AEG'S 2016

SUSTAINABILITY REPORT

THE AEG 1EARTH MISSION IS TO REDUCE OUR COMPANY'S ENVIRONMENTAL IMPACT AND DRIVE BUSINESS VALUE THROUGH SUSTAINABILITY

ABOUT AEG

Headquartered in Los Angeles, California, AEG is the world's leading sports and live entertainment company. With offices on five continents, AEG operates in the following business segments:

AEG Facilities, which owns, manages or consults with more than 120 preeminent arenas, stadiums, theaters, clubs and convention centers around the world including The O_2 Arena, the Sprint Center and the Mercedes-Benz Arenas;

AEG Live, which is dedicated to all aspects of live contemporary music performances, including producing and promoting global and regional concert tours, music and special events and world-renowned festivals;

AEG Real Estate, which develops world-class venues, as well as major sports and entertainment districts like STAPLES Center and L.A. LIVE;

AEG Sports, which is the world's largest operator of sports franchises and high-profile sporting events; and

AEG Global Partnerships, which oversees worldwide sales and servicing of sponsorships including naming rights, premium seating and other strategic partnerships.

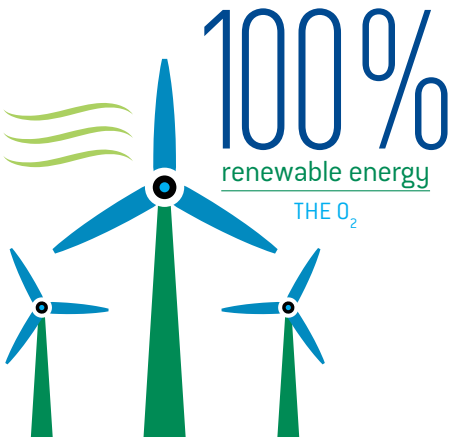
Through its worldwide network of venues, portfolio of powerful sports and music brands, AXS.com ticketing platform, AXS cable television channel and its integrated entertainment districts, AEG entertains more than 100 million guests annually.

More information about AEG can be found at www.aegworldwide.com.

Cover Photo: Professional cyclists race near Lake Tahoe during the 2016 Amgen Tour of California

LA Galaxy players and employees clean up Redondo Beach with Heal the Bay, a local nonprofit

REPORT HIGHLIGHTS

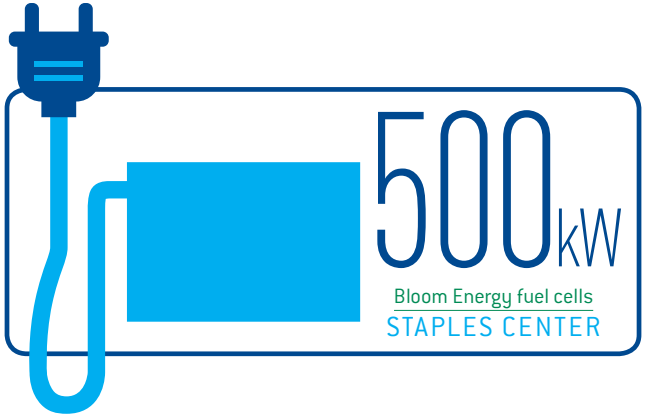


100%
renewable energy
THE O_2

135k
sq.ft. green roof
BARCLAYS CENTER

ACHIEVED
LEED
certifications
ORACLE ARENA
LOS ANGELES CONVENTION CENTER

13%
FEWER GHG EMISSIONS
from sites in AEG's portfolio since 2010



500kW
Bloom Energy fuel cells
STAPLES CENTER

27M
liters of water saved
ACROSS WATER-STRESSED SITES
COMPARED TO 2010

LETTER FROM THE CEO

Six years have passed since we published our first environmental sustainability report, announcing our ambition to be the sports and live entertainment industry's leader in sustainability. Since the beginning, we've aimed to challenge ourselves, our industry, and the broader business community to create a world where economic growth doesn't harm the planet. In those initial discussions in 2010, our executive team selected a set of 2020 sustainability goals that we felt were well-suited to AEG's business and would drive us to significantly reduce our footprint in the coming decade.

Since then, we have accomplished a lot, but, a lot can change in just a few years. Our Los Angeles Kings became two-time Stanley Cup Champions while our LA Galaxy won their third, fourth, and fifth MLS Cup championships. The Coachella Valley Music & Arts Festival doubled in size and inspired massive growth in the festival industry. AEG extended its network of venues from 90 to 120 in 2016, while developments like the L.A. LIVE sports and entertainment district have opened and set new industry standards.

During those same years, as our business grew, the urgency to address climate change also grew and communities around the world rallied for increased action. With our global headquarters located in California, we experienced firsthand both the challenges of a severe drought and the opportunities to do more with less. Along with our peers in the private sector, we realized that we won't solve these problems by setting sustainability goals in a vacuum. We must align our commitments with the realities of science and how we fit into broader efforts to address issues like climate change. Therefore, this year we are adopting a new set of goals that better tackle these issues.

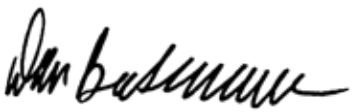
> AS OUR BUSINESS GREW THE URGENCY TO ADDRESS CLIMATE CHANGE ALSO GREW.

So, I am proud to announce that in addition to setting new goals addressing water conservation and waste diversion, AEG is continuing our tradition of leadership by adopting a science-based goal to reduce our greenhouse gas (GHG) emissions. This new goal for GHG emissions will help ensure that we do our part to help avoid the worst impacts of climate change.

While we believe our commitment is the right thing to do, it presents serious challenges. AEG has grown and diversified significantly since 2010. We've seen major emissions reductions in our long-term operations, but growth and acquisitions have offset this progress. In order to meet our goal, we must decouple GHG emissions from growth by increasing energy efficiency and seeking less carbon-intensive energy supplies.

It won't be easy, but—looking back on our progress during the past five years—I am optimistic for the future. I hope you share that optimism as you read more about our new goals and latest sustainability accomplishments in this report.

