

**APPLICATION FOR CATEGORY 1, 2, & 3
SPORTS WAGERING OPERATOR LICENSE**



APPLICANT NAME: _____

Applicant: _____

INSTRUCTIONS

When using this application please use the tab on the side to attach all sections requiring submissions. Each attachment should be named for its corresponding section (see (c) under Electronic Application for greater detail). Please make sure to fill out all sections where prompted. If a field does not apply please place N/A. The application must be filled out in its entirety to be accepted by the Massachusetts Gaming Commission.

Applicant: _____

General Information

This *Application For Category 1, 2, & 3 Sports Wagering Operator License* form (the form itself “Application Form”, and along with all attachments “application”) was designed by the Massachusetts Gaming Commission (“Commission”) as a vehicle for each applicant to demonstrate that it has thought broadly and creatively about creating a sports wagering operation in Massachusetts that will provide a significant and lasting benefit to the Commonwealth of Massachusetts and will deliver an overall experience that both offers an exceptional sports wagering experience and includes significant responsible gaming and consumer protection measures.

The application must be completed in accordance with these instructions. In accordance, any discrepancies may be taken into consideration by the Commission when evaluating the application.

To the extent that an applicant is a newly formed entity or to date has been a largely non-operational entity, any information required to be provided relative to past performance or general practice shall, at a minimum, be provided in relation to the primary controlling and/or operating entity of the proposed sports wagering operator and/or its significant business units.

If an applicant is unable to comply with or respond to any part of the application, it may apply for a waiver or variance from the Commission in accordance with **205 CMR 102.03(4) {update reg info when available}** in advance of the filing deadline.

All communications, including general questions and application inquiries, should be directed to the Executive Director or Commission staff.

How to submit a general question and/or application inquiry:

1. Please go to: <https://massgaming.com/about/sports-wagering-in-massachusetts/applications-for-sports-wagering-licenses/>
2. Select “Inquiry Regarding Sports Wagering Application” from the Reason for Submitting Form drop down menu
3. Complete all of the required fields
4. Click “Submit.”

A Commission representative will respond to each inquiry in a timely manner. ***At no time during the application process should any applicant, agent of the applicant, qualifier, or another associated individual contact or attempt to contact a Commissioner directly.***

This Application Form does not constitute an offer of any nature or kind to any applicant or its agents. The Commission is under no obligation to issue a license to any of the applicants. By submitting an Application, the applicant is deemed to agree to all of the terms of this process.

To the extent that anything contained in this application is inconsistent with any other guidance or policy-related document issued by the Commission in the past, this application shall control. To the extent that anything contained in this application is inconsistent with any provision of 205 CMR or G.L. c.23N, the governing law shall control.

Terms used in the application shall be given their most logical, plain meaning in the context of the application. The Commission reserves the right to amend or clarify this application at any time prior to the deadline for the submission of applications.

For each Application, all of the Commission’s costs and expenses of the administrative proceedings pursuant shall be borne by the applicant. All such costs and expenses shall be assessed to the applicant and collected by the Commission.

Applicant: _____

The Commission will utilize its website, www.massgaming.com, to provide notices of hearings, a notice of amendment or clarification of the Application Form, general updates, and general information relative to the application process.

Please be advised that any portion of this Application Form and any associated requests for information or documents may be changed at any time.

Applicant: _____

Non-Refundable Processing Fee

Pursuant to G.L. c. 23N, § 7(a), an applicant for an operator license shall pay to the commission a nonrefundable processing fee of \$200,000 for the costs associated with the processing of the application and investigation of the applicant; provided, however, if the costs of the investigation exceed the initial application fee, the applicant shall pay the additional amount to the commission not more than 30 days after notification of insufficient fees or the application shall be rejected.

Applicants may pay the \$200,000.00 processing fee via wire transfer, certified check, or cashier's check. Wiring information may be obtained by contacting:

Douglas O'Donnell
Revenue Manager
(617) 979-8425

Checks must be made out to the Massachusetts Gaming Commission and mailed to:

Massachusetts Gaming Commission
c/o Revenue Division
101 Federal Street, 12th Floor
Boston, MA 02110

Applicant: _____

Completing the Application

The application is divided into seven primary sections, each section containing questions relating to that section. The applicant should answer each question fully. While a cross-reference to other sections within the application may be included as part of an answer to a particular question, a cross-reference may not serve as the entire answer to any particular question. Please make sure to include the name of the applicant in the provided space at the top of the page for each question. If the answering of any question requires an attachment, please see below.

Format: Answers to questions should be formatted in the “Times New Roman” font, with a font size of 12.

Attachments: Where an applicant may wish to attach a document in response or to supplement its written response, or another exhibit of any nature, it may attach such documents and/or exhibits as set forth in the instructions for “[Electronic Application Format](#).” All attachments must be named and listed for the corresponding question. If the same attachment is responsive to multiple questions within the application, a copy of the attachment should be attached to each question, not just cross-referenced.

Every question must be answered completely. If a question or portion thereof is not applicable, enter “N/A” into the appropriate space on the application.

Applicants for Category 1 Sports Wagering Licenses and Category 2 Sports Wagering Licenses may refer the Bureau and Commission to prior application forms submitted to the Commission by the Applicant or previous information otherwise obtained by the Bureau or Commission regarding the Applicant.

Applicant: _____

Submission of Materials

The Application must be submitted by the application deadline. The deadline for **all applications (Category 1, 2 & 3) is Monday, November 21, 2022, at 2 p.m.** The Commission shall have no obligation to accept or review an application submitted after the established deadline.

How to Submit an MGC Sports Wagering Operator License Application

Entities interested in applying for a Sports Wagering Operators License must request a link to the MGC Secure File Transfer Site prior to submitting their application form and any additional documents. This link will allow for the secure and confidential upload and storage of all application materials.

How to Request a Link to the MGC Secure File Transfer Site:

Please Note: All link requests must be received no later than one week before the application deadline (November 14, 2022).

1. Please go to: <https://massgaming.com/about/sports-wagering-in-massachusetts/applications-for-sports-wagering-licenses/>
2. Select “Request Secure Link to Submit Completed Sports Wagering Application” from the Reason for Submitting Form drop down menu
3. Complete all of the required fields
4. Click “Submit.”

A Commission representative will provide the requested link and additional instructions on uploading the application materials securely via email. The information will be sent in two emails, with the link being in the first email and the password sent separately in the second email, for security purposes.

Applicant: _____

Electronic Application Format

When the electronic version of the application materials is submitted via the MGC Secure File Transfer Site and uploaded to the Commission's server, the applicant must abide by the following:

- (a) The applicant must submit this original completed Application Form that has not been printed, signed, and scanned, but with all answers electronically filled in, all attachments identified, and all necessary boxes checked. This version is being required so that it may be searched electronically by the Commission during the evaluation process. This document must be in PDF format.
- (b) The applicant must also submit this completed Application Form with all answers electronically filled in, all attachments identified, all necessary boxes checked, and all required signatures affixed. This version is identical to the document described in (a) above, but it should also be printed, signed, and scanned. This scanned document must be in PDF format.
- (c) The applicant must submit each attachment as its own electronic file. No electronic file should contain more than one document. Each attachment should be in PDF format unless otherwise required. The file names of all of the attachments must be named strictly in accordance with the following rules:
 - The first portion of the filename must contain the section number and subsection of the question followed by a hyphen, then and the attachment number for that particular question with a leading zero for numbers under 10 (e.g. "B1-b-##").
 - The file name should then contain the descriptive name of the attachment, in at most 20 characters.
 - The name of the attachment must not contain the name of the applicant.
 - The final portion of the filename should be the extension, such as ".pdf" or ".xls".
 - The file name should correspond to the list of attachments on the Application Form.
 - If the Applicant believes the attachment to be confidential, in whole or in part (i.e.- exempt from disclosure under the Public Records Law), then the filename must have the word "CONFIDENTIAL" in all capital letters placed directly before the file extension. Failure to include this label may result in the public release of the document.

Although a PDF version of each attachment is required, in certain cases providing an alternative file format may be helpful to the Commission in reaching its decision. For example, where the applicant is required to submit tables of calculations, such as a revenue projection, it should be submitted in spreadsheet format so that the Commission may numerically analyze this information. The applicant may also, although not required, provide other documents such as videos, interactive documents, or physical models. These types of documents do not readily lend themselves to conversion into PDF format. For these documents, the applicant should provide both the document in original format, and a PDF file describing the existence of such a document within the applicant's application materials. The file name of the alternate format, if it is in fact a computer-readable file, and the filename of the PDF format of the attachment should be identical, excluding the file extension.

No electronically submitted document to the Commission may be password protected. The individual documents should not be encrypted separately.

Any attachments containing a table of calculations, such as a revenue projection, should be included in the electronic submission in a spreadsheet format, preferably Microsoft Excel ".xls" files.

Applicant: _____

The following is an example of select files of a properly organized application:

B2-a-01 Additional Sports Wagering Licensure Information.pdf

B2-a-02 Additional Sports Wagering Jurisdiction Information.pdf

C2-a-01 Revenue Projections CONFIDENTIAL.pdf

C2-b-01 Revenue Projections CONFIDENTIAL.xls

Application.pdf

Signed Application.pdf

Applicant: _____

Public Records

Pursuant to G.L. c. 23N, §6(i), “[a]pplications for operator licenses shall be public records” Applicants should be mindful of this prior to submission of an Application. However, the law also provides “that trade secrets, competitively-sensitive or other proprietary information provided in the course of an application for an operator license under [chapter 23N], the disclosure of which would place the applicant at a competitive disadvantage, may be withheld from disclosure under [the Massachusetts public records law].”

To help inform applicants of the Commission’s intentions, a guide has been attached at the end of the Application advising which answers and attachments submitted with this form will be considered to presumptively meet the exception to the public records law and withheld from public disclosure. There is also space for an applicant to request exempt treatment of a specific document identified in the Application. **FAILURE TO FOLLOW THE INSTRUCTIONS PROVIDED IN THE GUIDE MAY RESULT IN PUBLIC RELEASE OF THE DOCUMENTS.**

Please note, though the Commission will use its best efforts to protect any information it deems subject to an exemption, final appeals are adjudicated by the [Secretary of the Commonwealth](#) in accordance with G.L. c.66, §10.

Applicant: _____

Checklist

Complete this checklist prior to submitting any materials to the Commission.

- The applicant has answered all of the questions in this Application Form that it was required to respond to
- Any question requiring an attachment has the attachment noted on the Application Form
- The applicant properly named all the files
- The applicant has properly organized all of the attachments
- No files have been password protected
- The applicant has signed all required pages of this application
- The applicant has paid the \$200,000.00 non-refundable processing fee
- The applicant will update the Commission if there are any changes to the information presented in the Application or any of the attachments.

Applicant: _____

SECTION A: GENERAL INFORMATION

A.1 APPLICANT NAME

Name

A.2 CATEGORY OF LICENSE APPLYING FOR (check one)

- Category 1** (In-Person Wagering at a Gaming Establishment)
- Category 2** (In-Person Wagering at a Live Horse Racing or Simulcasting Facility)
- Category 3** (Mobile Sports Wagering)

A.3 IF APPLYING FOR CATEGORY 3 (MOBILE SPORTS WAGERING) LICENSE, IS THIS APPLICATION TETHERED TO A CATEGORY 1 OR CATEGORY 2 APPLICATION (check one)

- No** (*Independent Application*)
- Yes, Tethered to Category 1 or Category 2 Applicant** (*applicant name*):

A.4 STATE/COUNTRY IN WHICH THE BUSINESS ENTITY IS INCORPORATED, ORGANIZED, FORMED, OR REGISTERED

State/Province

Country

A.5 IDENTIFY THE APPLICANT'S TYPE OF BUSINESS (check one)

- Limited Liability Company**
- C-Corporation**
- S-Corporation**
- Sole Proprietorship**
- Partnership**
- Limited Partnership**
- Trust**
- Other** (*please describe*): _____

A.7 FEDERAL TAX ID NUMBER

Federal Tax ID Number

A.6 APPLICANT LOCATION INFORMATION

Number and Street Address

City, State, & Zip Code

Phone Number

Email Address

Website

A.7 APPLICANT PRINCIPAL PLACE OF BUSINESS INFORMATION

Number and Street Address

Applicant: _____

City, State, & Zip Code

Phone Number

Email Address

A.7 PRIMARY CONTACT FOR THIS APPLICATION

Name

Title

Email Address

Phone Number

SECTION B: SPORTS WAGERING EXPERIENCE & EXPERTISE

B.1 APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

Provide a thorough description of the applicant's ability to offer sports wagering in the Commonwealth. This should include the following:

- a. Background in sports wagering
- b. Experience and licensure in other jurisdictions with sports wagering
- c. Plans to offer the platform in coordination with other applicants or person
- d. Intention to limit participation in any allowable sports events

B.2 SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING OPERATION
(Category 1 & 2 Applicants Only)

Provide a thorough description of the sports wagering operation proposed for the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (*annually*)
- d. Estimated market share within each jurisdiction

B.3 SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING PLATFORM
(Category 3 Applicants Only)

Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (*annually*)
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction

B.4 SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM
(Category 3 Applicants Only)

Provide a thorough description of the applicant's expertise in sports wagering and how it would be applicable in the Commonwealth. This should include the following:

Applicant: _____

- a. Overview of technical standards, features, and operation of the platform
- b. List of all current certifications or approvals from certified independent test labs and jurisdictions
- c. Plan for continuous support, maintenance, and change management of the platform
- d. Outline the features of the platform designed to support the customers
- e. Sample wagering menu the Applicant intends to offer, *pending approval from the Commission*
- f. Description of Applicant's proposed ability to commence mobile sports wagering on the platform
- g. How the Applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

SECTION C: ECONOMIC IMPACT ON THE COMMONWEALTH

C.1 EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

- a. The number of current full-time and part-time employees within the Commonwealth
- b. The number of current work locations within the Commonwealth
- c. The number of proposed full-time and part-time positions that will be created within the Commonwealth
- d. The title, job description, salary, and benefits information for each of the proposed positions
- e. The training that will be required and made available for all proposed positions
- f. The number of proposed work locations that will be created within the Commonwealth
- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment

C.2 PROJECTED REVENUE

Provide studies and projections for gross sports wagering revenue for each of the first five years of wagering operations on a best, average, and worst, case basis. The studies and information provided should include:

- a. Projected figures for sports wagering revenue and methodology used to arrive at these projections
- b. Projected figures for any non-sports wagering revenue and methodology used to arrive at these projections
- c. Projected figures for all tax revenue to the Commonwealth and methodology used to arrive at these projections
- d. Profitability of sports wagering operation (in-person & mobile) in other jurisdictions where the applicant is licensed
- e. History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – *includes documentation outlining the applicant's record of success or failure in meeting the performance objectives*
- f. Description of methods to ensure that revenues are maximized within the Commonwealth
- g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons

C.3 CONSTRUCTION – GAMING ESTABLISHMENTS (for Category 1 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures

Applicant: _____

- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. *If applicable* – description regarding any proposal of providing food, beverages, and other concessions to patrons

C.4 CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY (Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (*address*)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- f. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- g. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering-related events
- h. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- i. Number and location(s) of ticket window(s)
- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. *If applicable* – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment
- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

C.5 COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

Applicant: _____

- a. Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales
- c. Promoting local businesses, including restaurants, hotels, and retail outlets
- d. Cross-marketing with live entertainment venues and/or attractions
- e. Supporting any community enhancements being incorporated at the local level
- f. Highlighting unique business and marketing strategies to draw new revenues from new customers

SECTION D: DIVERSITY, EQUITY, & INCLUSION

D.1 DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

Provide a thorough description of the applicant's willingness to foster racial, ethnic, and gender diversity, equity, and inclusion, within their workforce, both at the corporate level and the proposed entity within the Commonwealth. The information must include:

- a. Applicant's current diversity, equity, and inclusion team – *please include the name and title of those individuals currently identified as part of the diversity, equity, and inclusion staff/team, as well as a copy of their location on the applicant's organizational chart*
- b. Applicant's workforce diversity, equity, and inclusion policy
- c. Workforce demographics, demonstrating the applicant's current workforce diversity
- d. Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans
- e. Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives

D.2 DIVERSITY, EQUITY, & INCLUSION - SUPPLIER SPEND

Provide a thorough description of the Applicant's overall and specific goals, applicable to the total dollar amount of contracts, for the utilization of:

- a. Minority-owned business enterprises
- b. Women-owned business enterprises
- c. Veteran-owned business enterprises

Please include how each of these enterprise groups will participate as:

- Contractors in the design and/or building of the sports wagering platform
- Vendors in the execution, maintenance, and/or support of the sports wagering platform
- Vendors in the provision of goods and services

D.3 DIVERSITY, EQUITY, & INCLUSION – CORPORATE STRUCTURE

Provide a thorough description of the Applicant's commitment to diversity, equity, and inclusion initiatives in the Commonwealth. This should include:

- a. The makeup of the Applicant's ownership, leadership, and governance structure, – *including minorities, women, and veterans in positions of leadership throughout the corporate structure*
- a. How the Applicant intends to create joint ventures with corporate partners and/or partnerships with local or regional entities, including but not limited to programs, non-profit organizations, and agencies, dedicated to establishing a welcoming and inclusive experience for all patrons, users, and employees in the Commonwealth

SECTION E: RESPONSIBLE GAMING**E.1 RESPONSIBLE GAMING POLICIES**

Referencing the following documents:

- [MGC Responsible Gaming Framework](#)
- [Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice](#)
- [GameSense Logic Model](#)
- [Responsible Gaming Considerations for Gambling Advertising](#)

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions
- f. Engage the community
- g. Commitment to improvement and reporting

E.2 ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

- a. Estimated marketing budget in the Commonwealth
- b. Promotion and player loyalty programs
- c. Advertising plans – *must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth*
- d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations
- e. Player acquisition models – *specify minimum age to participate*
- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

E.3 HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

- a. Promote responsible gaming within the gaming establishment or mobile application and in the community
- b. Assist patrons and users that are experiencing gambling-related harm
- c. Cooperate and support any government or regulatory agencies to promote responsible gaming and/or mitigate gambling-related harm
- d. List any membership or partnership with an agency or organization whose mission is in whole, or part, dedicated to responsible gaming or problem gambling
- e. List any awards or recognition the applicant has received, related to efforts to promote responsible gaming, or mitigating gambling-related harms
- f. List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises

SECTION F: TECHNOLOGY**F.1 GEOFENCING**

Applicant: _____

Provide a thorough description of how the applicant will ensure that authorized users placing online sports wagers on their platform are geographically located in the Commonwealth of Massachusetts. This information must include:

- a. Which geolocation system(s) will be utilized to reasonably detect the physical location of an authorized user attempting to place a wager on the platform
- b. How the system will:
 1. Accurately detect the physical location of an authorized user attempting to access or place a wager on the platform through accurate location data sources (Wi-Fi, GSM, GPS)
 2. Block or deny unauthorized attempts to access the platform, or place a wager, from outside of the Commonwealth
 3. Update the IP address and physical location if they change while the user is active on the platform
 4. Identify attempts to circumvent the requirement to be physically located in the Commonwealth
- c. How the applicant will log information received from the system
- d. How the applicant will report the information received from the system to the Commission

F.2 KNOW YOUR CUSTOMER

Provide a thorough description of how the Applicant will ensure the verification of information provided by users opening a new account on the platform.

1. Ensure the integrity of the user's account information
2. Ensure the integrity of a user's device if it indicates tampering or suspicious activity
3. Notify the applicant of potential risks or fraudulent activity

F.3 TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance
- b. Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity
- c. Description, location, and periodic testing of servers
- d. Security of servers, applications, and communications networks
- e. Security of patron personal and wagering information
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring

SECTION G: SUITABILITY

G.1 SUITABILITY – CORPORATE INTEGRITY

Applicants must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- [Massachusetts Gaming Commission Business Entity Disclosure Form](#)
- a. Joint Venture Agreements for the implementation of a sports wagering operation:
 1. Other Applicants
 2. Businesses
 3. Contractors
 4. Vendors

G.2 SUITABILITY - INDIVIDUAL QUALIFIER INTEGRITY

Any Key Persons or Employees associated with an applicant must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- [Massachusetts Gaming Commission Multi-Jurisdictional Personal History Disclosure Form](#)

- [Massachusetts Gaming Commission Supplemental Form](#)

G.3 FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. *Please include current capital commitments, as well as plan and timing for meeting future capital needs*
- A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. *Also identify all other pre-launch costs, including training, marketing, and initial startup capital*
- An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. *Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default*
- A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. *If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders*
- Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

G.4 COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- Been employed by the Massachusetts Gaming Commission
- Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – *if so, please provide a copy of each license*
- Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- Withdrawn a gaming license application, in any jurisdiction – *if so, please submit a detailed description of each withdrawal*
- Been denied a gaming-related license or finding of suitability, in any jurisdiction – *if so, submit a detailed statement describing the denial and/or related findings*
- Had a gaming license suspended, in any jurisdiction – *if so, include a detailed statement regarding each suspension*
- Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – *if so, submit a detailed description of each revocation or action initiated*
- Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – *if so, provide a detailed description of the circumstances*
- Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – *if so, provide a detailed description of the circumstances*

Applicant: _____

SIGNATURE FORMS

Applicant: _____

VERIFICATION AND AUTHENTICATION

The applicant, _____, hereby authorizes the Commission, the Executive Director of the Commission, the Investigations and Enforcement Bureau, and/or their respective designees to take all necessary and reasonable steps to verify and authenticate any information or materials submitted in conjunction with this application and agrees to fully cooperate in such an inquiry. Further, the applicant is aware that if any of the responses to any question in this application are determined to be false, or if they are misleading, the application may be denied. The applicant acknowledges its continuing duty to provide updated information and/or promptly notify the Commission of any changes to the information or materials, of which it becomes aware or should be aware, that were provided in response to any question in this application.

Name of Authorized Individual

Signature of Authorized Individual

Position with Applicant

Date

Applicant: _____

ATTESTATION

I, _____, on behalf of _____ hereby swear or affirm under the pains and penalties of perjury that the information contained in this Application form and all materials accompanying said form are true and accurate to the best of my knowledge and understanding; that I have reviewed the information contained in the Application form for accuracy; that I read and understand the questions and responses on the Application form; that any document accompanying this Application that is not an original document is a true copy of the original document; that I have read and understood all applicable provisions of 205 CMR and G.L. c.23N; that the applicant agrees to all terms, conditions, and obligations made applicable to all applicants for a sports wagering operator license; that in the event that the applicant is awarded an operator license it agrees to all obligations, terms, and conditions imposed upon a successful applicant; and that I am authorized to submit this application on behalf of the applicant.

Name of Authorized Individual

Signature of Authorized Individual

Position with Applicant

Date

Applicant: _____

WAIVER OF LIABILITY

_____ hereby holds the Commonwealth of Massachusetts and its instrumentalities and agents, including but not limited to the Massachusetts Gaming Commission and its agents, representatives and employees harmless, both individually and collectively, from any and all claims of liability for damages of whatever kind, resulting at any time from any disclosure or publication of information acquired during the application process or the use of any information provided in furtherance of this application.

Name of Authorized Individual

Signature of Authorized Individual

Position with Applicant

Date



**CROWN MA GAMING LLC APPLICATION FOR CATEGORY 3
SPORTS WAGERING OPERATOR LICENSE**



**SECTION B:
SPORTS WAGERING EXPERIENCE & EXPERTISE**



**SECTION B.1 - APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE
COMMONWEALTH**



B.1-a

SECTION B.1 - APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

Provide a thorough description of the applicant's ability to offer sports wagering in the Commonwealth. This summary should include:

- a. Background in sports wagering**
- b. Experience and licensure in other jurisdictions with sports wagering
- c. Plans to offer the platform in coordination with other applicants or person
- d. Intention to limit participation in any allowable sports events

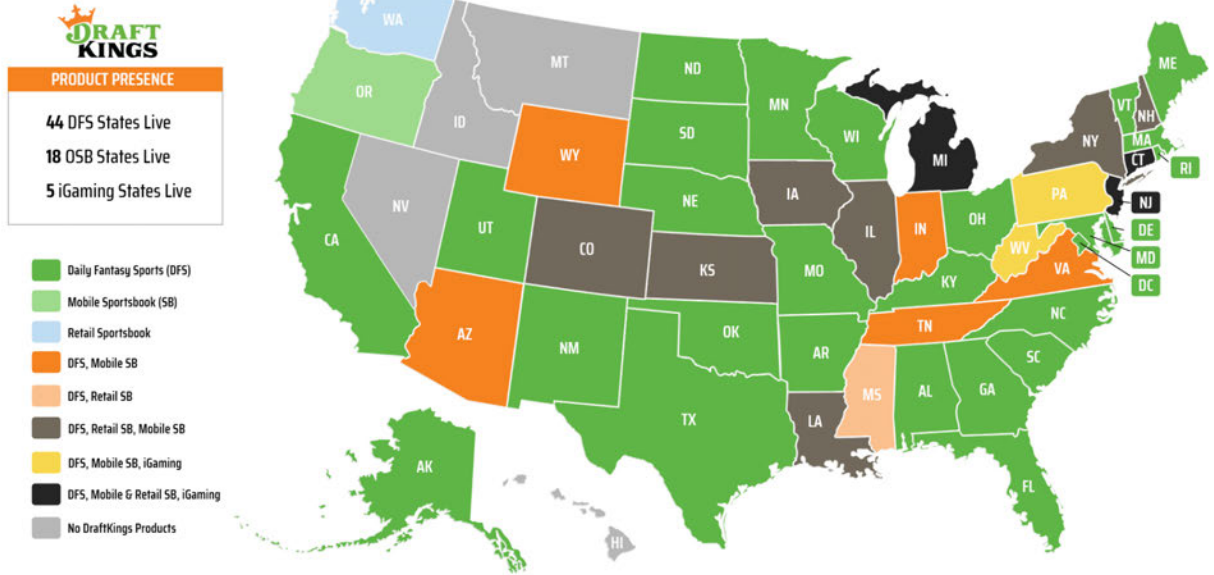
DraftKings is the United States' go-to "skin in the game" product for sports fans, having invested hundreds of millions of dollars in marketing and the development of our leading technology platform. Since our founding in 2012, DraftKings has expanded to offer mobile sports betting in 18 U.S. states and the Canadian province of Ontario, 18 retail sportsbook locations in 12 states, and iGaming in 5 states (plus Ontario). In every jurisdiction where it operates, DraftKings has demonstrated its ability to effectively market its products to acquire and retain users, achieving first, second, or third most market share in every jurisdiction where DraftKings offers its mobile sportsbook product.

Please see included PDF entitled "B.1-a Product Map"



B.1-a Product Map

WHERE ARE DRAFTKINGS PRODUCTS LIVE?



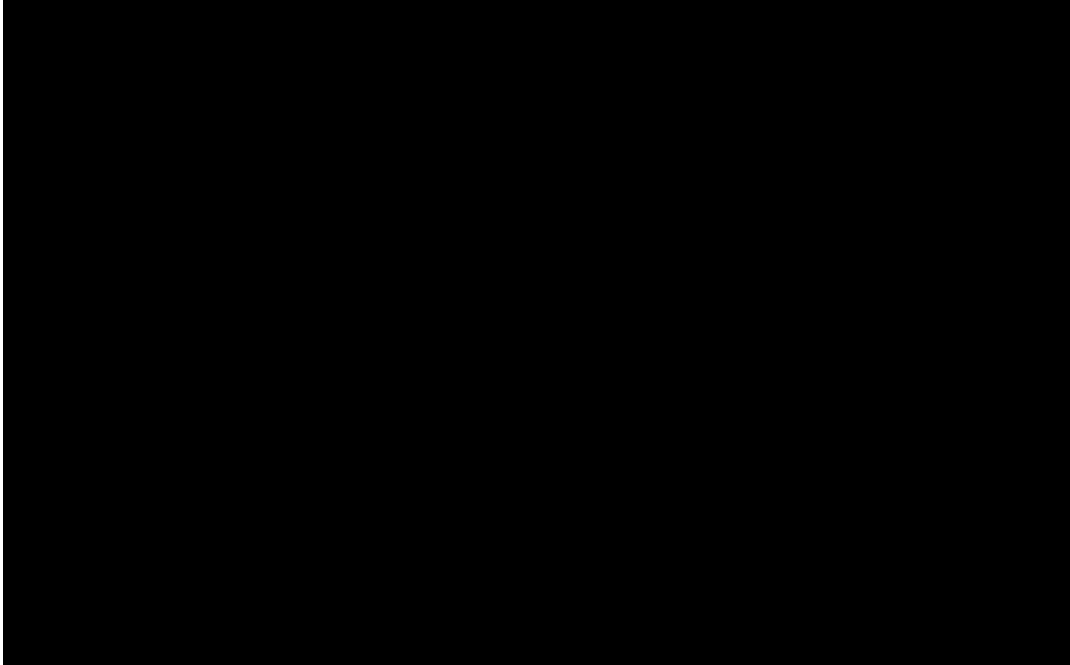


Since its launch over 10 years ago as a daily fantasy sports (“DFS”) company, DraftKings has become a household name in the United States, and it is now synonymous with skin-in-the-game sports fans and stands out when compared to other sportsbook operators in the United States.

Please see included PDF entitled “B.1-a Brand Ranking” and “B.1-a SB Brand Rank”



B.1-a Brand Ranking

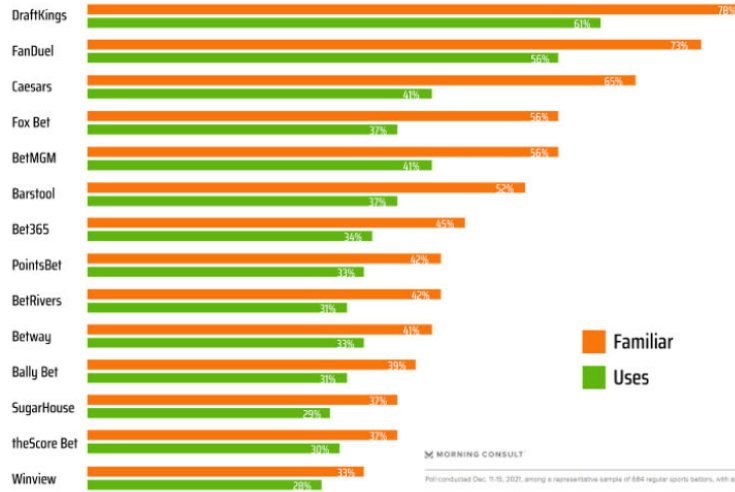




B.1-a SB Brand Rank

DraftKings Ranked As #1 Familiar Option For Sports Bettors

U.S. adults who said they bet on sports at least monthly were asked whether they were familiar with and use each of the following sportsbooks:





It's simple, at DraftKings **our mission is to make life more exciting by responsibly creating the world's favorite games and betting experiences.**

With over 10 years of industry leading DFS marketing experience, unmatched products, technical know-how and an extensive customer database of highly engaged sports enthusiasts, DraftKings has seamlessly transitioned into a market leader across the sports wagering landscape in America since first launching its online sportsbook in New Jersey in 2018.

We are relentlessly focused on building the best, most trusted, and most customer-centric destination for skin-in-the game fans. With innovation at the forefront, DraftKings is continuously evolving its products and offers to forever transform the manner in which people experience sports.

Since becoming the first DFS app on the market nearly ten years ago, DraftKings has quickly transformed into a sports and entertainment powerhouse supported by some of the strongest partnerships in the industry, including the NFL, NHL, MLB, UFC, PGA, ESPN, WWE, Turner Sports, DISH, and many more.

Please see included PDF entitled "B.1-a Timeline"



B.1-a Timeline





In the United States, no operator is live with a mobile sportsbook in more states than DraftKings.

While aspects of the content below are featured elsewhere in this document (B.3), there is relevance to DraftKings' background in sports wagering - particularly in the context of launching in a new state.

Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.

Laser Focus on Customer Acquisition When Entering a New State

DraftKings brings a track record of delivering a leading sports betting product into a new jurisdiction.

DraftKings has the ability to rapidly and securely bring users onto its platform as a trusted operator that customers and regulators can count on. DraftKings was the first, or tied for first, to launch mobile sports wagering in the competitive mobile sports wagering markets of New Jersey, West Virginia, Indiana, Colorado, Tennessee, Michigan, New York, Wyoming, Louisiana, Arizona, Connecticut, and Kansas. Our historical experience in DFS has made us experts in building technology around the regulated gaming industry. We are continuing to improve on our ability to acquire customers in increasingly competitive climates. In New Jersey, we were able to acquire 1.1% of the adult population as new paid customers in the state during the first year of operations. In all of our newest states we've been able to match or exceed that market penetration within the first year of operations. DraftKings launched within the past 12 months in Louisiana and New York. In Louisiana, we have acquired 2.5% of the population as new paid customers in the parishes that allow sports wagering during the first year of operations. In New York, we have been able to acquire 2.1% of the population as new paid customers during the first year of operations. Most recently, in September 2022, Kansas was launched and we have had 2.4% market penetration.

DraftKings' speed to market allows for fast database growth, user engagement and revenue generation. With each new market launch our tactics evolve and become more sophisticated. DraftKings has evolved the go to market ("GTM") strategy from simply creating "Coming Soon" messaging to including focused pre-launch offers (examples below) that drive acquisition.

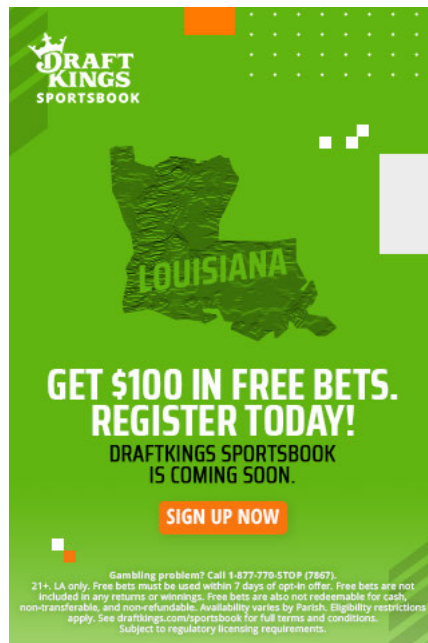
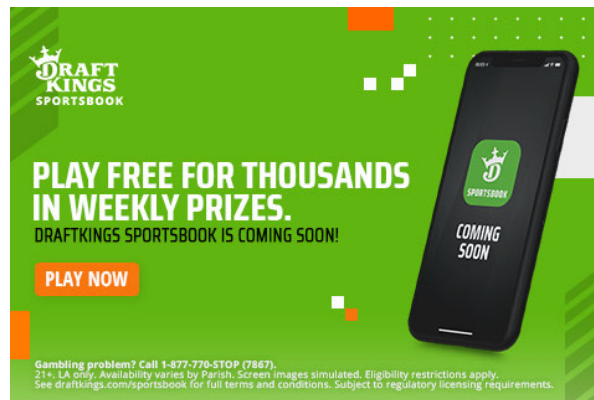


The high acquisition rate does not stop after the first year. In New Jersey, the state where the mobile DraftKings Sportsbook product has been live the longest (since 2018), we have continued to spend strategically to acquire new customers and retain existing customers.

Please see the included PDF entitled “B.1-a Pre-Launch Creative” which shows some variations of pre-launch creative from DraftKings’ mobile sports betting entry into Louisiana.



B.1-a Pre-Launch Creative





Strategic Sports Betting Partnerships

DraftKings has strategic partnerships with some of the strongest sporting organizations in the country. These innovative, fan-first partnerships have further established DraftKings' position as the "go to" brand for skin-in-the-game sports fans and sports bettors.

DraftKings, NHL & Turner Sports

2021 saw the beginning of the DraftKings sponsorship of the NHL on Turner properties. As part of a multi-year deal, DraftKings integrates contextual data, odds, and offers into the Turner broadcast of NHL games. DraftKings is the exclusive sportsbook operator with the ability to integrate into Turner's NHL programming. Please see the included PDF entitled "B.1-a NHL on Turner".



B.1-a NHL on Turner





DraftKings & UFC

Conor McGregor's last UFC fight - UFC 264 - was a resounding success and a perfect example of coordinated, cross-team support of a tentpole moment. DraftKings has an exclusive betting agreement with the UFC as well as McGregor, blending official marks with talent to design impactful creative that both looked best-in-class and drove results. **With additional support from the customer relationship management team, paid social team, and every other marketing channel at DraftKings, UFC 264 was one of the highest acquisition days in the company's history.** Please see the included PDF entitled "B.1-a UFC Betting".



B.1-a UFC Betting

NEW CUSTOMERS

DRAFT KINGS | **UFC 264**
Official Sports Betting Partner of UFC 264

**FIRST-TIME DEPOSITORS,
BET \$1 TO WIN \$264
ON YOUR FIGHTER TO GET A FIRST ROUND KO.**

CLAIM NOW

POIRIER vs MCGREGOR 3

If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537) (IL).
Gambling Problem? Call 1-800-GAMBLER (NJ/WV/PA/MI), 1-800-9-WITH-IT (IN),
1-800-522-4700 (CO), 1-800-BETS-OFF (IA), 1-888-532-3500 (VA) or
call/text TN REDLINE: 1-800-889-9789 (TN).
21+. NJ/PA/WV/IN/IA/CO/IL/TN/VA/MI only. Min. \$5 deposit required. Max. \$1 wager.
Eligibility restrictions apply. See draftkings.com/sportsbook for details.



DK x AMAZON THURSDAY NIGHT FOOTBALL

The 2022 NFL season marked DraftKings debut as a sponsor and exclusive pregame odds provider for Thursday Night Football (“TNF”) on Amazon Prime Video. This wide-ranging partnership sees DraftKings integrations embedded across coverage pre and in-game along with unique features with Amazon’s TNF talent. In addition, further content is created and shared around the event, with social and digital content shared throughout the week in the build-up leading to Thursday’s game.

- DraftKings built the first-ever custom :30 ad spot with partner-specific talent to contextually resonate with the audience on a weekly basis
 - Please see included MP4 file entitled “B1-a TNF Custom In-Game”
- The pregame feature and aforementioned custom ad spot are driving new customer acquisition at scale and on par with high-profile traditional media
- Amazon talent branded widgets drive more in-app engagement than standard DraftKings widgets and rank among the most popular weekly engagement tools for users

Please see the included PDF entitled “B.1-a TNF Three Play”.



B.1-a TNF Three Play





Industry recognition for sports betting

Since 2021, DraftKings has been recognized as a leader in the sports betting industry in the following categories:

Sports Betting

- Sports Betting Operator Of The Year, EGR (finalist)
- Sports Betting Operator Of The Year, SBC North America (winner)
- Operator Of The Year, EGR North America (finalist)
- Safer Gambling Provider, EGR North America (finalist)
- Sportsbook Of The Year, SBC North America (winner)

Services

- International Service Excellence Awards of the year Award (winner)
- Forbes Halo 100, DraftKings Customer Experience Team
- Employer Of The Year, SBC North America (winner)

Responsible Gaming

- Corporate Social Responsibility Awards
- Don Feeney Award for Responsible Gambling Excellence (Chrissy Thurmond, DraftKings' Senior Director, Responsible Gaming)
- Don Hulen Award for Advocacy (Julie Hynes, DraftKings' Senior Responsible Gaming Manager)

Miscellaneous

- DraftKings CEO, Jason Robins, was included in the Boston Globe Media's 2022 "Tech Power Players 50," which recognizes the top people influencing technology in Massachusetts.
- DraftKings was also named a Tech Company of the Decade by the New England Venture Capital Association.



B.1-b

SECTION B.1 - APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

Provide a thorough description of the applicant's ability to offer sports wagering in the Commonwealth. This summary should include:

- a. Background in sports wagering
- b. Experience and licensure in other jurisdictions with sports wagering**
- c. Plans to offer the platform in coordination with other applicants or person
- d. Intention to limit participation in any allowable sports events

DraftKings subsidiaries are licensed to operate both retail and mobile sports wagering throughout the United States in addition to the Canadian Province of Ontario. In addition to competitive sports wagering markets, DraftKings is the exclusive operator in Oregon and New Hampshire, where we operate mobile sports betting on behalf of the respective state lotteries.

