rock Merchandise: Hard Rock is known for its collectible and fashion merchandise. Sales of merchandise featuring the Hard Rock logo, including T-shirts, sweatshirts and sweatpants, pins, jackets, sunglasses, key chains, watches, baseball caps, shot glasses and more, account for a large part of company revenue. Hard Rock merchandise, which has an almost cult-like appeal and is sought after by collectors throughout the world, has become the authoritative memento of the rock experience enjoyed at each unique Hard Rock location.

Hard Rock's Classic and City T-shirts are the most popular selling items and account for a majority of merchandise revenues. City-specific Hard Rock merchandise can be purchased only in that city and this exclusive quality enhances each item's appeal.

Hard Rock's line of limited-edition and collectible items includes the Signature Series T-shirt line, which showcases artwork from an influential musician, with sales benefiting various charities. Since its launch in 1990, the Signature Series line has featured the work of 28 artists, including Elton John, Eric Clapton, Bruce Springsteen, Ozzy Osbourne, Shakira, Green Day, Bono, Jon Bon Jovi, The Who and Ringo Starr and has raised millions for numerous charities.

Another popular collector's item is Hard Rock's line of limited-edition and commemorative pins, including Breast Cancer Awareness pins, holiday pins, Hard Rock city-specific anniversary pins and more. Members of the official Hard Rock Pin Collector's Club ("HRCPCC") swap and trade pieces at Hard Rock locations across the country and online at HardRock.com.

Hard Rock Hotels and Casinos: Hard Rock International owns, operates or has licensed rights to 15 full-service hotels. The 670-room Hard Rock Hotel and Casino in Las Vegas opened in 1995. The 418-room Hard Rock Hotel and Beach Club in Bali, Indonesia opened in May 1998. The 650-room Hard Rock Hotel Orlando at Universal Orlando opened in January 2001. The 320-room Hard Rock Hotel in Pattaya, Thailand is a premier beach resort that opened in November 2001. The 381-room Hard Rock Hotel Chicago opened in 2004 and is one of Chicago's premier hotels. 2004 also brought the opening of the 250-room Seminole Hard Rock Hotel and Casino Tampa in March, followed by the opening of the 500-room Seminole Hard Rock Hotel and Casino Hollywood in May.

In addition to the two flagship Seminole Hard Rock Hotels and Casinos in Tampa and Hollywood, Fla., Hard Rock Hotels/Casinos are located in Las Vegas, Biloxi, Orlando, Chicago, San Diego, Pattaya, Bali, Macau, Penang, Singapore, Punta Cana and Panama Megapolis. Additional hotel and casino projects planned to open in 2012 include Cancun and Vallarta; Riviera Maya in 2013; and Abu Dhabi in 2014. Additional announced hotel and casino projects include Aruba, Hungary and Northfield Park.

Hard Rock Live: Hard Rock International continues to offer guests the ultimate music experience through its Hard Rock Live concert facilities situated near or within Hard Rock locations. Hard Rock Live music venues are located in Orlando, Hollywood, Fla., Biloxi, MS, and Las Vegas.

A 3,000-capacity concert venue, Hard Rock Live Orlando, located at Universal Orlando, opened in January of 1999 and showcases music from national acts to emerging artists. Hard Rock Live and the 600-seat Hard Rock Cafe Orlando — which is also designed for live music — are situated in a 150,000-square-foot building designed as a retro interpretation of the Roman Coliseum.

Hard Rock Live Hollywood, Fla. opened at the Seminole Hard Rock Hotel and Casino in July 2005 with a performance by legendary rockers Styx and The Outlaws. The 5,500-seat venue has hosted a variety of artists, such as Bruce Springsteen and Rob Thomas.

Hard Rock Live Biloxi, MS, located in Hard Rock Hotel and Casino Biloxi, opened in July 2007 with performances by Kid Rock and 3 Doors Down. The entertainment venue, situated right off the casino floor, will host today's hottest bands in an intimate, yet rockin', atmosphere. The Hard Rock Live concert venue is open to general admission, holding more than 1,400 guests.

The Joint is located at Hard Rock Hotel and Casino Las Vegas, and has featured performances by The Rolling Stones, Aerosmith, The Black Crowes, David Bowie and many more. The original Joint closed its doors in February 2009, and re-opened on April 17, 2009, with The Killers performing the inaugural concert. The new venue is nearly twice the size of the original, holding up to 4,000 attendees, and features three levels including private skyboxes and VIP table seating.

HardRock.com: In 1998, Hard Rock International cranked up the volume on the Internet by launching HardRock.com, the first and only "official" site that extends the Hard Rock experience online. The site features information and imagery of Hard Rock Cafes, Hard Rock Hotels and Casinos and Hard Rock Live concert venues worldwide and offers visitors the opportunity to purchase limited-edition Hard Rock collectible and fashion merchandise. The site is a favorite of Hard Rock pin collectors who swap and trade online.

In 2008, Hard Rock launched a new memorabilia web site – *Hard Rock Memorabilia 2.0* – which contains hundreds of the most evocative and valuable pieces of music memorabilia, allowing users to experience the awesome totality of each item, as well as the jaw-dropping details, all in one seamless interface. Powered by Microsoft Silverlight 2 with Deep Zoom, hundreds of memorabilia items will soon become thousands, as the site plans to introduce new features, such as text and photo commenting and the ability for visitors to create and share their own collections of items.