Sincerely,



Dan Beckerman
President & CEO

L.A. LIVE

LETTER FROM SENIOR DIRECTOR, ENERGY AND ENVIRONMENT

I am very happy to share with you AEG's fifth environmental sustainability report.

Earlier this year we completed the long and arduous task of analyzing our historic environmental data and setting meaningful new 2020 goals. We learned a lot through this process and I believe our new goals put us on a clearer path to improved performance in the three areas most material to our operations: greenhouse gas (GHG) emissions, potable water conservation, and diversion of materials from landfills.

I am particularly proud of AEG's adoption of a science-based goal for GHG emissions. We took a hard look at this issue and concluded that there was no alternative but to evaluate our progress against a benchmark that aligned with current climate change science. If we achieve portfolio-wide year-on-year emissions reductions of at least 3.2%, we will reduce our company's absolute carbon footprint by at least 25% by 2020. While we always aspire to do more, this specific target ensures we are doing our part to reduce the worst impacts of global climate change.

AEG, like the rest of the world, is directly affected by the impacts of climate change. For example, in October 2012, Hurricane Sandy devastated the Atlantic Coast, and severely damaged the Starland Ballroom, AEG's live music venue. It took the better part of a year to bring the venue back into operation. In 2015 and 2016, rising temperatures led to a noticeable increase in cooling degree days, which in turn led to higher cooling requirements for our operations, directly increasing our operating costs. So we see climate change as a challenge to not only health and safety, but also to our success as business operators.

> AEG, LIKE THE REST OF THE WORLD, IS DIRECTLY AFFECTED BY THE IMPACTS OF CLIMATE CHANGE.

On this year's report cover, you see cyclists racing past Lake Tahoe during Stage 5 of the 2016 Amgen Tour of California. We believe that this legendary cycling event is the perfect metaphor for our challenge in meeting our new GHG goal: In it, teams of cyclists brave extreme challenges to win individual stages, with the hopes that their combined efforts will lead them to ultimate victory.

In the same way, we are now intensely focused on the five years from 2016 to 2020. We need to reduce our emissions each year, at each stage in the race, in order to meet our 2020 goal. I am optimistic we will meet this challenge because we have the support of our management team, a global network of dedicated and innovative employees, and a passionate team of sustainability professionals monitoring our progress from our headquarters in LA.

Thanks again for your interest, and see you at the next stage!

Sincerely,

John Marler
Senior Director, Energy and Environment

Stage 4 of the 2016 Amgen Tour of California

OUR NEW PATH TO 2020

Last year, we conducted an extensive review of the AEG 1EARTH program and identified several opportunities for improvement. As a result, we have refined our environmental performance tracking methods and set new 2020 Environmental Goals.

We now collect environmental performance data for AEG's entire portfolio of businesses, not just our sports and entertainment venues. In reviewing the data, we validated our historic focus on venues, which continue to comprise the vast majority of AEG's footprint, but also gained assurance that we were being as comprehensive and transparent as possible in our reporting.

Additionally, we streamlined our focus to AEG's three most material issues—greenhouse gas emissions, water, and waste—and set ambitious goals in each area. For greenhouse gas emissions and water, we shifted from intensity goals (i.e., emissions per attendee) to more stringent absolute goals that require us to reduce our footprint regardless of growth. In each case, we aligned our goal with scientific recommendations to ensure AEG does our part to address local and global environmental concerns.

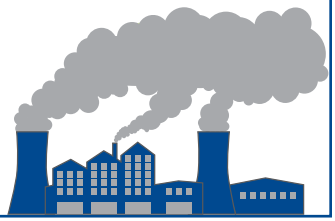
We spent considerable time weighing the pros and cons of this approach for a rapidly growing company like AEG. Ultimately, we decided that the benefits of setting meaningful, ambitious goals outweighed the risks of failure. The world has to figure out how to decouple growth from resource consumption and AEG is committed to being part of the solution.

AEG'S 2020 ENVIRONMENTAL GOALS

GHG EMISSIONS

GOAL: REDUCE GHG EMISSIONS ACROSS ALL OPERATIONS BY 3.2% PER YEAR FROM 2010 TO 2020

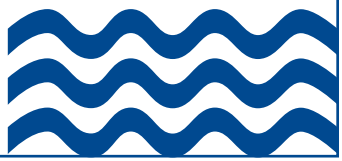
We decided to adopt a science-based goal that aligns with the level of decarbonization required to keep the global temperature increase below 2 degrees Celsius, as described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change. We modeled our new science-based goal on "The 3% Solution," a landmark report from the World Wildlife Fund and the Carbon Disclosure Project, which concluded that the US corporate sector should reduce emissions by approximately 3.2% per year between 2010 and 2020.



WATER

GOAL: REDUCE POTABLE WATER USE AT WATER-STRESSED SITES BY 2.3% PER YEAR FROM 2010 TO 2020

While climate change is a global issue, water is a local one. Water conservation is always a good idea, but it is most critical in water-stressed regions. Acknowledging this reality, AEG is committing to cut our potable water use by 2.3% annually at AEG sites in water-stressed areas. We define "water-stressed sites" to include any sites in locations identified as having high or extremely high "overall water risk" by the World Resources Institute's Aqueduct tool.



WASTE

GOAL: DIVERT 70% OF WASTE FROM LANDFILL ACROSS ALL OPERATIONS BY 2020

In analyzing our previous waste goal—divert 25% of waste from landfill—we determined that the percentage of waste diverted from landfill remains our best indicator of reduced environmental impact. As such, we have raised the bar on the original goal, which AEG surpassed several years ago, to 70%.