Licensed Affiliate	State/Jurisdiction	Regulatory Agency	Type of License	License Number
Crown AZ Gaming LLC	Arizona	Arizona Department of Gaming	Event Wagering Designee	#EW236
Crown CO Gaming LLC	Colorado	Colorado Division of Gaming	Sports Wagering Operator License	94442434
Crown CO Gaming LLC	Colorado	Colorado Division of Gaming	Internet Sports Betting Operator License	94433846
Crown DK CAN Ltd.	Ontario	Alcohol and Gaming Commission of Ontario	Certificate of Registration - Supplier Class: Operator	OPIG1238029
Crown IA Gaming LLC	Iowa	Iowa Racing and Gaming Commission	Advance Deposit Sports Wagering Operator License	No license number issued.
Crown IL Gaming LLC	Illinois	Illinois Gaming Board	Management Service Provider License	No license number issued.



Licensed Affiliate	State/Jurisdiction	Regulatory Agency	Type of License	License Number
Crown IN Gaming LLC	Indiana	Indiana Gaming Commission	Sports Wagering Vendor License	AS-VEN-001-D KS[Mobile]
Crown KS Gaming LLC	Kansas	Kansas Racing and Gaming Commission	Sports Wagering Provisional Certification	5000541
Crown MD Gaming LLC	Maryland	Maryland Lottery and Gaming Control Agency	Sports Wagering Facility Operator License	2022-SW-05
Crown MD Online Gaming LLC	Maryland	Maryland Lottery and Gaming Control Agency	Online Sports Wagering Operator License	SW-2022-09
Crown MI Gaming LLC	Michigan	Michigan Gaming Control Board	Internet Gaming Supplier License	No license number issued.
Crown MI Gaming LLC	Michigan	Michigan Gaming Control Board	Sports Betting Supplier License	No license number issued.
Crown MS Gaming Inc.	Mississippi	Mississippi Gaming Commission	Manufacturer/Distributor License	No. 1229
Crown NJ Gaming Inc.	Connecticut	Connecticut Division of Consumer Protection	Online Gaming Operator	OGO.000003
Crown NJ Gaming Inc.	New Jersey	Division of Gaming Enforcement	Application Pending for a Casino Service Industry Enterprise License	N/A - Operating with a Transactional Waiver
Crown NY Gaming Inc.	New York	New York State Gaming Commission	Vendor Temporary License (Retail)	G3090
Crown NY Gaming Inc.	New York	New York State Gaming Commission	Mobile Sports Wagering (Platform Provider & Operator)	No license number issued.



Licensed Affiliate	State/Jurisdiction	Regulatory Agency	Type of License	License Number
Crown OH Gaming LLC	Ohio	Ohio Casino Control Commission	Approved for a Mobile Management Service Provider	No license number issued. (Resolution 2022-78; goes into effect 1/1/2023)
Crown PA Gaming Inc.	Pennsylvania	Pennsylvania Gaming Control Board	Sports Wagering Operator License	No. 117645-2
Crown PA Gaming Inc.	Pennsylvania	Pennsylvania Gaming Control Board	Interactive Gaming Operator	No. 117645-1
Crown TN Gaming LLC	Tennessee	Tennessee Sports Wagering Advisory Council	Sports Gaming Operator License	20-1003
Crown VA Gaming LLC	Virginia	Virginia Lottery	Sports Betting Permit	P-#005
Crown WA Gaming LLC	Washington	State of Washington Gambling Commission	Major Sports Wagering Vendor	81-00008
Crown WV Gaming Inc.	West Virginia	West Virginia Lottery	Sports Wagering Management Services Provider License	SWP-003
Crown WV Gaming Inc.	West Virginia	West Virginia Lottery	iGaming License	IGP 001
Crown WY Gaming LLC	Wyoming	Wyoming Gaming Commission	Online Sports Wagering Operator License	Permit No. 21-002
DraftKings Inc. *	Louisiana	Louisiana Gaming Control Board	Certificate of Authority Platform Provider Mobile Sports Wagering	B016503468

* Pending regulatory approval of name change from DraftKings Inc. to DK Crown Holdings Inc.



B.1-c

SECTION B.1 - APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

Provide a thorough description of the applicant's ability to offer sports wagering in the Commonwealth. This summary should include:

- a. Background in sports wagering
- b. Experience and licensure in other jurisdictions with sports wagering
- c. Plans to offer the platform in coordination with other applicants or person**
- d. Intention to limit participation in any allowable sports events

At this time Crown MA Gaming LLC will be applying for an untethered Category 3 license. The Commission will be notified should Crown MA Gaming LLC decide to proceed with seeking to offer the platform in coordination with another applicant or person.



B.1-d

SECTION B.1 - APPLICANT'S ABILITY TO OFFER SPORTS WAGERING IN THE COMMONWEALTH

Provide a thorough description of the applicant's ability to offer sports wagering in the Commonwealth. This summary should include:

- a. Background in sports wagering
- b. Experience and licensure in other jurisdictions with sports wagering
- c. Plans to offer the platform in coordination with other applicants or person
- d. Intention to limit participation in any allowable sports events**

Since March 2022, DraftKings has opted to not offer Russian or Belarussian competitions, including any markets where the event is taking place in Russia or Belarus, or if the player or team is representing Russia or Belarus. DraftKings continuously monitors events for integrity issues and will proactively remove content from time to time based on relevant findings.



**SECTION B.2 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING OPERATION**



B.2-a

**SECTION B.2 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING OPERATION
(Category 1 & 2 Applicants Only)**

Provide a thorough description of the sports wagering operation proposed for the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers**
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)
- d. Estimated market share within each jurisdiction

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License, therefore this question is not applicable.



B.2-b

**SECTION B.2 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING OPERATION**
(Category 1 & 2 Applicants Only)

Provide a thorough description of the sports wagering operation proposed for the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity**
- c. Estimated volume of wagering activity (annually)
- d. Estimated market share within each jurisdiction

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License, therefore this question is not applicable.



B.2-c

**SECTION B.2 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING OPERATION**
(Category 1 & 2 Applicants Only)

Provide a thorough description of the sports wagering operation proposed for the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)**
- d. Estimated market share within each jurisdiction

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License, therefore this question is not applicable.



B.2-d

**SECTION B.2 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING OPERATION**
(Category 1 & 2 Applicants Only)

Provide a thorough description of the sports wagering operation proposed for the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)
- d. Estimated market share within each jurisdiction**

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License, therefore this question is not applicable.



**SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING PLATFORM**



B.3-a

SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING PLATFORM (Category 3 Applicants Only)

Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers¹**
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction

If the Commonwealth were to award a license to DraftKings, all wagers on the DraftKings Sportsbook would be placed via our proprietary in-house sports trading platform. [REDACTED]

[REDACTED]

[REDACTED]

With a fully integrated technology stack that includes the mobile sportsbook, player account management and sportsbook platform, DraftKings is able to maintain a clear audit trail and record of all transactional and wagering activity. This begins at deposits, flows through bet placement and settlement, and finally player withdrawals. [REDACTED]

¹ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section about the customer databases, speed to market, experience, promotions and marketing contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



[REDACTED]

DraftKings is both the platform and the sole operator on the consumer enterprise platform. The in-house mobile sports wagering platform currently operates in 18 states: Arizona, Colorado, Connecticut, Illinois, Indiana, Iowa, Kansas, Louisiana, Michigan, New Hampshire, New Jersey, New York, Oregon, Pennsylvania, Tennessee, Virginia, West Virginia, and Wyoming. DraftKings always aims to launch in new states at the earliest possible opportunity and we are excited at the prospect of launching in our home state of Massachusetts!

Our customer's experience is at the center of everything we do at DraftKings. To differentiate our platform from other operators we have been relentlessly focused on winning in three key areas: **delivering amazing products, high quality service levels, and continuously building a responsible and trusted brand.**

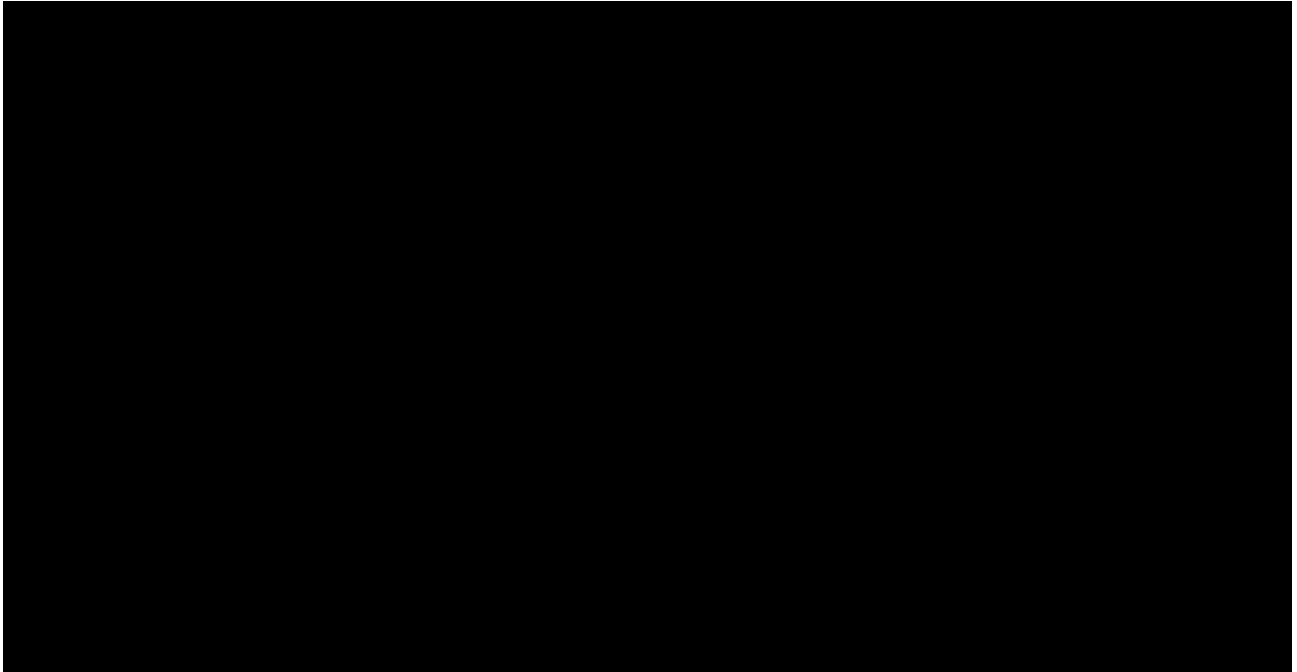
[REDACTED]

[REDACTED]

Please see the included PDF entitled "B.3-a Brand Tracker".



B.3-a Brand Tracker





The DraftKings brand has been a leader in the DFS space for over a decade and has extended that position into mobile sports wagering since the first DraftKings Sportsbook launch in New Jersey in 2018. We are focused on building our brand through a top rated product experience and an integrated marketing mix of advertising, social content, in-market events, and local team partnerships.

In addition to the focus on growing a strong brand, DraftKings has incorporated messaging around our Responsible Gaming (RG) tools and resources into our various marketing assets and channels. In the months of March 2020 and March 2021, DraftKings demonstrated significant support of the NCPG's Problem Gambling Awareness Month (PGAM) by incorporating the PGAM logo onto our platform pages, by airing a 15 second RG-specific TV ad and through social media posts detailing the importance of PGAM. Additionally, DraftKings disseminates quarterly RG emails to all eligible users providing helpful information regarding common gambling myths and tips to ensure users are playing for fun and entertainment. The DraftKings Social team posts RG-specific messaging weekly as well. The DraftKings RG and Marketing teams continue to develop new ways to incorporate RG messaging into the various marketing assets and channels.

Built Expertise In Accelerated Penetration In New States

DraftKings prides itself on efficiently and safely launching mobile sports wagering in new mobile sports wagering markets as demonstrated by the successful launches conducted across eighteen states. Our historical experience in DFS has made us experts in building technology around the regulated gaming industry. We hold market leading acquisition experience in the 18 online sports wagering states where DraftKings Sportsbook is available, with hopes of launching in more in the near future. We are continuing to improve on our ability to acquire customers in increasingly competitive climates.

[REDACTED]



[Redacted text block]

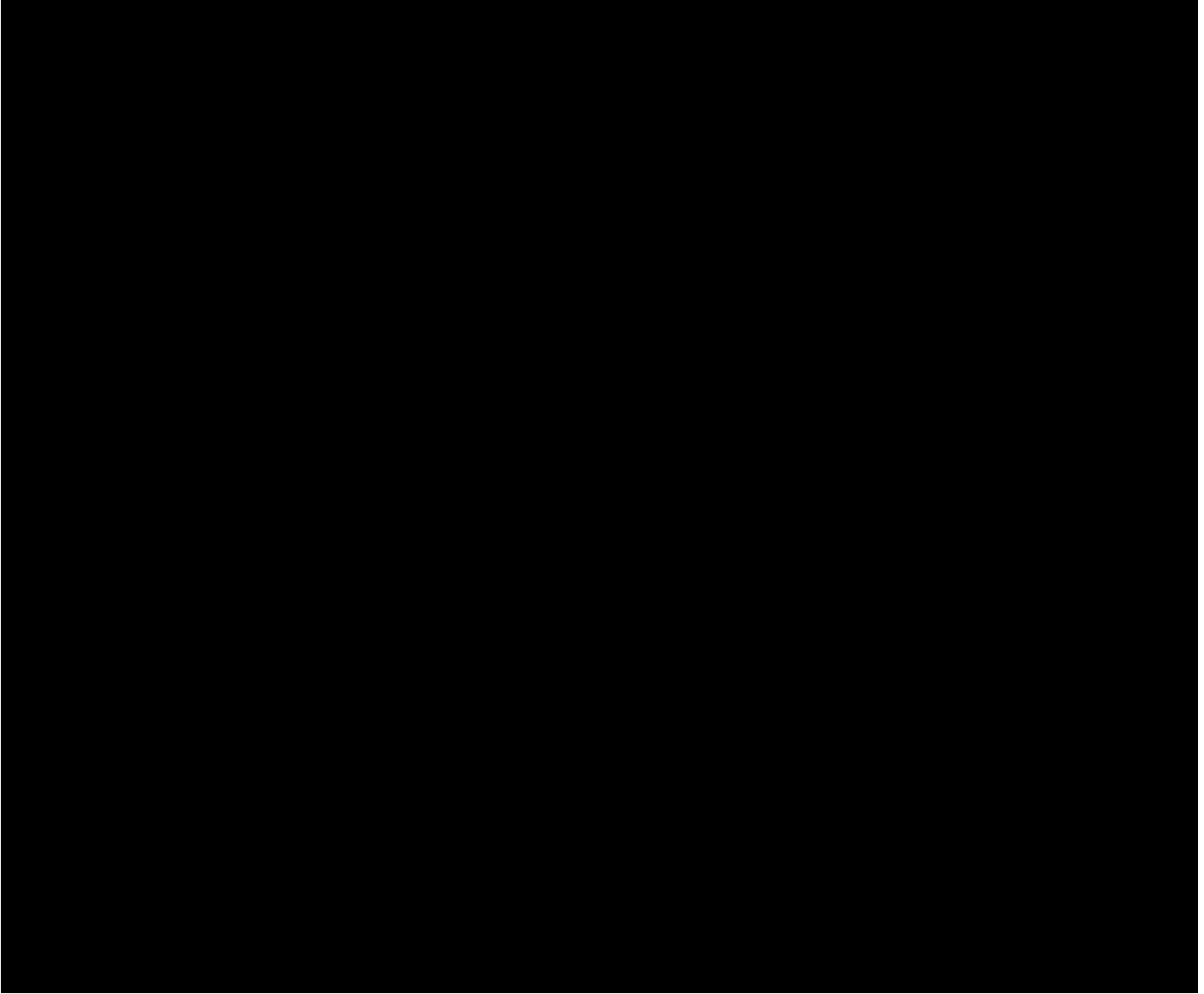
[Redacted text block]

[Redacted text block]

[Redacted text block]

Areas Where Draftkings Has A Better Experience Than Any Other Competitor

Please see the included PDF entitled "B.3-a SB Satisfaction".





Leveraging Data Analytics And Multiple Channels To Acquire Users And Make Them Lifetime Customers

At DraftKings we pride ourselves for recruiting and hiring the best-in-class talent for our data science and analytics teams. We regularly leverage historical data trends and current market events to influence our promotional strategy to help drive new user acquisition.

Data Driven Promotional Efforts

New users to the platform are met with a suite of welcome offers that promote trial and reward ongoing play. A new user coming to DraftKings Sportsbook can earn over \$1,000 in cash, free bets, and site credits through generous odds boosts and deposit bonuses.

During the pre-launch phase we drive new bettors to the platform through our free to play (FTP) offering. Since 2018, we have **given away almost \$9 million** via FTP offerings. FTP Pools help drive forward brand building through awareness, education and engagement. We have seen this result in solid retention across all customer segments with especially strong results amongst new paid active users and reactivated users. We typically will run more frequent, varied pools to cover off on different interests and drive higher engagement. DraftKings sees that users who have engaged with FTP pools are more likely to return to DraftKings more often.

DraftKings users are retained at **very high rates** with almost 90% playing two years after being acquired and over 100% revenue retention among those users. Users engage with DraftKings across multiple product verticals. In New Jersey, 65% of DFS users played on the DraftKings Sportsbook within the first year of launch.

We've made a concerted effort to run **industry leading promotions** that drive engagement and repeat behavior. Frequent contextual, relevant promotions capture user attention during key sports moments. A wide variety of mechanics and rewards - from free to play pools to parlay insurance - ensure users of all interests and skill levels are engaged.

We have a dedicated **VIP team** that focuses on strengthening relationships with our most loyal customers including reinvesting in those customers at pivotal moments to help extend the lifecycle and enhance their experience on our platform. We have seen **6x growth in our VIP player base** over the last two years. Existing markets have demonstrated that roughly **50% of revenue** in a state can come from our VIP cohort, which is about 3% of users, we recognize the importance of having a large and seasoned VIP team. For this reason, we have focused on growing our front-line VIP team over the last few years and as we expand into new states, the team has seen **10x growth**.



Experienced Channel Marketing & Partnership Executions

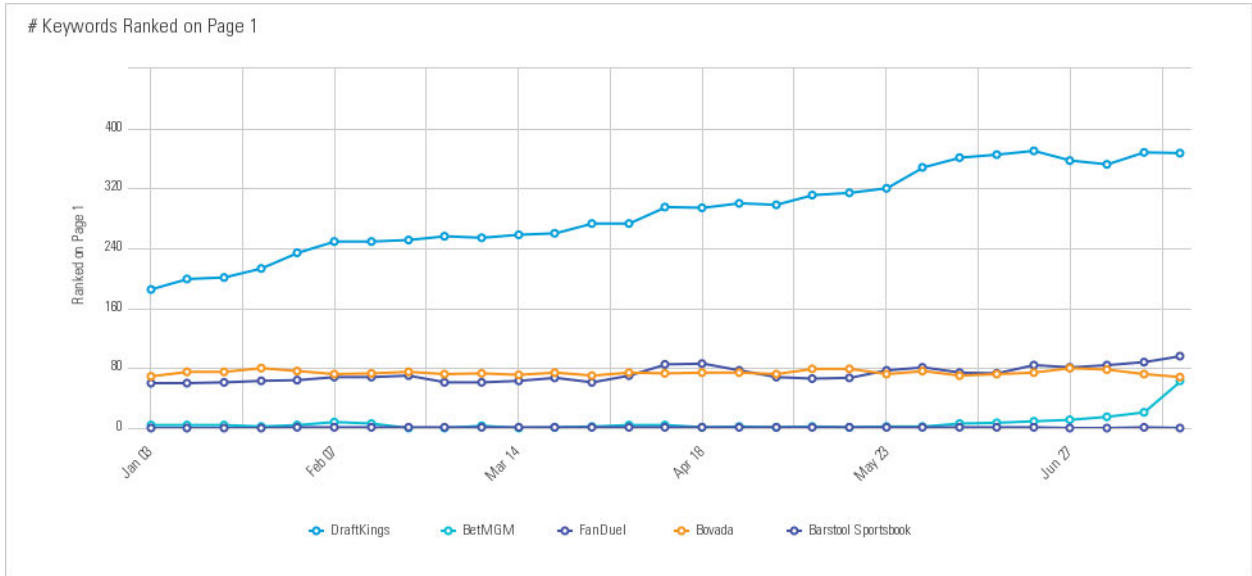
DraftKings invests in all new **local markets** and with our industry-leading technology powers a vast array of customer relationship management (**CRM**) marketing channels designed to (re)acquire, convert, and retain customers across all verticals. Proprietary tooling enables targeted and personalized delivery of content and promotions, with in-house data science models predicting the optimal send decision for each customer on a given day as well as at critical moments during the customer lifecycle. Robust reporting and analytics practices are in place to rapidly measure the effectiveness of marketing efforts on different cohorts and ensure continuous improvements and business impact. There is also a robust commitment within CRM channels to delivering Responsible Gaming messaging, in order to ensure broad awareness of the wide variety of RG tools that DraftKings provides to our customers.

DraftKings search engine optimization (SEO) is highly optimized for common betting terms. We consistently optimize for and outperform our competitors (even offshore competitors like Bovada) in Google search results for top betting terms. Of 800+ high volume, non-branded betting keywords tracked, DraftKings consistently has the most keywords ranked on page one of Google.

Please see the included PDF entitled "B.3-a Keyword Search".



B.3-a Keyword Search





Outside of our traditional marketing channel mix, we also have tremendous experience in building out the industry's leading **affiliate program** with top partners such as Catena Media, Better Collective/The Action Network, XL Media and more. DraftKings has been a major player in the **sponsorship** space through our many ground-breaking partnerships. We have worked with the likes of NFL, MLB, NHL, UFC and many others to create unparalleled experiences for DraftKings players.

DraftKings has a long-standing presence in Massachusetts thanks to **existing partnerships** in the market, making DraftKings a trusted partner for teams like the **Patriots, Celtics, and Bruins**. Outside of the Massachusetts market, DraftKings continues to establish itself as a premier partner as evidenced by repeat/multi-year deals with major leagues like the **NFL, MLB, PGA**, as well as teams, innovative media partners like Dan Lebatard and Meadowlark, VSiN, venues like Wrigley Field, TPC Scottsdale, and famed national talent like Kevin Hart.



B.3-b

SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING PLATFORM (Category 3 Applicants Only)

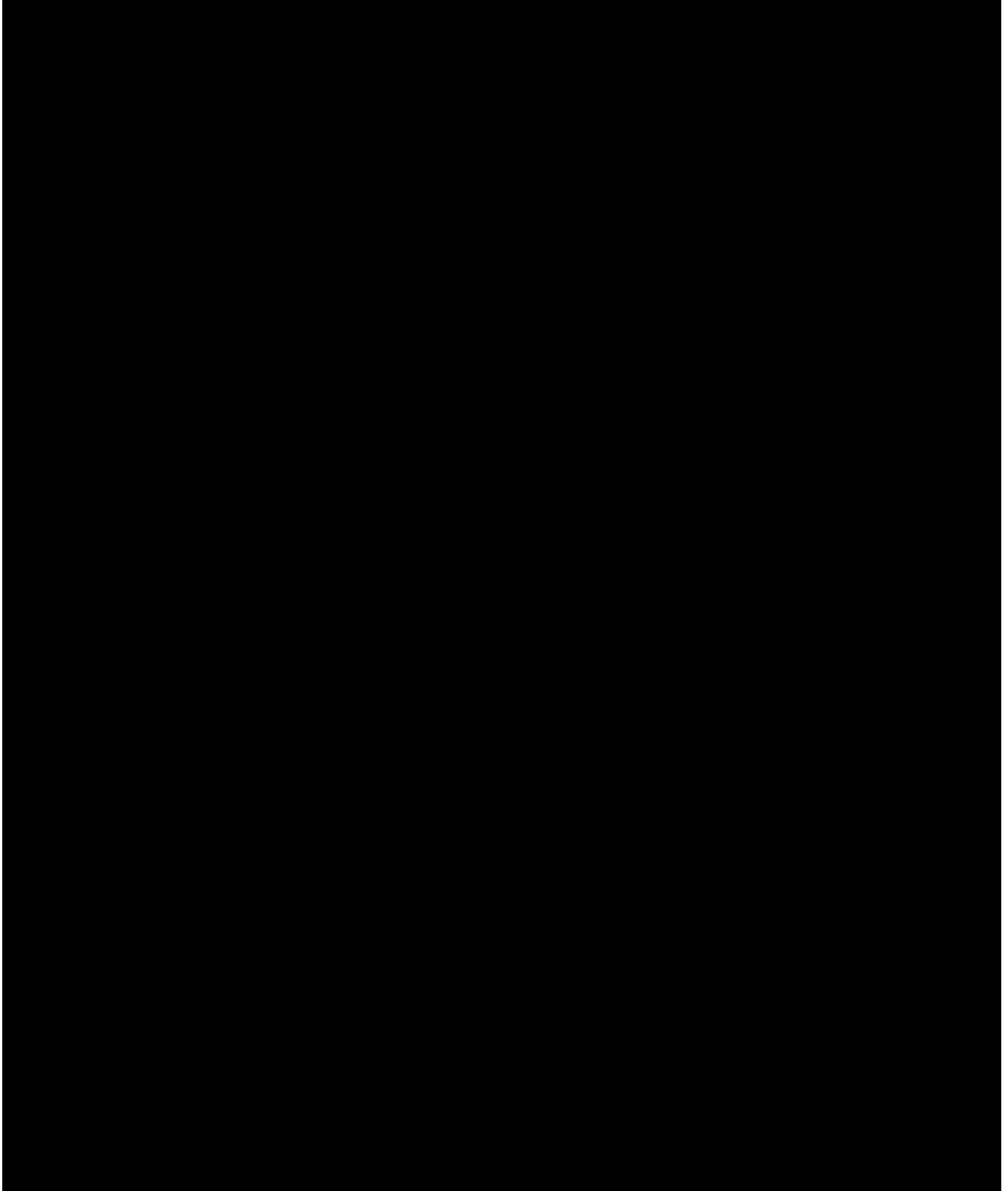
Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

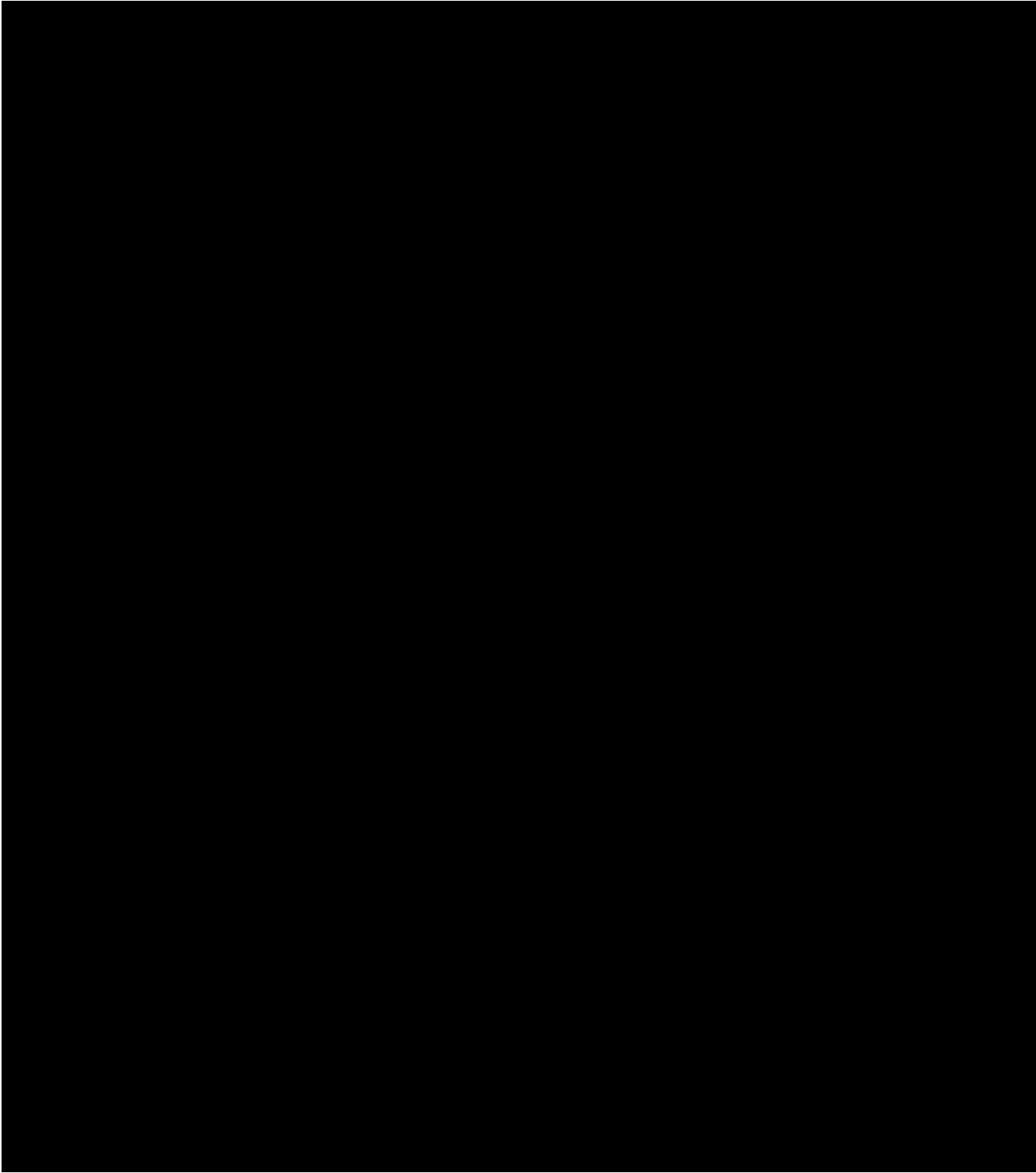
- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity**
- c. Estimated volume of wagering activity (annually)
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction

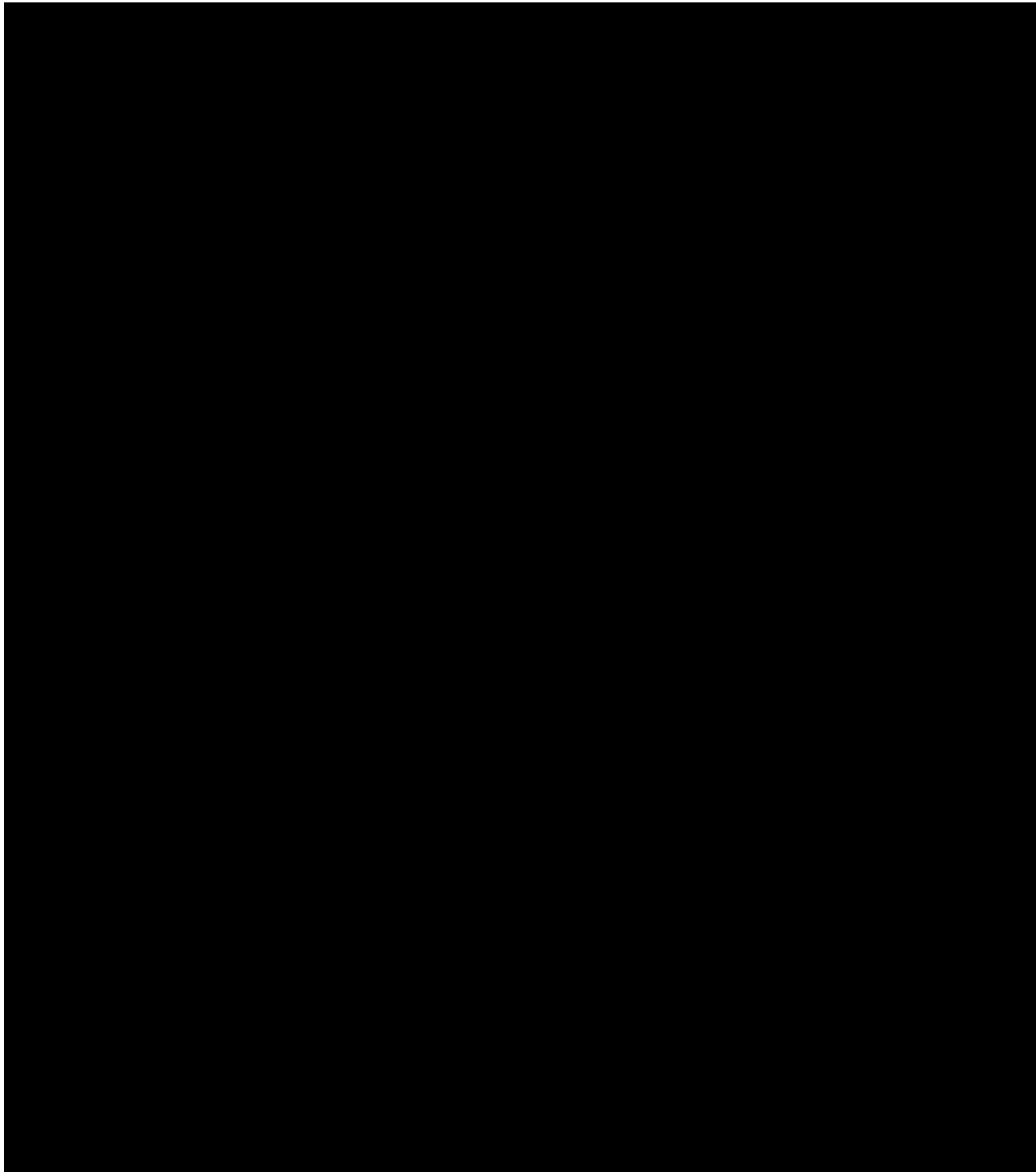
Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.

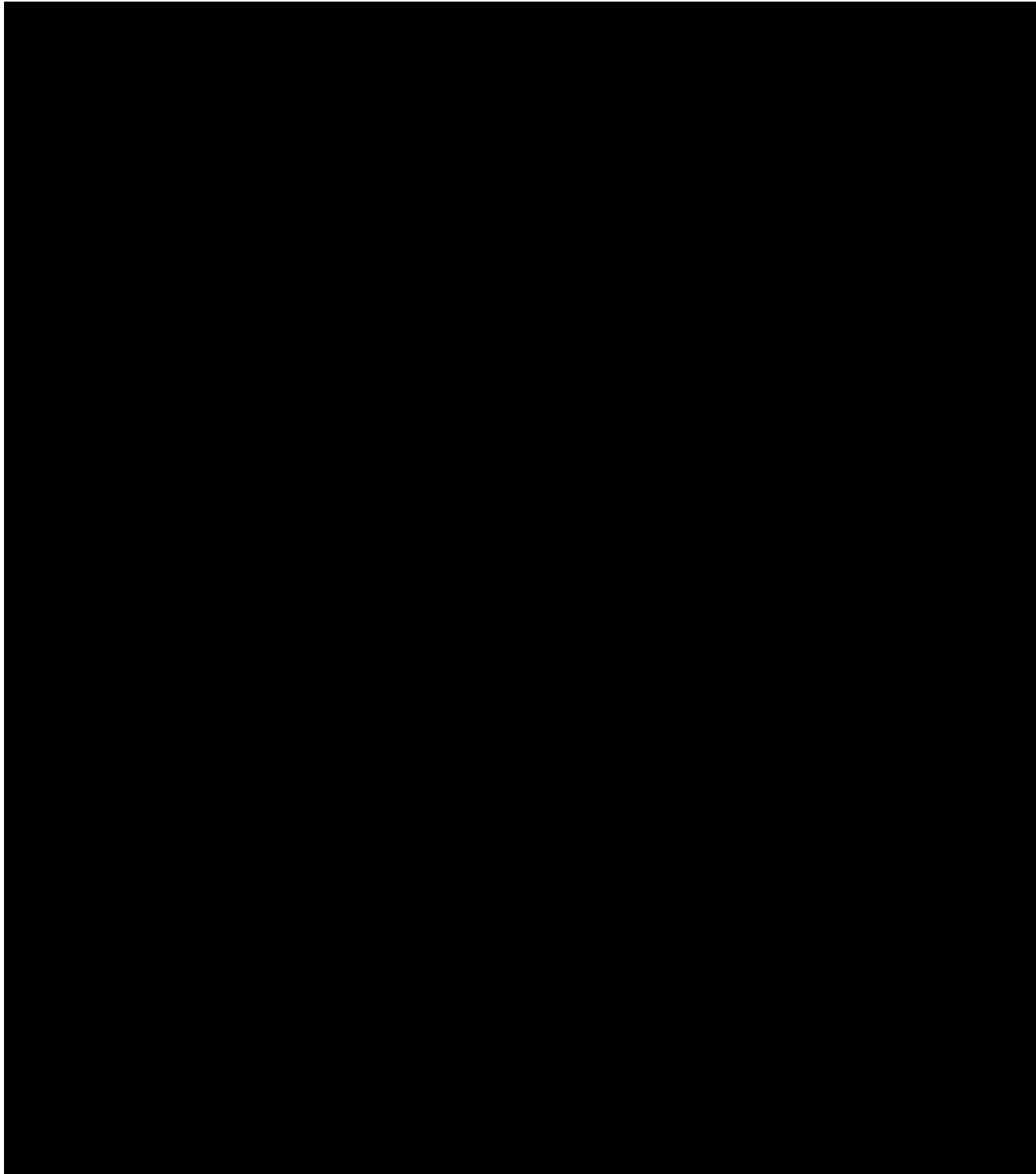
DraftKings Sportsbook offers a wide array of wagering options for customers, including pre-game, in-game, and proposition wagers. While DraftKings seeks to offer the most comprehensive and appealing product to its customers, the platform has the functionality to adopt wagering by jurisdiction to ensure that only options approved by the Commission are made available to customers in the Commonwealth.

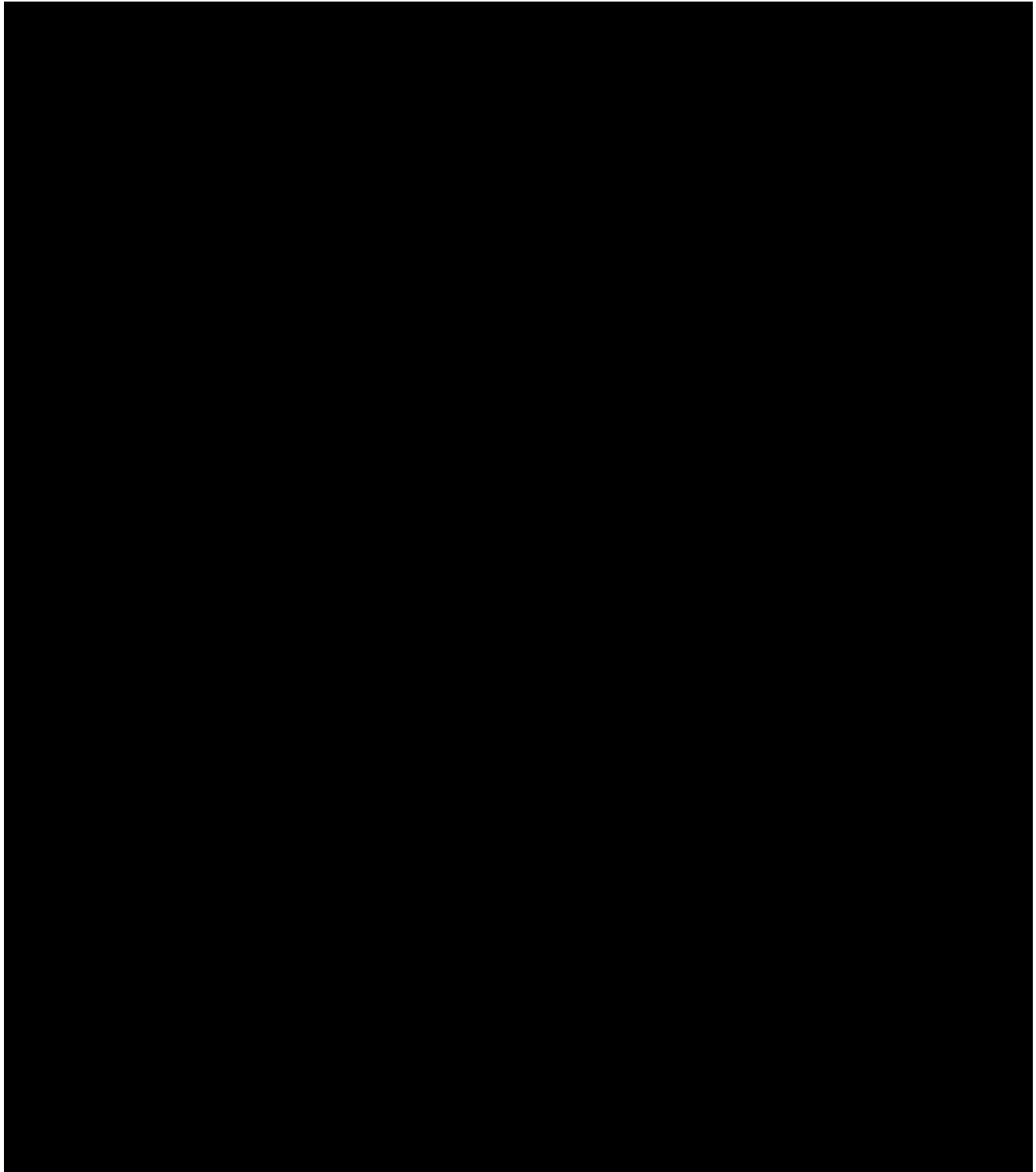
Please see the included PDF entitled “B.3-b Wagering Activity” which is a high level overview of DraftKings wagering activities.

