

FRANK RUOCO

Minority Owner, Board Member & Executive – Ocean Casino Resort

Frank Ruocco is a minority owner, board member and executive of Ocean Casino Resort, where his perseverance, strategic vision and people first leadership have been central to one of the most significant revitalizations in modern gaming and hospitality. Since 2016, Ruocco has played an active role across operations and long-term strategy, helping transform the former Revel property into one of Atlantic City's most successful and dynamic properties. Relentless in the pursuit of passions, Ruocco is known for setting ambitious goals and seeing them through when others believe they are unreachable.

From the earliest days pf Ocean's conception, Ruocco remained steadfast in his belief that Atlantic City was a misunderstood destination, and the iconic beachfront property represented a once-in-a-generation opportunity. Working closely with the executive team he assembled Ruocco guided Ocean from concept to reality, navigating financial and market challenges that many believed would prevent the property from ever reopening. In a testament to his personal commitment, Ruocco lived at the Ocean property for nearly two years, alone, to immerse himself and lead during its most critical phase, ensuring the vision was brought to life. Ocean Casino resort launched in 2018 and has since thrived in one of the most competitive gaming/ resort markets in the U.S.

Under Ruocco's leadership, Ocean has executed a disciplined, guest-focused growth strategy anchored by sustained capital investment and thoughtful market positioning. Since opening, the resort has implemented a seven-year, \$270 million property transformation, including more than \$50 investments announced for 2025 alone. From 2019 to 2024, Ocean achieved the highest year-over-year gaming revenue growth in the Atlantic City market, outperforming it's primary competitors while attracting high-value and casual players.

Beyond financial performance, Ruocco is deeply committed to company culture, team engagement and guest experience. His approach reflects a lifelong belief that hospitality is about making people feel seen, valued and welcome, which is a philosophy he feels is rooted in his Italian American upbringing and early memories of spending time in his grandparents' bakery in New Haven, Connecticut. Those early experiences shaped his

competitive drive, work ethic and respect for the craft, all traits that continue to define his leadership style today.

The path to gaming and hospitality in Atlantic City New Jersey was certainly not linear. It was the culmination of passion, experience, many learning opportunities and absolute resolve.

Ruocco is a serial entrepreneur with more than three decades of experience in real estate development and investment. Directly out of college he founded and grew an environmental remediation services company from 1 person to more than 200 employees, specializing in large-scale redevelopment projects, before expanding into broader real estate development. The company worked on several high-profile urban redevelopment and Brownfields projects throughout the country. Ruocco embraced the natural progression of his trade, which was to evolve from working for developers to becoming a developer. He initially focused on environmentally impacted properties for purposes of redevelopment. He has since developed hundreds of commercial, industrial and residential projects. Most recently his development company has 400 new homes under construction in South Jersey.

Many of his business ventures grew directly from his personal passions, including gaming, hospitality, his love of real estate and golf. He owns and operates two golf courses in South Jersey. He recently acquired one of the most visible and iconic office buildings in Connecticut, 555 Long Wharf Drive. It presents an opportunity to breathe new life and energy into a real estate class and market that has recently underperformed. It is representative of the type of competitive challenge that has been the foundation of his passion.

He currently serves on the boards of Ocean Casino Resort and Ocean Cares (the property's charitable organization). He is also an active Board Member of Montage International, the luxury hospitality company behind the Montage and Pendry brands.

Highly competitive in nature, Ruocco is an avid race car driver, race boat enthusiast and skier, drawn to competitive, high pace pursuits that demand speed and focus. Whether in business or sport, he is known for pushing limits and thriving under pressure. In

addition to his business pursuits, Ruocco is author of “All in...Again,” a memoir chronicling the personal and professional journey.