GREENHOUSE GAS EMISSIONS

GOAL: REDUCE GHG EMISSIONS ACROSS ALL OPERATIONS BY 3.2% PER YEAR FROM 2010 TO 2020

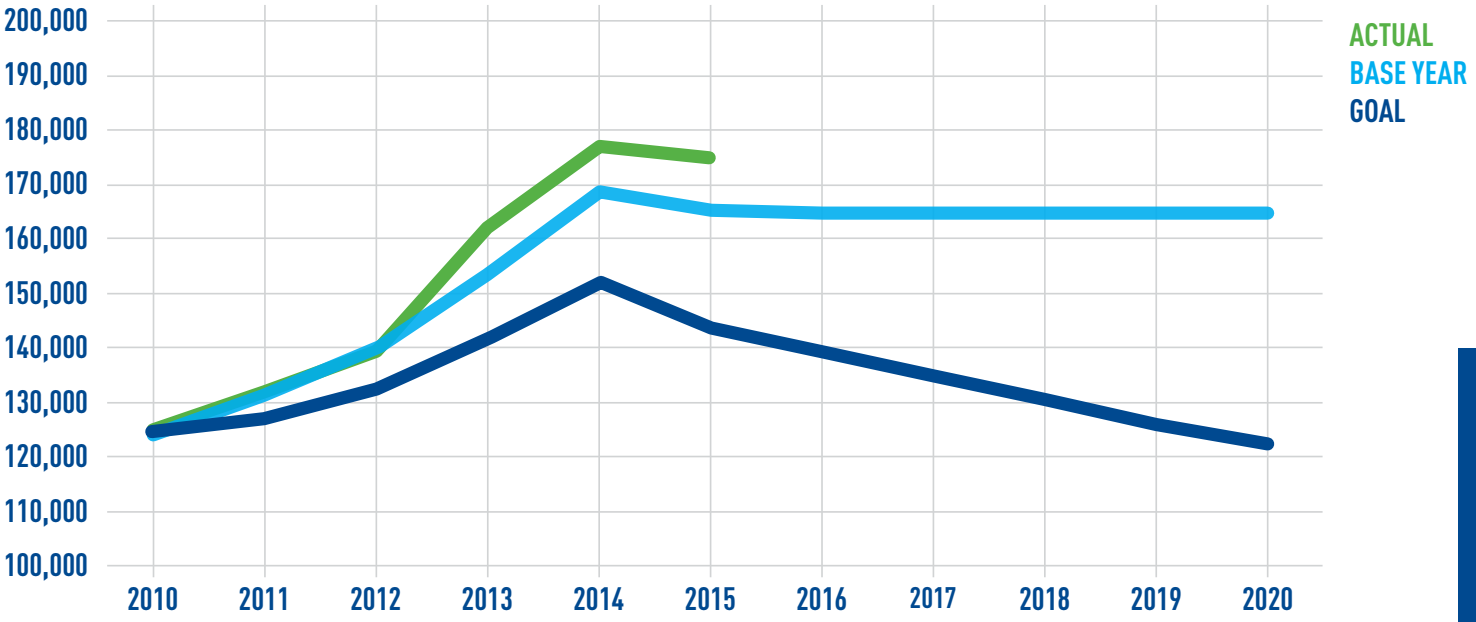
In adopting a science-based goal for GHG emissions, we had to face the concerning reality that AEG's GHG emissions have exceeded our goal emissions every year since 2010. In 2015, AEG emitted 175,279 metric tons of GHGs, 21% above our goal for the year and 6% above our base year. While we are significantly behind schedule in reaching our overall goal, many areas of the company are on track to succeed.

Since 2010, organic business growth and acquisitions have driven the increase in AEG's emissions. New operations opened since 2010 account for about three-quarters of the emissions above our 2015 goal. We have also expanded by taking over the operations of existing venues and, consistent with our business model, made them more successful by booking more events. While we do employ energy management best practices and invest in energy efficiency upgrades at these venues, these changes are often outweighed by the energy used to host more events.

Despite the challenges we face in achieving our overall emissions goal, we have made significant progress in certain areas of the company. For operations that have been part of AEG since 2010, we have reduced emissions by 13% from 2010 levels, which means that these operations are halfway to meeting our 2020 goal. At the same time that growth is increasing our carbon footprint, energy efficiency projects and renewable energy purchases are driving major reductions.

Going forward, we will continue to develop our culture of energy efficiency, deploy energy-efficient technologies, and install on-site renewable energy generation where feasible. Another promising strategy to reduce emissions is to purchase off-site renewable energy. To further explore this opportunity, AEG recently joined the Business Renewables Center, an organization created to help corporations streamline and accelerate large-scale renewable energy purchases. We are encouraged by the rapid development of the corporate renewable energy market and are excited to have this as another useful tool to reduce emissions.

2020 GOAL PROGRESS – GHG EMISSIONS (metric tons of CO_2e)



ANNUAL GHG EMISSIONS (metric tons of CO_2e)

YEAR	2010	2011	2012	2013	2014	2015
Scope 1	21,328	24,753	23,361	28,924	27,987	28,653
Scope 2	103,850	108,209	115,934	133,391	149,411	146,625
TOTAL	**125,178**	**132,962**	**139,295**	**162,315**	**177,397**	**175,279**

WATER

GOAL: REDUCE POTABLE WATER USE AT WATER-STRESSED SITES BY 2.3% ANNUALLY FROM 2010 TO 2020

In 2016, we set a new goal formalizing AEG's long-standing focus on conserving water where it is most scarce. We chose 2010 as a baseline to align with our greenhouse gas emissions goal, but want to acknowledge the many water conservation projects reflected in that baseline:

- StubHub Center became the first stadium in California to irrigate with recycled water when it opened in 2003
- STAPLES Center, L.A. LIVE, Microsoft Theater, and StubHub Center installed waterless urinals in 2009

For AEG, "business-as-usual" includes a significant degree of water efficiency. Our goal now is to progress even further and achieve deeper cuts in line with water conservation targets in these communities.