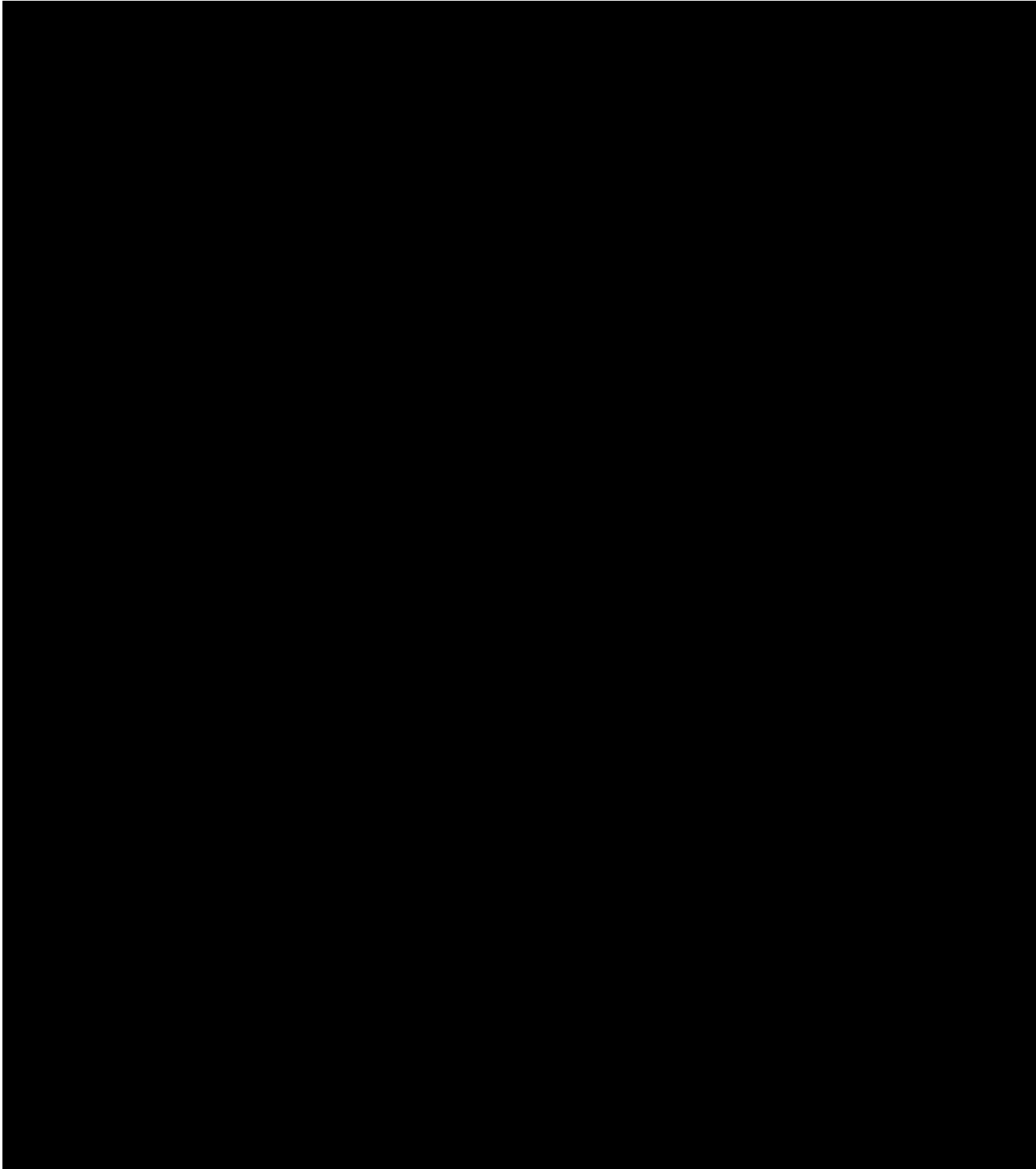














B.3-c

SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING PLATFORM (Category 3 Applicants Only)

Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)**
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction

Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.

[REDACTED]

[REDACTED]

[REDACTED]



B.3-d

**SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING PLATFORM (Category 3 Applicants Only)**

Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)
- d. Jurisdictions where the platform is currently licensed and operating**
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction

DraftKings is currently licensed and operating in the following jurisdictions:

- | | |
|------------------------------|---------------------|
| 1. Arizona | 18. West Virginia |
| 2. Colorado | 19. Wyoming |
| 3. Connecticut | 20. Ontario, Canada |
| 4. Illinois | |
| 5. Indiana | |
| 6. Iowa | |
| 7. Kansas | |
| 8. Louisiana | |
| 9. Maryland | |
| 10. Michigan | |
| 11. Mississippi ² | |
| 12. New Jersey | |
| 13. New York | |
| 14. Pennsylvania | |
| 15. Tennessee | |
| 16. Virginia | |
| 17. Washington ³ | |

² Retail only

³ Retail only



DraftKings is also contracted to provide sports wagering services with the states of New Hampshire and Oregon.



B.3-e

SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING PLATFORM (Category 3 Applicants Only)

Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators⁴**
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction

Crown MA Gaming LLC

[REDACTED]

⁴ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



B.3-f

SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS WAGERING PLATFORM (Category 3 Applicants Only)

Provide a thorough description of the sports wagering platform to be operated in the Commonwealth. This should include the following:

- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained⁵**
- g. Estimated market share within each jurisdiction

[Redacted]

[Redacted]

[Redacted]

⁵ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



B.3-g

**SECTION B.3 - SPORTS WAGERING EXPERIENCE - DESCRIPTION OF SPORTS
WAGERING PLATFORM (Category 3 Applicants Only)**

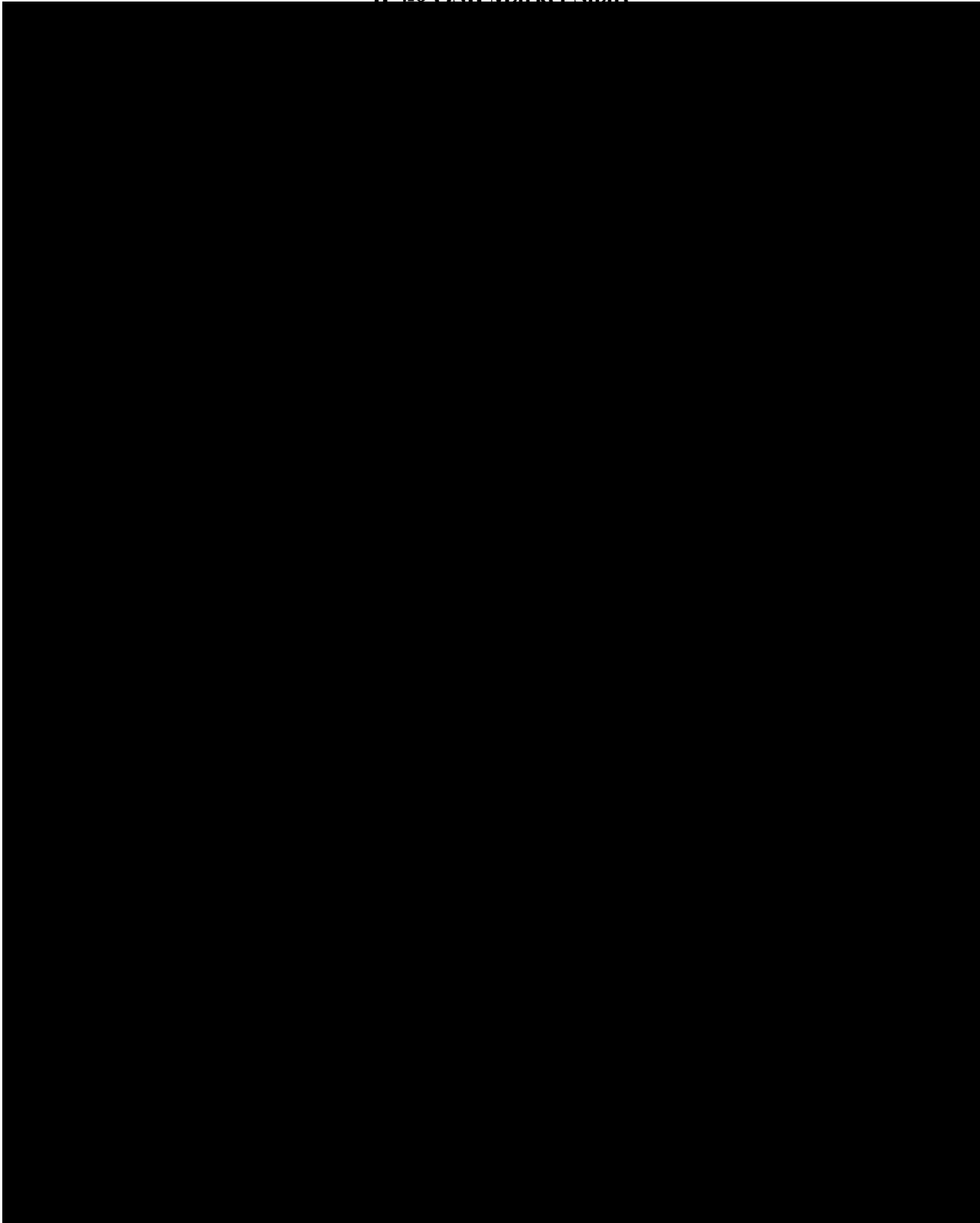
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- a. Description of the customer experience, including options, promotions, and offers
- b. Overview of wagering activity
- c. Estimated volume of wagering activity (annually)
- d. Jurisdictions where the platform is currently licensed and operating
- e. Current integration in use with other wagering operators
- f. The number of user accounts maintained
- g. Estimated market share within each jurisdiction**

Please see the included PDF entitled "B.3-g OSB Market Share".



B 3-g OSB Market Share





**SECTION B.4 - SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES &
OPERATION OF PLATFORM**



B4-a

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

Provide a thorough description of the applicant’s expertise in sports wagering and how it would be applicable in the Commonwealth. This should include the following:

- a. Overview of technical standards, features, and operation of the platform⁶**
- b. List of all current certifications or approvals from certified independent test labs and jurisdictions
- c. Plan for continuous support, maintenance, and change management of the platform
- d. Outline the features of the platform designed to support the customers
- e. Sample wagering menu the Applicant intends to offer, pending approval from the Commission
- f. Description of Applicant’s proposed ability to commence mobile sports wagering on the platform
- g. How the Applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

Overview

The Sportsbook Platform is built entirely on in-house, proprietary software which drives content, trading, player accounts, and the user experience. [REDACTED]

[REDACTED]

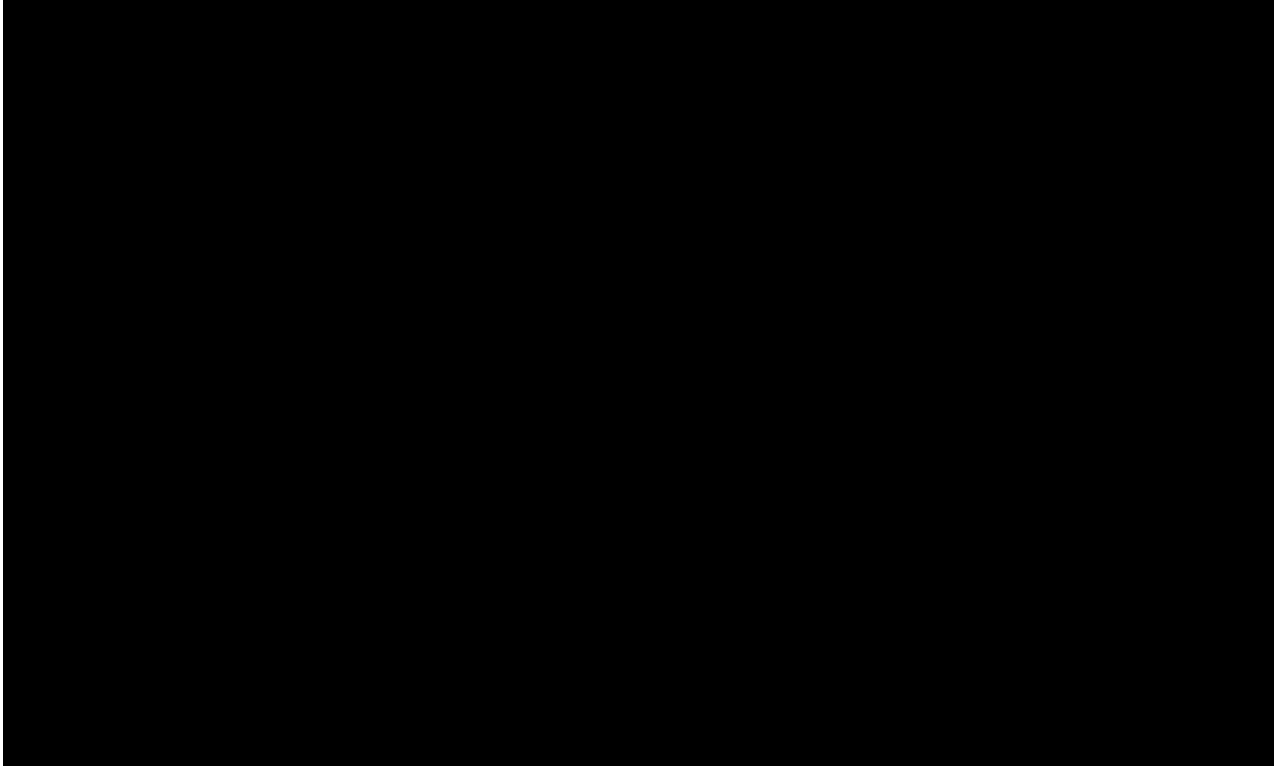
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

⁶ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section pertaining to proprietary software and platform contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



B.4-a SB Platform





Wager and Content Platform

The wager and content platform delivers betting opportunities to the user's device and handles the placement and settlement of wagers.

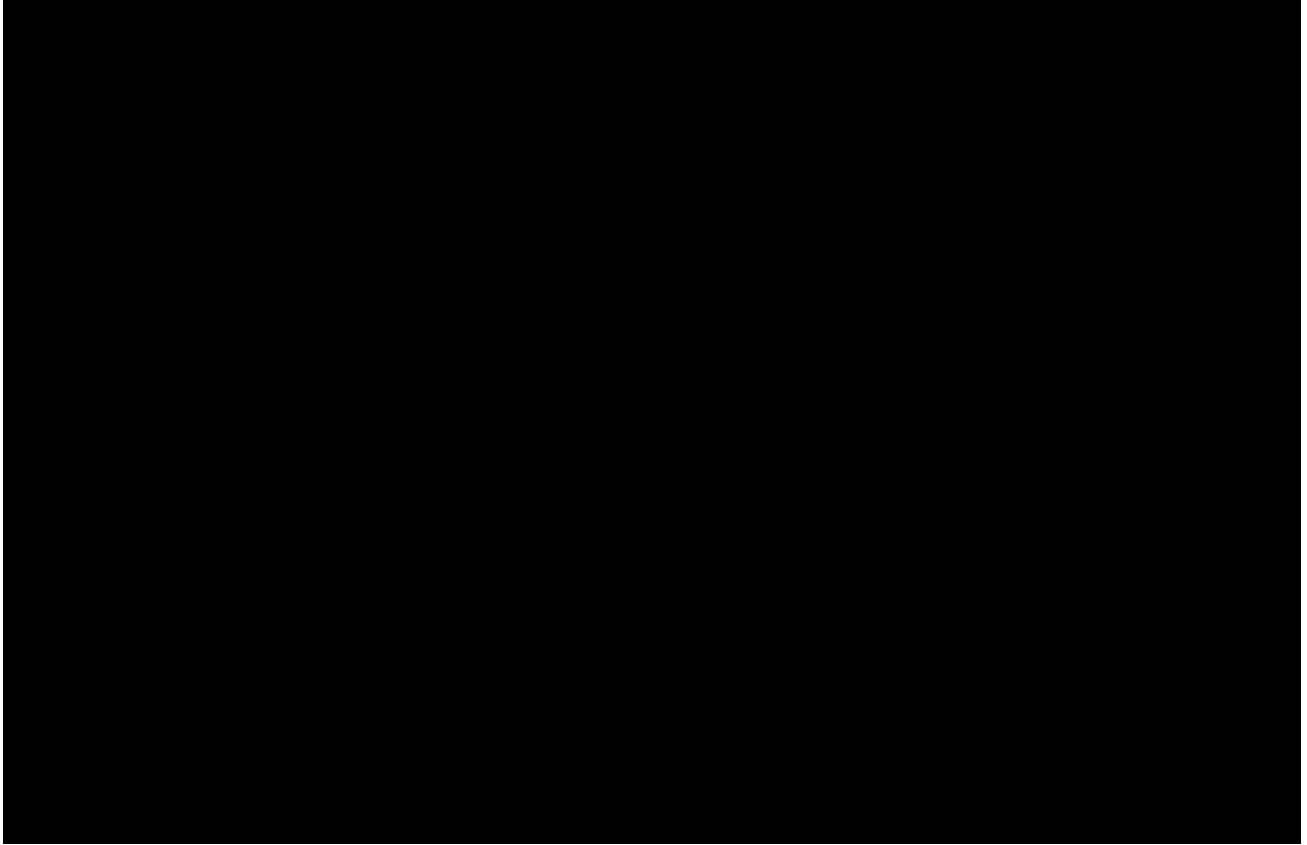
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Please see the included PDF entitled "B.4-a Wager Platform".



B.4-a Wager Platform





[REDACTED]

[REDACTED]

[REDACTED] The details of these components are listed below. [REDACTED]

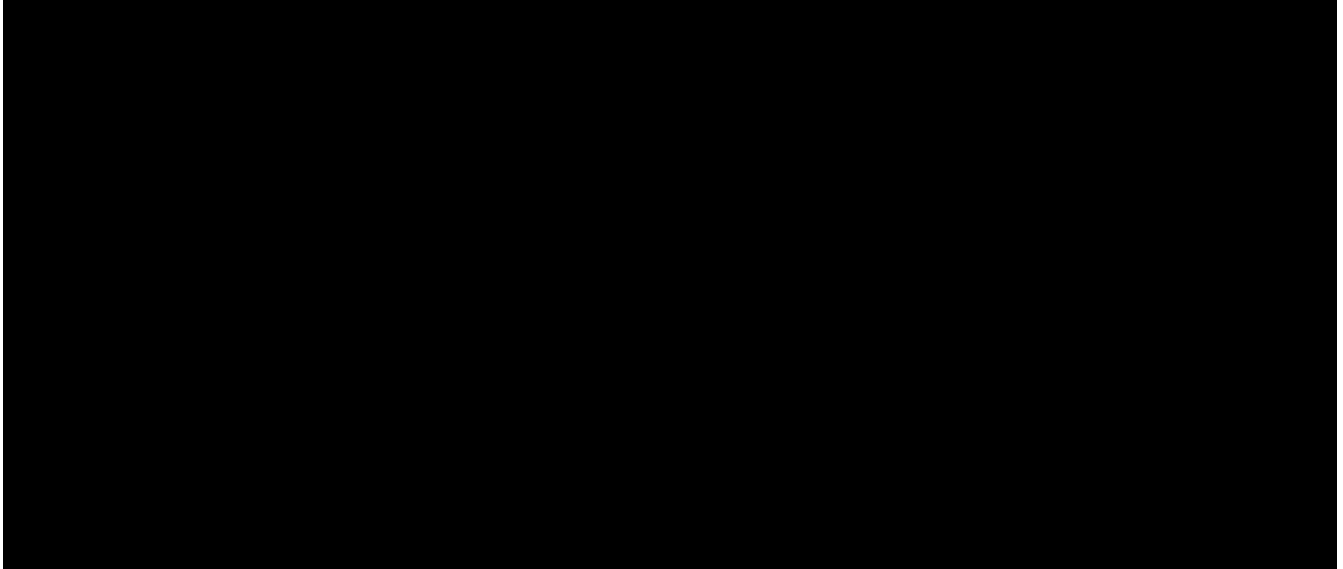
[REDACTED]

[REDACTED]

Please see the included PDF entitled "B.4-a Betting Placement".



B.4-a Betting Placement





Player Account Management Platform

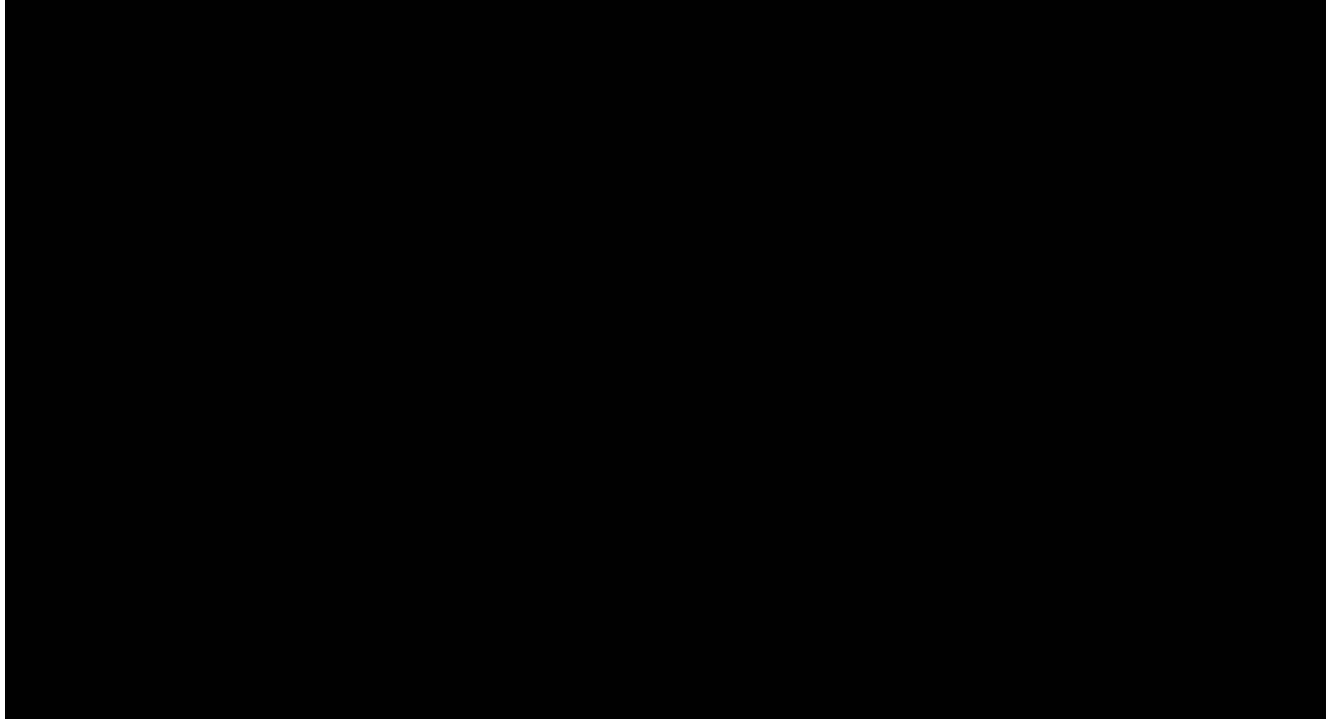
The Player Account Management (PAM) Platform supports all functionality related to the customer’s account such as KYC, responsible gaming, geolocation, deposit/withdrawal, permissions, fraud, and session timers. [REDACTED]

[REDACTED]

Please see the included PDF entitled “B.4-a PAM Platform”.



B.4-a PAM Platform





[Redacted]

Continuous Support

DraftKings operates a 24/7 support organization providing around-the-clock monitoring of our technology. [Redacted]

[Redacted]

[Redacted]. Overall, our goal is to find and mitigate issues before they have an impact on our customers.

[Redacted]

[Redacted]

[Redacted]

Player Privacy and Safety

[Redacted]



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[Redacted text block]

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[Redacted text block]



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B.4-b

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

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- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

- Arizona Sports Wagering
- Colorado Sports Wagering
- Connecticut State Interactive & Sports
- Connecticut Tribal Interactive & Sports
- Illinois Sports Wagering
- Indiana Sports Wagering
- Iowa Sports Wagering
- Kansas State Sports Wagering
- Louisiana State Sports Wagering
- Michigan Sports Wagering
- Michigan State Interactive
- Michigan Tribal Interactive
- Michigan Tribal Sports Wagering
- New Hampshire Sports Wagering
- New York State Sports Betting
- Ohio Casino Sports Wagering
- Ontario Interactive
- Oregon Lottery Sports Wagering
- Pennsylvania Interactive
- Pennsylvania Sports Betting
- Tennessee Sports Wagering
- Virginia Sports Betting
- Washington Tribal (Tulalip)
- West Virginia iGaming
- West Virginia Sports Betting
- Wyoming State Sports Wagering



B.4-c

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

Provide a thorough description of the applicant’s expertise in sports wagering and how it would be applicable in the Commonwealth. This should include the following:

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- c. Plan for continuous support, maintenance, and change management of the platform⁷**
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- g. How the Applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

Change Management Procedures

[Redacted]

Executive Summary

[Redacted]

⁷ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content pertaining to release and change management processes in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



[Redacted text]

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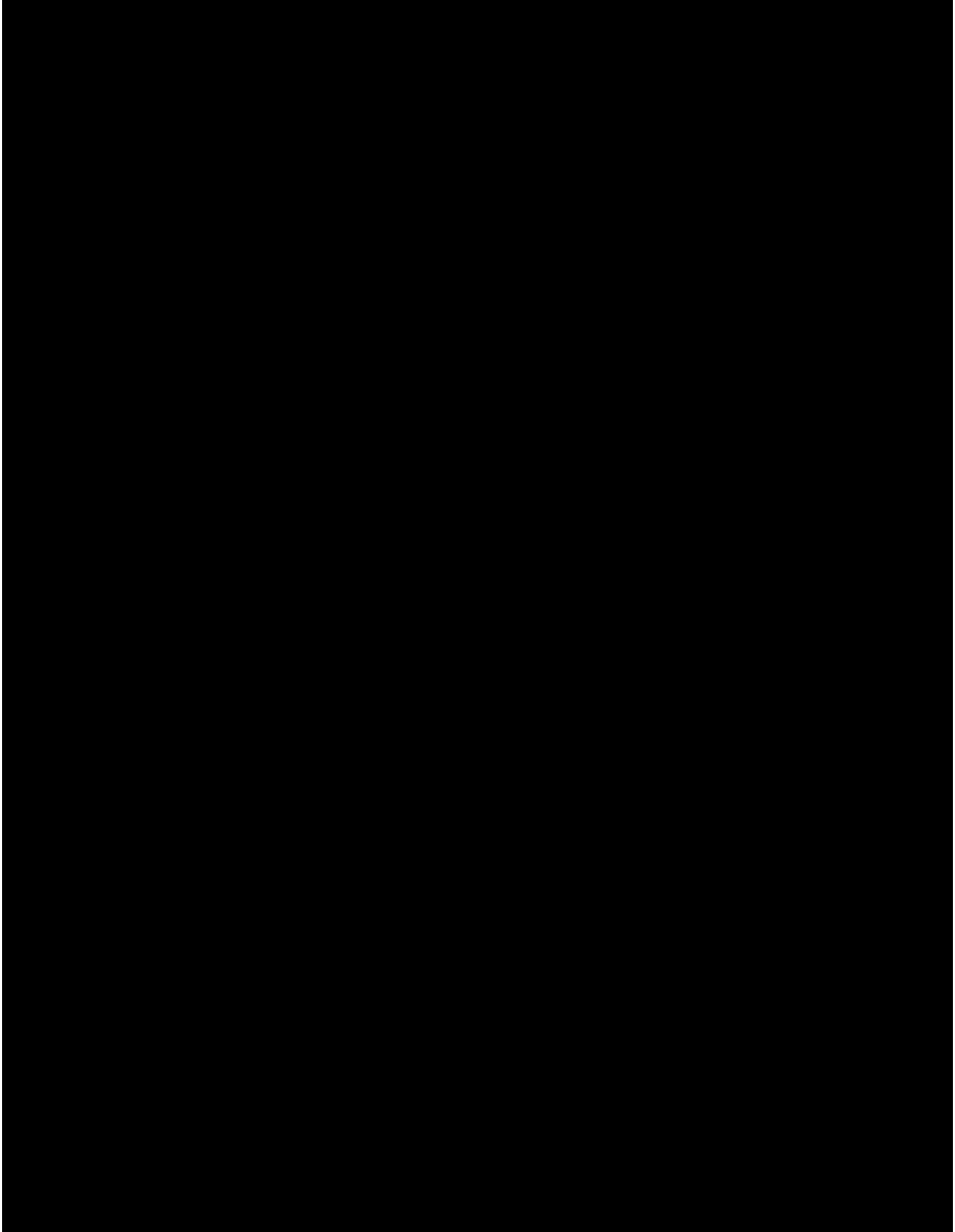


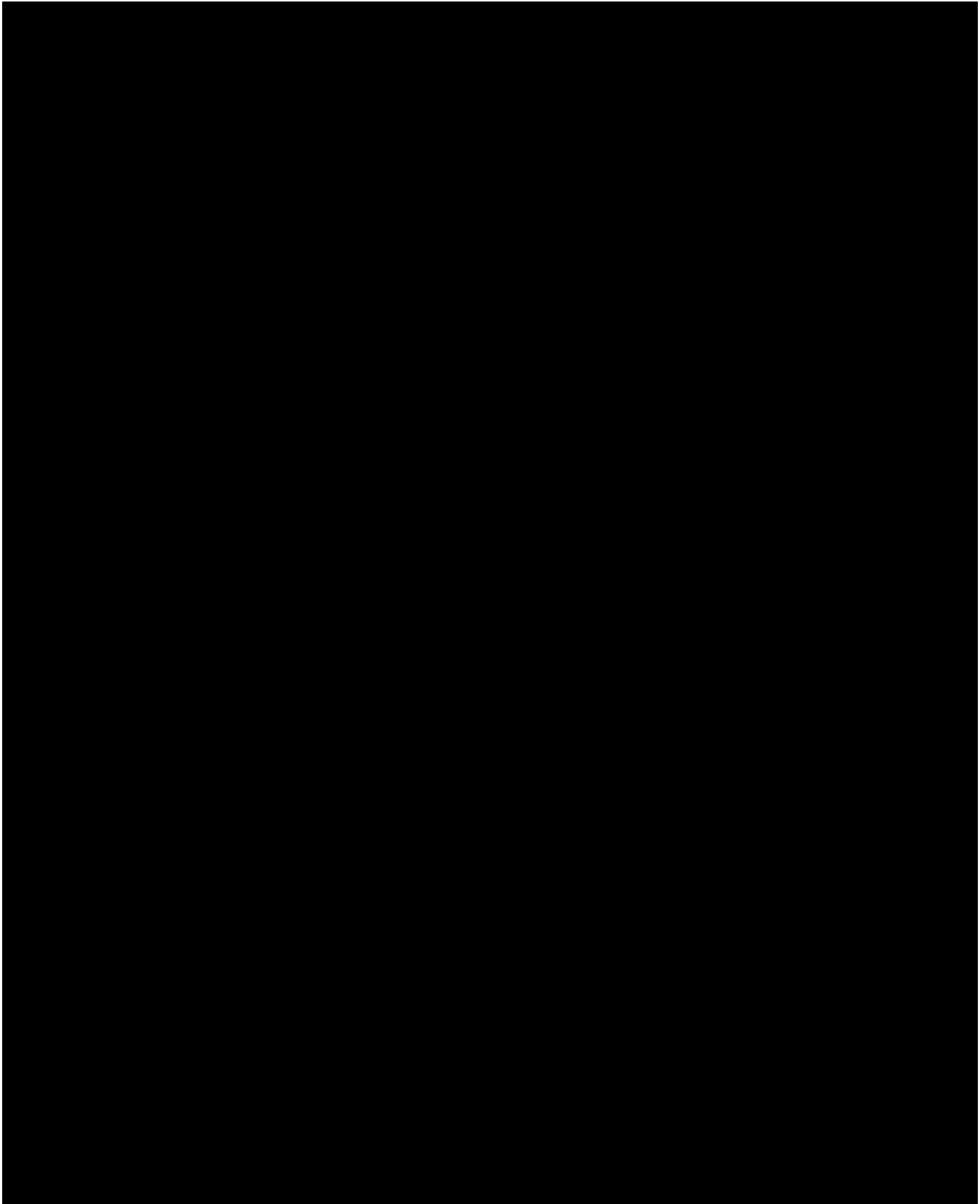
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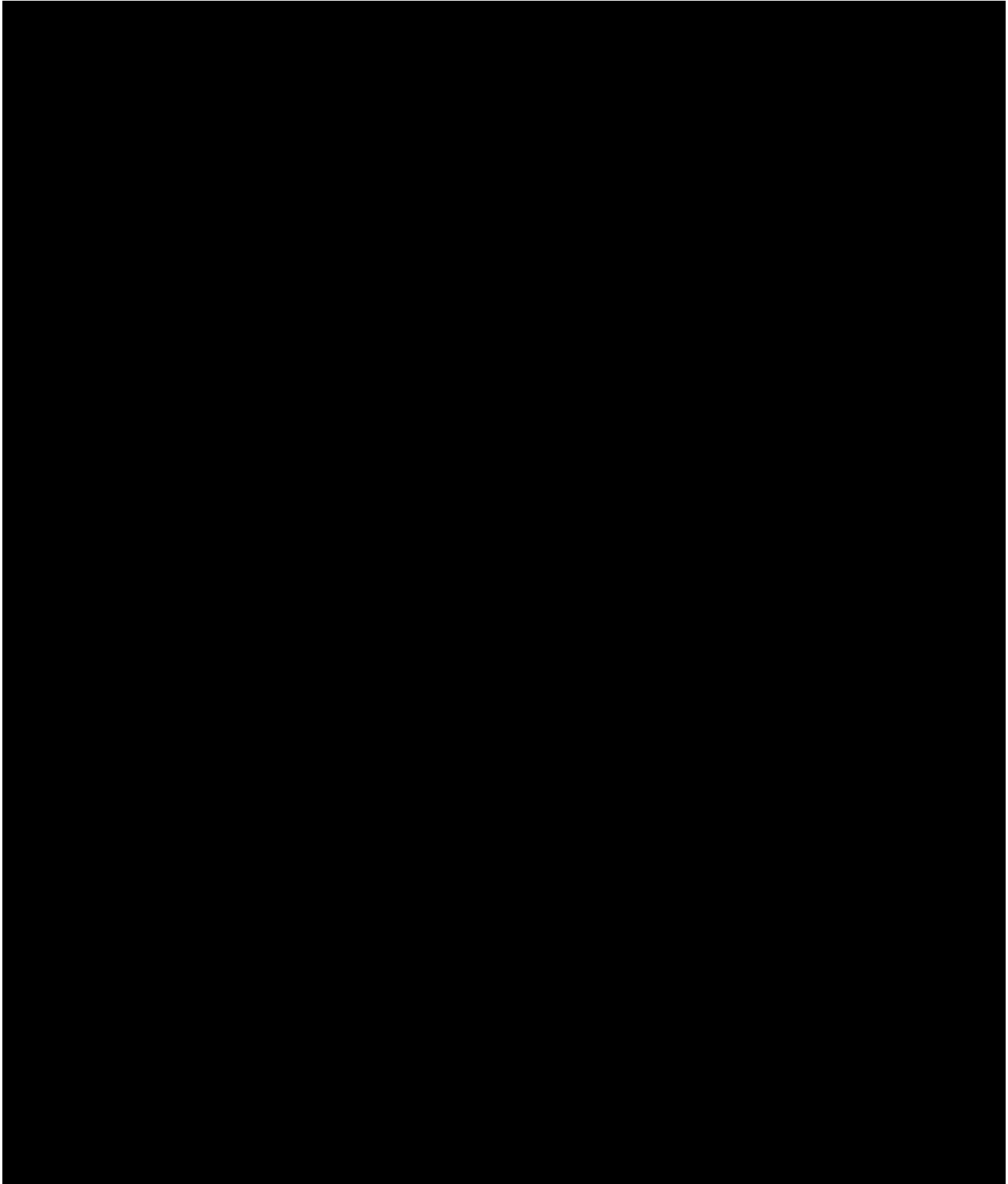
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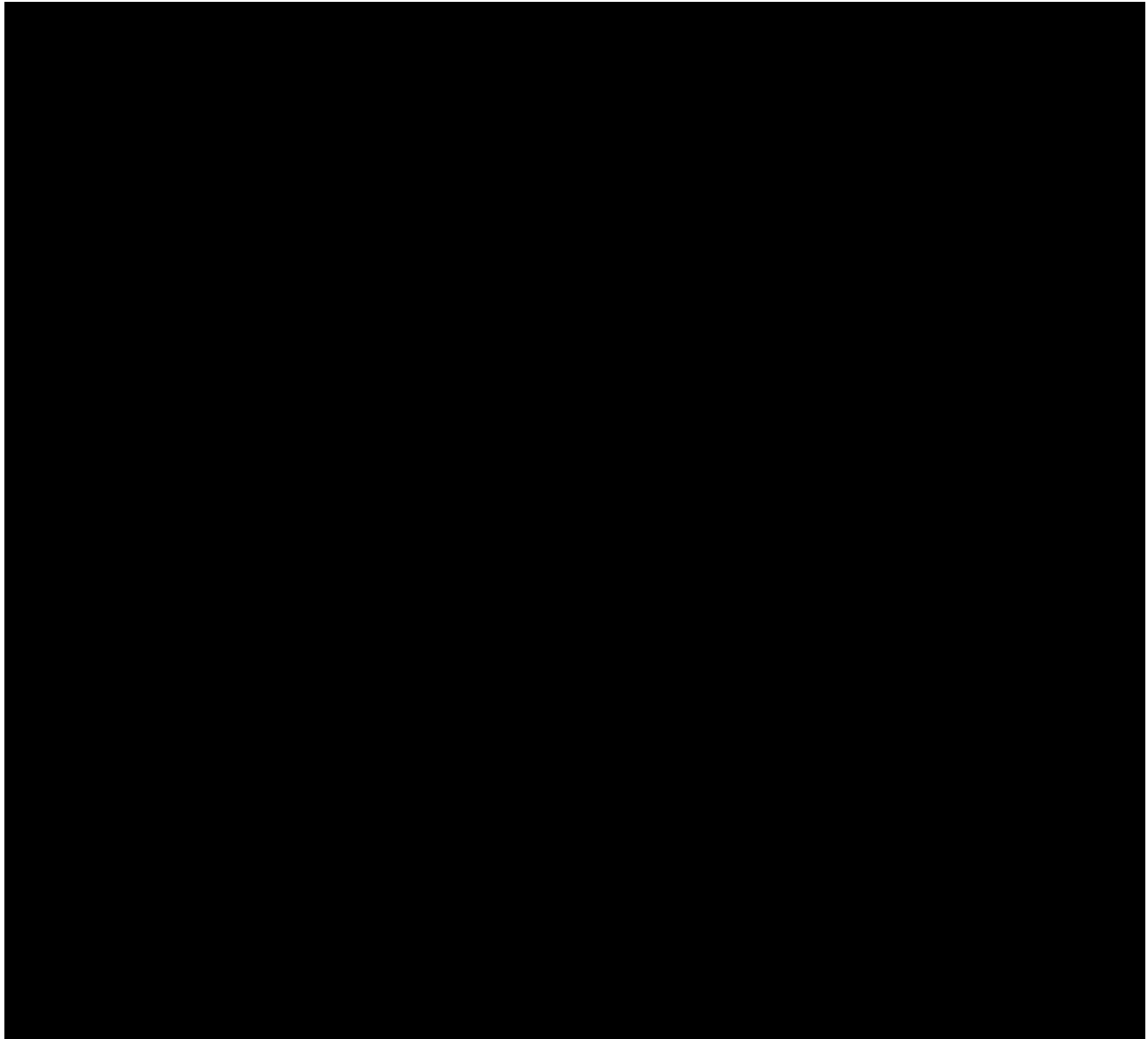
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B.4-d

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

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- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

Customer Service:

The Customer Experience organization [REDACTED] that provide support to our DraftKings customers. They are supported by Senior Associates, Team Leads, and Managers that comprise the core of the leadership team to support the associates and other customer facing activities. Customers have access to several core service channels – Email, Live Chat, Twitter support, and the ability to request a call back. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

⁸ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content related to customer service in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



The Customer Experience organization is located across our offices in [REDACTED]
[REDACTED] We also have a [REDACTED]
[REDACTED] The team has supported the Daily Fantasy business since the inception of the company, our Sportsbook launch in August 2018, and our Casino launch in December 2018.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Fraud Operations:

DraftKings is committed to always preventing fraud and the violation of its Terms of Use in all forms and maintains guidelines, rules, and controls to prevent the occurrence of fraud through the DraftKings platform. Consistent with our commitment to prevent fraud and the violation of DraftKings' terms and conditions, this Policy provides that DraftKings:

- Does not allow Financial Fraud
- Does not allow Bonus Abuse
- Does not allow Multi-Accounting
- Does not allow Account Sharing
- Does not allow Gameplay by Minors

Financial Fraud: DraftKings does not allow activity resulting from Financial Fraud to take place on the DraftKings platform. The Fraud Team is equipped with controls and alerts that target behavior associated with financial fraud.

