

Bally's

BallyBet – Q1 2025

May 15, 2025

REVENUE

MONTH	REVENUE	TAXES COLLECTED	HANDLE
January	\$ 493,996.36	\$ 98,799.27	2.1%
February	\$ 277,156.58	\$ 55,431.32	1.5%
March	\$ 179,585.66	\$ 35,917.13	0.7%
Totals	\$ 950,738.59	\$ 190,147.72	1.4%

WORKFORCE / WORKFORCE DIVERSITY

Q-1	US				MA			
	Minority	Women	Veterans	Total	Minority	Women	Veterans	Total
Executives	20%	14.29%	0%	35	0%	0%	0%	0
Managers	15.52%	43.10%	0%	58	0%	0%	0%	1
Entry/Non-Management	27.98%	33.16%	0%	193	0%	0%	0%	1
Total	24.47%	32.87%	0%	286	0%	0%	0%	2

**144 unspecified ethnicities – not self identified*

Bally's Workforce Overview – Background

Global Operations: The majority of Bally's Interactive operational team, who are responsible for Customer Support, CDD, KYC, AML, RG and those who serve as liaison to the regulators, are primarily based in North America.

- **Economic Impact in MA:** Although few employees currently work in Massachusetts, 274 Bally's Casino employees reside in the state, contributing economically.
- **Recruitment Initiatives:** Bally's HR is enhancing recruitment efforts by participating in career fairs at UMass – Boston to expand the talent pool.
- **Veteran Engagement:** The candidate team conducts 4-5 virtual and targeted events annually, focusing on the Veteran community, including collaborations with the National Guard.
- **Diverse Outreach:** Leveraging local partnerships, technology platforms like MitraTech-Circa Diversity Jobs <https://www.diversityjobs.com/> and state/government job banks to reach broader audiences.

WORKFORCE / WORKFORCE DIVERSITY

Bally's KPIs & Workforce Goals

Bally's Workforce Development Philosophy & KPI Alignment

At Bally's, our hiring philosophy is rooted in competency-based selection, prioritizing indispensable human traits—including adaptability, customer focus, intrinsic motivation, and resilience—over purely technical skills. We hire for what cannot be taught, ensuring that our workforce is both dynamic and future ready. Central to our strategy is a robust commitment to diversity, recognizing that a multiplicity of backgrounds, experiences, and perspectives not only expands our talent pool but also drives business innovation and delivers superior guest experiences.

Diversity and Inclusion in Practice:

We actively source and hire candidates who reflect a wide array of socio-cultural identities, fostering an inclusive organization that mirrors the diversity of our guests. While we have established, measurable diversity strategies in key markets, across our U.S. Casinos and Resorts, our North American Interactive business operates within distinct legal and data-capture frameworks. This necessitates the use of tailored business KPIs, and workforce indicators appropriate to legal requirements in each market.

Key Workforce Development KPIs:

We continuously measure and advance our workforce composition with specific diversity targets:

- A minimum 3% year-over-year (YOY) increase in women in leadership roles
- A minimum 2% YOY increase in minorities in leadership roles
- A minimum 4% YOY increase in women in technology roles

Current leadership diversity metrics demonstrate meaningful progress:

- Among CEO Robeson Reeves' direct reports, women and minorities account for 50% of Director-and-above roles.
- For President George Papanier's direct reports, 21.4% are women.
- Under EVP CFO Mira Mircheva, women and minorities hold 33% of Director-and-above roles.

WORKFORCE / WORKFORCE DIVERSITY

Succession Planning and Advancement:

We are equally committed to developing internal talent. Over the past 12 months, our succession planning Top 50 and 200 strategies has resulted in the promotion of six team members into key leadership positions, with several reporting directly to the C-Suite—including four women, one male and one minority. This underscores our focus on advancing high-potential team members from all backgrounds.

These figures are reported alongside ongoing initiatives to identify, recruit, and progress underrepresented talent—especially within technology—to meet and exceed our workforce diversity KPIs. Where we face data limitations or regulatory constraints, we adapt our measurements and programs accordingly, always in compliance with local laws and best practices.

Our competency-based, diversity-driven approach, buttressed by measurable KPIs and transparent reporting, demonstrates Bally's ongoing commitment to workforce development aligned with both industry best practices and regulatory expectations. This strategy ensures we continually elevate inclusion, representation, and excellence across our business, benefiting our guests, our communities, and the gaming industry at large.