We are pleased to report that we are on track to meet our 2020 goal to reduce potable water use by 2.3% annually at water-stressed sites. These sites reduced their collective water footprint from 459 million liters in 2014, to 394 million liters in 2015. Several major projects contributed to these savings, including:

- Los Angeles Convention Center replaced 30,000 square feet of turf with drought-tolerant landscaping, upgraded its irrigation system, and retrofitted bathrooms with more than 700 water-efficient toilets and urinals
- L.A. LIVE converted 50 planters to drought-tolerant landscaping and completed a cooling tower upgrade

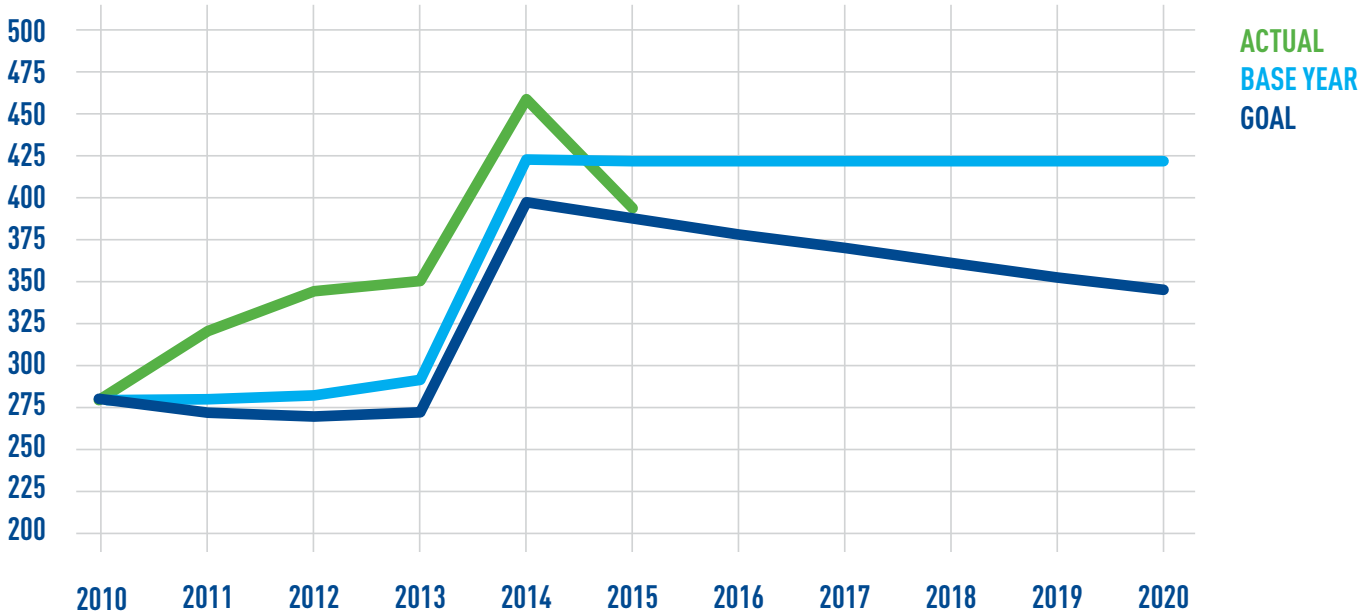
AEG'S WATER-STRESSED SITES

Damai Center	Dalian, China
El Rey Theatre	Los Angeles, CA
L.A. LIVE	Los Angeles, CA
Los Angeles Convention Center	Los Angeles, CA
Microsoft Theater	Los Angeles, CA
Shrine Auditorium & Expo Hall	Los Angeles, CA
STAPLES Center	Los Angeles, CA
StubHub Center	Carson, CA
The Fonda Theatre	Los Angeles, CA
The Roxy Theatre	Los Angeles, CA

Additionally, some sites saw a reduction in water use driven by changes in weather and event schedules.

We will continue to look for water conservation opportunities at all sites, but it is becoming more difficult as we've already captured the low-hanging fruit. We are closely examining our HVAC systems and hope to share new savings in this area in our next report.

2020 GOAL PROGRESS – POTABLE WATER USE AT WATER-STRESSED SITES (million liters)



ANNUAL WATER USE (million liters)

	2010	2011	2012	2013	2014	2015
Potable Water	969	1,102	1,304	1,514	1,771	1,718
Recycled Water	147	137	165	149	197	221
TOTAL	**1,116**	**1,238**	**1,469**	**1,663**	**1,968**	**1,940**

WASTE

GOAL: DIVERT 70% OF WASTE FROM LANDFILL BY 2020

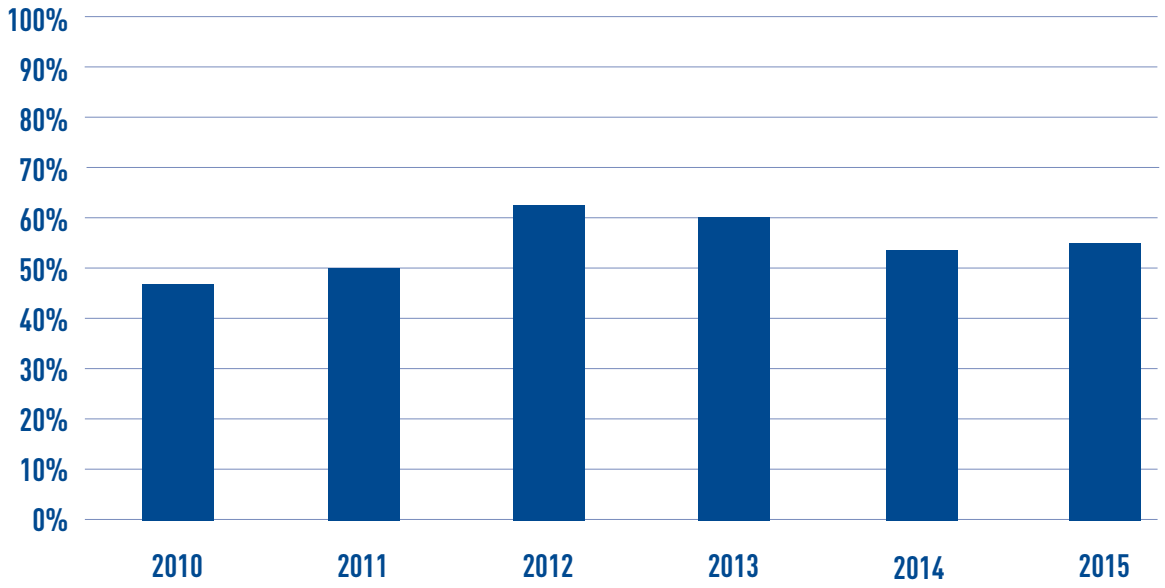
In 2016, we increased our companywide waste diversion goal to 70% with the intention of moving AEG closer to our long-term vision of zero waste. In our business, waste represents not only a negative environmental impact, but also a missed opportunity to maximize the value of the materials coming into our events. By minimizing the waste we send to landfill, we believe we can improve our bottom line.