If Fraud is identified, the Fraud Team will:

- [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]



B.4-e

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

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Please find a sample wagering menu attached to this document. For further ease of reference, this wagering menu has been provided in its original Excel format and included as “B.4-e Sample W&E Catalog”.



B.4-f

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

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- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

DraftKings, upon being certified to go live with its mobile sports wagering platform, will be able to launch an experience specific to the Commonwealth and its customers at any specified date and time. This specific experience will be tied to patrons geolocated within the state boundaries of the Commonwealth. Using this Massachusetts experience, DraftKings will be able to abide by and enforce all state-specific rules and regulations set forth by the governing body whenever a customer is wagering within the state.

DraftKings mobile sports wagering platform utilizes a direct connection to the customers location and the experience tied to it. If a customer were to leave the boundaries of the Commonwealth, they would no longer be able to place a wager on the Massachusetts experience. Further, whenever a customer is located within the boundaries of the Commonwealth and after DraftKings has set the experience live at the direction of the governing body, customers will be able to view, and partake in, all promotions and features specifically catered and approved for the Massachusetts experience.



B.4-g

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

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- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants

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⁹ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section pertaining to KYC process contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



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B.4-h

SECTION B.4 -SPORTS WAGERING EXPERTISE – TECHNICAL FEATURES & OPERATION OF PLATFORM (Category 3 Applicants Only)

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- f. Description of Applicant’s proposed ability to commence mobile sports wagering on the platform
- g. How the Applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- h. Outline any technology to be used or features offered that the applicant believes sets their platform apart from those of (potential) other applicants¹⁰**

Technical Features Of Platform

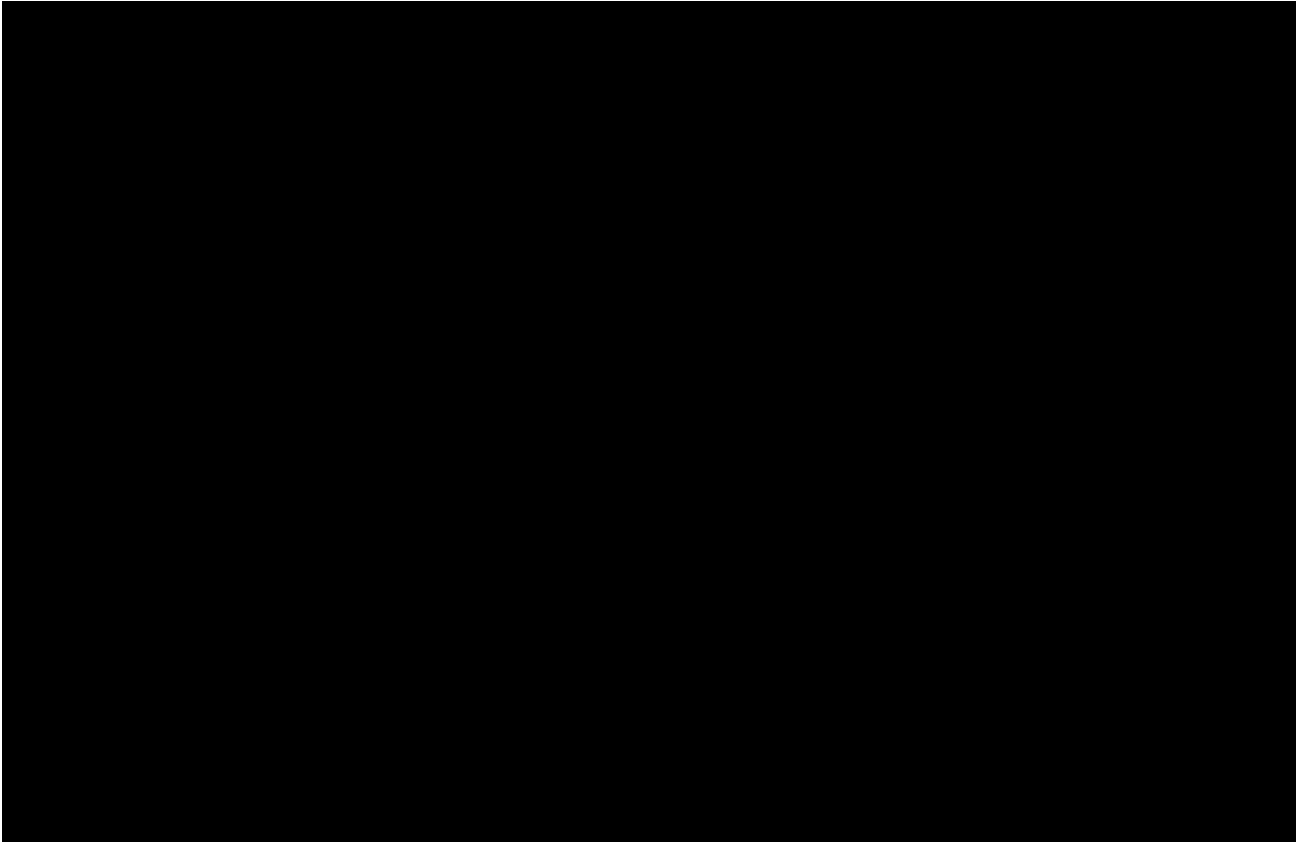
Customers can easily place wagers via our **mobile app, tablet or computer desktop.**

Regardless of which online method our customers choose, DraftKings offers a number of unique features that contribute to the overall experience that our players love. DraftKings has a dedicated team made up of [REDACTED] that are continuously working on the development of new and innovative products and features for our players to consume.

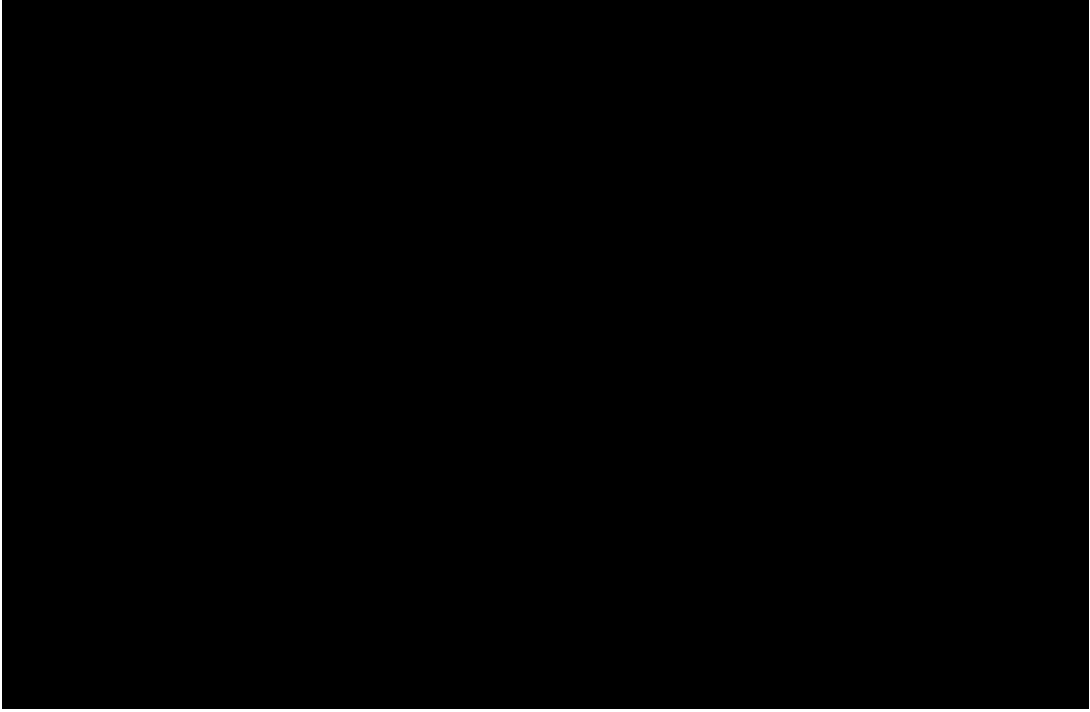
Mobile app (iOS & Android)

Please see the included PDF entitled “B.4-h Mobile App”.

¹⁰ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section that pertains to trading and risk contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.









Same Game Parlays

DraftKings recently announced the launch of its same game parlay product, which is a popular product that allows users the ability to parlay two or more selections from the same event. e.g., Damien Harris to score; Patriots to score 2 or more touchdowns; and Patriots to win. An example can be shown on the included PDF entitled "B.4-h Same Game Parlays".



B.4-h Same Game Parlays

9:41 NFL

Atlanta Falcons @ Minnesota Vikings

\$13.07K
1,534

EVENT

Atlanta Falcons

AT

Minnesota Vikings

Today 8:30 PM

1 Bet Slip + Add More

+ SDP 3 Picks **+445**

ATL Falcons @ MIN Vikings \$ 25.00

- ATL Falcons -3 Point Spread Payout: \$136.25
- U 55.5 Total Points
- Delvin Cook To Score

+\$1	+\$5	+\$10
1	2	3
4	5	6
7	8	9
.	0	⌫

Place Bet \$25.00

Total Payout: \$136.25

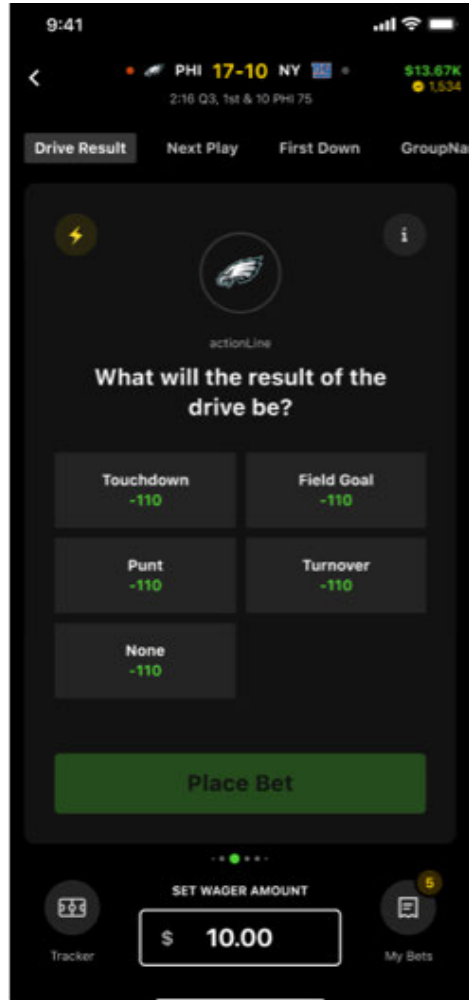


Flash Bets

An engaging live betting experience including a play-by-play visualization for ‘moment markets’ such as “Over/Under Yards on next play” or “Drive Results”. An example can be shown on the included PDF entitled “B.4-h Flash Bets”.



B.4-h Flash Bets





Live Event Streaming

DraftKings offers live streaming to its users through 3rd party vendors like BetRadar, Genius Sports and IMG as a way of providing a more engaging and exciting live betting experience and will continue to invest in this area through partnerships with the MLB, and other sports leagues.

Partner Integrations

DraftKings leverages our relationship with leagues to use team logos throughout the product to provide a clean experience for players. We also have a dedicated stats hub that allows players to research their favorite teams and players, making the DraftKings sportsbook highly engaging, informative, and sticky. [REDACTED]

Unified Wallet

One of the key features of DraftKings sportsbook product (across both online and retail) is that it is the same secured platform across our suite of products including Daily Fantasy Sports, Online Sportsbook, and Online Casino. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

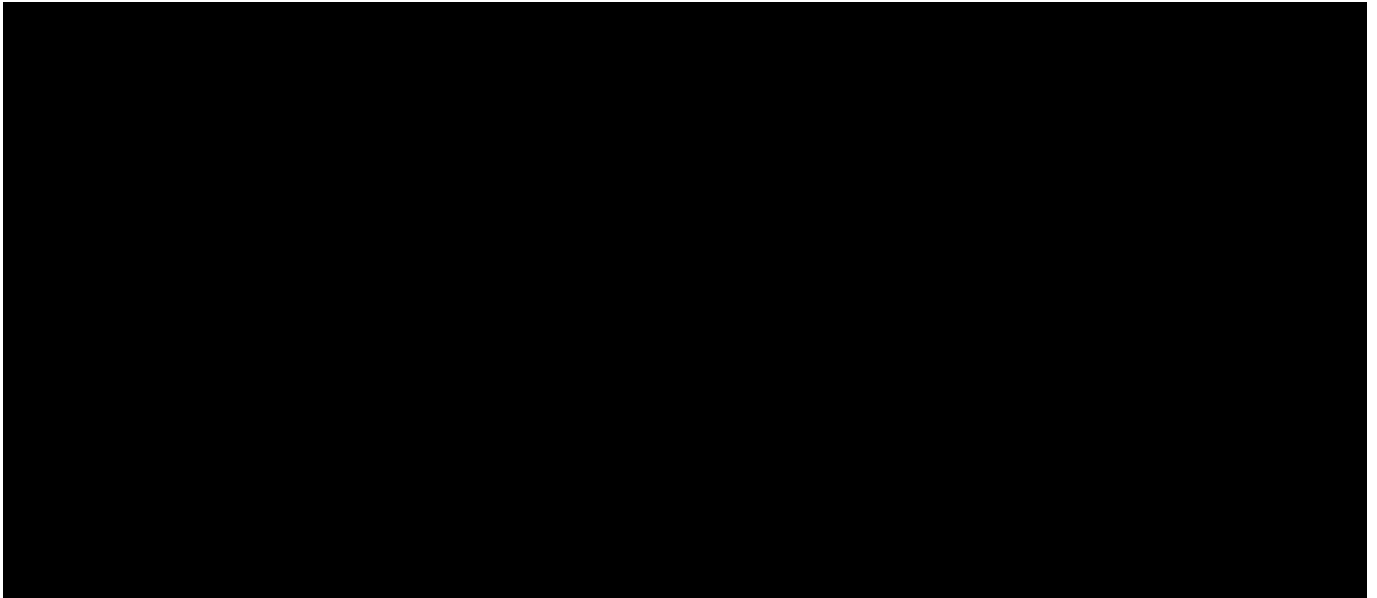
[REDACTED]

[REDACTED]

[REDACTED]



B.4-h Unified Wallet





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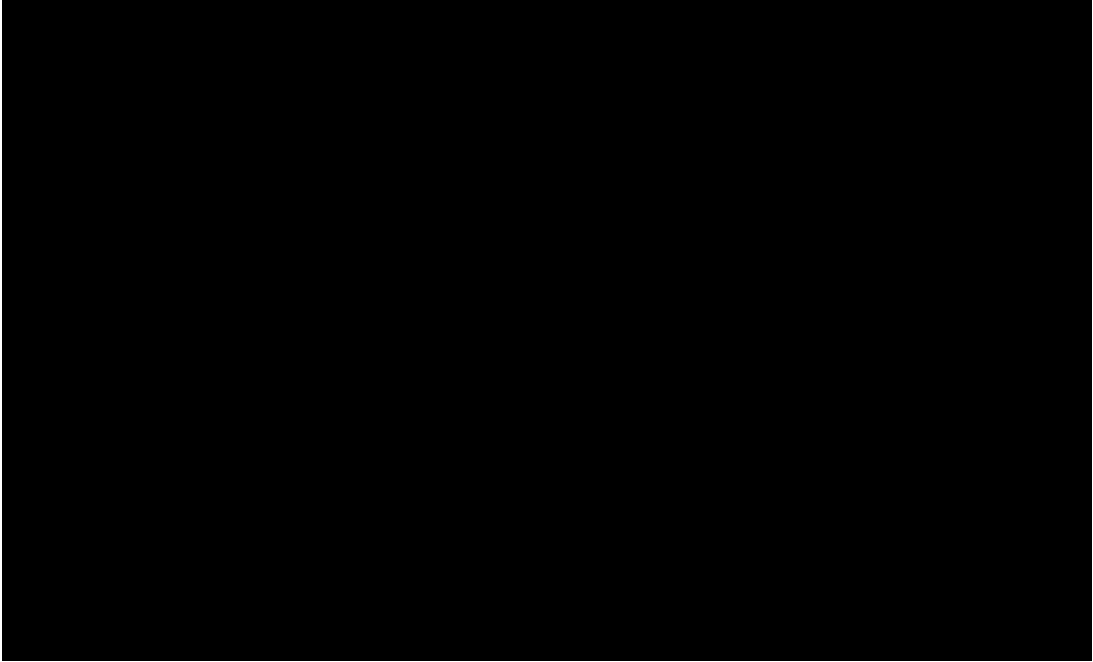
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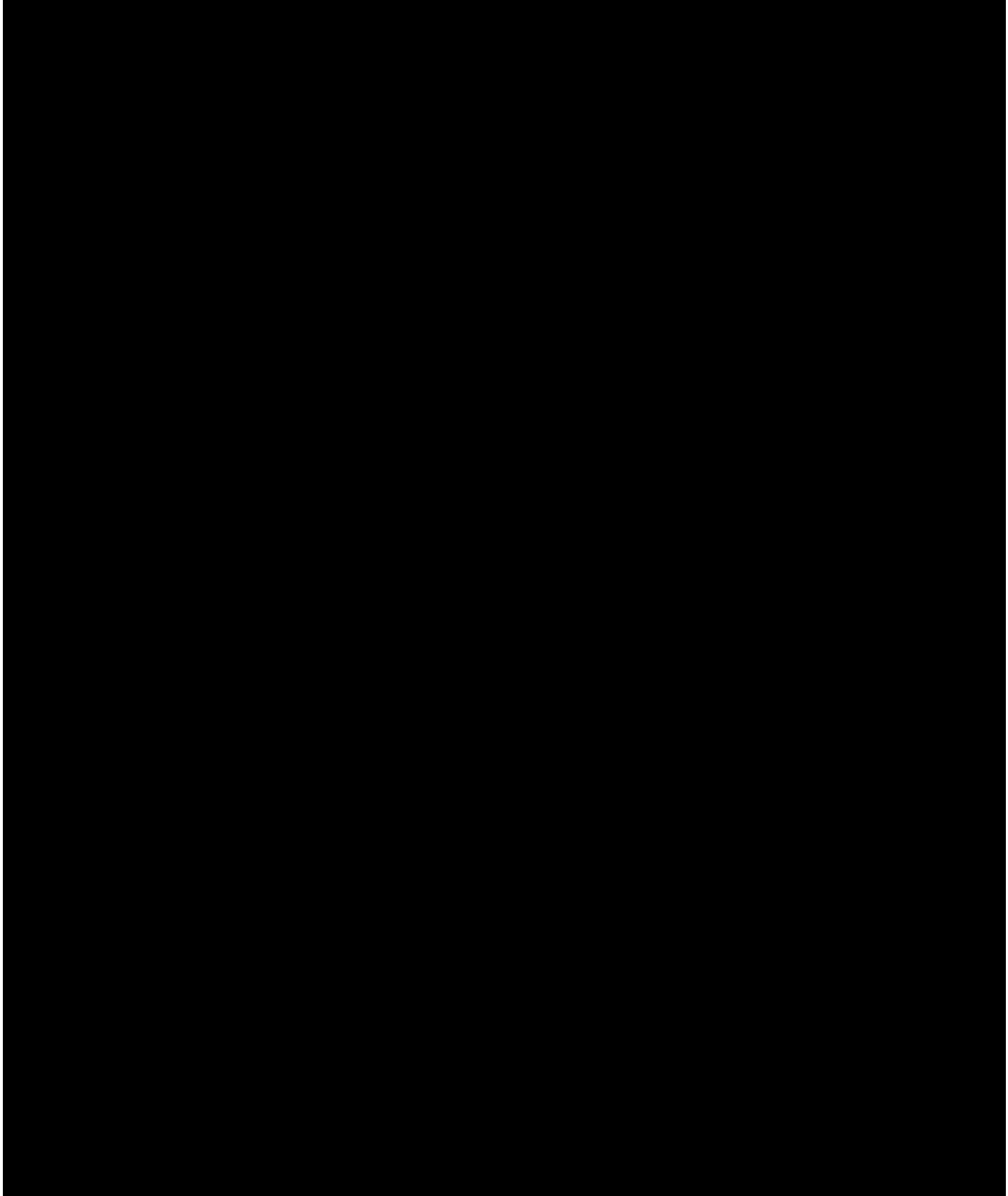
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- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

[Redacted text block]







[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]



**SECTION C:
ECONOMIC IMPACT ON THE COMMONWEALTH**



SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

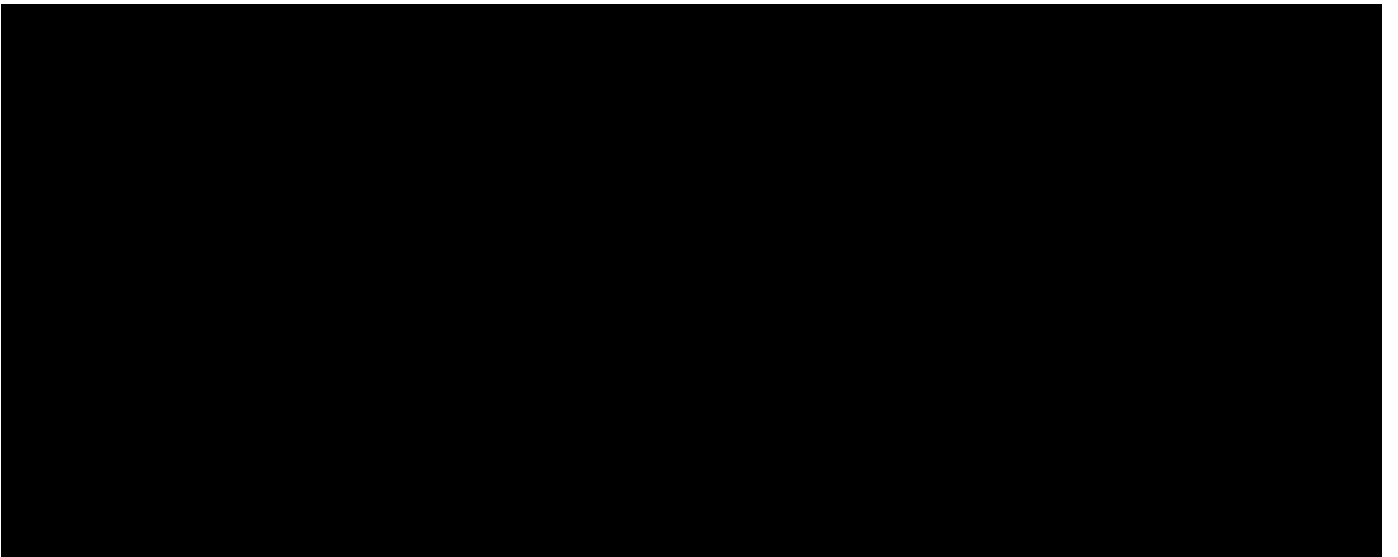


C.1-a

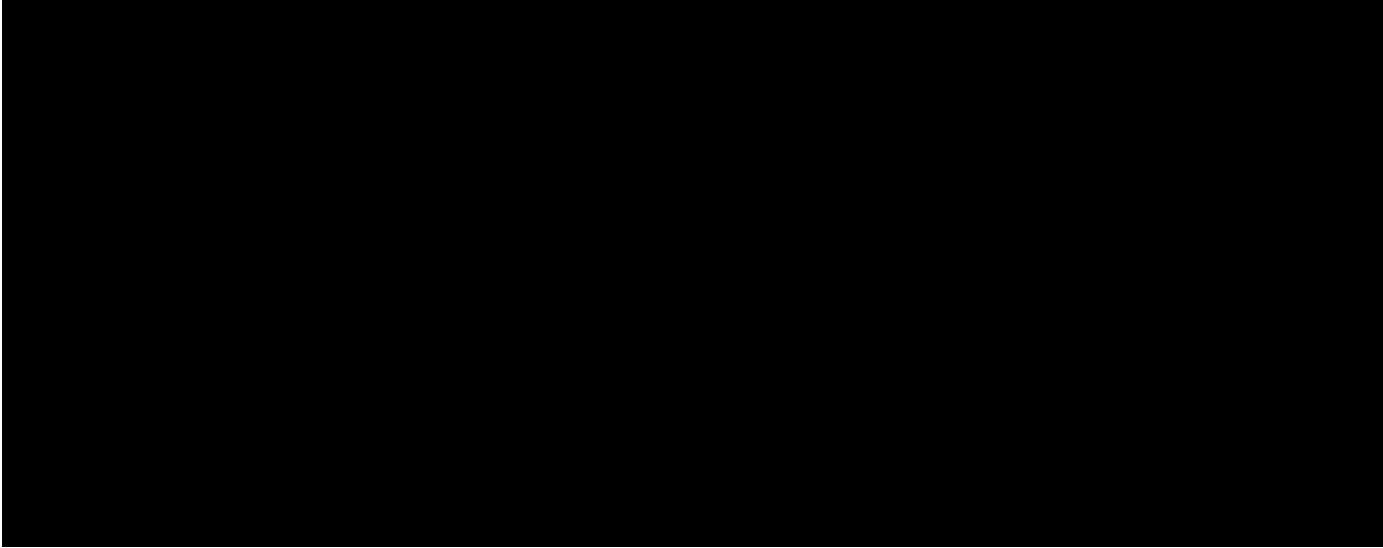
SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

- a. The number of current full-time and part-time employees within the Commonwealth¹¹**
- b. The number of current work locations within the Commonwealth
- c. The number of proposed full-time and part-time positions that will be created within the Commonwealth
- d. The title, job description, salary, and benefits information for each of the proposed positions
- e. The training that will be required and made available for all proposed positions
- f. The number of proposed work locations that will be created within the Commonwealth
- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment



¹¹ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.





C.1-b

SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

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- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment

Currently there are two office locations from which employees work within the Commonwealth. DraftKings is headquartered in Boston, Massachusetts at 500 Boylston Street/222 Berkeley Street and has a secondary location at 125 High Street, Boston, Massachusetts 02110. Additionally, DraftKings has instituted remote work and hybrid work opportunities throughout the Commonwealth..



C.1-c

SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

- a. The number of current full-time and part-time employees within the Commonwealth
- b. The number of current work locations within the Commonwealth
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- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment

[Redacted content]



C.1-d

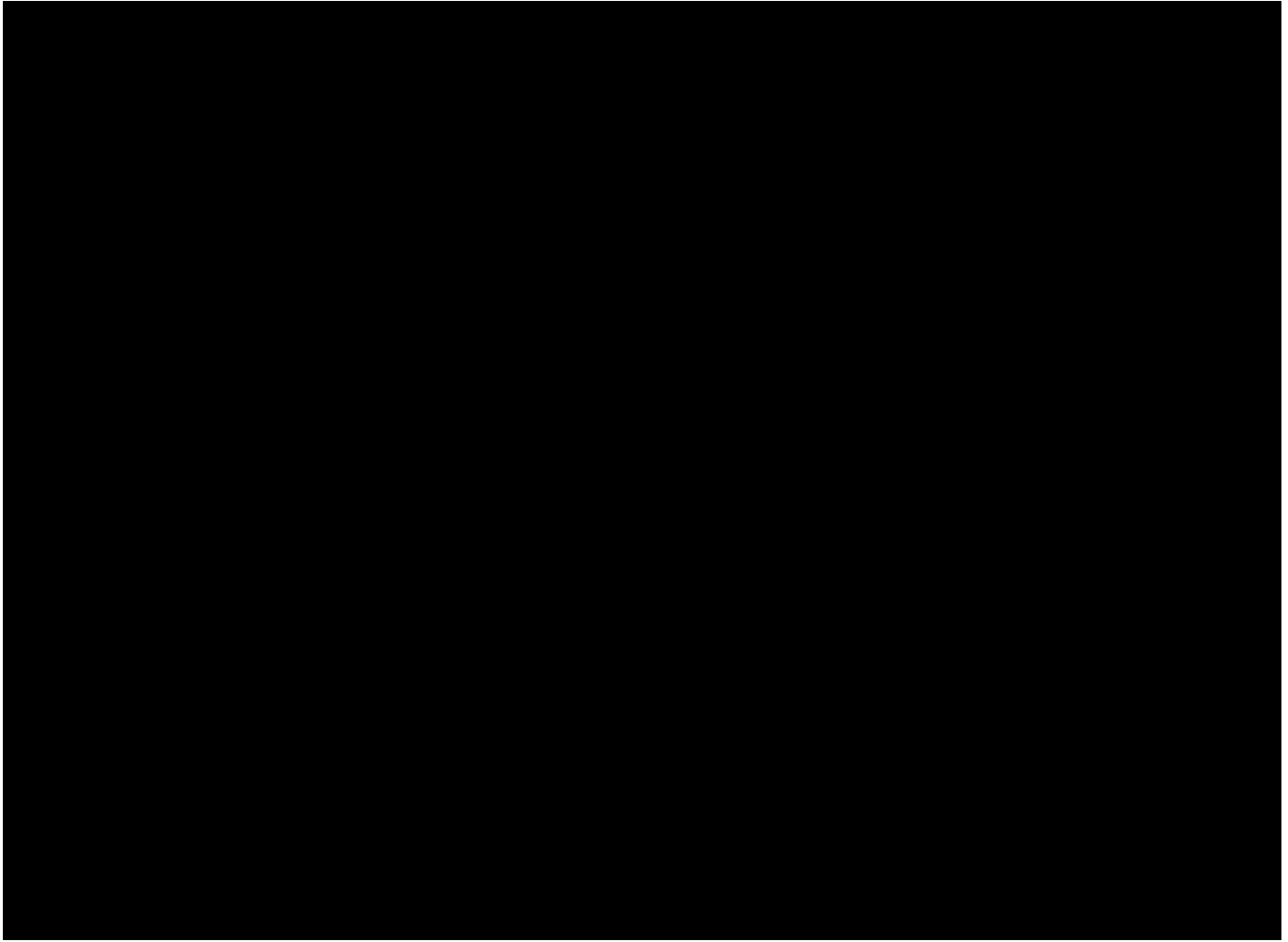
SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

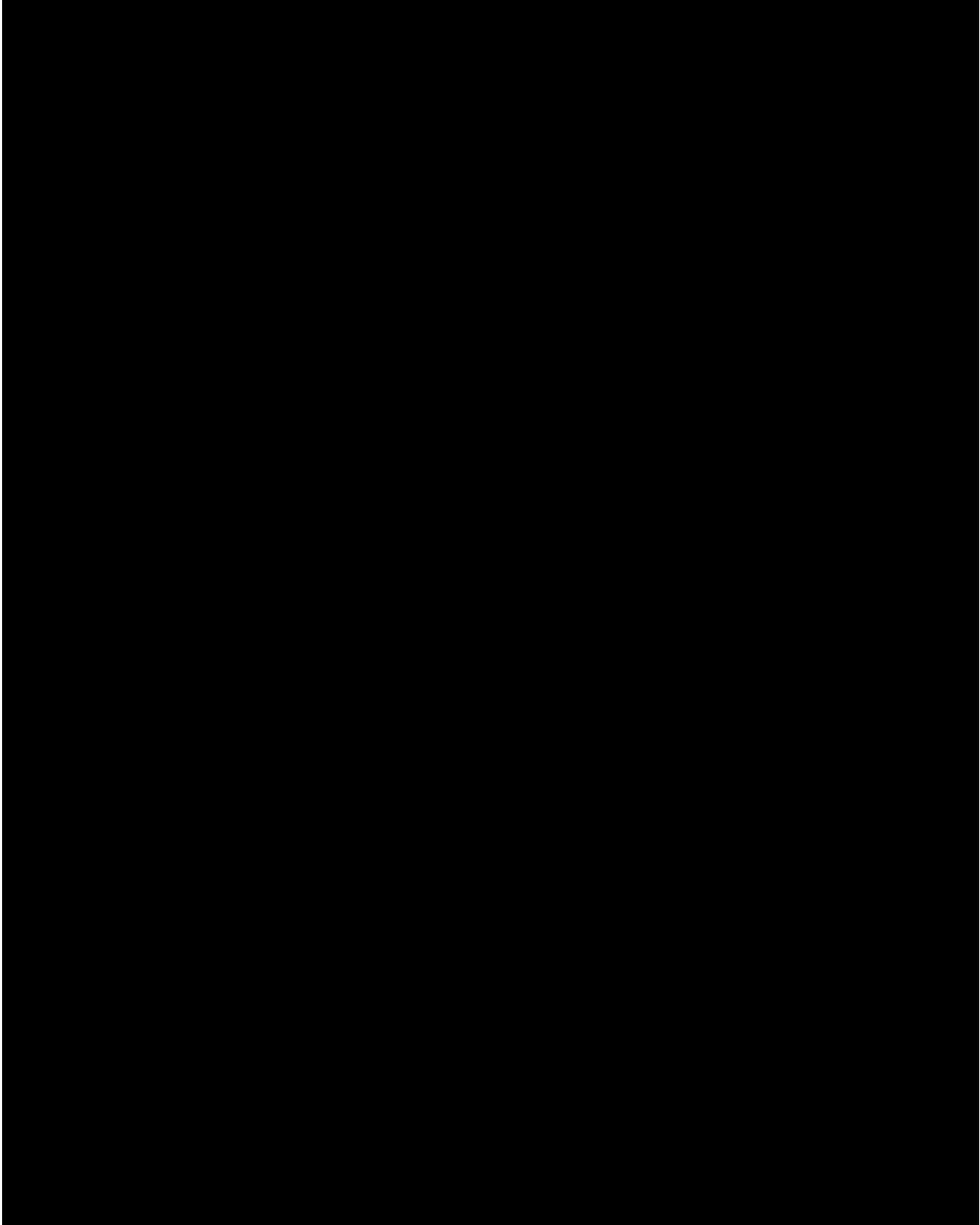
Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

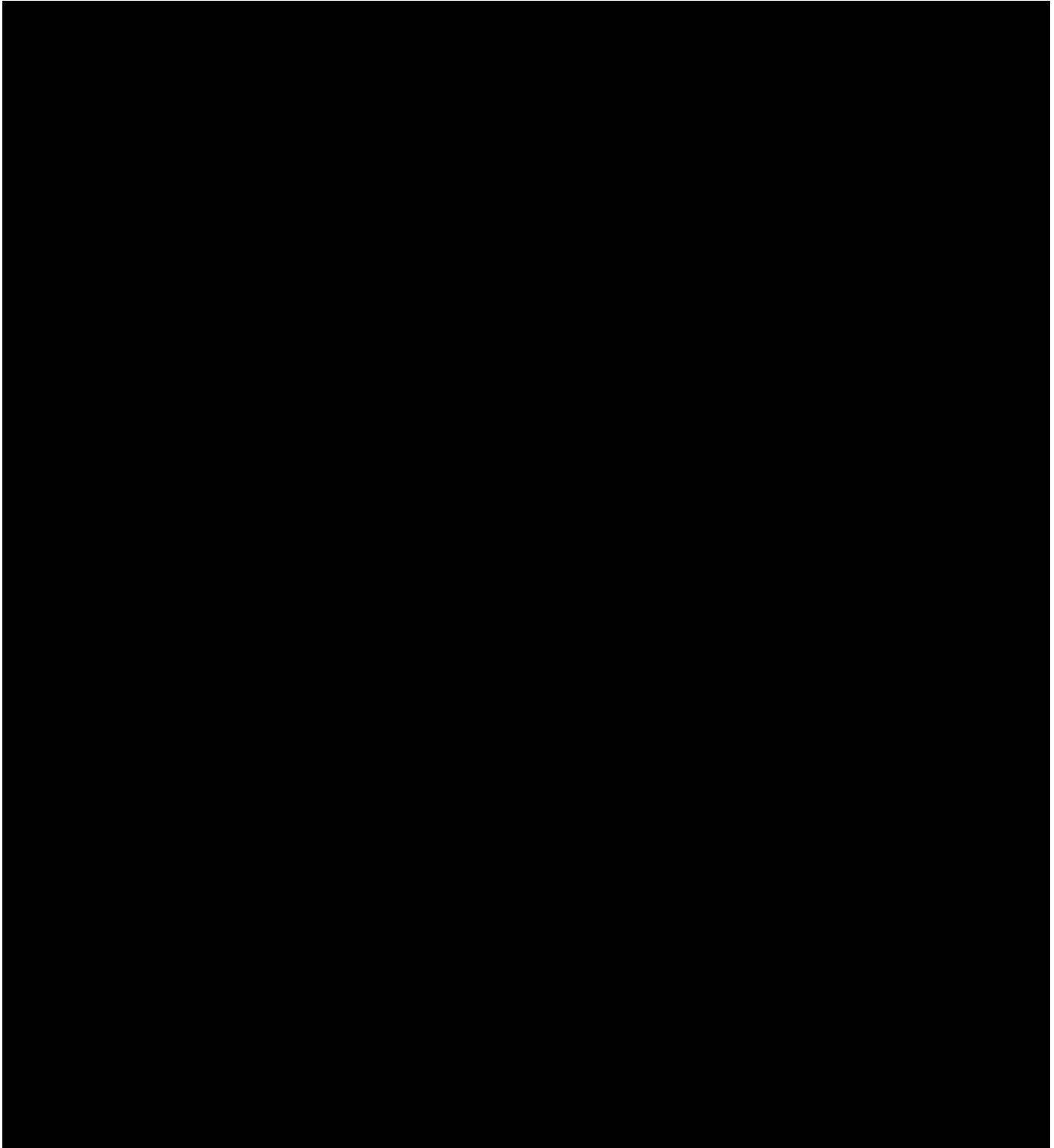
- a. The number of current full-time and part-time employees within the Commonwealth
- b. The number of current work locations within the Commonwealth
- c. The number of proposed full-time and part-time positions that will be created within the Commonwealth
- d. The title, job description, salary, and benefits information for each of the proposed positions¹²**
- e. The training that will be required and made available for all proposed positions
- f. The number of proposed work locations that will be created within the Commonwealth
- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment

[REDACTED]

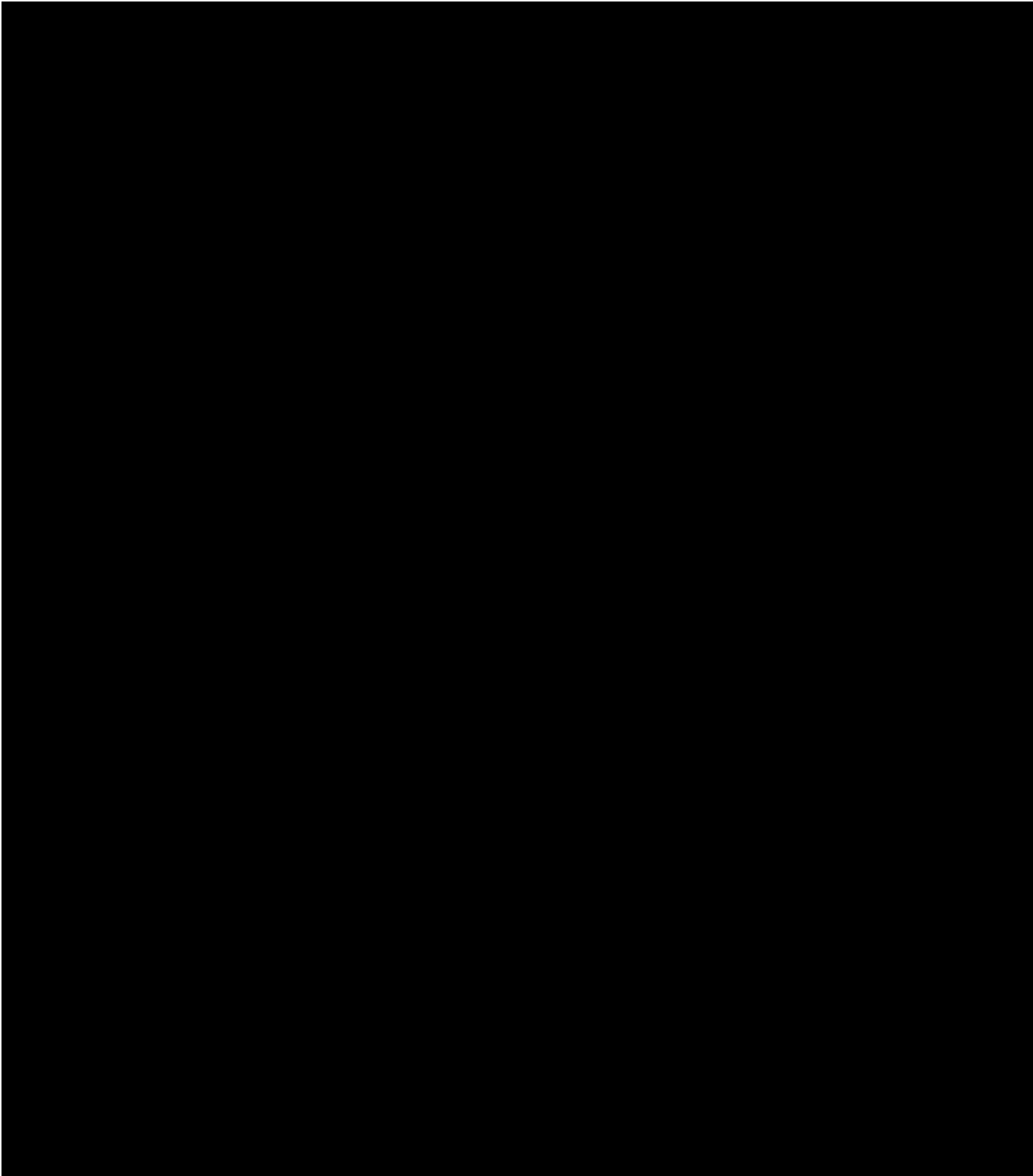
¹² Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section related to job description, salary and benefits contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.