VENDOR / SUPPLIER SPEND / SUPPLIER DIVERSITY

DIVERSITY CERTIFICATION	Q1
MBE	\$569,447 2%
WBE	\$3,327,212 10%
VBE	\$628,781 2%
DBE	0
DOBE	\$527,104 2%
SDVOB	\$1,151 0.003%
MA DIVERSE SPEND	2,992 0.003%
TOTAL DIVERSE SPEND	\$5,053,080 15%
TOTAL ADDRESSABLE OPERATIONAL SPEND	\$33,090,899

- Bally’s is in the process of developing a Procurement Supplier Diversity Plan (“PSDP”) that will reflect Bally’s strong commitment to supplier diversity.
- Bally’s PSDP will outline internal supplier diversity operational spend goals as well as ongoing strategic efforts to meet these aspirational goals.
- Meetings are planned with the Massachusetts Supplier Diversity Office, the Greater New England Minority Supplier Development Council and the Canadian Aboriginal and Minority Supplier Council.
- Bally’s currently holds memberships with both National Minority Supplier Diversity Council and Women’s Business Enterprise National Council
- 2nd Annual Supplier Diversity Vendor Fair will be held in Chicago in June



COMPLIANCE Q1 2025

UNDERAGE REPORT METRICS

	Registration Attempts Underage	Suspected Underage Use of Account	Confirmed Underage Use of Account
JANUARY	1	0	0
FEBRUARY	0	0	0
MARCH	1	0	0
Q1 TOTAL	2	0	0

RESPONSIBLE GAMING

- 23 VSE Enrollees in Q1
- Here are some highlights from Play Management Reporting/Data
 - Our team engaged with participants to remind, and educate them, about the various responsible gambling tools available, as well as directing them to third-party responsible gaming resources.
 - Q1 – 12
 - Individuals have utilized the various responsible gambling tools we offer. Our records indicate that we set:
 - Q1:
 - 646 Deposit Limits
 - 51 Wager Limits
 - 72 Spend Limits
 - 286 Self-Exclusions

Customer Satisfaction – Our new RG Journey

What is CSAT?

- A survey measuring how satisfied players are with their experience across our ventures
- A survey is sent asking our players to rate their satisfaction across key touchpoints and sub-attributes
- CSAT is measured on a 10-point scale, where 1 represents a score of Extremely dissatisfied, and 10 is of Extremely satisfied
- The CSAT score is calculated using 'Top 2 Box' (the percentage of customers that have rated their experience 9 or 10 on the scale).



RESPONSIBLE GAMBLING

How safe and protected I feel when playing

The range and variety of Responsible Gambling tools to control my play

Ease of finding and understanding Responsible Gambling tools

How clear and easy it is to understand information of Responsible Gambling

Responsible Gaming Outreach and Community Impact – PGAM '25

In partnership with EPIC Global Solutions, the Rhode Island Council on Problem Gambling, and the Rhode Island Lottery's Division of Problem Gambling Services, Bally's undertook a Rhode Island Problem Gambling Awareness Campaign (March 2025) to support its key stakeholder efforts to raise awareness about responsible gaming, underage play prevention, problem gambling, and related harms for persons throughout Rhode Island., through a series of four challenges.

Be a Game Changer - College Students actively enrolled in Bryant University, Community College of Rhode Island, Johnson and Wales, Rhode Island College, Providence College, and the University of Rhode Island were invited to participate in a creative contest for a chance to win the 2025 Nancy Murray Award, including \$3,000 for tuition. This contest aimed to amplify young voices in raising awareness and reducing the stigma surrounding gambling harm.

We received a total of 17 submissions! 8 were written and 9 creative with representation from RIC, CCRI, JWU, and PC.



Responsible Gaming Outreach and Community Impact

Leaders and Mentors Challenge – Two events were hosted. One at Community College of Rhode Island which delivered critical information to challenge regulators and industry leaders to further advance responsible gaming. There were ~50 attendees. The other a webinar for influential adults to provide information on looking out for warning signs and challenging adults to speak to youth about gambling.



RG Tool Stats

We saw an overall increase in all our RG tools over the month of March.

State	Deposit Limits			Wager Limits			Loss Limits		
	March 1st	March 31st	Increase	March 1st	March 31st	Increase	March 1st	March 31st	Increase
AZ	307	320	4%	27	32	19%			
CO	235	249	6%	29	29	0%			
IA	83	84	1%	6	8	33%			
IN	372	392	5%	31	35	13%			
MA	535	598	12%	49	49	0%	35	35	0%
MD	196	207	6%	12	13	8%	8	8	0%
NJ	9014	9382	4%	116	136	17%	5	5	0%
NY	1204	1279	6%	143	146	2%			
OH	2281	2332	2%	167	173	4%			
ON	3720	3879	4%						
PA	7247	7581	5%	540	556	3%	280	282	1%
RI	1698	1781	5%	180	184	2%	41	46	12%
TN	67	73	9%	1	2	100%	2	2	0%
VA	220	236	7%	15	17	13%	8	10	25%
Total	27179	28393	4%	1316	1380	5%	379	388	2%

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