A central challenge we face with waste is measurement. While we can rely on meters to provide accurate data on our energy and water use, we depend on waste haulers to supply reports on the weights of each waste stream we are producing. We work continuously with our haulers to collect more precise data and, based on these efforts, we have revised our 2014 diversion rate downward. While we do not like to see lower diversion rates, we are committed to enhancing the quality of our data, which will help us improve our waste diversion efforts going forward.

In 2015, we began collecting waste data from our festivals. Festivals present a unique challenge because they only run for a few days at a time. Whereas we can continuously improve our waste diversion programs over time at permanent venues, at festivals we rely on temporary processes and have very little time to course correct. While festivals inherently pose a greater challenge than venues, we have been able to apply some lessons learned from our venues. At Coachella and Stagecoach, for example, we implemented a kitchen composting program with our food vendors and successfully diverted thousands of pounds of food from landfill. Moving forward, we aim to build on these successes and raise the bar for waste diversion across our operations.

LA Convention Center's recycling center, where employees separate recycling from landfill waste

2020 GOAL PROGRESS – WASTE DIVERSION RATE (%)



ANNUAL WASTE GENERATION (metric tons)

YEAR	2010	2011	2012	2013	2014	2015
Waste to Landfill	8,228	7,965	8,109	8,239	11,708	12,636
Waste to Energy	1,548	1,543	3,697	6,820	6,876	7,504
Recycled Waste	5,884	6,443	9,307	5,643	7,073	7,831
TOTAL WASTE	**15,660**	**15,951**	**21,113**	**20,701**	**25,657**	**27,971**

LA Convention Center staff paint and decorate the venue's recycling center for Earth Month

COMMUNITY ENGAGEMENT

AEG's motto is "giving the world reason to cheer." Whether we're hosting a Taylor Swift concert or an LA Kings game, our goal is to provide our guests with an amazing experience that brightens their lives. This approach extends to our AEG 1EARTH program, which creates engaging opportunities for guests and community members to learn about sustainability and join us in helping the environment.

In 2015, we continued our support for three key environmental holidays—Earth Hour, Earth Day, and America Recycles Day—at AEG sites worldwide. Through these annual events, AEG venues, teams, and other businesses form relationships with local organizations supporting a wide range of environmental projects in their own communities. To give an example, in 2015, Arvest Bank Theatre at the Midland in Kansas City, Missouri invited Bridging the Gap, a group promoting recycling in Kansas City, to raise awareness at several shows during Earth Month, while KFC Yum! Center in Louisville, Kentucky partnered with the local Salvation Army to organize a used clothing drive at a Kenny Chesney concert. Events like these take advantage of AEG's high visibility to promote important environmental messages and create a positive impact in the communities in which we operate.

Additionally, we promote sustainability year-round through signage in our venues and messaging on our web and social media platforms. We focus on sharing our own commitment to sustainability and offering "green tips" for our audience to reduce their footprint at our events and at home.

AEG VENUES CELEBRATING 2015 ENVIRONMENTAL HOLIDAYS

58
EARTH HOUR

44
EARTH MONTH

33
AMERICA RECYCLES DAY

Guests who participated in Coachella's "10 for 1" recycling program win VIP passes to next year's festival

photo credit: Global Inheritance

CASE STUDIES

AEG is a collection of more than a hundred venues, festivals, teams, offices, and other businesses spanning five continents. The success of our AEG 1EARTH program depends entirely on the progress each individual business makes towards reducing its own environmental footprint. We're fortunate to have countless employees worldwide who have taken ownership of sustainability at the local level and spearheaded innovative projects to make their own operations more sustainable. The following case studies highlight several of the projects and employees that exemplify the AEG 1EARTH mission and are paving the way to a more sustainable AEG.

Winners at the 1st Annual AEG 1EARTH Greeny Awards, an internal awards show to celebrate notable sustainability projects across the company

STAPLES CENTER

LOS ANGELES • CALIFORNIA

Last fall, STAPLES Center powered up its new 500-kilowatt Bloom Energy fuel cell installation as a new element of the arena's strategy to reduce its carbon footprint. The fuel cells will supply roughly 25 percent of the arena's electricity, complementing the existing 346-kilowatt rooftop solar installation. The fuel cells will reduce STAPLES Center's greenhouse gas emissions by an estimated 2.2 million pounds each year, while also saving hundreds of thousands of dollars in annual energy costs. On November 19, 2015, Former Vice President Al Gore and other dignitaries joined AEG executives to celebrate the new project and to speak to the important role business plays in addressing global climate change. Students from Los Angeles High School were invited to attend the ceremony and received a short lesson from Bloom Energy CEO KR Sridhar about how fuel cells work, as well as advice about pursuing careers in STEM. "Bloom Energy fuel cells are another piece of the puzzle in continuously reducing our environmental impact," said STAPLES Center & L.A. LIVE President Lee Zeidman. "This milestone reinforces our overall commitment to staying on the cutting edge of live entertainment in all areas, including sustainability."

THE O_2

LONDON • UNITED KINGDOM

London's The O_2 entertainment district recently reached a milestone in its sustainability program when it completed its transition to 100% renewable electricity. The journey to 100% renewables started in 2012 when the district first installed 22 kilowatts of rooftop solar panels and started sourcing renewable energy through its electric power suppliers using a blend of renewable sources including wind, solar, hydro, waste, and biomass. In July 2015, The O_2 transitioned its final "brown" power accounts to renewable energy. Between 2012 and 2015, these renewable energy supplies reduced the district's carbon emissions by about 30,000 metric tons. "We have 22 kilowatts of rooftop solar, but we simply don't have the space here to serve all of our electric power needs with on-site renewables," explains Lee Lacey, Director of Building Services at The O_2. "Given that constraint, we are happy to see the UK renewables market growing and are very proud to have finally reached 100% renewable supply at The O_2."