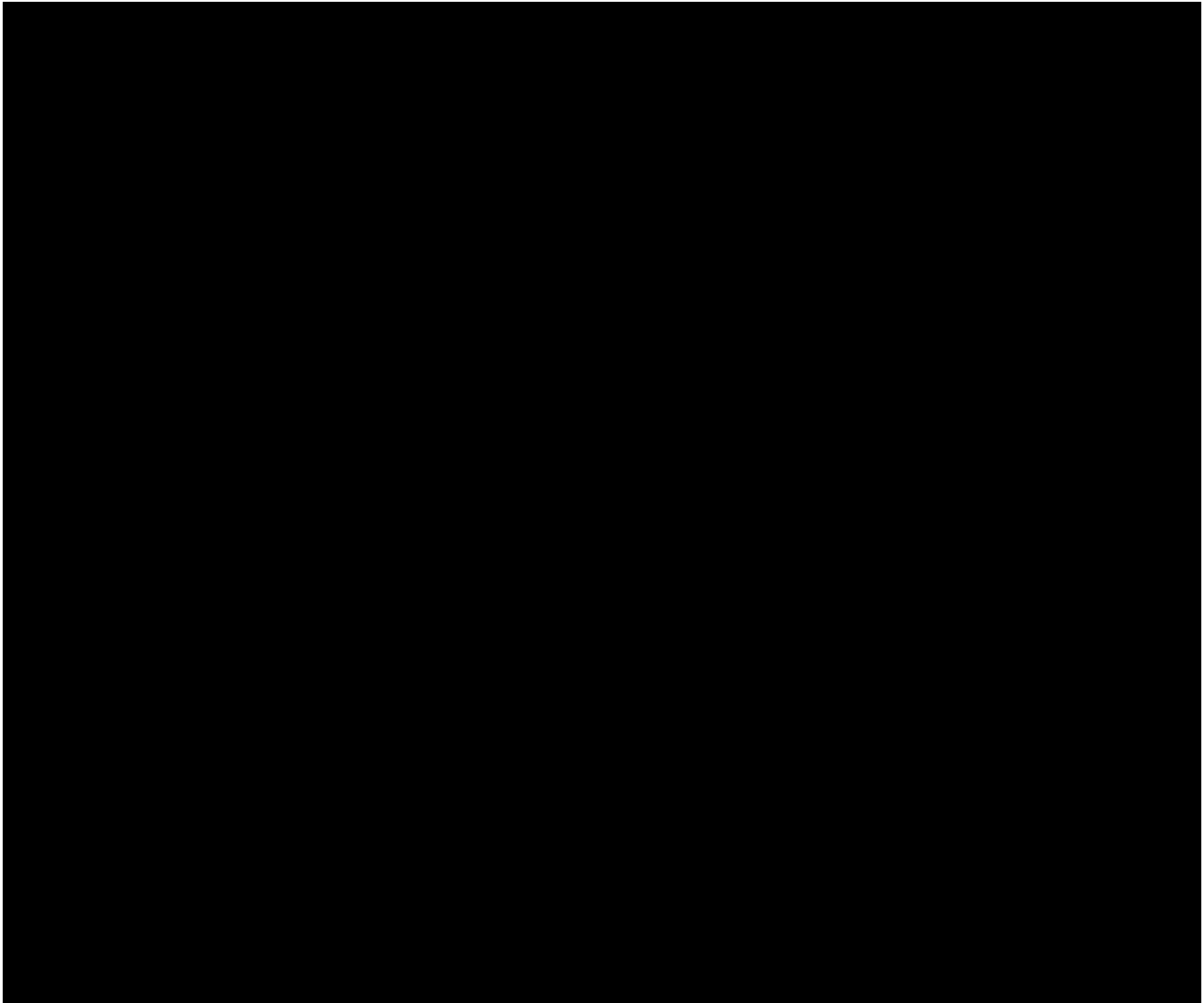




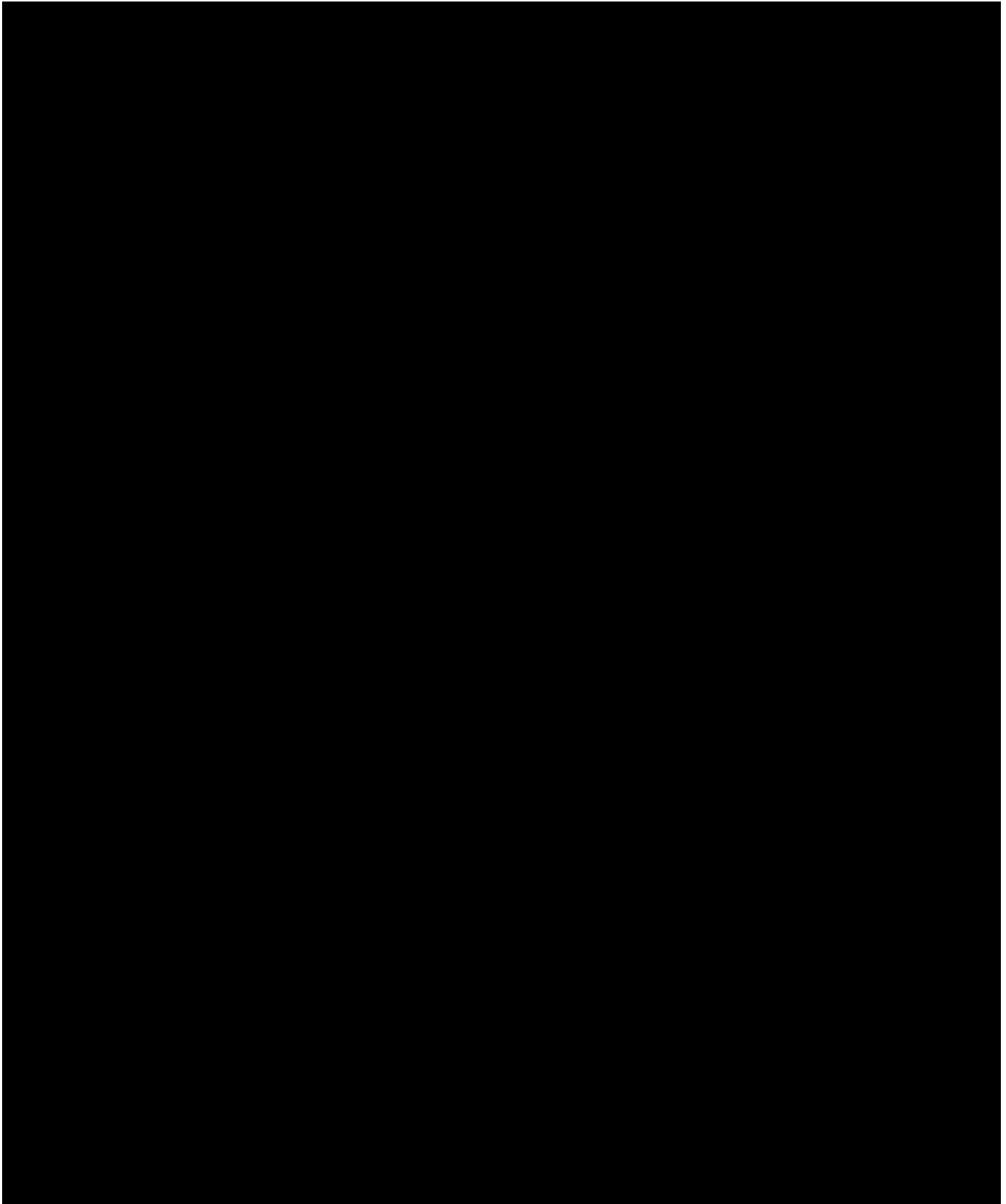






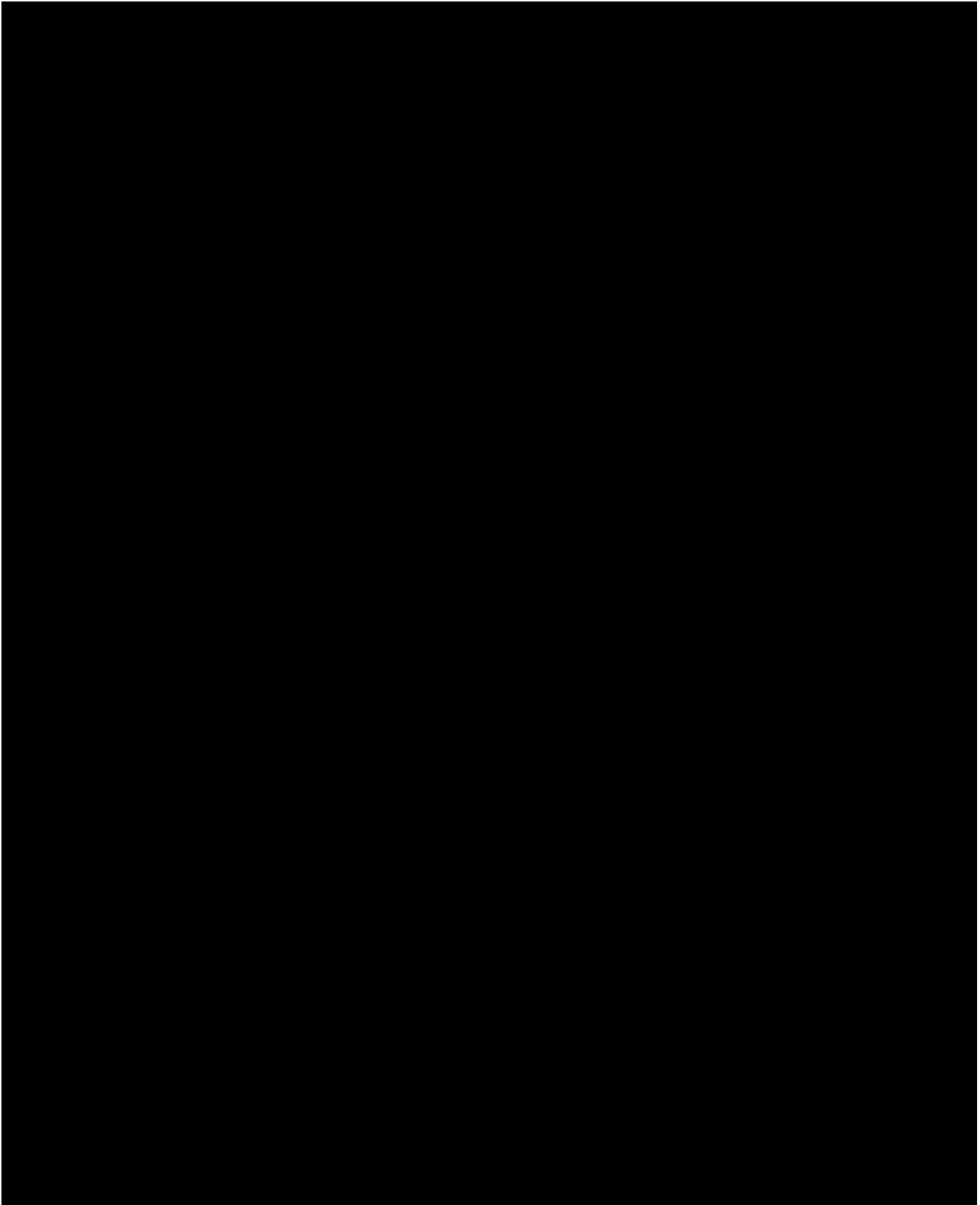


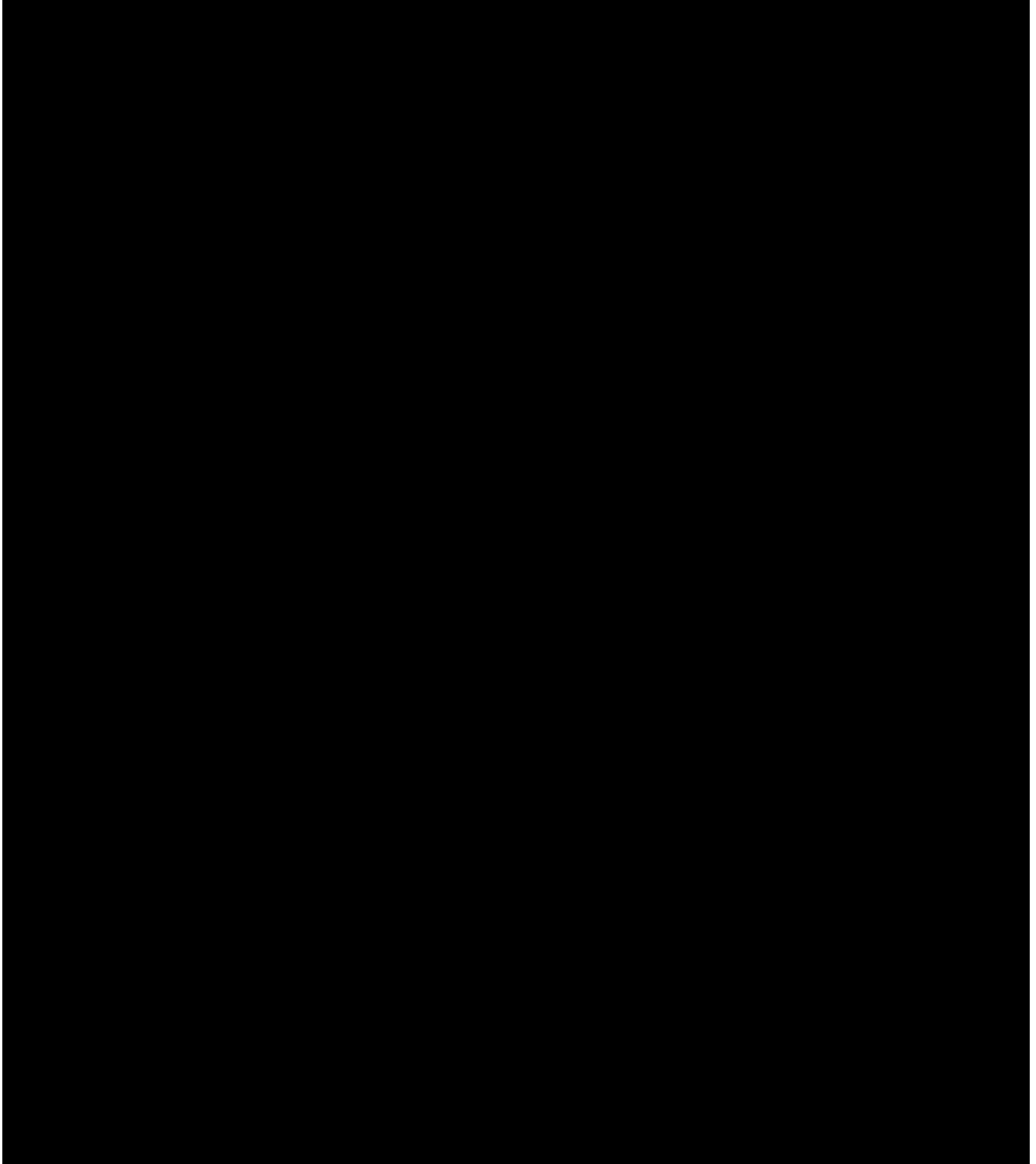


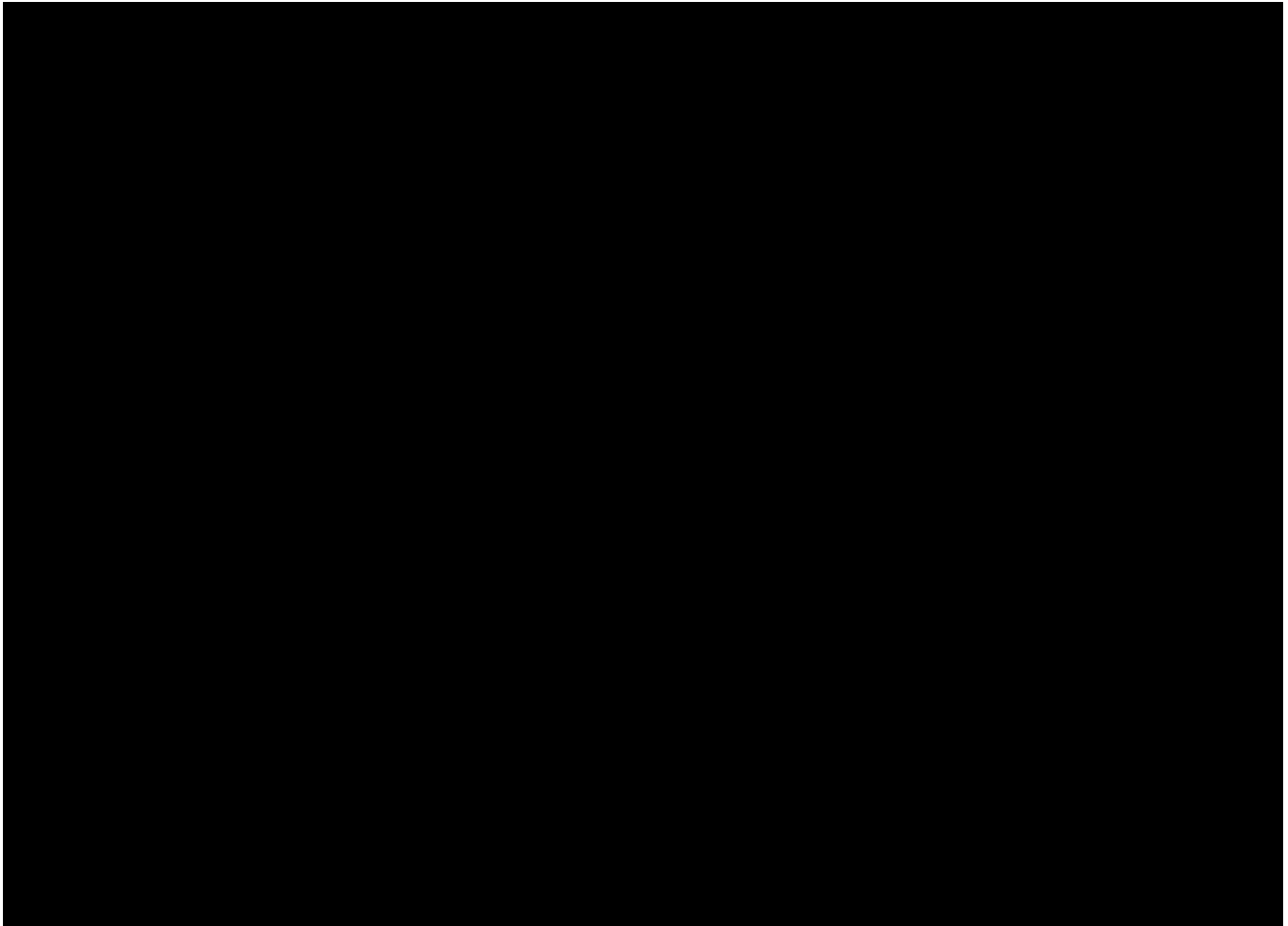




- [Redacted text]







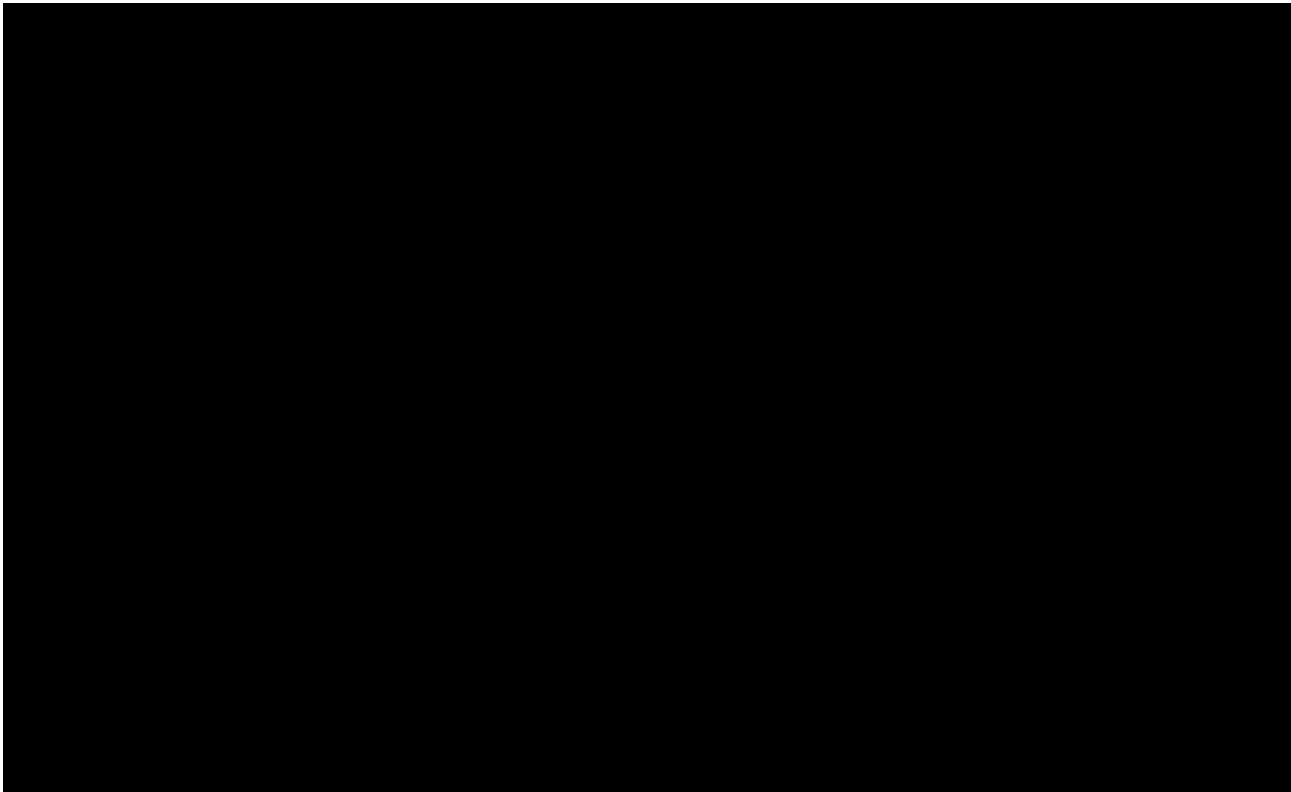


C.1-e

SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

- a. The number of current full-time and part-time employees within the Commonwealth
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- e. The training that will be required and made available for all proposed positions**
- f. The number of proposed work locations that will be created within the Commonwealth
- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment





C.1-f

SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

- a. The number of current full-time and part-time employees within the Commonwealth
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- e. The training that will be required and made available for all proposed positions
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- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment

DraftKings will continue to utilize its current office spaces within the Commonwealth at the following locations, in addition to offering remote and hybrid work opportunities.

Current Office Space:

- DraftKings Headquarters: 222 Berkeley Street/500 Boylston Street, Boston, MA, 02116
- High Street Office: 125 High Street, Boston, MA, 02110



C.1-g

SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

Provide a thorough description of the employment opportunities that will be offered if the applicant is approved for licensure by the Commission. This should include the following:

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- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth**
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment

DraftKings is Headquartered in Boston, MA, and we continue to invest heavily in hiring in the Commonwealth. [REDACTED]

We offer opportunities from internships to entry-level roles to executive positions. As a technology company, we hire across various functions, including engineering, product, marketing, customer service, compliance, and many more teams.

We partner closely with colleges and universities in the Commonwealth to fill our internships, co-ops, and entry-level roles. And we look to partner with local organizations to help build a pipeline for experienced roles in our company.



C.1-h

SECTION C.1 - EMPLOYMENT OPPORTUNITIES WITHIN THE COMMONWEALTH

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- a. The number of current full-time and part-time employees within the Commonwealth
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- g. Description of plans for workforce development opportunities for Applicant's staff within the Commonwealth
- h. Outline the strategy for focusing on job opportunities and training in areas and demographics with high unemployment and/or underemployment**

DraftKings is committed to hiring a diverse workforce representative of the communities we hire in. [REDACTED]

[REDACTED] We strongly focus on attracting, developing, and retaining women and other underrepresented minorities.

We provide many opportunities to help our employees develop and improve their skill sets. [REDACTED]

One of our goals is to bring employees onboard and help them grow within our organization by providing the opportunities above and helping them advance in the organization. For example, our internship and co-op roles often turn into full-time opportunities for these employees. We





SECTION C.2 - PROJECTED REVENUE



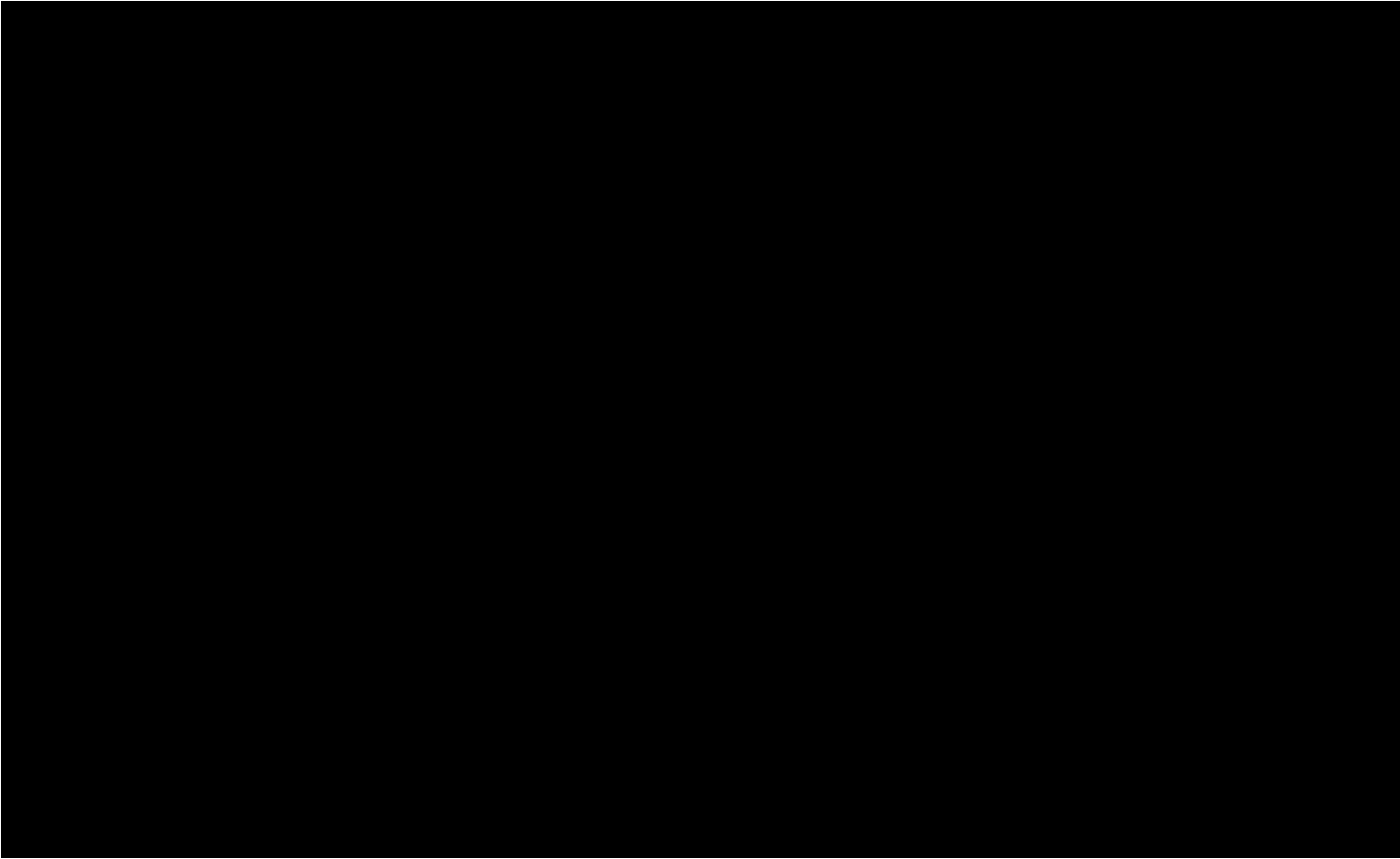
C.2-a

SECTION C.2 - PROJECTED REVENUE

Provide studies and projections for gross sports wagering revenue for each of the first five years of wagering operations on a best, average, and worst, case basis. The studies and information provided should include:

- a. **Projected figures for sports wagering revenue and methodology used to arrive at these projections¹³**
- b. Projected figures for any non-sports wagering revenue and methodology used to arrive at these projections
- c. Projected figures for all tax revenue to the Commonwealth and methodology used to arrive at these projections
- d. Profitability of sports wagering operation (in-person & mobile) in other jurisdictions where the applicant is licensed
- e. History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – includes documentation outlining the applicant’s record of success or failure in meeting the performance objectives
- f. Description of methods to ensure that revenues are maximized within the Commonwealth
- g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons

¹³ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the revenue content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



[Redacted text block consisting of multiple lines of blacked-out content]



C.2-b

SECTION C.2 - PROJECTED REVENUE

Provide studies and projections for gross sports wagering revenue for each of the first five years of wagering operations on a best, average, and worst, case basis. The studies and information provided should include:

- a. Projected figures for sports wagering revenue and methodology used to arrive at these projections
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- c. Projected figures for all tax revenue to the Commonwealth and methodology used to arrive at these projections
- d. Profitability of sports wagering operation (in-person & mobile) in other jurisdictions where the applicant is licensed
- e. History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – includes documentation outlining the applicant’s record of success or failure in meeting the performance objectives
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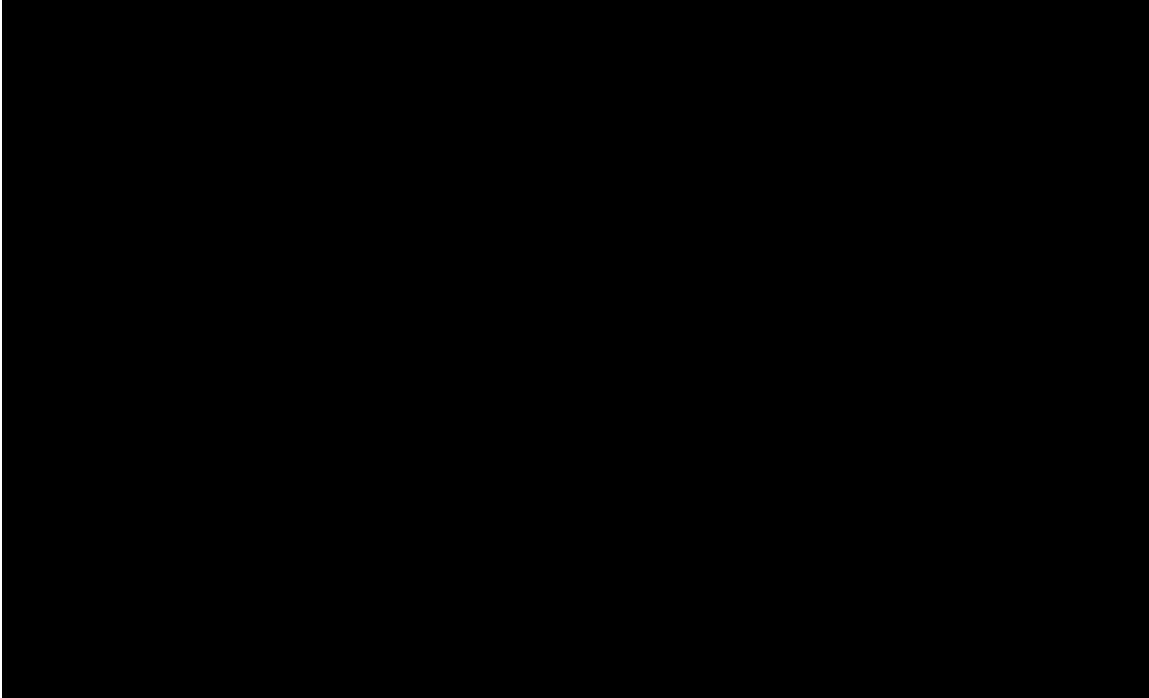
DraftKings anticipates the following non-sports wagering revenue to be generated [REDACTED]

[REDACTED]

[REDACTED]



C.2-b Non-SW Revenue





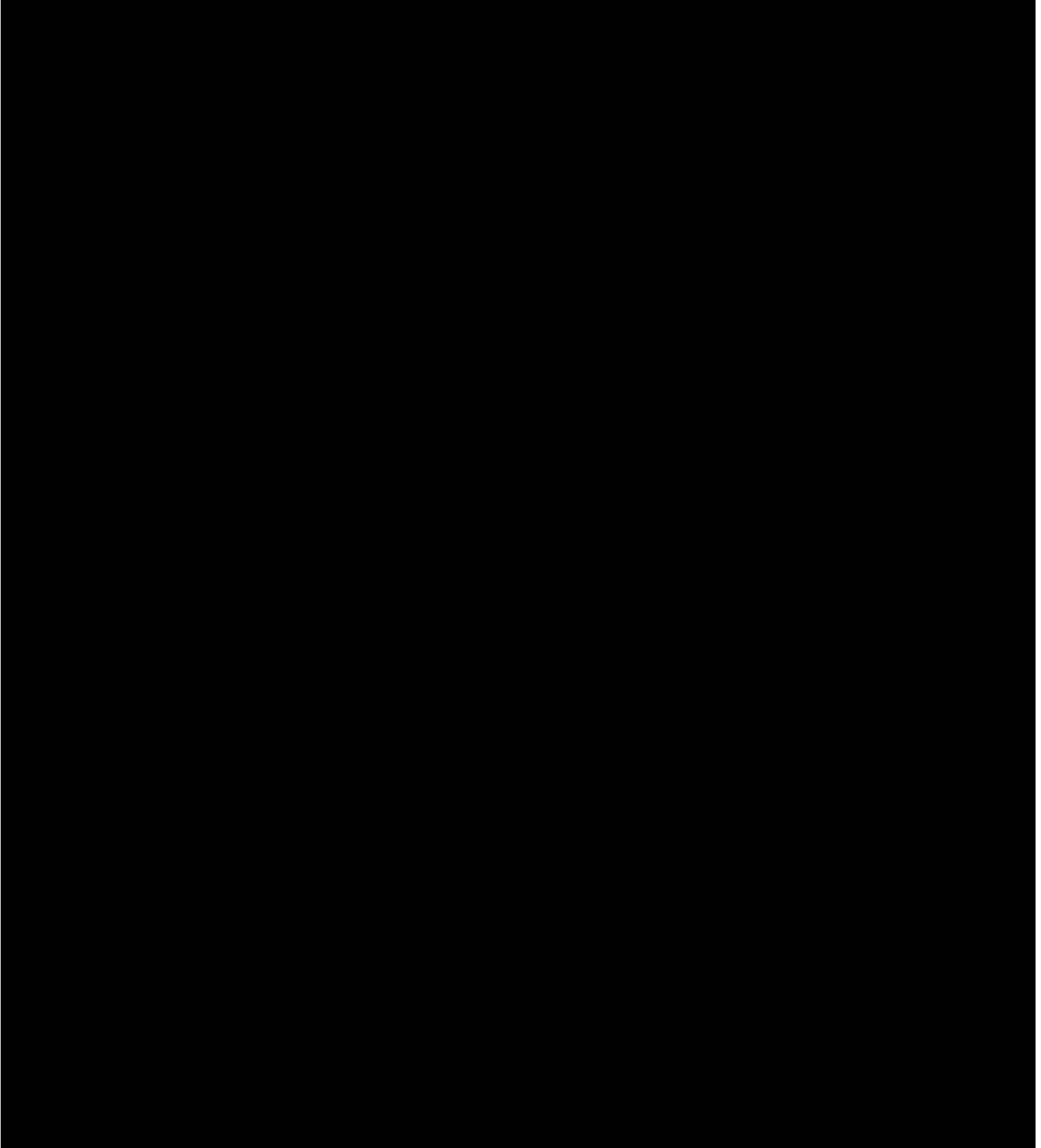
C.2-c

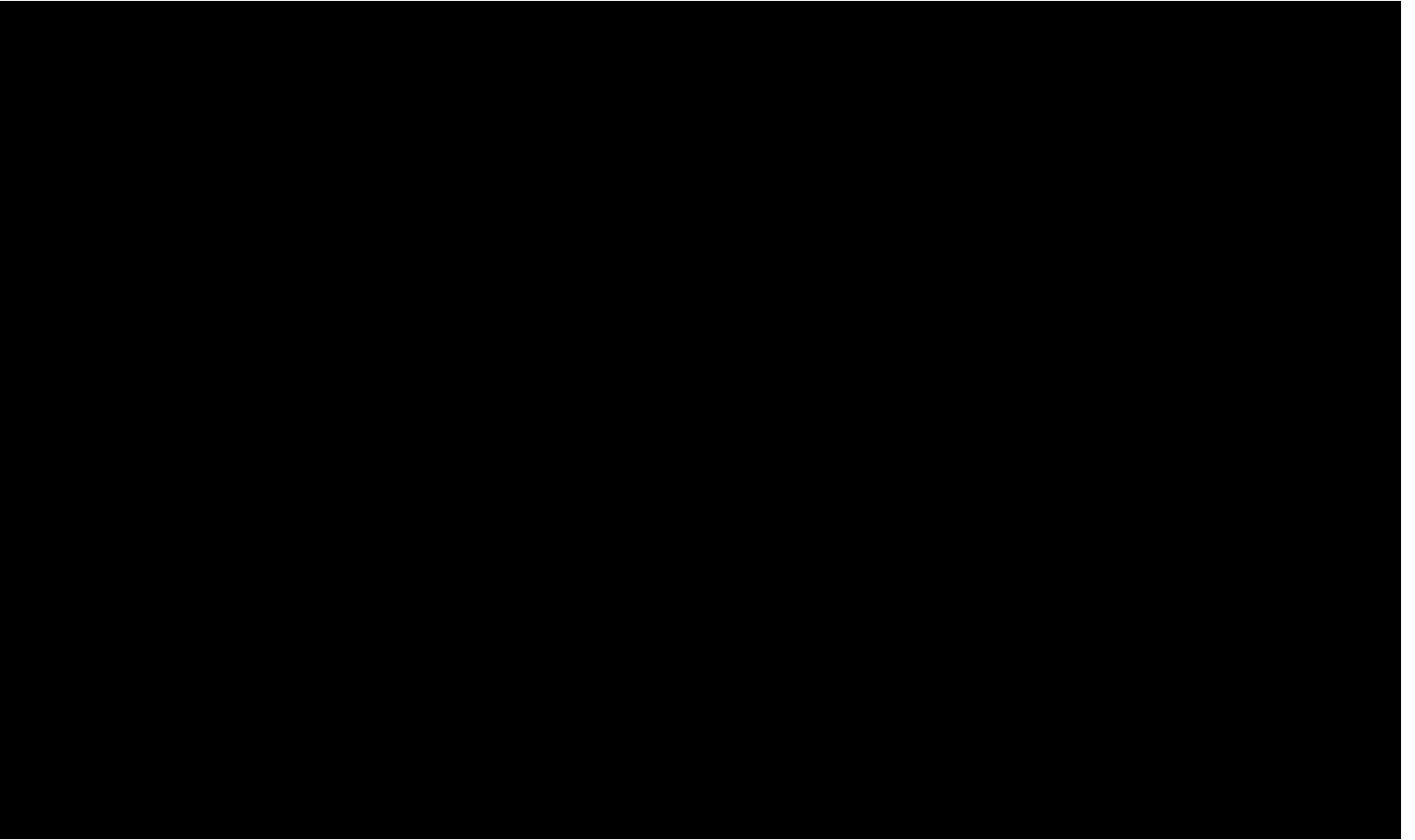
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- b. Projected figures for any non-sports wagering revenue and methodology used to arrive at these projections
- c. **Projected figures for all tax revenue to the Commonwealth and methodology used to arrive at these projections¹⁴**
- d. Profitability of sports wagering operation (in-person & mobile) in other jurisdictions where the applicant is licensed
- e. History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – includes documentation outlining the applicant’s record of success or failure in meeting the performance objectives
- f. Description of methods to ensure that revenues are maximized within the Commonwealth
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¹⁴ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the revenue projections in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.