***HISTORY*:** Peter Morton and Isaac Tigrett established the first Hard Rock Cafe in London in 1971. Hard Rock International began its global expansion in 1982 when Tigrett and Morton agreed to develop their own Hard Rock Cafes in various parts of the globe. Morton opened Hard Rock Cafes in Los Angeles, San Francisco, Chicago and Houston. Tigrett opened locations in New York, Dallas, Boston, Washington, D.C., Orlando, Paris and Berlin, eventually selling his interest to Mecca Leisure.

In 1990, The Rank Group Plc acquired Mecca and continued expansion of the concept in its geographic territory. Rank then acquired Hard Rock America from Peter Morton in 1996 and consolidated worldwide control of the brand.

In March 2007, the Seminole Tribe of Florida acquired Hard Rock International, Inc. and other related entities from The Rank Group Plc for approximately $965 million.

The story of the birth of Hard Rock's memorabilia collection is itself a part of music history. The collection started when Eric Clapton, a regular customer at the original Hard Rock Cafe London, asked the staff if he could hang his guitar on the wall to mark his favorite bar stool as "his spot." They did, and one week later, a package from The Who's Pete Townshend arrived with a guitar and a note bearing the message, "Mine's as good as his! Love, Pete."

***Corporate Culture*:** Hard Rock is a way of life for employees – each cafe provides a very unique work experience and employees make up the core of the Hard Rock family. The family-like organization is very interdependent and participatory on all levels, and Hard Rock management works to ensure that Hard Rock continues to protect its values and supportive culture. Hard Rock International believes its employees are the company's greatest asset and works to empower all Hard Rock employees by instilling values that are people-driven.

***Giving Back to the Community*:** Hard Rock International's mantras are "Save the Planet" and "Love All, Serve All" – an enduring commitment to a wide variety of philanthropic causes and activities in the community. In every Hard Rock city, the staff makes it a priority to become a valuable community partner as Hard Rock Ambassadors and provide fundraising and volunteer services to community charities. Hard Rock's devotion to philanthropy is shown through its various organizations around the world.

Hard Rock has contributed to and promoted charitable organizations including WHYHunger, Breast Cancer Research Foundation, the Dr. Susan Love Research Foundation, Music Rising, Musicians on Call, Nordoff Robbins Music Therapy, Fundación Pies Descalzos, Wildlife Conservation Society and many more. Since 1990, the company has raised millions for various national and local charities.

***Key Management*:**

- Hamish Dodds, President, Chief Executive Officer
- Tom Gispanski, Vice President, Finance
- Mike Kneidinger, Vice President, Company Operations
- Michael Beacham, Vice President, Franchise Operations
- John Galloway, Vice President, Chief Marketing Officer
- Michael Shindler, Executive Vice President, Hotels
- Jay Wolszczak, Vice President, Business Affairs
- Joe Emanuele, Vice President, Design and Development
- Kim Creighton, Vice President, Human Resources
- Vickie Kunkle, Vice President, Merchandise
- Brian Siemienas, Head of Global Marketing, Cafes
- Alex Merchan, Senior Director, Marketing, Cafes
- Annie Balliro, Senior Director, Brand Marketing and Philanthropy
- Kevin Kirby, Senior Director, Sales

***Corporate Headquarters*:**

Hard Rock International, Inc.
6100 Old Park Lane
Orlando, Florida 32835
(407) 445-7625

***PARENT COMPANY*:** Hard Rock International is owned by Seminole Hard Rock Entertainment, Inc., a wholly owned subsidiary of The Seminole Tribe of Florida. The Seminole Tribe of Florida is headquartered in Hollywood, Fla., near Fort Lauderdale. It is a sovereign government with an elected Tribal Council of five members. Governmental expenditures are earmarked for police and fire protection, emergency medical services, education, health care, housing, water treatment, economic development, and parks and recreation. Its business operations currently include cattle ranching, citrus production, tourism promotion, sports management, tobacco sales and gaming.

More than 90 percent of the Seminole Tribe's budget is currently derived from gaming revenue. The Tribe owns and operates Seminole Hard Rock Hotels & Casinos in Tampa and Hollywood, Fla. The Tribe also owns and operates five more non-Hard Rock Florida casinos in Coconut Creek and Hollywood on the Southeast coast, in Immokalee near Naples, on the Brighton Reservation north of Lake Okeechobee and on the Big Cypress Reservation south of Lake Okeechobee.

The Seminole Tribe has long been recognized for innovation in its gaming and other businesses. It opened the first high-stakes bingo hall and casino in the United States in 1979. That facility was the forerunner of the Indian Gaming movement throughout North America. Analysts believe today's Seminole Tribe operates one of the most profitable gaming enterprises in the world.

Nearly 3,300 Seminole Indians live on and off reservations throughout Florida. Seminoles pay taxes, serve in the U.S. Armed Forces, and vote in elections. They are descended from a few hundred Seminoles that escaped into the Everglades in the mid-1800s, when the U.S. Government attempted to relocate all of Florida's Seminoles and other Indians to Oklahoma in what became known as "The Trail of Tears." For more information on the Seminole Tribe of Florida, visit www.semtribe.com.