BARCLAYS CENTER

BROOKLYN • NEW YORK

In early 2016, Barclays Center finished installing a 135,000 square foot green roof, the largest-ever green roof to cover a sporting venue. In total, 35,000 trays of assorted plants were added to the roof to provide year-round vegetative coverage and a continually shifting pattern of color and texture, including a beautiful show of summer flowers. In addition to the visual enhancement, the green roof has many environmental benefits. On rainy days, the roof will reduce the arena's stormwater runoff by an estimated two million gallons each year. On hot days, the roof will minimize the heat absorbed by the arena, thereby reducing cooling needs and the urban heat island effect. One unexpected benefit is that the roof has proved popular among bees during flowering season. "The creation of a green roof on top of Barclays Center has been a goal of ours since the arena was initially designed," said Brett Yormark, CEO of Brooklyn Sports & Entertainment. "We're proud to continue our commitment to delivering an environmentally friendly arena, while also creating an aesthetic enhancement for our neighbors and guests."

LA GALAXY

CARSON • CALIFORNIA

In 2015, the LA Galaxy launched "20 for Twenty," a year-long initiative featuring the implementation of 20 unique community service acts to celebrate the team's 20th season in Major League Soccer. These 20 events spanned a wide range of community issues, with many addressing environmental issues in and around Los Angeles. Volunteers cleaned up Redondo Beach, cared for trees at Edward Vincent Jr. Park, and packed up food donations at the LA Regional Foodbank, among other activities. Through these volunteer events, the LA Galaxy Foundation also made donations to several local nonprofits focused on environmental issues, such as Heal the Bay, which works to restore Santa Monica Bay, and TreePeople, which focuses on growing a climate-resilient Los Angeles with ample tree canopy, local water, and healthy soil. Overall, more than 415 LA Galaxy volunteers spent more than 2,000 hours serving the Los Angeles community. "As members of the LA community, giving back is a priority for us," notes Lauren Nowinski, Director of the LA Galaxy Foundation. "Every day the team has the opportunity to train on beautiful fields at StubHub Center. We want everyone to have the opportunity to live and play in a healthy environment so it was very important for us to incorporate projects that supported that goal throughout the '20 for Twenty' initiative."

EMPLOYEE PROFILE

RENEE HAN

OPERATIONS ASSISTANT

MERCEDES-BENZ ARENA | SHANGHAI, CHINA

What is your role at Mercedes-Benz Arena?

I am the operations assistant, which means that I work closely with our engineering, housekeeping, and security departments to keep the arena running smoothly. I also help coordinate our sustainability initiatives because they are so closely tied to our operations. I'm responsible for collecting and reporting our monthly environmental performance metrics.

What projects are you working on now to integrate sustainability into the arena's operations?

We currently capture rainwater to use for irrigation, but that's only available during certain seasons. We're looking into a project to collect water from the Huangpu River, which runs right next to the arena, purify it on-site, and use it for irrigation when rainwater isn't available. This would help us reduce our use of potable water. We're also evaluating a major LED lighting retrofit, which would significantly reduce our energy use.

How do you communicate your sustainability program to guests?

We've started to add more signage to communicate the steps we're taking to reduce our footprint. For example, we recently added table tents in the suites to let guests know that their utensils, plates, and cups are made with recycled-content. We also do a major activation for Earth Hour each year. In 2016, we created a "Consume Less, Enjoy More" Earth Hour campaign and promoted it during our concert that evening with posters, stickers, and staff t-shirts. We also ran a contest on social media encouraging fans to engage in Earth Hour to enter to win concert tickets. The response was really positive from guests and staff members, who played a big role in making Earth Hour visible to everyone who attended the show that night.

What do you find most interesting about working on sustainability issues?

I think there is so much opportunity to make positive change in my role, since I work so closely with engineering and housekeeping. That sense of opportunity is exciting. I'm also personally very interested in recycling and want to do more to focus on that in the future.

L.A. LIVE

LOS ANGELES • CALIFORNIA

As California's drought worsened in 2015, L.A. LIVE re-examined its water footprint to identify new opportunities to conserve. Built in 2009, the entertainment district had incorporated many water-saving features—like waterless urinals, low-flush toilets, and artificial turf—during construction, but found additional savings by examining its operations. L.A. LIVE re-landscaped 50 planters with drought-tolerant plants and further reduced watering schedules to minimize water used for irrigation. The engineering team also installed a water softener system on the central cooling tower, which will reduce water use by an estimated 1.8 million gallons annually. Finally, management trained housekeeping to employ water-saving cleaning techniques, such as spot cleaning, to avoid nonessential water use. Collectively, these changes allowed L.A. LIVE to reduce annual water use by 11 percent compared to 2014, with further savings expected in 2016. "We're doing whatever we can to identify and eliminate any water waste in our operations," explained Jim Madsen, Senior Vice President of L.A. LIVE Operations. "We want to be part of the solution in showing how California can continue to thrive on a tighter water budget."

MBNA THAMES CLIPPERS

LONDON • UNITED KINGDOM

MBNA Thames Clippers, an AEG company, operates river bus services on the Thames River in London, carrying more than 3.8 million customers annually. As with many transport providers, the company's environmental impact is mainly related to fuel consumption. While MBNA Thames Clippers has cut fuel use by adding new, more efficient boats to its fleet, the key to major improvement is a technological breakthrough. That's why, in 2015, the company joined Hybrid Fusion Energy System (HyFES), a collaborative research project focused on increasing the operational, financial, and environmental benefits of marine vessels by switching to fuel-efficient hybrid propulsion systems. The consortium, which includes both private sector and university partners, is exploring an innovative approach that would combine multiple battery technologies to retrofit existing vessels with hybrid engines. MBNA Thames Clippers is sharing its industry experience to help develop this concept into a potentially commercially viable technology. The research project will continue until December 2017 and, if all goes well, MBNA Thames Clippers could install a low-carbon hybrid engine in one of its vessels. "This collaboration gives us an opportunity not only to meet our own objectives to conserve fuel and reduce emissions, but also to create a model for other companies," notes CEO Sean Collins. "If we succeed, we'll have created a more sustainable industry standard."