C.2-d

SECTION C.2 - PROJECTED REVENUE

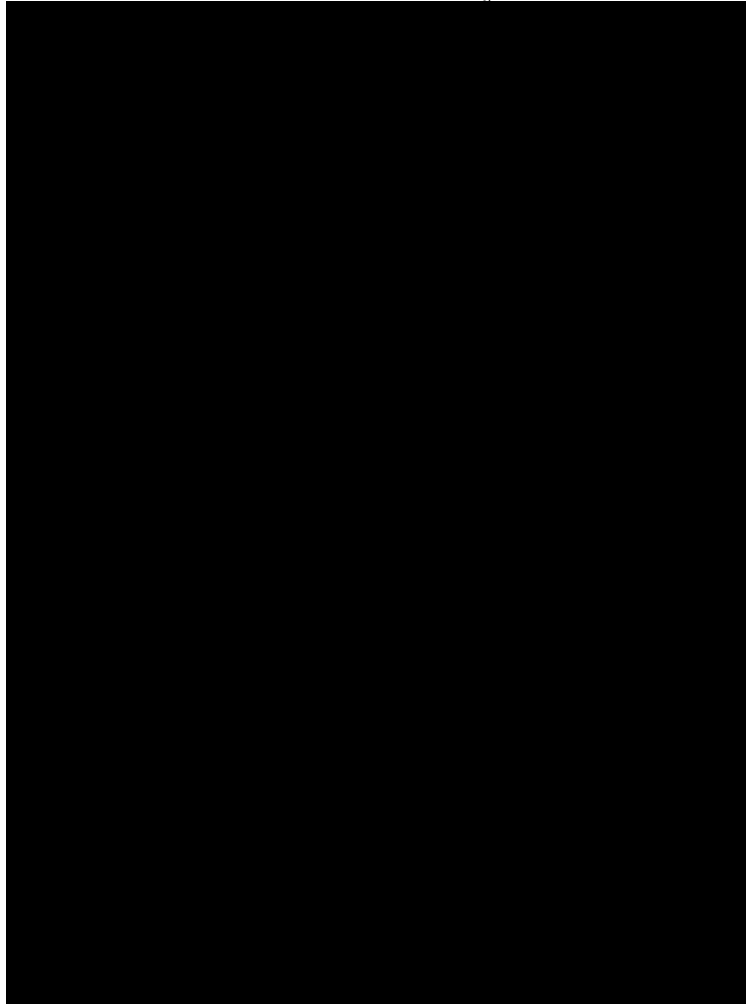
Provide studies and projections for gross sports wagering revenue for each of the first five years of wagering operations on a best, average, and worst, case basis. The studies and information provided should include:

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- f. Description of methods to ensure that revenues are maximized within the Commonwealth
- g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons

Please see the included PDF entitled [REDACTED]



C.2-d Profitability





C.2-e

SECTION C.2 - PROJECTED REVENUE

Provide studies and projections for gross sports wagering revenue for each of the first five years of wagering operations on a best, average, and worst, case basis. The studies and information provided should include:

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- d. Profitability of sports wagering operation (in-person & mobile) in other jurisdictions where the applicant is licensed
- e. **History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – includes documentation outlining the applicant’s record of success or failure in meeting the performance objectives¹⁵**
- f. Description of methods to ensure that revenues are maximized within the Commonwealth
- g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons

[REDACTED]

¹⁵ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.





C.2-f

SECTION C.2 - PROJECTED REVENUE

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- e. History of operating performance versus revenue projections for the last five years for other jurisdictions where the platform is licensed – includes documentation outlining the applicant’s record of success or failure in meeting the performance objectives
- f. Description of methods to ensure that revenues are maximized within the Commonwealth**
- g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons

Currently, Massachusetts residents have to drive upwards of an hour to engage with a legal sports betting product. We aim to create a product that caters to the convenience of players, allowing them to quickly and seamlessly place bets regardless of location. Simply turning on the ability for residents of the Commonwealth to place bets from the comfort and convenience of their homes will ensure that revenues are being maximized. Furthermore, we promise to continue to offer the same level of competitive betting markets as we do in all other jurisdictions, ensuring that Massachusetts revenues are maximized.



C.2-g

SECTION C.2 - PROJECTED REVENUE

Provide studies and projections for gross sports wagering revenue for each of the first five years of wagering operations on a best, average, and worst, case basis. The studies and information provided should include:

- a. Projected figures for sports wagering revenue and methodology used to arrive at these projections
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- c. Projected figures for all tax revenue to the Commonwealth and methodology used to arrive at these projections
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- f. Description of methods to ensure that revenues are maximized within the Commonwealth
- g. Description of plans to compete with other nearby jurisdictions and to market to Massachusetts patrons**

The economic potential for the Massachusetts market will be compared to neighboring states and promotional offers will be utilized in a manner that best positions DraftKings to succeed in the competitive market the Commonwealth is creating. [REDACTED]

[REDACTED]

[REDACTED]



SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS



C.3-a

SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction**
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-b

SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility**
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
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- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-c

SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
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- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-d

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures**
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-e

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.**
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-f

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events**
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-g

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained**
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-h

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)**
 - i. Number and location(s) of wagering kiosk(s)
 - j. Location and display format for all wagers, available to the public
 - k. Location of posting of house rules
 - l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-i

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
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- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
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- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)**
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-j

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public**
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-k

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

**Provide a thorough description of the location of the proposed sports wagering operation.
This should include the following:**

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules**
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.3-1

**SECTION C.3 - CONSTRUCTION – GAMING ESTABLISHMENTS
(for Category 1 Applicants Only)**

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. A detailed timeline of construction
- b. Proposed location within the gaming establishment, including plans for the construction of a new section within the gaming floor and/or any potential additions to the facility
- c. Approximate square footage of the sports wagering area
- d. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- e. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- f. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering related events
- g. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- h. Number and location(s) of ticket window(s)
- i. Number and location(s) of wagering kiosk(s)
- j. Location and display format for all wagers, available to the public
- k. Location of posting of house rules
- l. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons**

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY



C.4-a

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. **Location of proposed sports wagering operation (address)**
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- f. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
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- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-b

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction**
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- f. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
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- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-c

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility**
- d. Approximate square footage of the sports wagering area
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
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- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-d

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area**
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- f. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- g. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering-related events
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- i. Number and location(s) of ticket window(s)
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- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-e

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
- e. **Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures**
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- k. Location and display format for all wagers, available to the public
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- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-f

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
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- g. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering-related events
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Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-g

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
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Capital Investment

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Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-h

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
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- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

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- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-i

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- f. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- g. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering-related events
- h. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- i. Number and location(s) of ticket window(s)**
- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-j

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY (Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
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- g. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering-related events
- h. Accessibility of patrons to the proposed sports wagering area, including all means of entry and exit, including handicapped access, and the volume of traffic that can be sustained
- i. Number and location(s) of ticket window(s)
- j. Number and location(s) of wagering kiosk(s)**
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-k

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
- d. Approximate square footage of the sports wagering area
- e. Secure location for storing funds issued by a cage, to be used in the operation, including all security measures and procedures
- f. Proposed security and surveillance of the sports wagering area and operation and how the applicant intends to prevent wagering by prohibited persons, including underage persons, problem gamblers, employees, etc.
- g. Reasonable measures the applicant will take to ensure the safety and security of all employees and patrons of any sports wagering-related events
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- i. Number and location(s) of ticket window(s)
- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public**
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-1

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
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- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
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- i. Number and location(s) of ticket window(s)
- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules**
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-m

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
- c. Proposed location of sports wagering area within the facility, including plans for the construction of a new section and/or any potential additions to the facility
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- j. Number and location(s) of wagering kiosk(s)
- k. Location and display format for all wagers, available to the public
- l. Location of posting of house rules
- m. If applicable – description regarding any proposal of providing food, beverages, and other concessions to patrons**

Capital Investment

In accordance with G.L. c.23N, §3, Category 2 licensees shall make a capital investment of not less than \$7,500,000.00 within 3 years after receiving a sports wagering license, which the applicant must agree to expend.

Please provide a thorough description, including the following:

- n. How the applicant proposes to realize the required capital investment



- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-n

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

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- k. Location and display format for all wagers, available to the public
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Capital Investment

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- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-o

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY
(Category 2 Applicants Only)

Provide a thorough description of the location of the proposed sports wagering operation. This should include the following:

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- b. A detailed timeline of construction
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Capital Investment

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- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-p

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY (Category 2 Applicants Only)

**Provide a thorough description of the location of the proposed sports wagering operation.
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Capital Investment

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- o. The financial commitments and guarantees the applicant is prepared to provide the Commission
- p. **How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion**
- q. Any mitigation measures the applicant will take to reduce any impact on the local community

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



C.4-q

SECTION C.4 - CONSTRUCTION – LIVE HORSE RACING/SIMULCASTING FACILITY (Category 2 Applicants Only)

**Provide a thorough description of the location of the proposed sports wagering operation.
This should include the following:**

- a. Location of proposed sports wagering operation (address)
- b. A detailed timeline of construction
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- p. How the applicant will ensure that the project is completed, the license conditions are fulfilled, and sufficient working capital is available to allow operation in the promised fashion
- q. **Any mitigation measures the applicant will take to reduce any impact on the local community**

Crown MA Gaming LLC is applying for a Category 3 Sports Wagering Operator License and this question is not applicable.



SECTION C.5 - COMMUNITY ENGAGEMENT



C.5-a

SECTION C.5 - COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

- a. **Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership**
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales
- c. Promoting local businesses, including restaurants, hotels, and retail outlets
- d. Cross-marketing with live entertainment venues and/or attractions
- e. Supporting any community enhancements being incorporated at the local level
- f. Highlighting unique business and marketing strategies to draw new revenues from new customers

DraftKings is unique among all applicants in that it is a homegrown Massachusetts company already playing an active role within the Commonwealth's business, charitable, civic, economic and innovation sectors, among others. Founded in the spare bedroom of co-founder Paul Liberman's Watertown home, DraftKings currently employs [REDACTED] between its global headquarters, located in Boston's Back Bay, and an additional office near South Station. DraftKings' employees live in over 100 communities throughout the Commonwealth, touching every corner and region of the state.

DraftKings has over [REDACTED] active vendors which include marketing affiliates, suppliers, and contractors in the state of Massachusetts which have a direct impact on the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership. Some of the notable vendors in 2022 YTD which had contributions greater than [REDACTED] are included in this list below:





C.5-b

SECTION C.5 - COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

- a. Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales**
- c. Promoting local businesses, including restaurants, hotels, and retail outlets
- d. Cross-marketing with live entertainment venues and/or attractions
- e. Supporting any community enhancements being incorporated at the local level
- f. Highlighting unique business and marketing strategies to draw new revenues from new customers

With more than [REDACTED] Massachusetts-based employees, DraftKings has a compelling interest in the ongoing success of the Massachusetts State Lottery—it provides essential funding to the communities our employees and their families call home.

DraftKings is one of the only operators with extensive experience in the United States partnering with a State run lottery. DraftKings currently partners with both the New Hampshire Lottery and Oregon Lottery to offer sports betting in those states. [REDACTED]

[REDACTED]

[REDACTED]



C.5-c

SECTION C.5 - COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

- a. Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales
- c. Promoting local businesses, including restaurants, hotels, and retail outlets**
- d. Cross-marketing with live entertainment venues and/or attractions
- e. Supporting any community enhancements being incorporated at the local level
- f. Highlighting unique business and marketing strategies to draw new revenues from new customers

With the DraftKings headquarters in Boston’s historic Back Bay, it serves as an economic engine for the metro area. Each day, hundreds of employees are making use of public transportation, paying tolls and filling parking garages to make their way to the centrally located office. Once at the office, employees patronize cafes, restaurants and bars throughout the day and night. With operations running seven days a week, this is a daily economic benefit. Additionally, visiting vendors, contractors and employees will often travel to Boston for meetings and other company events, staying locally, shopping locally and driving tourism dollars to signature Boston attractions.

[REDACTED]



[Redacted text block consisting of five horizontal black bars]



C.5-d

SECTION C.5 - COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

- a. Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales
- c. Promoting local businesses, including restaurants, hotels, and retail outlets
- d. Cross-marketing with live entertainment venues and/or attractions**
- e. Supporting any community enhancements being incorporated at the local level
- f. Highlighting unique business and marketing strategies to draw new revenues from new customers

DraftKings will be leveraging local sports and entertainment venues within the Commonwealth to provide our player development hosts with the opportunity to build relationships with our customers in a face to face manner. This will be accomplished through a variety of mechanisms, including suite hosting at Boston-area sporting events as well as [REDACTED]

[REDACTED]



C.5-e

SECTION C.5 - COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

- a. Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales
- c. Promoting local businesses, including restaurants, hotels, and retail outlets
- d. Cross-marketing with live entertainment venues and/or attractions
- e. Supporting any community enhancements being incorporated at the local level**
- f. Highlighting unique business and marketing strategies to draw new revenues from new customers

[Redacted text block]

- [Redacted bullet point]
- [Redacted bullet point]
- [Redacted bullet point]

[Redacted text block]



[Redacted text block]

[Redacted section header]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]



[Redacted text block]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]

- [Redacted list item]



C.5-f

SECTION C.5 - COMMUNITY ENGAGEMENT

Provide a thorough description of how the Applicant will contribute to economic & business development, tourism & community relations, and the promotion of charitable causes in the Commonwealth. Including:

- a. Creating partnerships for any community, economic development, and tourism opportunities with local or regional entities including but not limited to the Massachusetts Office of Business Development, Chambers of Commerce, Regional Tourism Councils, and the Massachusetts Marketing Partnership
- b. Plans, measures, and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies and increasing ticket sales
- c. Promoting local businesses, including restaurants, hotels, and retail outlets
- d. Cross-marketing with live entertainment venues and/or attractions
- e. Supporting any community enhancements being incorporated at the local level
- f. **Highlighting unique business and marketing strategies to draw new revenues from new customers¹⁶**

DraftKings expects to expand its involvement in the Commonwealth's charitable and civic space in the years to come. In early 2023, DraftKings intends to announce a new multi-year partnership with one of Massachusetts' most iconic charitable organizations, ensuring one of the organization's most important fundraising events can continue uninterrupted following the departure of its previous, longtime sponsor.

[REDACTED]

¹⁶ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content pertaining to future partnerships in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



**SECTION D:
DIVERSITY, EQUITY, & INCLUSION**



SECTION D.1 - DIVERSITY, EQUITY, & INCLUSION – WORKFORCE



D.1-a

SECTION D.1 - DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

Provide a thorough description of the applicant’s willingness to foster racial, ethnic, and gender diversity, equity, and inclusion, within their workforce, both at the corporate level and the proposed entity within the Commonwealth. The information must include:

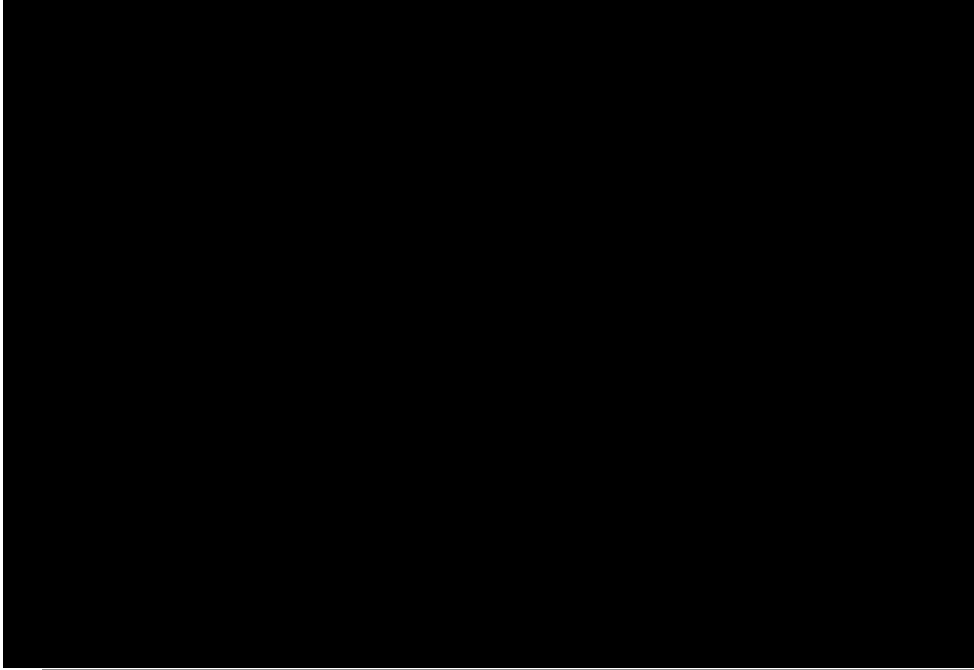
- a. Applicant’s current diversity, equity, and inclusion team – please include the name and title of those individuals currently identified as part of the diversity, equity, and inclusion staff/team, as well as a copy of their location on the applicant’s organizational chart**
- b. Applicant’s workforce diversity, equity, and inclusion policy
- c. Workforce demographics, demonstrating the applicant’s current workforce diversity
- d. Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans
- e. Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives

[REDACTED]

Please see the included PDF entitled [REDACTED]



D.1-a DE&I TEAM





D.1-b

SECTION D.1 - DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

Provide a thorough description of the applicant’s willingness to foster racial, ethnic, and gender diversity, equity, and inclusion, within their workforce, both at the corporate level and the proposed entity within the Commonwealth. The information must include:

- a. Applicant’s current diversity, equity, and inclusion team – please include the name and title of those individuals currently identified as part of the diversity, equity, and inclusion staff/team, as well as a copy of their location on the applicant’s organizational chart
- b. Applicant’s workforce diversity, equity, and inclusion policy**
- c. Workforce demographics, demonstrating the applicant’s current workforce diversity
- d. Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans
- e. Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives

Equal Employment Opportunity

In order to provide fair and equal employment and advancement opportunities to all individuals, DraftKings bases employment decisions on merit, qualifications, and abilities. We do not discriminate in employment opportunities or practices on the basis of race, color, religion, gender, national origin, age, disability, gender identity, or any other characteristic protected by law. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

We are committed to complying fully with the Americans with Disabilities Act (ADA) and applicable state and local disability laws by ensuring equal opportunity in employment for qualified persons with disabilities. We will make reasonable accommodations for qualified individuals with disabilities unless doing so would result in an undue hardship for the company. We are committed to taking all other actions necessary to ensure equal employment opportunity for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local laws. Requests for accommodations should be directed to Human Resources.

Under Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), it is illegal to discriminate against employees or applicants because of genetic information. Title II of GINA prohibits the use of genetic information in making employment decisions, restricts acquisition of



genetic information by employers and other entities covered by Title II, and strictly limits the disclosure of genetic information.

We encourage any employees with questions or concerns about any type of discrimination in the workplace to bring these issues to the attention of their manager or Human Resources Business Partner (“HR Business Partner”).

Employees can raise concerns and make reports without fear of retaliation. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Diversity and Inclusion Policy

DraftKings is committed to creating and fostering a culture of diversity and inclusion.

We embrace and encourage our employees’ differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

DraftKings’ diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All employees of DraftKings have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.





[Redacted text]

[Redacted text]

[Redacted text]



D.1-c

SECTION D.1 - DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

Provide a thorough description of the applicant’s willingness to foster racial, ethnic, and gender diversity, equity, and inclusion, within their workforce, both at the corporate level and the proposed entity within the Commonwealth. The information must include:

- a. Applicant’s current diversity, equity, and inclusion team – please include the name and title of those individuals currently identified as part of the diversity, equity, and inclusion staff/team, as well as a copy of their location on the applicant’s organizational chart
- b. Applicant’s workforce diversity, equity, and inclusion policy
- c. Workforce demographics, demonstrating the applicant’s current workforce diversity
- d. **Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans¹⁷**
- e. Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives

[REDACTED]

DraftKings believes that role modeling is an extremely important step to challenging any bias: seeing is believing. We proudly appointed our long-time risk and compliance leader, Jennifer Aguiar, as Chief Compliance Officer, an executive level position reporting directly to our CEO and co-founder, Jason Robins. Stephanie Sherman was appointed Chief Marketing Officer of DraftKings in February 2022. Previously, Sherman served as SVP of Marketing at DraftKings and was one of the company’s first 15 employees, joining in 2013. Jason Park has served as Chief Financial Officer of DraftKings since joining the company in 2019.

Role models do not just appear, they are supported and developed along their path to leadership, which is why DraftKings partners with The Leadership Consortium through Harvard Business for Executive Readiness, and Sylvia Ann Hewlet, author of The Sponsorship Effect, for formal

¹⁷ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



sponsorship of underrepresented talent. These investments help to create opportunities for current employees to organically develop as subject matter experts and senior leaders, to become the next generation of role models in our industry.



D.1-d

SECTION D.1 - DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

Provide a thorough description of the applicant’s willingness to foster racial, ethnic, and gender diversity, equity, and inclusion, within their workforce, both at the corporate level and the proposed entity within the Commonwealth. The information must include:

- a. Applicant’s current diversity, equity, and inclusion team – please include the name and title of those individuals currently identified as part of the diversity, equity, and inclusion staff/team, as well as a copy of their location on the applicant’s organizational chart
- b. Applicant’s workforce diversity, equity, and inclusion policy
- c. Workforce demographics, demonstrating the applicant’s current workforce diversity
- d. Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans**
- e. Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives

[Redacted content]

[Redacted content]





D.1-e

SECTION D.1 - DIVERSITY, EQUITY, & INCLUSION – WORKFORCE

Provide a thorough description of the applicant’s willingness to foster racial, ethnic, and gender diversity, equity, and inclusion, within their workforce, both at the corporate level and the proposed entity within the Commonwealth. The information must include:

- a. Applicant’s current diversity, equity, and inclusion team – please include the name and title of those individuals currently identified as part of the diversity, equity, and inclusion staff/team, as well as a copy of their location on the applicant’s organizational chart
- b. Applicant’s workforce diversity, equity, and inclusion policy
- c. Workforce demographics, demonstrating the applicant’s current workforce diversity
- d. Efforts to be made to cultivate workforce diversity, equity, and inclusion by identifying, recruiting, and hiring minorities, women, persons with disabilities, and veterans
- e. **Memberships and/or intentions for joining any local, regional, state, and/or national organizations committed to the development and promotion of diversity, equity, and inclusion initiatives**

DraftKings is currently or has recently been involved in, or financially supportive of, the following organizations focused on diversity, equity, and inclusion initiatives in Massachusetts and/or nationally, including:

1. **American Veterans for Equal Rights-** the oldest Lesbian, Gay, Bisexual and Transgender Veterans Service Organization in the United States
2. **Amplify Latinx-** convenes, connects, and educates the Amplify Latinx network on issue priorities and policies that are impacting the Latinx community
3. **Association of Latino Professionals for America (ALPFA)-** empower and develop Latino men and women as leaders of character for the nation, in every sector of the global economy
4. **BAMS Fest-** cultural movement led by Greater Boston Black and Brown artists, culture makers and creative entrepreneurs who are on the front lines of racial equity, spatial justice, and economic empowerment.
5. **Boston While Black-** membership network for Black professionals, entrepreneurs, and students who are seeking connection and community.
6. **Greater Boston PFLAG-** mission is to advocate for and advance equity and societal affirmation of LGBTQ people by building and strengthening loving families, safe communities, and a diverse and inclusive society.



7. **Kura Labs-** online academy that provides free training and job placement in Cloud Infrastructure Engineering, DevOps, and SRE at leading tech companies for aspiring engineers from underserved communities.
8. **MA LGBT Chamber-** membership includes hundreds of LGBT-owned businesses and some of MA's largest companies, including DraftKings
9. **NAACP-** America's oldest and largest civil rights organization
10. **Out In Tech-** world's largest non-profit community of LGBTQ+ tech leaders
11. **Resilient Coders-** training people of color for high growth careers as software engineers, and connecting them with jobs
12. **Women Who Code-** global non-profit with a set of programs for engineers to reach the careers they want
13. **Women in Sports & Entertainment (WISE)-** mission is to empower women in the business of sports with the tools to reach their career goals



SECTION D.2 - DIVERSITY, EQUITY, & INCLUSION - SUPPLIER SPEND



D.2

SECTION D.2 - DIVERSITY, EQUITY, & INCLUSION - SUPPLIER SPEND

Provide a thorough description of the Applicant's overall and specific goals, applicable to the total dollar amount of contracts, for the utilization of:

- a. Minority-owned business enterprises
- b. Women-owned business enterprises
- c. Veteran-owned business enterprises

Please include how each of these enterprise groups will participate as:

- Contractors in the design and/or building of the sports wagering platform
- Vendors in the execution, maintenance, and/or support of the sports wagering platform
- Vendors in the provision of goods and services

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]



D.2-a

SECTION D.2 - DIVERSITY, EQUITY, & INCLUSION - SUPPLIER SPEND

Provide a thorough description of the Applicant's overall and specific goals, applicable to the total dollar amount of contracts, for the utilization of:

- a. Minority-owned business enterprises**
- b. Women-owned business enterprises
- c. Veteran-owned business enterprises

Please include how each of these enterprise groups will participate as:

- Contractors in the design and/or building of the sports wagering platform
- Vendors in the execution, maintenance, and/or support of the sports wagering platform
- Vendors in the provision of goods and services

Below are some of the minority-owned businesses that DraftKings has worked with during 2022 that integrate sports, tech, leadership, culture, and belonging.

[Redacted text block]

[Redacted text block]

[Redacted text block]



[Redacted text block]

[Redacted text block]

[Redacted text block]



D.2-b

SECTION D.2 - DIVERSITY, EQUITY, & INCLUSION - SUPPLIER SPEND

Provide a thorough description of the Applicant's overall and specific goals, applicable to the total dollar amount of contracts, for the utilization of:

- a. Minority-owned business enterprises
- b. Women-owned business enterprises**
- c. Veteran-owned business enterprises

Please include how each of these enterprise groups will participate as:

- Contractors in the design and/or building of the sports wagering platform
- Vendors in the execution, maintenance, and/or support of the sports wagering platform
- Vendors in the provision of goods and services

There's a disparity of women in sports and women in tech; DraftKings has invested in partnerships with the following women-owned businesses in order to support the company's goals and grow its diverse applicant pool.

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]



D.2-c

SECTION D.2 - DIVERSITY, EQUITY, & INCLUSION - SUPPLIER SPEND

Provide a thorough description of the Applicant's overall and specific goals, applicable to the total dollar amount of contracts, for the utilization of:

- a. Minority-owned business enterprises
- b. Women-owned business enterprises
- c. **Veteran-owned business enterprises**

Please include how each of these enterprise groups will participate as:

- Contractors in the design and/or building of the sports wagering platform
- Vendors in the execution, maintenance, and/or support of the sports wagering platform
- Vendors in the provision of goods and services

DraftKings utilizes Viqtory to increase the visibility of open opportunities to the veteran and military community. Viqtory is a veteran-owned business that assists with recruitment. The use of Viqtory helps us strive toward the mission of achieving parity across the organization in every experience, including recruiting and career progression, and maintaining a truly open and inclusive culture for everyone.

DraftKings is also the only U.S. based operator contributing to Kindbridge Research Institute (KRI) for a new research program to study the nexus of veterans and responsible gaming, with the ultimate goal of advancing evidence-based research in this area and improving the lives of impacted veterans. As a direct result of the multi-year financial commitment from DraftKings, KRI was able to launch the 50x4Vets program; a program dedicated to providing a long-term solution to the under researched issue of problem gaming among veterans using a three pronged approach. DraftKings has most recently made financial commitments to its Military Research Associate Program (MRAP). MRAP works to ease veteran's transition from service to civilian life through advanced training and research in public mental health. The curriculum for this resource group is created with the help of KRI.

In honor of Veterans Day 2021, DraftKings announced its partnership with Tillman Foundation, which carries on Pat Tillman's legacy by giving military service members, veterans and spouses the educational tools and community support to reach their fullest potential as leaders.

Throughout the multi-year collaboration between DraftKings and the Pat Tillman Foundation,



SECTION D.3 - DIVERSITY, EQUITY, & INCLUSION – CORPORATE STRUCTURE



D.3-a

SECTION D.3 - DIVERSITY, EQUITY, & INCLUSION – CORPORATE STRUCTURE

Provide a thorough description of the Applicant’s commitment to diversity, equity, and inclusion initiatives in the Commonwealth. This should include:

- a. The makeup of the Applicant’s ownership, leadership, and governance structure, – including minorities, women, and veterans in positions of leadership throughout the corporate structure**
- b. How the Applicant intends to create joint ventures with corporate partners and/or partnerships with local or regional entities, including but not limited to programs, non-profit organizations, and agencies, dedicated to establishing a welcoming and inclusive experience for all patrons, users, and employees in the Commonwealth

DraftKings made two significant additions to the Company’s Board of Directors through the appointment of Jocelyn Moore and Valerie Mosley, joining Marni M. Walden as female directors, and minority members. Additionally, DraftKings added Gisele Bündchen as Special Advisor to the CEO and Board of Directors and Michael Jordan as a Special Advisor to the Board of Directors.

Jocelyn Moore serves on the following committees:

1. Compliance - Member
2. Transaction - Member
3. Nominating and Corporate Governance - Member

Valerie Mosley serves on the following committees:

1. Audit - Member
2. Nominating and Corporate Governance - Member

Marni Walden serves on the following committees:

1. Compliance - Chair
2. Nominating and Corporate Governance - Chair
3. Transaction - Member

At the corporate level, Jennifer Aguiar serves as Chief Compliance Officer; Jason Park serves as Chief Financial Officer; and Stephanie Sherman serves as Chief Marketing officer. We understand the significance of diverse career role models and mentors for our employees and



actively create spaces and opportunities for employees to engage in direct lines of communication as a way to drive value from all women+ and other female identifying leaders at DraftKings. Challenging race and gender bias also means challenging the idea that race and gender are fixed binaries, which is why DraftKings has also expanded Gender Affirmation benefits to include enhanced medical and wellness accommodations and continue demonstrating our investment in reducing barriers of bias through action. We know that challenging bias takes time and investment with both a top down and bottom up approach, just like advancing a career.



D.3-b

SECTION D.3 - DIVERSITY, EQUITY, & INCLUSION – CORPORATE STRUCTURE

Provide a thorough description of the Applicant’s commitment to diversity, equity, and inclusion initiatives in the Commonwealth. This should include:

- a. The makeup of the Applicant’s ownership, leadership, and governance structure, – including minorities, women, and veterans in positions of leadership throughout the corporate structure
- b. How the Applicant intends to create joint ventures with corporate partners and/or partnerships with local or regional entities, including but not limited to programs, non-profit organizations, and agencies, dedicated to establishing a welcoming and inclusive experience for all patrons, users, and employees in the Commonwealth**

By virtue of our homegrown roots and existing presence in Massachusetts, DraftKings has on-going efforts with various local and regional organizations and entities dedicated to establishing a welcoming and inclusive experience for all patrons, users and employees in the Commonwealth.

DraftKings has developed a strong relationship with Boston While Black (BWB), a membership network for Black professionals, entrepreneurs, and students who are seeking connection and community. BWB’s goal is creating a community where Black people can find each other, network, discover what Boston and the region has to offer and have fun. In addition to its ongoing support, DraftKings was also a lead sponsor of BWB’s major annual event, the BWB Family Reunion, a day-long celebration of Black experiences, community and culture. The importance of BWB’s mission and its impact on establishing a welcoming and inclusive experience is reflected in the organizations that joined with DraftKings to support the event: Massachusetts Convention Center Authority, Greater Boston Chamber of Commerce, and the Greater Boston Convention & Visitors Bureau.

As a company with a significant presence in and commitment to downtown Boston, DraftKings supported Boston Together Again, an initiative to bring business and vibrancy back to downtown championed by Mayor Michelle Wu and the Mayor’s Office of Economic Opportunity and Inclusion. DraftKings was the lead sponsor of the Wellness Series in Copley Square, offering free yoga, spin and bootcamp classes taught by a diverse group of instructors to residents and downtown employees.



**SECTION E:
RESPONSIBLE GAMING**



SECTION E.1 - RESPONSIBLE GAMING POLICIES



E.1-a

SECTION E.1 - RESPONSIBLE GAMING POLICIES

Referencing the following documents:

- MGC Responsible Gaming Framework
- Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice
- GameSense Logic Model
- Responsible Gaming Considerations for Gambling Advertising

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions
- f. Engage the community
- g. Commitment to improvement and reporting

Alongside providing best-in-class betting experiences, DraftKings' top priority is to ensure the delivery of a safe and responsible gaming platform, which has been achieved through RG becoming an integral part of our company infrastructure. Our Responsible Gaming program takes a systems-based public health approach to all of our efforts, involving internal stakeholders across all functions of DraftKings and external stakeholders in partnerships, outreach and funding commitments.

DraftKings adopts these fundamental RG principles across all areas of the business.

- Protection of players at greater risk of developing gambling problems
- Provision of resources that help manage safe, fun, and entertaining play
- Prevention of underage gambling
- Ensuring responsible marketing
- Provision of safety measures against criminal activity
- Ensuring online privacy protection
- Provision of a secure online environment



- Ensuring all business practices encourage adherence to RG principles

These principles provide the foundation of DraftKings' customer and public-facing communications across multiple channels.

In addition to the above principles, our Responsible Gaming Program operates with five key pillars and associated goals:

- **Training & Education:** Enhance best-in-class Responsible Gaming training and awareness programming to educate our workforce and player base
- **External Engagements & Research:** Leverage affiliate relationships to enhance the DK brand and advance the knowledge base by supporting evidence-based research
- **Marketing & Advertising:** Position DK as a leader in Responsible Gaming through targeted player messaging and advertising
- **Platform Tools & Resources:** Provide the most robust offering of Responsible Gaming tools and resources to our players
- **Detection & Intervention:** Progress from manual-only Responsible Gaming process to a proactive and predictive model

We view responsible gaming efforts as a shared commitment for increasing the awareness of the risks associated with gambling; creating and promoting environments that prevent and minimize gaming-related harm, and being responsive to community concerns around gaming.



E.1-b

SECTION E.1 - RESPONSIBLE GAMING POLICIES

Referencing the following documents:

- MGC Responsible Gaming Framework
- Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice
- GameSense Logic Model
- Responsible Gaming Considerations for Gambling Advertising

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

- a. Commitment to corporate social responsibility
- b. Support positive play**
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions
- f. Engage the community
- g. Commitment to improvement and reporting

At DraftKings, we view positive play as an important part of our responsible gaming strategy.

Traditionally, RG has been focused mostly on the small minority of high-risk players or those with gambling problems. We aim to destigmatize the common viewpoint of “responsible gaming” being associated with “problem gambling” through proactively promoting positive play and the utilization of our responsible gaming tools.

Areas that DraftKings actively works to promote positive play include:

- Promoting gaming literacy. We provide three education hubs on our DFS, sportsbook and igaming verticals, dedicated to increasing knowledge around how games work as well as odds of winning.
- Encouraging informed player choice. We encourage players to utilize our limit setting tools. Our “Practice Safe Bets” campaign (see Exhibit) invites players to be aware of their time and amount of money they plan, and can afford, to spend prior to wagering.
- Encouraging players to take breaks.



E.1-c

SECTION E.1 - RESPONSIBLE GAMING POLICIES

Referencing the following documents:

- **MGC Responsible Gaming Framework**
- **Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice**
- **GameSense Logic Model**
- **Responsible Gaming Considerations for Gambling Advertising**

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety**
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions
- f. Engage the community
- g. Commitment to improvement and reporting

The DraftKings Responsible Gaming program takes a systems-based public health approach, which takes into account that all internal and external stakeholders have pivotal connection points to enhance responsible gaming efforts. Our approach is based upon five core pillars:

- 1) Training and Education;
- 2) External Engagements & Research;
- 3) Marketing and Advertising;
- 4) Platform Tools & Resources; and
- 5) Detection & Intervention.





Player safety is guided by a stepped-care approach, which takes into account that players engaging safely with our products are encouraged to utilize our safer play resources (e.g., limit setting tools) and DraftKings player protection intervention increases upon identification upon at-risk or potentially problematic play.

[REDACTED]



E.1-d

SECTION E.1 - RESPONSIBLE GAMING POLICIES

Referencing the following documents:

- MGC Responsible Gaming Framework
- Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice
- GameSense Logic Model
- Responsible Gaming Considerations for Gambling Advertising

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing**
- e. Manage high-risk financial transactions
- f. Engage the community
- g. Commitment to improvement and reporting

DraftKings is committed to adhering to all principles in the American Gaming Association's Responsible Marketing Code for Sports Wagering (2021, November). In all promotional messaging, we: Include a responsible gaming message and a link to a site that provides information about responsible gaming and responsible gaming services; comply with the customer's request to not receive promotional material; ensure we do not market to media outlets that appeal primarily below the legal age for sports wagering, and; ensure we do not market at venues in which the most of the audience would be expected to be below the legal age for sports wagering, or on college / university campuses.

Our Responsible Gaming team regularly provides formal training and ad hoc consultation on responsible gaming marketing best practices. We continue to review and adhere to regulatory guidance as channels and practices evolve and expand.

In addition to responsible promotional advertising and marketing, DraftKings has continued to build a robust set of dedicated responsible gaming advertisements and marketing campaigns.



Some highlights are listed below, with examples that follow.

- Launched DraftKings' first 30-second dedicated RG television spot during 2021 Problem Gambling Awareness Month,
- Send all customers a dedicated RG message upon first deposit
- Provide quarterly dedicated RG CRM messaging to all DraftKings customers
- Share RG dedicated messaging weekly across multiple social channels including Twitter, Facebook and TikTok, with additional sends during Responsible Gaming Education Month and Problem Gambling Awareness Month.
- Launched the "Practice Safe Bets Campaign" during 2022 Responsible Gaming Education Month, sending across TV, social media, platform and radio channels.

Please see the included PDF entitled "E.1-d RG Advertising".



E.1-d RG Advertising

Platform and CRM

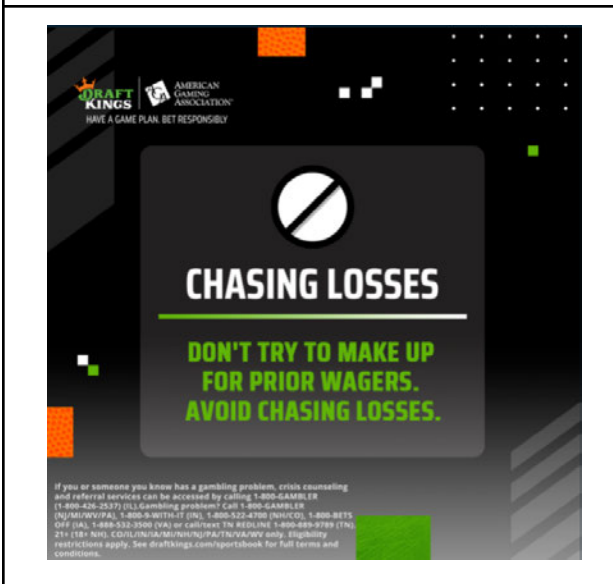
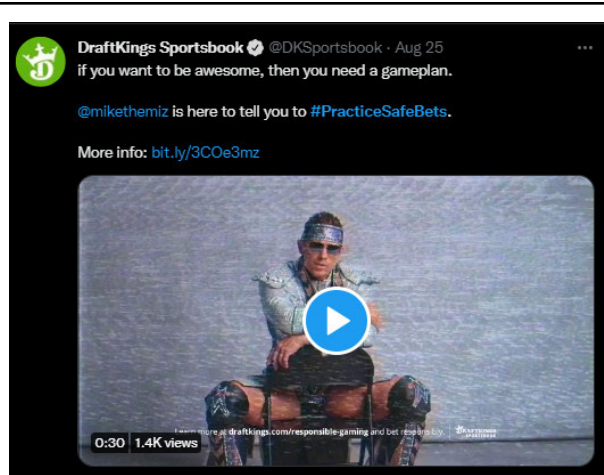
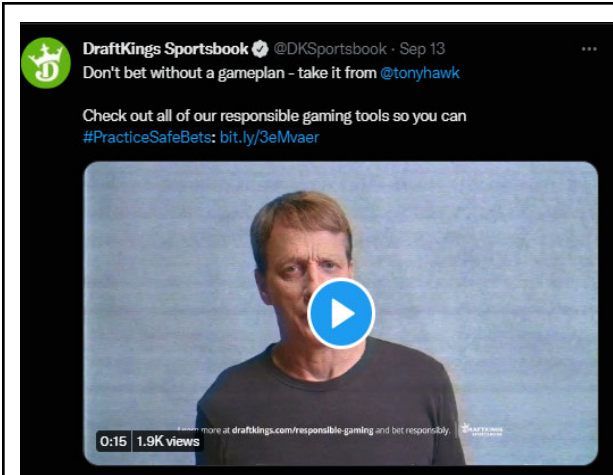
<p>HAVE A GAME PLAN. BET RESPONSIBLY. havegameplan.org</p> <h2>CHECK OUT OUR SAFER PLAY TOOLS!</h2> <p>Set time limits in your account settings to game responsibly.</p> <p>LEARN MORE</p> <p>Practice Safe Rets</p> <p>Gambling Problem? Call 877-8-HOPENY/text HOPENY (467369) (NY).</p> <p><small>If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537) (US) or 1-800-522-3344 (CANADA). 1-800-522-3344 (EUROPE). 888-789-7777 (text ccsg.org/chat ICT). 1-800-BETS OFF (IA) visit OPGF.org (OR), call/text TN REDLINE 1-800-889-9789 (TN), or 1-888-532-3500 (VA). 21+ (18+ NJ/NY). Physically present in AZ/CO/CT/IL/IN/MS/MI/PA/RI/SD/TX/WI/WV only. Void in ONT. Eligibility restrictions apply. See terms at draftkings.com/sportsbook or draftkings.com/casino.</small></p>	<p>HAVE A GAME PLAN. BET RESPONSIBLY. havegameplan.org</p> <h2>GET THE FACTS ON RESPONSIBLE GAMING TOOLS</h2> <ol style="list-style-type: none"> 1 It's great to set limits. 2 Our tools are easy to access. 3 You can cap deposit and wager amounts, max entry fees, and more! <p>LEARN MORE</p> <p>Practice Safe Rets</p> <p>Gambling Problem? Call 877-8-HOPENY/text HOPENY (467369) (NY).</p> <p><small>If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537) (US) or 1-800-522-3344 (CANADA). 1-800-522-3344 (EUROPE). 888-789-7777 (text ccsg.org/chat ICT). 1-800-BETS OFF (IA) visit OPGF.org (OR), call/text TN REDLINE 1-800-889-9789 (TN), or 1-888-532-3500 (VA). 21+ (18+ NJ/NY). Physically present in AZ/CO/CT/IL/IN/MS/MI/PA/RI/SD/TX/WI/WV only. Void in ONT. Eligibility restrictions apply. See terms at draftkings.com/sportsbook or draftkings.com/casino.</small></p>
<p>HAVE A GAME PLAN. BET RESPONSIBLY. havegameplan.org</p> <h2>COOL OFFS CAN BE REFRESHING</h2> <ol style="list-style-type: none"> 1 The Cool-Off feature can give you a short break. 2 It blocks you from your account for a custom time. 3 Set your cool-off period in your account settings. <p>LEARN MORE</p> <p>Practice Safe Rets</p> <p>Gambling Problem? Call 877-8-HOPENY/text HOPENY (467369) (NY).</p> <p><small>If you or someone you know has a gambling problem, crisis counseling and referral services can be accessed by calling 1-800-GAMBLER (1-800-426-2537) (US) or 1-800-522-3344 (CANADA). 1-800-522-3344 (EUROPE). 888-789-7777 (text ccsg.org/chat ICT). 1-800-BETS OFF (IA) visit OPGF.org (OR), call/text TN REDLINE 1-800-889-9789 (TN), or 1-888-532-3500 (VA). 21+ (18+ NJ/NY). Physically present in AZ/CO/CT/IL/IN/MS/MI/PA/RI/SD/TX/WI/WV only. Void in ONT. Eligibility restrictions apply. See terms at draftkings.com/sportsbook or draftkings.com/casino.</small></p>	<h2>RESPONSIBLE GAMING TIPS</h2> <p>At DraftKings, we believe that betting is more fun when it's for fun and we want it to stay that way. With this in mind, we try to ensure that all of our customers are betting responsibly.</p> <ol style="list-style-type: none"> 1. AVOID CHASING LOSSES and don't try to make up for prior wagers. 2. TAKE A BREAK for an amount of time that you feel is necessary. 3. SET A REALISTIC BUDGET and never play beyond your means. 4. EDUCATE YOURSELF and be knowledgeable about the wagers you're placing. <p>To access our responsible gaming website please click "LEARN MORE" below. Our responsible gaming page has tips and resources to ensure you can continue to enjoy our services responsibly.</p> <p>LEARN MORE</p>



Retail and Stadium



Social Media Assets





Platform (Braze pop) and Customer Email

DRAFT KINGS SPORTSBOOK

RESPONSIBLE GAMING TIPS

At DraftKings, we believe that betting is more fun when it's for fun and we want it to stay that way. With this in mind, we try to ensure that all of our customers are betting responsibly.

- 1. AVOID CHASING LOSSES** and don't try to make up for prior wagers.
- 2. TAKE A BREAK** for an amount of time that you feel is necessary.
- 3. SET A REALISTIC BUDGET** and never play beyond your means.
- 4. EDUCATE YOURSELF** and be knowledgeable about the wagers you're placing.

To access our responsible gaming website please click "Build My Bet" below. Our responsible gaming page has tips and resources to ensure you can continue to enjoy our services responsibly.

[LEARN MORE](#)

DRAFT KINGS

WE'RE GIVING OCHO CINCO AN ODDS BOOST

85+ TDs
SCORED 9/20-9/21

BET \$25
~~WIN \$12.50~~ **WIN \$37.50**
(MINUS \$25)

[CLAIM ODDS BOOST](#)

FOOTBALL PICK, CHECK OUT OUR 10-DAY SPECIAL

-WEEK 2 SPECIAL-
GET \$6 PER TOUCHDOWN

Place a \$50 Spread bet on either DEN or PIT and get \$6 for every TD they score!
Opt in on the Promos Page.

[CLAIM OFFER](#)

If you or someone you know has a gambling problem and wants help, call 1-800-GAMBLER OR visit www.problemgambling.org. 21+ only. ©2021 DraftKings Sportsbook. All rights reserved.

YOU KNOW HOW TO BET.
MAKE SURE YOU KNOW HOW TO BET RESPONSIBLY.
Know and set your limits.

[LEARN MORE](#)

TV (Screenshot)

1:23

PLAYER LIMITS

You can set self imposed limits to block yourself from certain gaming functionality. After setting a limit, you may only increase it after the date shown under current limits has passed. You will be able to decrease a previously set limit at any time.

DEPOSIT LIMITS

Deposit limits will control the total amount that can be deposited into your DraftKings account. These limits will be applied to all Sportsbook, Casino and Daily Fantasy deposits.

PER DAY USD

PER WEEK USD

PER MONTH USD

[Save](#)

Learn more at draftkings.com/responsible-gaming and bet responsibly.

DRAFTKINGS SPORTSBOOK



E.1-e

SECTION E.1 - RESPONSIBLE GAMING POLICIES

Referencing the following documents:

- MGC Responsible Gaming Framework
- Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice
- GameSense Logic Model
- Responsible Gaming Considerations for Gambling Advertising

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions**
- f. Engage the community
- g. Commitment to improvement and reporting

It is DraftKings policy to ensure a safe and responsible gaming environment for all customers, which includes effective controls and monitoring for high risk transactions. As noted in section 5.1 of the MGC Responsible Gaming Framework 2.0 (May, 2018), “Gambling on borrowed money is considered a high-risk practice that necessitates consumer protections.”

[REDACTED]

[REDACTED]



[Redacted text block]

[Redacted text block]



E.1-f

SECTION E.1 - RESPONSIBLE GAMING POLICIES

Referencing the following documents:

- MGC Responsible Gaming Framework
- Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice
- GameSense Logic Model
- Responsible Gaming Considerations for Gambling Advertising

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- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions
- f. Engage the community**
- g. Commitment to improvement and reporting

One of the pillars of DraftKings' Responsible Gaming program is External Engagements and Research. We are dedicated to being part of a community that seeks solutions to improve safety and positive play. To that end, we have engaged in a variety of efforts that involve external stakeholders:

- Launched the first-ever Council Fund, which commits over \$1.575 million over three years to state councils on problem gambling across the United States. Currently 33 state Councils are participating in the Fund, including the Massachusetts Council on Gaming and Health.
- Engaged in consultation contract Cambridge Health Alliance, Division on Addiction with Harvard Medical School. Currently, we engage with CHA/DOA in three types of activities: advancing safer play strategies and resources; reviewing safety monitoring and intervention activities, and; consulting on an innovative systems-based safer play training system.
- Financially support the International Center for Responsible Gaming's (ICRG) Fund to further support research on Sports Wagering. This contribution facilitates global



scientific, peer-reviewed research on problem gambling, assessing: differences in sports wagering compared to other forms of gaming, evaluation of efficacy of existing RG interventions and programs, and differences in prevalence and experience of problem gaming across demographics.

- Promote and financially support the BetBlocker tool, an anonymous and free tool that blocks over 18,000 regulated and unregulated online gaming sites.
- Published a thought leadership piece / white paper with Facebook/Meta in 2022.



E.1-g

SECTION E.1 - RESPONSIBLE GAMING POLICIES

Referencing the following documents:

- **MGC Responsible Gaming Framework**
- **Applying Principles of the Massachusetts Responsible Gaming Framework to Sports Wagering Policy & Practice**
- **GameSense Logic Model**
- **Responsible Gaming Considerations for Gambling Advertising**

Provide a proposed responsible gaming plan draft that, at a minimum, incorporates policies and tactics for the following key strategies:

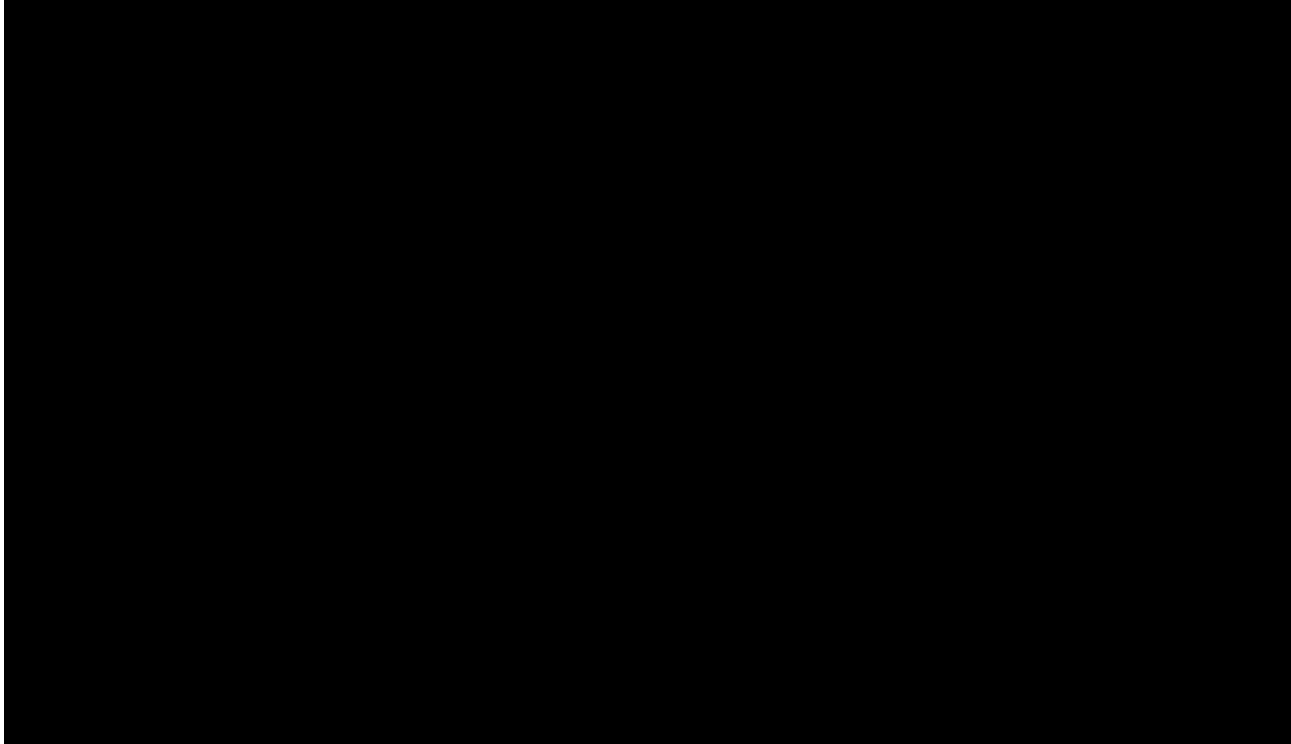
- a. Commitment to corporate social responsibility
- b. Support positive play
- c. Promote public health and safety
- d. Ensure responsible advertising and marketing
- e. Manage high-risk financial transactions
- f. Engage the community
- g. Commitment to improvement and reporting**

The DraftKings Responsible Gaming program is continuing to evolve as we learn more about best and recommended practices in the RG space. We are informed by prevailing research, customer and community input, and consultation with our partners at Cambridge Health Alliance, Division on Addiction at Harvard Medical School. [REDACTED]

Please see the included PDF entitled "E.1-g RG Road Map".



E.1-g RG Road Map





SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS



E.2-a

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

- a. **Estimated marketing budget in the Commonwealth**¹⁸
- b. Promotion and player loyalty programs
- c. Advertising plans – must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth
- d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations
- e. Player acquisition models – specify minimum age to participate
- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

If DraftKings is issued a sports wagering license, we estimate a marketing budget of [REDACTED] for the first year of operation in Massachusetts.

¹⁸ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



E.2-b

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

- a. Estimated marketing budget in the Commonwealth
- b. **Promotion and player loyalty programs¹⁹**
- c. Advertising plans – must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth
- d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations
- e. Player acquisition models – specify minimum age to participate
- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

[Redacted content]

¹⁹ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



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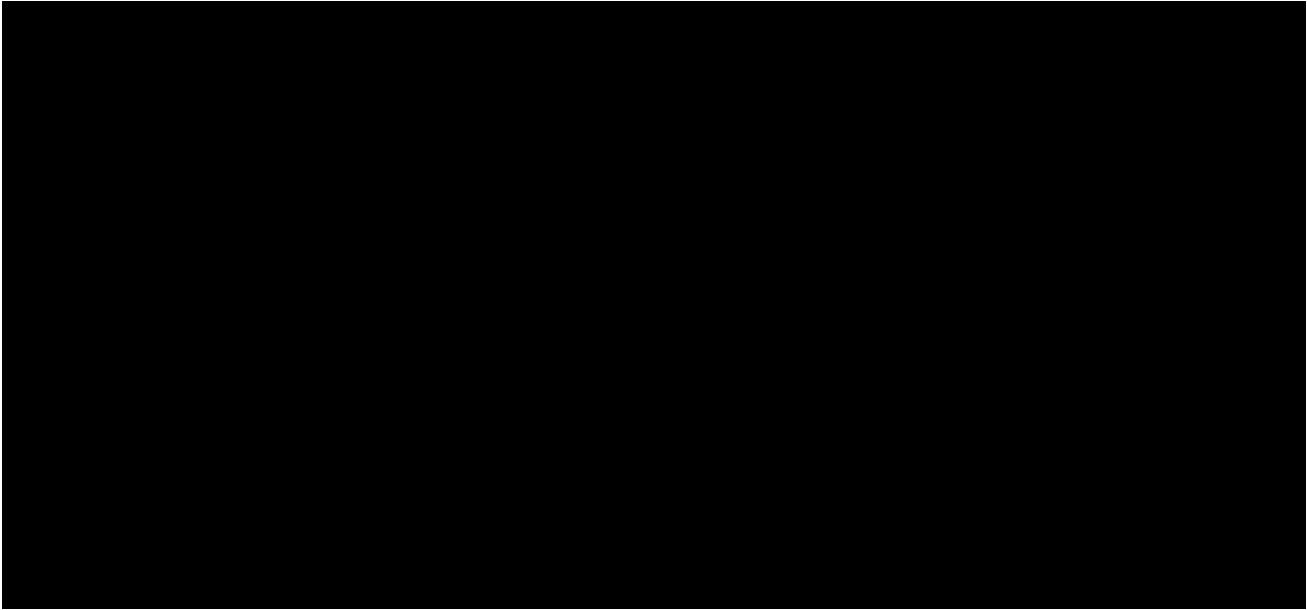
- [Redacted list item]
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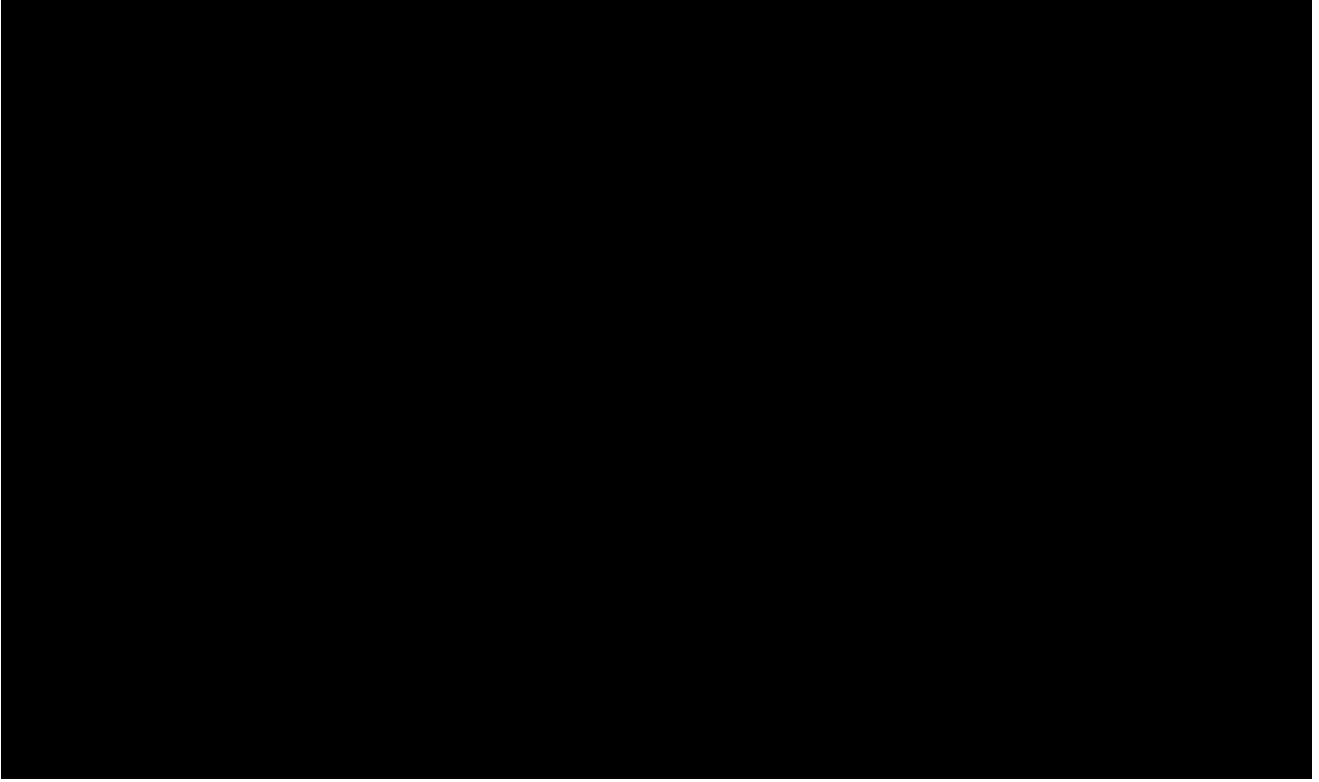


E.2-b Status Tiers



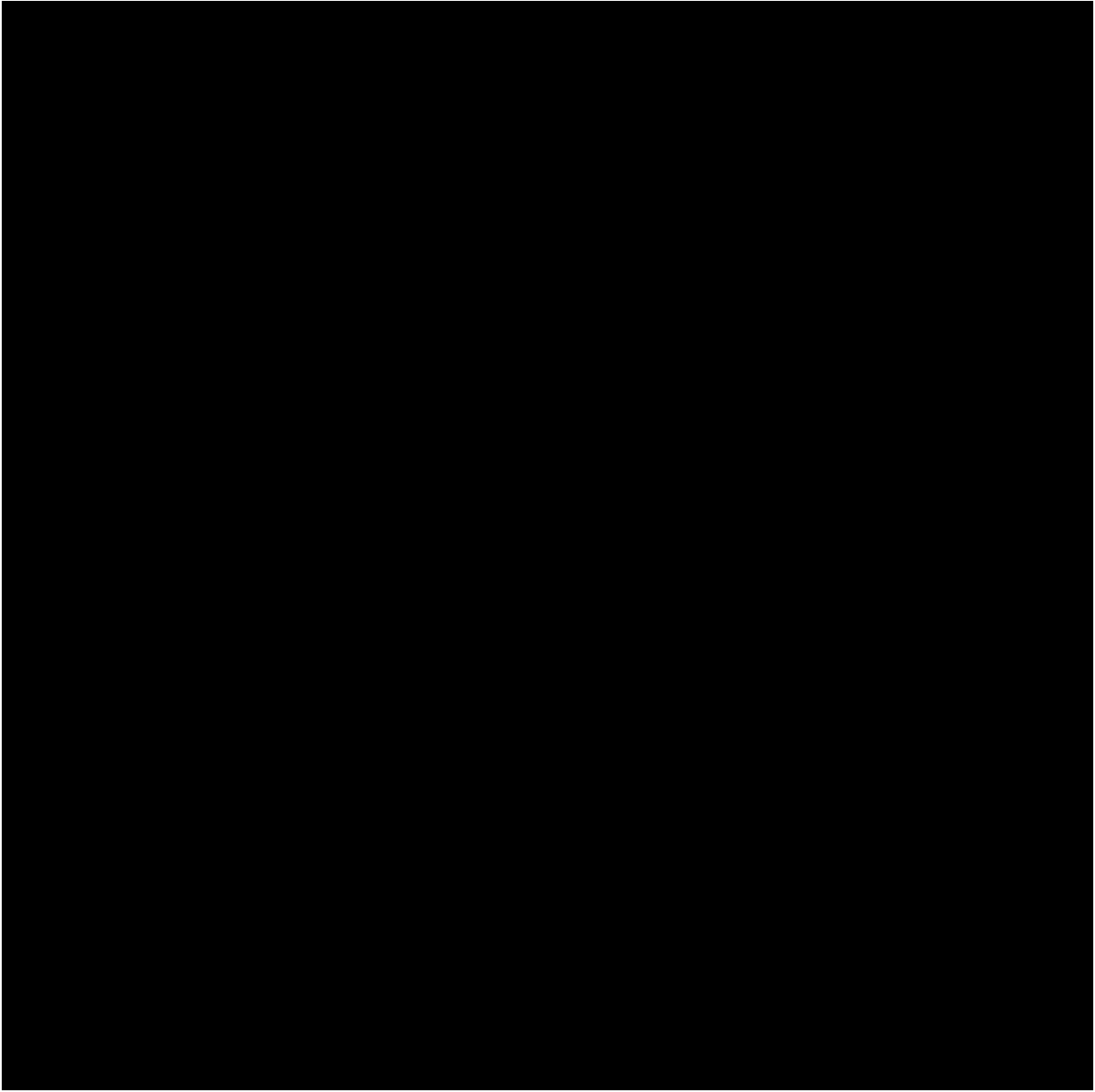


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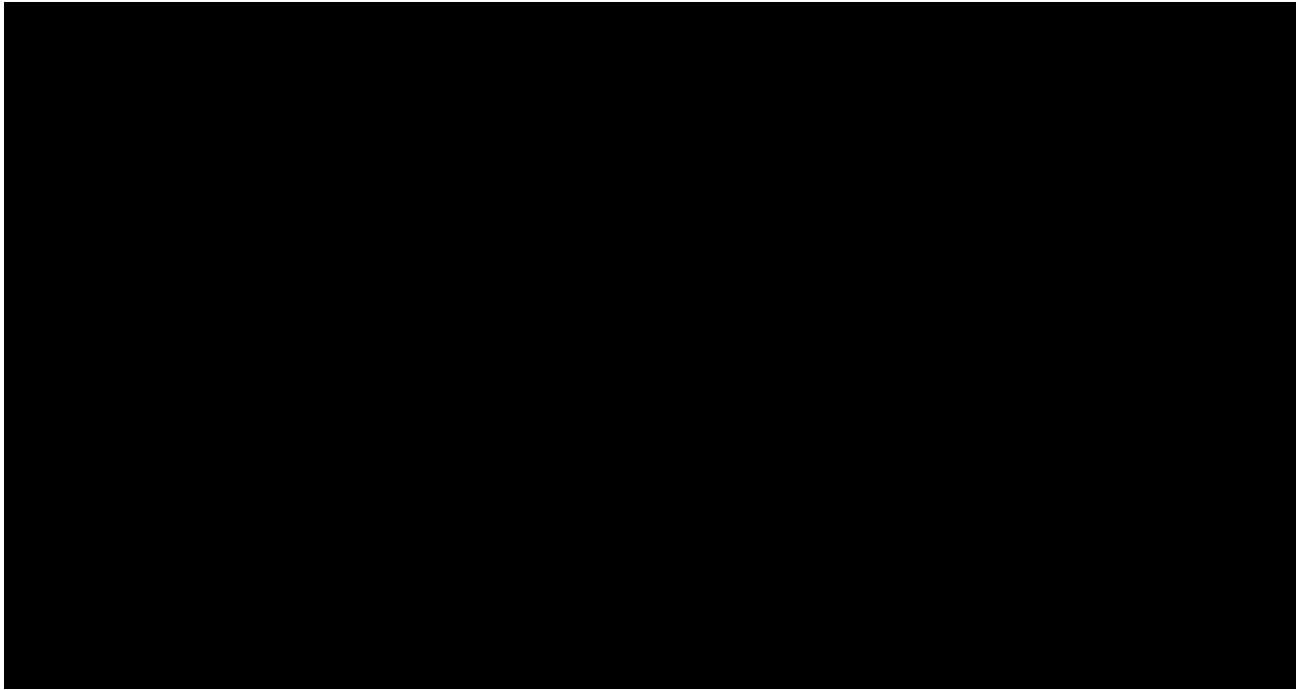


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[REDACTED]





E.2-c

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant’s ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

- a. Estimated marketing budget in the Commonwealth
- b. Promotion and player loyalty programs
- c. **Advertising plans – must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth²⁰**
- d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations
- e. Player acquisition models – specify minimum age to participate
- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

DraftKings understands that every project and partnership is unique- there is no ‘one size fits all’ approach to launching sports betting. There are, however, commonalities within the requirements that persist across jurisdictions and partnerships. Using past experience as a guide, DraftKings has developed a phased approach that embraces complex requirements unique to each jurisdiction and partner's needs without sacrificing speed to market. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

²⁰ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



[Redacted text block]

[Redacted text block]

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E.2-d

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

- a. Estimated marketing budget in the Commonwealth
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- c. Advertising plans – must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth
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- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

Alongside providing best-in-class betting experiences, DraftKings' top priority is to ensure the delivery of a safe and responsible gaming platform, which has been achieved through RG becoming an integral part of our compliance infrastructure.

DraftKings adopts these fundamental RG principles across all areas of the business.

- Protection of vulnerable players
- Prevention of underage gambling
- Provision of resources that help manage safe, fun, and entertaining play
- Ensuring responsible marketing
- Provision of safety measures against criminal activity
- Ensuring online privacy protection
- Provision of a secure online environment
- Ensuring all business practices encourage adherence to RG principles

These principles provide the foundation of DraftKings' customer and public-facing communications across multiple channels, which are illustrated in further detail in section E.2-e.



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E.2-e

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

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- c. Advertising plans – must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth
- d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations
- e. **Player acquisition models – specify minimum age to participate²¹**
- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

DraftKings has the ability to rapidly and securely bring users onto its platform as a trusted operator that customers and regulators can easily count on. DraftKings was the first, or tied for first, to launch mobile sports wagering in the competitive mobile sports wagering markets of NJ, WV, IN, CO and MI. Our historical experience in daily fantasy sports has made us experts in building technology around the regulated gaming industry. [REDACTED]

[REDACTED]

[REDACTED]

²¹ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



[Redacted text block]

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E.2-f

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

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- f. Plans to incorporate responsible gaming and problem gambling information**
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

DraftKings is committed to integrity, fairness and reliability. We do everything possible to prevent gaming-related problems. We've developed measures to maintain a responsible, safe and reliable place for online gaming.

- Educate our team members to recognize problem gambling and give them the resources to help
- Provide information and assistance to our players
- Participate in programs and initiatives to increase problem gambling awareness.
- Prevent underage gambling

The Fraud team in conjunction with the Customer Experience team shall be responsible to manage all responsible gaming cases.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

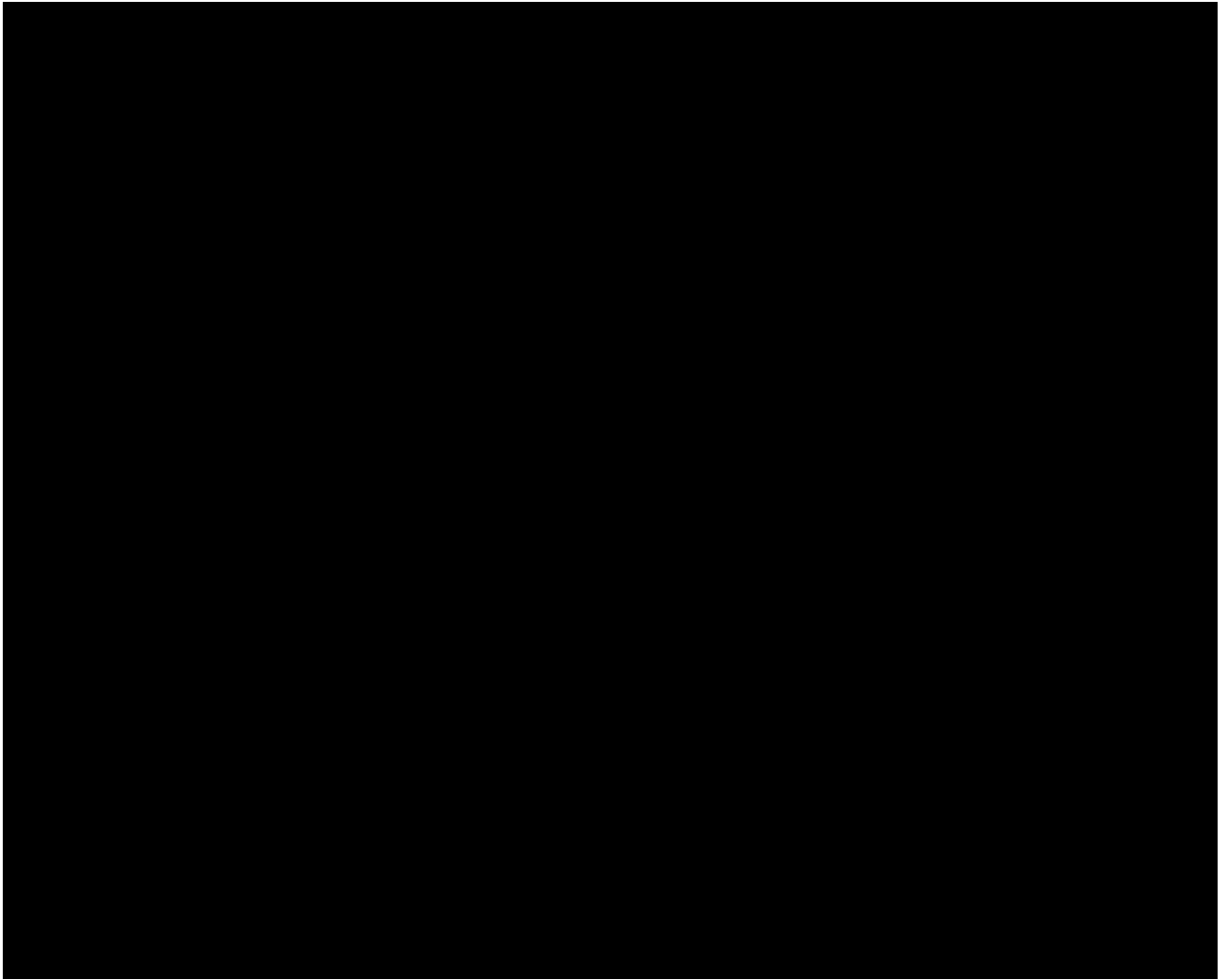
[REDACTED]

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- Educate our team members to recognize problem gambling and give them the resources to help.
- Provide information and assistance to our players.
- Participate in programs and initiatives to increase problem gambling awareness.
- Prevent underage gambling.

At DraftKings, we provide everyone who utilizes our platforms access to RG resources which provide information on our products and help set parameters on play; limit setting (time and money), cool-off periods and self-exclusion. The table and the examples shown below outline the RG product functionality and key resources we provide our players.

[REDACTED]





E.2-g

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

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- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth**
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions

DraftKings strives to offer sports betting in a legal, regulated market to all customers who are interested. When online sports betting launches in Massachusetts upon necessary approvals, citizens will be able to safely and legally bet on an extensive range of sports with DraftKings Sportsbook. DraftKings acquisition strategy will be focused on a target demographic who is interested in sports and should overlap with all customers who may participate in unlicensed or illegal sports wagering. As we have seen in previous jurisdictions, we expect potential customers who fall into this bucket to try DraftKings Sportsbook through our acquisition efforts. Based on historical results, we expect these customers will stop using unlicensed or illegal means and convert to using our platform due to the ease of use in depositing, withdrawing, available markets and benefits from our responsible gambling policies.



E.2-h

SECTION E.2 - ADVERTISING & PROMOTIONAL PLANS

Provide a thorough description of the Applicant's ability to demonstrate the advertising, marketing, and promotional efforts to be made in the Commonwealth. Information should include:

- a. Estimated marketing budget in the Commonwealth
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- c. Advertising plans – must include information for any third-party marketing firm applicant plans to partner with for advertising in the Commonwealth
- d. Measures to ensure that marketing reaches the target audience and not underage or vulnerable populations
- e. Player acquisition models – specify minimum age to participate
- f. Plans to incorporate responsible gaming and problem gambling information
- g. Strategies for converting those customers wagering via unlicensed or illegal means to wagering legally in the Commonwealth
- h. Examples of marketing, advertising, and promotional materials/activities recently used in other jurisdictions**

Kansas was the most recent new market that DraftKings launched our Online Sportsbook product in on September 1, 2022. Please see examples of our marketing, advertising and promotional materials included in the respectively titled PDFs:

E.2-h Kansas Pre Launch Offer

- a. Messaging: 'Sign up before launch and score \$100 in Free Bets'

E.2-h Kansas New Customer Launch Offer

- b. Messaging: 'Bet \$5 on ANYTHING and GET \$200 in free bets INSTANTLY'

E.2-h Kansas No Brainer Launch Offer

- c. Messaging: 'Double your money if Kansas City scores a point on Sunday'



E.2-h Kansas Prelaunch Offer

DRAFT KINGS
SPORTSBOOK

**SIGN UP AND
SCORE \$100 IN**

FREE BETS

07 22

**DRAFTKINGS SPORTSBOOK
IS COMING SOON.**

Gambling problem? Getting help is your best bet. Call 800-522-4700 or visit ksgamblinghelp.com.
21+. Physically present in KS. Opt-in req. Valid 1 per customer. \$100 issued as four (4) \$25 free bets that must be wagered to within 7 days (168 hours) after being awarded. Free bets are non-cashable, can not be withdrawn, and stake is not included in any returns or winnings. Offer subject to availability. See draftkings.com/sportsbook for details. Subject to regulatory licensing requirements.