LA CONVENTION CENTER & ORACLE ARENA

LOS ANGELES & OAKLAND • CALIFORNIA

Two AEG venues, Los Angeles Convention Center and Oracle Arena, recently achieved LEED certification, the world's leading green building certification. Los Angeles Convention Center was recertified to LEED-EBOM Gold after first achieving LEED certification in 2008 and LEED-EBOM Gold certification in 2010, making it the largest U.S. convention center to receive LEED Gold recertification for an existing building. During the same period, Oracle Arena achieved its LEED-EBOM certification for the first time. Both facilities—originally opened in 1971 and 1966, respectively—exemplify the enormous opportunity to reduce the environmental footprint of older buildings through major building renovations, technology upgrades, and smart operations. Los Angeles Convention Center and Oracle Arena each implemented a wide range of projects to support their LEED applications, such as installing energy efficient lighting, upgrading plumbing fixtures to conserve water, and purchasing green janitorial supplies. Both facilities also scored points for public transit access, with a significant portion of employees and guests arriving by train into nearby stations. To maintain LEED certification, these venues will continue to track monthly environmental metrics, such as energy and water use, to monitor performance and identify new opportunities to conserve.

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THE GRAMMY MUSEUM® AT L.A. LIVE

LOS ANGELES • CALIFORNIA

In November 2015, the GRAMMY Museum® at L.A. LIVE partnered with Global Wildlife Conservation (GWC), a nonprofit organization that helps fund vital conservation work around the world, and the California Science Center to launch Earth in Concert: Protecting the Planet Through Music, a unique multimedia and interactive experience focused on raising awareness about the importance of conserving Earth's biodiversity. Earth in Concert examines the current status of biodiversity in our oceans, grasslands, and forests through the lens of artists who have helped raise awareness of the global issues that threaten our planet. To celebrate the partnership, on November 11th, the Museum and GWC hosted a concert at The Novo by Microsoft featuring Ziggy Marley, Dwight Yoakam, Judith Hill and Us the Duo, with all proceeds benefitting the two organizations. "We look forward to continuing the excitement and energy generated by the concert for years to come as the exhibit travels around the country sharing its important message of conservation and hope," said Bob Santelli, Executive Director of the GRAMMY Museum.® Earth in Concert was made possible by the Sangreal Foundation and Brian and Adria Sheth in partnership with the GRAMMY Museum® at L.A. LIVE, Global Wildlife Conservation, and California Science Center.

KUALA LUMPUR CONVENTION CENTRE

KUALA LUMPUR • MALAYSIA

The Kuala Lumpur Convention Centre hosts hundreds of events each year, serving both local and international audiences. The Centre's culinary programme reflects the diversity of guests it serves, with all five of the venue's kitchens (Chinese, Western, Cold, Pastry, and Malay) certified halal since 2011. In January 2016, the Centre established its own rooftop garden to cultivate herbs and spices. According to the Centre's Executive Chef, Richmond Lim, by growing herbs and spices on-site, the Centre will reduce the food waste associated with over-ordering and benefit the environment by limiting transportation of these ingredients. The herbs and spices being grown include cymbopogon nardus (citronella grass), kaempferia galanga linn (ginger) and murraya koenigii (curry leaves), to name a few. Once mature, these herbs and spices will contribute to a range of flavourful dishes prepared by her 51-strong culinary team, ranging from Kari Ikan Berbendi, a traditional Malay fish curry, to Salade Niçoise, a French classic. "Our top priority is to provide our guests with an unparalleled dining experience, whatever the occasion," explains Chef Richmond. "By growing our own herbs and spices, we are not only creating a sustainable source, but we are also ensuring the freshness, flavor, and quality of our food."

EMPLOYEE PROFILE

JUDITH HERBST

GENERAL MANAGER
KESWICK THEATRE | GLENDSIDE, PA

As the General Manager, you have a lot on your plate. Why have you made sustainability a priority?

Sustainability doesn't feel like something we have to consciously prioritize, especially in a historic building. Avoiding waste and using resources well have always been part of our culture. We turn off the lights when leaving a room and, if we can use something again, it does not get thrown away. It fits in naturally and builds on what we're already doing—simply being sustainable.

Tell me about some of the sustainability initiatives you've implemented at the Keswick Theatre. What has worked well?

We are anti-waste, an ideal we've carried out backstage. We partner with artists to find out what they need backstage and we make sure they have it – without waste. Having worked for food banks, I know the value of reducing waste, particularly in the area of food. People also appreciate the extra care we take. There's a certain generosity to working closely with the touring groups to make sure they're happy. Additionally, we launched a very successful recycling program. Our bar staff took the lead and has done a great job with very little space. They are very proud of the amount of recycling they generate. Everyone has caught the spirit.

How do you motivate employees to support sustainability efforts?

Our sustainability initiatives have been a great way to bring the team together. For the past few years, we've hosted community e-waste recycling drives for Earth Day and America Recycles Day. This year, several employees collected materials from friends and neighbors and then brought those materials in to support the drive. This was totally outside their scope of work, but they participated because they cared about what we were doing.

You're located in a small township. How does sustainability affect your relationship with the community?

Our sustainability initiatives have absolutely strengthened our relationships. The township's Environmental Advisory Council recently reached out to partner with us. We're helping them promote their message of environmental stewardship in the community and they are highlighting Keswick Theatre as a local business fulfilling these principles. We've also connected with other businesses that share our values. The Philadelphia Inquirer has provided free ads to promote our sustainability-themed events and wants to partner with us to promote switching to online (rather than paper) subscriptions.

Any advice for other General Managers in a similar position?

Pick one idea and get started. Get your team involved in the choice and celebrate their participation. They will get excited. It may feel like extra work at first, but soon employees will own the change and the attitude will shift to enthusiasm.

FYF FEST

LOS ANGELES • CALIFORNIA

In August 2015, FYF Fest, a music festival held in Los Angeles, celebrated its twelfth year overall and second year at a new location in Exposition Park, just south of downtown LA. The festival partnered with Metro, the city's transportation agency, to educate guests about public transportation options and encourage them to leave their cars at home. With the festival site located directly next to a Metrorail stop, organizers coordinated with Metro to run extra trains and extend operating hours so guests could get home after the event. FYF Fest also created an incentive by offering free water to any guest who showed a Metro TAP Card. After extensively promoting public transportation options via web and social media, at the festival grounds, and in Metrorail stations, FYF Fest saw 30% of guests take Metro to the event rather than driving. Based on the success of the 2015 initiative, FYF Fest will continue to work with Metro to get more guests out of their cars in future years and, hopefully, encourage more Angelenos to incorporate public transportation into their daily lives.

EMPLOYEE PROFILE

DAVID STOKES

VENUE PRESENTATION MANAGER
SUNCORP STADIUM | BRISBANE, AUSTRALIA

What is your role at Suncorp Stadium?

I'm the venue presentations manager for Suncorp Stadium, which essentially means that I handle the housekeeping and waste management for the stadium. I also fulfill this role for Brisbane Entertainment Centre, another AEG venue in Brisbane.

How do you integrate sustainability into your role?

I'm responsible for cleaning the stadium after our events so I'm naturally very involved in our recycling efforts. We've switched our concessions to mostly recyclable packaging so that simplifies the process a lot. Once we've removed the waste from the stands, we have to wash everything down, which we do using rainwater collected from our roof. We have collection tanks that can capture 1.2 million liters so that's made a big difference in reducing our water use for both cleaning and irrigation.

What's the greatest barrier to reducing the stadium's environmental impact?

The biggest challenge is making sure we have the right products coming into the stadium to fit into our recycling program. Our concessionaire regularly introduces new products and it's an ongoing process to work with them to make sure they're bringing in recyclable packaging whenever possible.

What's a project from the past year you are particularly proud of?

We were reviewing our waste generation in different areas of the stadium and found certain spots, like the photographer's area, where 90% of the waste was batteries. To avoid the issue of outside contractors, who don't know our recycling programs as well, tossing batteries in the general waste, we just took away the waste bin so everything goes in the battery bucket. Now we just sort out any other waste from those areas and we're able to properly recycle all of the batteries in those hotspots.

Any new projects you're looking into right now?

I'd like to get a composting program going. Our waste haulers don't offer that service so it's been a challenge. We're looking at an on-site food dehydrator that would turn food from the kitchens into a concentrated fertilizer, which would be a great solution for us.

What drives you to prioritize sustainability?

Quite simply, I think it's the right thing to do for our community and for our patrons.

BRISBANE CONVENTION & EXHIBITION CENTRE

BRISBANE • AUSTRALIA

In March 2015, Brisbane Convention & Exhibition Center in Brisbane, Australia installed an on-site dehydrator to manage its food waste. The machine dehydrates up to 200 kilograms of food waste collected from the kitchens each day, reducing the total volume by roughly 80%. The end product is a dry, nutrient-rich biomass, which the City of Brisbane collects and uses as a soil amendment in city parks. The Centre also launched a program for employees to take biomass home for use in their own gardens. By shrinking the volume of food waste, the Centre has reduced the greenhouse gas emissions and costs associated with food waste disposal, as well as staff time dedicated to discarding the waste. “We donate excess food to a local charity whenever possible, but there will always be some food waste,” noted Paul Wilson, Cleaning and Environmental Services Manager. “With the dehydrator, we can now minimize the impact food waste has on the environment and our bottom line.”

VALLEY VIEW CASINO CENTER

SAN DIEGO • CALIFORNIA

Valley View Casino Center welcomed a new tenant in 2015—the San Diego Gulls, an expansion team in the American Hockey League's new Pacific division. Having gone more than a decade without hosting hockey, the arena began investigating opportunities to minimize the energy use associated with the new hockey games. Operations staff decided to install a pony chiller that is dedicated to maintaining the hockey ice. By using a dedicated unit to maintain the ice, rather than the building's main cooling system, Valley View Casino Center is expected to reduce electricity use by more than 600,000 kilowatt-hours each year and save one million gallons of water each season by not running the cooling tower, as the new system is air-cooled. The project is also cost-effective, with an expected payback period of eight months. "Our electricity costs keep rising in San Diego, which creates a huge incentive to conserve," explains Director of Operations Jeff Carbaugh. "This project meets both our environmental goals to save energy and our financial goals to minimize operating costs. It's a win-win all the way around."

RABOBANK ARENA

BAKERSFIELD • CALIFORNIA

Just before the start of the 2015–2016 American Hockey League season, Rabobank Arena in Bakersfield, California, home of the Bakersfield Condors AHL team, became the latest of the eight AHL arenas to install LED sports lights. The arena's existing metal halide lights, installed during the arena's construction in 1998, were antiquated and consumed a lot of energy. The arena's new LED sports lights reduced system wattage by 65%, decreasing sports light-related load from 100 kW to 35.5 kW. Not only do the new lights use less energy and reduce the arena's carbon footprint, they run cooler, which reduces stress on the arena's HVAC system, provide more effects to enhance the game experience, and provide higher lighting levels, which helps the players. "For us, this was a great improvement to the building and the hockey experience," says Adam Miller, Director of Operations for AEG Bakersfield. "The success of this project proves why you're seeing more and more AHL and NHL arenas adopt this technology."

L.A. LIVE

LOS ANGELES • CALIFORNIA

In May 2015, L.A. LIVE updated and expanded its on-site electric vehicle charging network. The old charging stations were replaced with newer, more convenient models, and the total number of stations increased from 10 to 16. L.A. LIVE is an ideal location for electric vehicle charging as most guests stay for several hours to eat dinner, attend an event at STAPLES Center, or see a movie, during which they can fully charge their vehicles. In one year, the new L.A. LIVE stations provided 47,000 kilowatt-hours of charges, saving roughly 20 metric tons of greenhouse gas emissions. “Since the earliest days of operations here at L.A. LIVE, we have served our loyal customers who own and drive EVs,” said Ignacio Guerra, Vice President of Parking Operations. “This past year we looked at this project as an opportunity to serve the increasing demand for charging, and also to support the growing number of AEG employees who are EV drivers, so they can charge their vehicles at work.”

Professional cyclists races during the 2016 Amgen Tour of California

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