E.2-h Kansas New Customer Launch Offer

DRAFT KINGS
SPORTSBOOK

KANSAS

**BET \$5 AND SCORE \$200
INSTANTLY IN FREE BETS!**
DRAFTKINGS SPORTSBOOK IS HERE.

BET NOW

Gambling problem?
Getting help is your best bet.
Call 800-522-4700 or visit kgamblinghelp.com.
21+. Physically present in KS. Valid 1 per new customer.
Min. \$5 deposit. Min. \$5 wager. \$200 issued
as eight (8) \$25 free bets. On behalf of Boot Hill Casino & Resort.
See T&C at draftkings.com/sportsbook.



E.2-h Kansas No Brainer Launch Offer



DRAFT KINGS | 
An Official Sports Betting Partner
of the Kansas City Chiefs

**DOUBLE YOUR MONEY IF
KANSAS CITY SCORES
A POINT ON SUNDAY.**

BET NOW

Gambling problem? Getting help is your best bet.
Call 800-522-4700 or visit ksgamblinghelp.com.
21+. Physically present in KS. Opt in req. One per
customer. Max. wager \$50. On behalf of Boot Hill
Casino & Resort. Eligibility restrictions apply. See
terms at draftkings.com/sportsbook.





SECTION E.3 - HISTORY OF DEMONSTRATED COMMITMENT



E.3-a

SECTION E.3 - HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

- a. Promote responsible gaming within the gaming establishment or mobile application and in the community**
- b. Assist patrons and users that are experiencing gambling-related harm
- c. Cooperate and support any government or regulatory agencies to promote responsible gaming and/or mitigate gambling-related harm
- d. List any membership or partnership with an agency or organization whose mission is in whole, or part, dedicated to responsible gaming or problem gambling
- e. List any awards or recognition the applicant has received, related to efforts to promote responsible gaming, or mitigating gambling-related harms
- f. List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises

DraftKings has a high commitment to promoting responsible gaming internally through a host of efforts to engage teams and grow RG ambassadors within all functions of the company.

Following is a non-exhaustive list of ways in which DraftKings promotes responsible gaming:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



[REDACTED]



E.3-b

SECTION E.3 - HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

- a. Promote responsible gaming within the gaming establishment or mobile application and in the community
- b. Assist patrons and users that are experiencing gambling-related harm**
- c. Cooperate and support any government or regulatory agencies to promote responsible gaming and/or mitigate gambling-related harm
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- f. List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises

DraftKings has a robust set of protocols and procedures to help mitigate harm among players.

- [REDACTED]
- The Player Protection team is a dedicated team responsible for ensuring that players engage safely with our products. [REDACTED]

[REDACTED]



E.3-c

SECTION E.3 - HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

- a. Promote responsible gaming within the gaming establishment or mobile application and in the community
- b. Assist patrons and users that are experiencing gambling-related harm
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DraftKings has actively cooperated and supported regulators in each jurisdiction in which we operate. We consistently advocate for language in legislation and regulation to provide consumers with resources for Responsible Gaming, including flexibility on hotline numbers and access to resources to allow for easier consumer access. [REDACTED]

[REDACTED]

During the process of legalization efforts, we use the opportunity to educate regulators and legislators on the tools we make available to our customers and encourage them to use. [REDACTED]

[REDACTED]

[REDACTED]



[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



E.3-d

SECTION E.3 - HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

- a. Promote responsible gaming within the gaming establishment or mobile application and in the community
- b. Assist patrons and users that are experiencing gambling-related harm
- c. Cooperate and support any government or regulatory agencies to promote responsible gaming and/or mitigate gambling-related harm
- d. List any membership or partnership with an agency or organization whose mission is in whole, or part, dedicated to responsible gaming or problem gambling**
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- f. List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises

- National Council on Problem Gambling:

In 2020, DraftKings became a platinum member of the National Council on Problem Gambling (NCPG). DraftKings proudly sponsors the annual NCPG conference, which is the oldest and largest conference in the field. DraftKings also engages in NCPG's Problem Gambling Awareness Month (PGAM) held annually in March. RG staff are members of the Prevention Committee, holding a position on the executive subcommittee, and Responsible Gambling Committee.

- American Gaming Association:

Since 2020, DraftKings has been an active member of the American Gaming Association (AGA). In June 2021, we committed to ongoing support of their "Have a Gameplan. Bet Responsibly." campaign. DraftKings' Chief Legal Counsel is a member of the AGA Board of Directors, and RG staff are members of the RG Committee and engaged with ongoing RG initiatives.

- International Center for Responsible Gaming:

In 2021, DraftKings contributed to the International Center for Responsible Gaming's (ICRG) Sports Wagering Fund to support groundbreaking research on problem gambling.



The ICRG specifically focuses on responsible gaming in sports betting, with the goal of developing peer-reviewed, scientifically-based research that contributes meaningfully to the understanding and application of responsible gaming in the industry.

- Cambridge Health Alliance, Division on Addiction (CHA/DOA at Harvard Medical School):

The CHA/DOA is a preeminent academic and research organization as it relates to understanding gambling related problems and its leadership comprises Harvard Medical School Faculty. We have a long standing relationship with CHA and engage with them to provide guidance on evidence-based information for our trainings and data science teams.

- EPIC Risk Management:

DraftKings has engaged with EPIC Risk Management, an organization committed to providing lived experience as a key driver of gambling harm mitigation efforts, to provide lived experience training on a quarterly basis. These trainings, offered to all DraftKings, have been extremely well received.

- Kindbridge Research Institute:

DraftKings announced a multi-year financial commitment to Kindbridge Research Institute (KRI) for a new research program to study the nexus of veterans and responsible gaming, with the ultimate goal of advancing evidence-based research in this area and improving the lives of impacted veterans. DraftKings is the only U.S.-based operator contributing to this project and, as a result of DraftKings' contribution, KRI was able to launch the 50x4Vets program, which relies on a three-pronged approach and will include funding research at veterans-focused gaming treatment centers across the country. This initiative is designed to provide a solution to the lack of information about problem gaming among veterans. Most recently, DraftKings engaged in financial commitment to its Military Research Associate Program (MRAP), which assists veterans transitioning from military service to advanced training in mental health research. Under this agreement, MRAP is using gambling disorder as the lens to study public mental health. KRI is collaborating with DraftKings RG staff to further inform training curriculum components.

- BetBlocker:

In June 2022, DraftKings became the first U.S. operator to partner with BetBlocker to advance awareness of, and access to, BetBlocker's acclaimed software. BetBlocker is a free tool designed to help customers control their gaming by blocking access to over 15,000 gaming websites. It can be installed on as many devices as customers would like, and they can customize the period of time they wish to be blocked for (1 day minimum, 5



years maximum). BetBlocker also offers a calendar-blocking functionality which allows customers to block specific days of the week, month or year.

- Massachusetts Council on Gaming and Health:

The Massachusetts affiliate of the National Council on Problem Gambling is a recipient of \$15,000 per year commitment for three years as part of our State Council Fund.



E.3-e

SECTION E.3 - HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

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 - e. **List any awards or recognition the applicant has received, related to efforts to promote responsible gaming, or mitigating gambling-related harms**
 - f. List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises
- *2021 Chief Compliance Officer of the Year, Global Regulatory Awards, VIXIO Gambling Compliance.* This award recognizes an outstanding compliance leader who has significantly raised the profile of compliance in their organization and goes above and beyond in regulatory compliance. *Recipient: Jennifer Aguiar, Chief Compliance Officer.*
 - *2022 Corporate Social Responsibility Award, National Council on Problem Gambling:* An award given to an organization that has demonstrated outstanding commitment to social responsibility as it relates to problem gambling in the past year. *Recipient: DraftKings, Inc.*
 - *2022 Don Feeney Award for Responsible Gambling, National Council on Problem Gambling:* An award is given to an individual in the gambling industry who has done exceptional work in responsible gambling over the past year. The award is named in honor of Don Feeney who is a pioneer in taking down the wall between the industry and those in the treatment and advocacy arena. *Recipient: Chrissy Thurmond, Senior Director, Responsible Gaming.*
 - *2022 Don Hulen Award for Advocacy, National Council on Problem Gambling:* Given annually to recognize dedication to improving the lives of problem gamblers and their families through advocacy, training, or the promotion of public awareness. Named after



Don Hulen, Arizona Council on Compulsive Gambling founder and longtime NCPG Board member, few could match his dedication to helping problem gamblers. *Recipient: Julie Hynes, Senior Manager, Responsible Gaming.*



E.3-f

SECTION E.3 - HISTORY OF DEMONSTRATED COMMITMENT

Provide a thorough description of the policies and procedures that the applicant has adopted to:

- a. Promote responsible gaming within the gaming establishment or mobile application and in the community
- b. Assist patrons and users that are experiencing gambling-related harm
- c. Cooperate and support any government or regulatory agencies to promote responsible gaming and/or mitigate gambling-related harm
- d. List any membership or partnership with an agency or organization whose mission is in whole, or part, dedicated to responsible gaming or problem gambling
- e. List any awards or recognition the applicant has received, related to efforts to promote responsible gaming, or mitigating gambling-related harms
- f. **List any fines, violations, citations, and/or corrective action required by the applicant in response to insufficient or improper policies, procedures, operations, advertising/marketing, and/or any other business related to sports wagering or other gambling enterprises²²**

DraftKings tracks all regulatory fines as they are received by regulatory bodies and discloses violations to all regulators as the violations are settled. All violations are remediated internally to prevent repeat occurrence.

[REDACTED]

²² Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



**SECTION F:
TECHNOLOGY**



SECTION F.1 - GEOFENCING



F.1-a

SECTION F.1 - GEOFENCING

Provide a thorough description of how the applicant will ensure that authorized users placing online sports wagers on their platform are geographically located in the Commonwealth of Massachusetts. This information must include:

- a. Which geolocation system(s) will be utilized to reasonably detect the physical location of an authorized user attempting to place a wager on the platform**
- b. How the system will:**
 1. Accurately detect the physical location of an authorized user attempting to access or place a wager on the platform through accurate location data sources (Wi-Fi, GSM, GPS)
 2. Block or deny unauthorized attempts to access the platform, or place a wager, from outside of the Commonwealth
 3. Update the IP address and physical location if they change while the user is active on the platform
 4. Identify attempts to circumvent the requirement to be physically located in the Commonwealth
- c. How the applicant will log information received from the system**
- d. How the applicant will report the information received from the system to the Commission**

██████████ will be used to verify location services for players wanting to wager real money in a legal jurisdiction.



F.1-b

SECTION F.1 - GEOFENCING

Provide a thorough description of how the applicant will ensure that authorized users placing online sports wagers on their platform are geographically located in the Commonwealth of Massachusetts. This information must include:

- a. Which geolocation system(s) will be utilized to reasonably detect the physical location of an authorized user attempting to place a wager on the platform
- b. **How the system will:**
 - 1. **Accurately detect the physical location of an authorized user attempting to access or place a wager on the platform through accurate location data sources (Wi-Fi, GSM, GPS)**
 - 2. **Block or deny unauthorized attempts to access the platform, or place a wager, from outside of the Commonwealth**
 - 3. **Update the IP address and physical location if they change while the user is active on the platform**
 - 4. **Identify attempts to circumvent the requirement to be physically located in the Commonwealth**
- c. How the applicant will log information received from the system
- d. How the applicant will report the information received from the system to the Commission

[REDACTED]

[REDACTED] It is considered the gold-standard for withstanding the demands of national or provincial level gaming legislation and is constantly tested by regulatory agencies across North America to ensure its continued performance for location compliance.

Enhanced geolocation tools utilize both device-based browser geolocation and network connection analysis. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[Redacted text block]

[Redacted text block]

[Redacted text block]



F.1-c

SECTION F.1 - GEOFENCING

Provide a thorough description of how the applicant will ensure that authorized users placing online sports wagers on their platform are geographically located in the Commonwealth of Massachusetts. This information must include:

- a. Which geolocation system(s) will be utilized to reasonably detect the physical location of an authorized user attempting to place a wager on the platform
- b. How the system will:
 - 1. Accurately detect the physical location of an authorized user attempting to access or place a wager on the platform through accurate location data sources (Wi-Fi, GSM, GPS)
 - 2. Block or deny unauthorized attempts to access the platform, or place a wager, from outside of the Commonwealth
 - 3. Update the IP address and physical location if they change while the user is active on the platform
 - 4. Identify attempts to circumvent the requirement to be physically located in the Commonwealth
- c. How the applicant will log information received from the system**
- d. How the applicant will report the information received from the system to the Commission

[REDACTED]

[REDACTED]

[REDACTED]



F.1-d

SECTION F.1 - GEOFENCING

Provide a thorough description of how the applicant will ensure that authorized users placing online sports wagers on their platform are geographically located in the Commonwealth of Massachusetts. This information must include:

- a. Which geolocation system(s) will be utilized to reasonably detect the physical location of an authorized user attempting to place a wager on the platform
- b. How the system will:
 1. Accurately detect the physical location of an authorized user attempting to access or place a wager on the platform through accurate location data sources (Wi-Fi, GSM, GPS)
 2. Block or deny unauthorized attempts to access the platform, or place a wager, from outside of the Commonwealth
 3. Update the IP address and physical location if they change while the user is active on the platform
 4. Identify attempts to circumvent the requirement to be physically located in the Commonwealth
- c. How the applicant will log information received from the system
- d. How the applicant will report the information received from the system to the Commission**

██████████ will provide the Commission access to their back-office tool that will grant real-time geolocation data. Additionally, DraftKings will provide access to our in-house back-office regulatory tool that will allow the Commission the ability to investigate real time behavior for any individual user. DraftKings will grant access and provide training to applicable Commission staff prior to launching the mobile platform in Massachusetts.



SECTION F.2 - KNOW YOUR CUSTOMER



F.2-1

SECTION F.2 - KNOW YOUR CUSTOMER

Provide a thorough description of how the Applicant will ensure the verification of information provided by users opening a new account on the platform.

- 1. Ensure the integrity of the user's account information²³**
2. Ensure the integrity of a user's device if it indicates tampering or suspicious activity
3. Notify the applicant of potential risks or fraudulent activity

In order to transact on the DraftKings platform, all patrons are required to verify their identity.

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

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- [REDACTED]
- [REDACTED]
- [REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

²³ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



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F.2-2

SECTION F.2 - KNOW YOUR CUSTOMER

Provide a thorough description of how the Applicant will ensure the verification of information provided by users opening a new account on the platform.

1. Ensure the integrity of the user's account information
2. **Ensure the integrity of a user's device if it indicates tampering or suspicious activity²⁴**
3. Notify the applicant of potential risks or fraudulent activity

[REDACTED]

²⁴ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



F.2-3

SECTION F.2 - KNOW YOUR CUSTOMER

Provide a thorough description of how the Applicant will ensure the verification of information provided by users opening a new account on the platform.

1. Ensure the integrity of the user's account information
2. Ensure the integrity of a user's device if it indicates tampering or suspicious activity
3. **Notify the applicant of potential risks or fraudulent activity²⁵**

[Redacted text block]

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²⁵ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



SECTION F.3 - TECHNOLOGICAL EXPERTISE AND RELIABILITY



F.3-a

SECTION F.3 - TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance²⁶**
- b. Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity
- c. Description, location, and periodic testing of servers
- d. Security of servers, applications, and communications networks
- e. Security of patron personal and wagering information
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring

[Redacted]

[Redacted]

[Redacted]

²⁶ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



[REDACTED]

[REDACTED]

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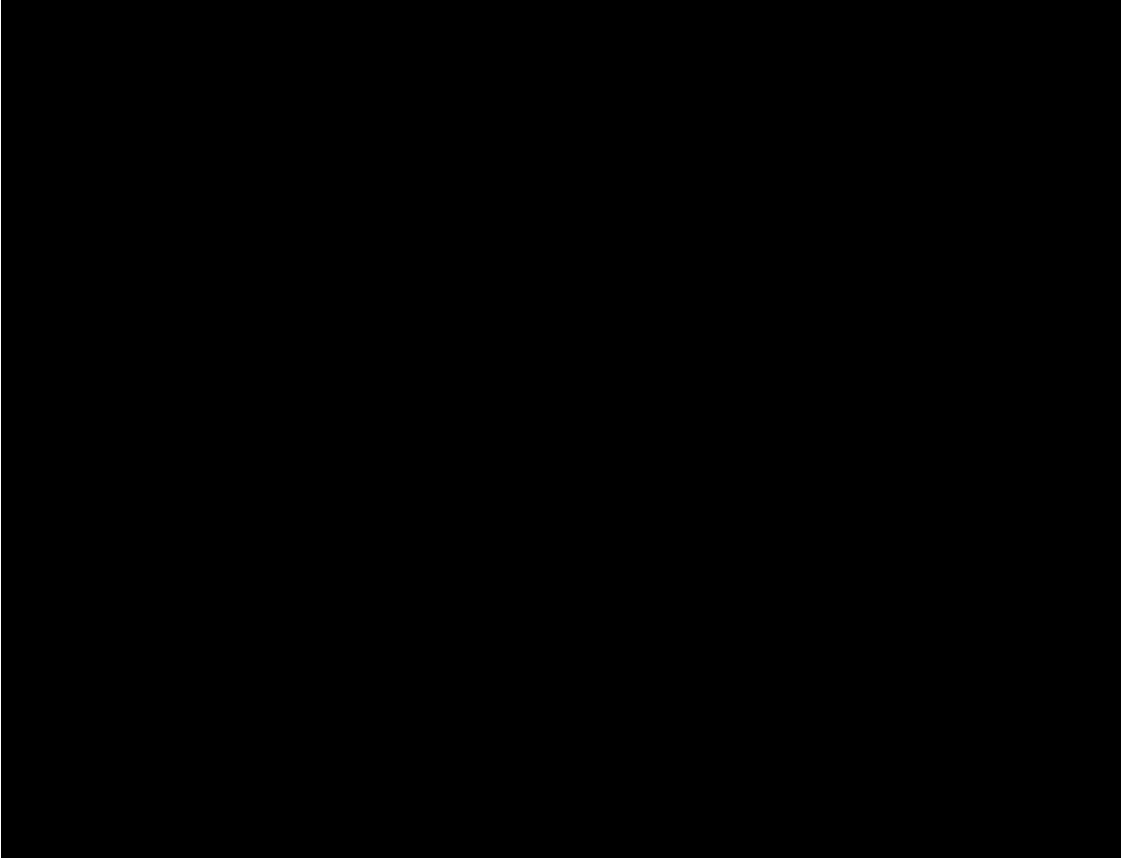




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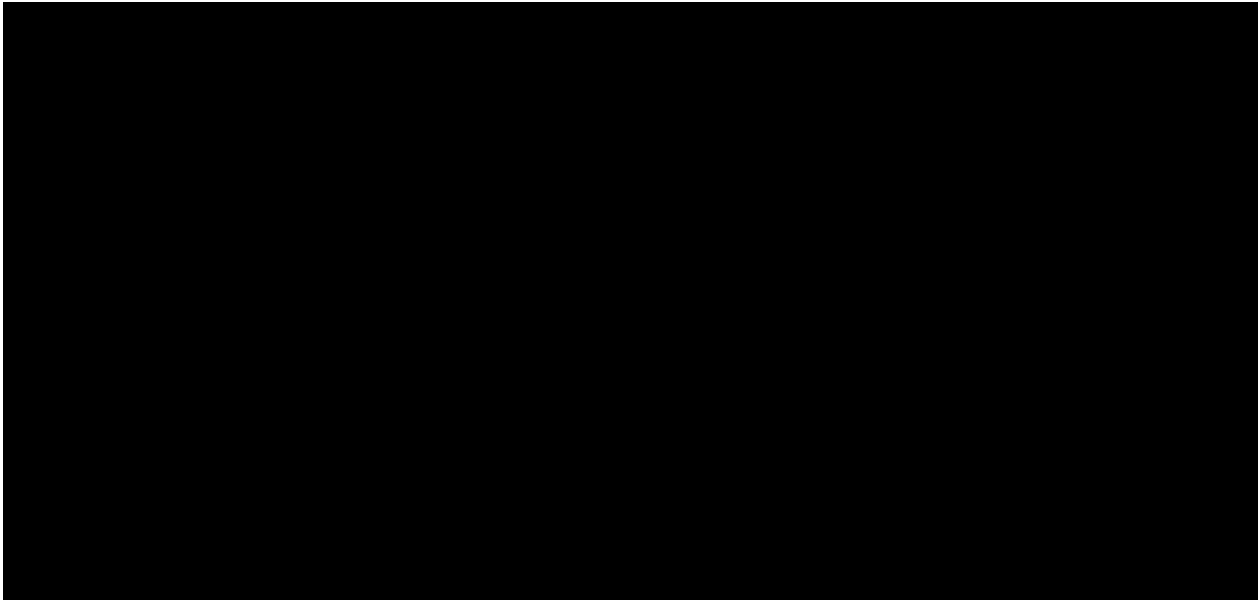
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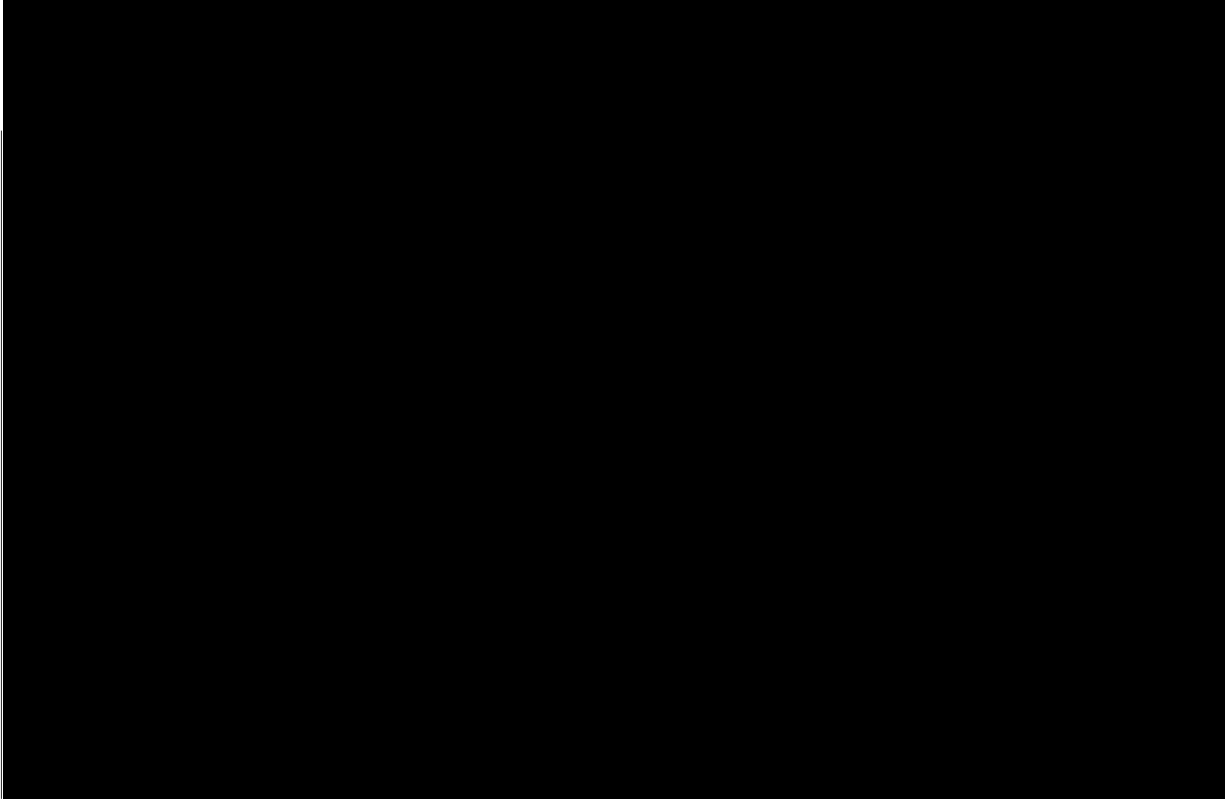




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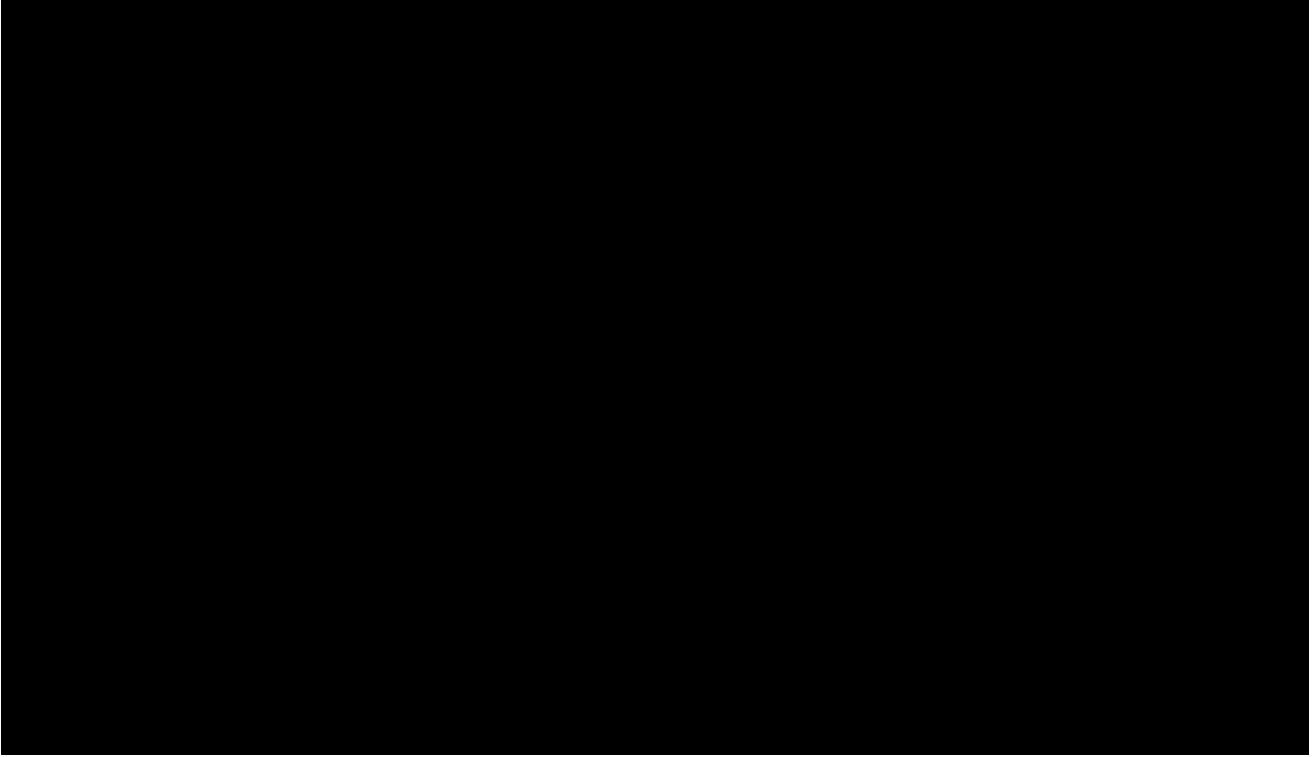
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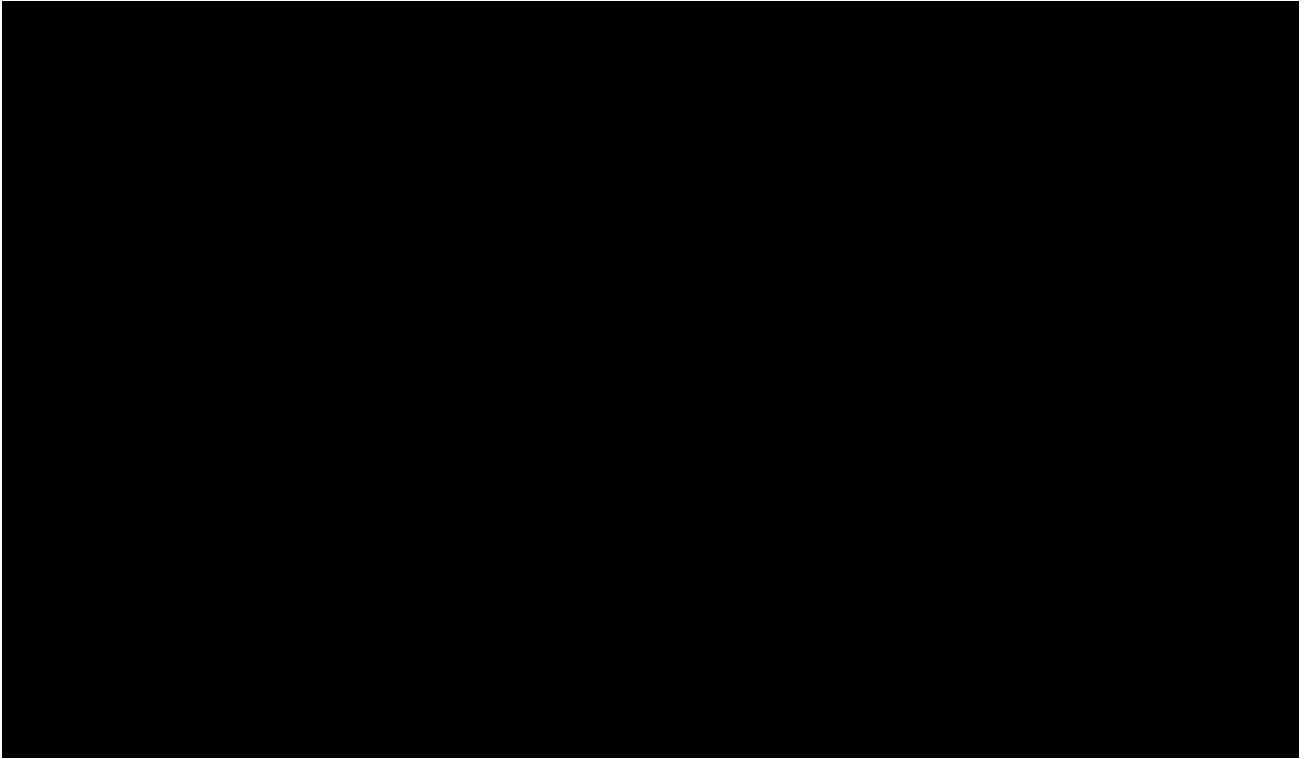
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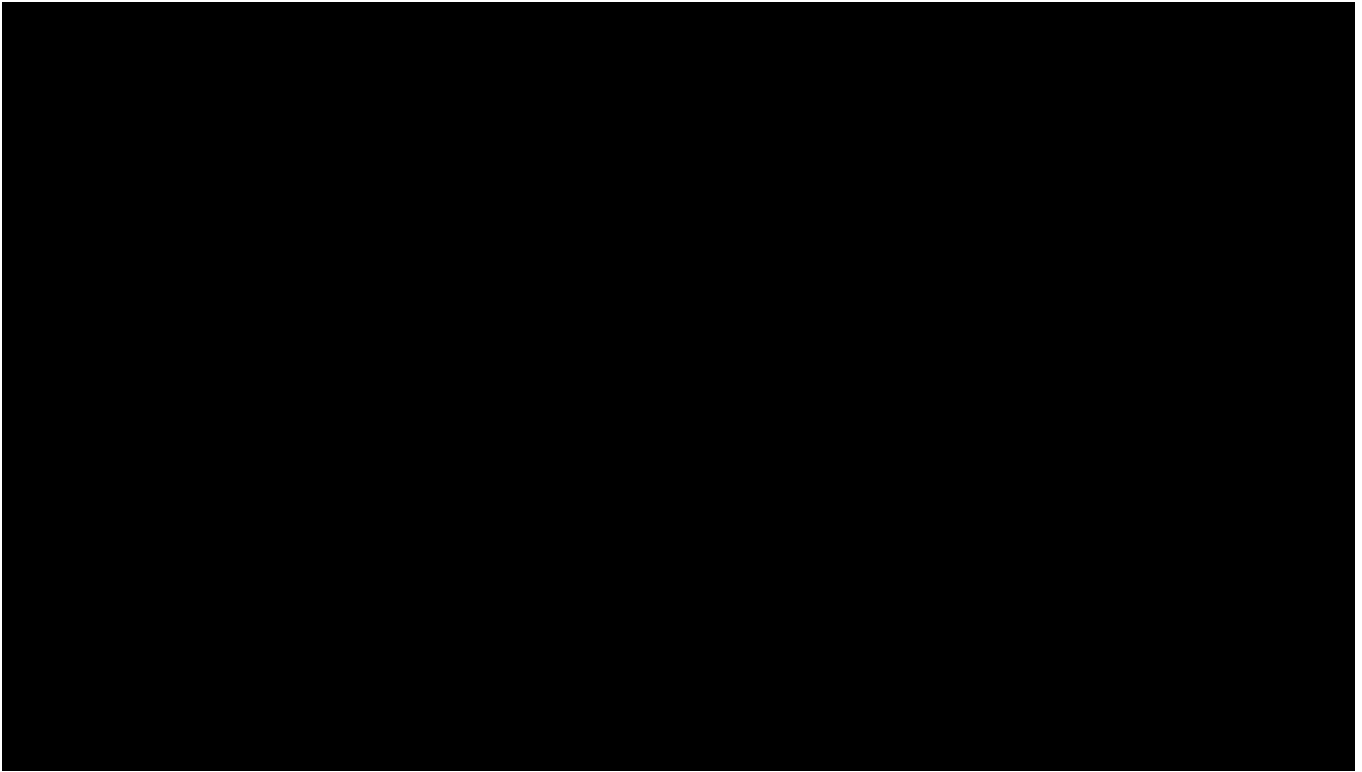
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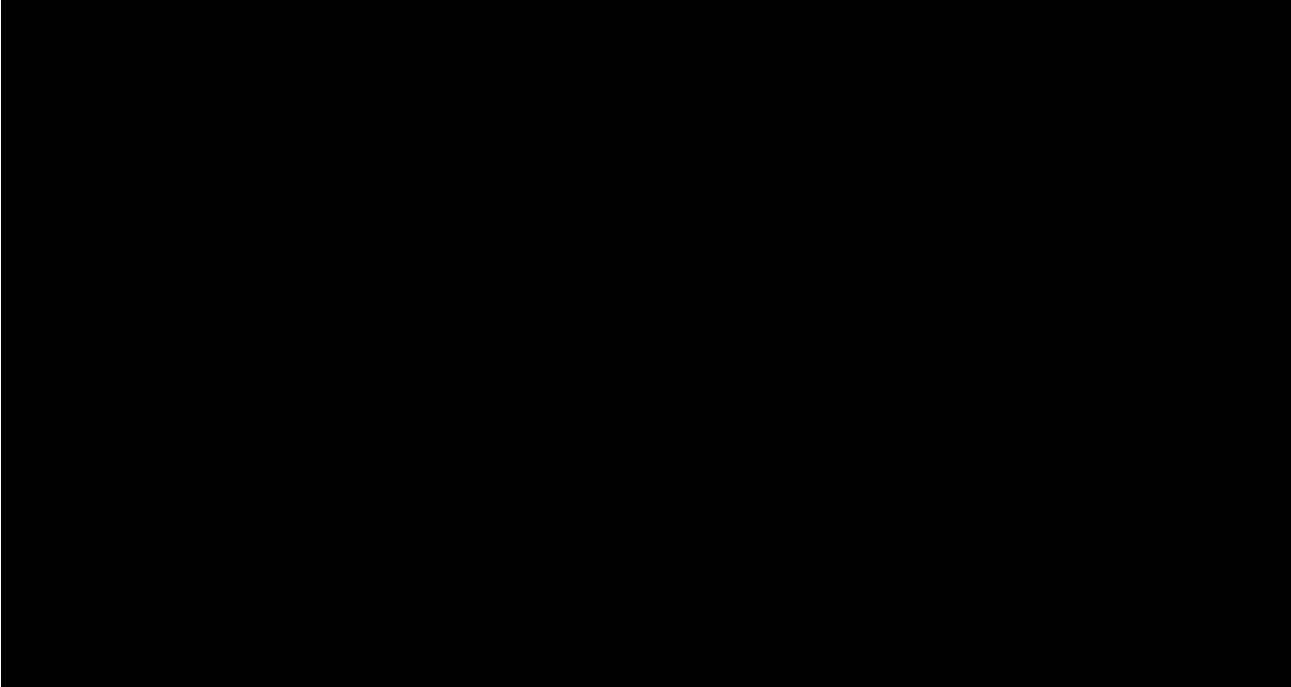
[Redacted]

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F.3-b

SECTION F.3 - TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance
- b. **Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity²⁷**
- c. Description, location, and periodic testing of servers
- d. Security of servers, applications, and communications networks
- e. Security of patron personal and wagering information
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring

DraftKings has extensive controls in place to prevent, deter, identify, and report suspicious betting behavior.

[Redacted]

[Redacted]

[Redacted]

²⁷ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



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F.3-c

SECTION F.3 - TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance
- b. Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity
- c. Description, location, and periodic testing of servers²⁸**
- d. Security of servers, applications, and communications networks
- e. Security of patron personal and wagering information
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring

DraftKings' entertainment products are offered via state-of-the-art technology, which allows us the flexibility and scalability to continue to grow. Given the scope and quantity of transactions we handle, cybersecurity is one of our primary focus areas. Our Security team is committed to a continuous process of improvement by evaluating and refining our cyber solutions to ensure we are doing all that we can to protect our customers' data, our systems, and our employees. ■

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

²⁸ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



F.3-d

SECTION F.3 - TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance
- b. Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity
- c. Description, location, and periodic testing of servers
- d. Security of servers, applications, and communications networks²⁹**
- e. Security of patron personal and wagering information
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring

DraftKings' entertainment products are offered via state-of-the-art technology, which allows us the flexibility and scalability to continue to grow. Given the scope and quantity of transactions we handle, cybersecurity is one of our primary focus areas.

[REDACTED]

[REDACTED]

²⁹ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



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F.3-e

SECTION F.3 - TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance
- b. Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity
- c. Description, location, and periodic testing of servers
- d. Security of servers, applications, and communications networks
- e. Security of patron personal and wagering information³⁰**
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring

[Redacted]

[Redacted]

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- [Redacted]
- [Redacted]
- [Redacted]

³⁰ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



F.3-f

SECTION F.3 - TECHNOLOGICAL EXPERTISE AND RELIABILITY

Provide a thorough description of how the Applicant will ensure the security, sustainability, and reliability of the following items:

- a. Wager acceptance
- b. Systems for monitoring structured wagers, real-time data feed, and any unusual or suspicious wagering activity
- c. Description, location, and periodic testing of servers
- d. Security of servers, applications, and communications networks
- e. Security of patron personal and wagering information
- f. Integrity monitoring and reporting, including any current affiliations related to integrity monitoring³¹**

[Redacted]

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[Redacted]

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³¹ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



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**SECTION G:
SUITABILITY**



SECTION G.1 - SUITABILITY – CORPORATE INTEGRITY



G.1-a-01

SECTION G.1 - SUITABILITY – CORPORATE INTEGRITY

Applicants must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- **Massachusetts Gaming Commission Business Entity Disclosure Form**
 - a. **Joint Venture Agreements for the implementation of a sports wagering operation:**
 1. **Other Applicants**
 2. Businesses
 3. Contractors
 4. Vendors

A Massachusetts Gaming Commission Business Entity Disclosure Form for each of the designated qualifying entities will be submitted under separate cover.



G.1-a-02

SECTION G.1 - SUITABILITY – CORPORATE INTEGRITY

Applicants must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- **Massachusetts Gaming Commission Business Entity Disclosure Form**
 - a. **Joint Venture Agreements for the implementation of a sports wagering operation:**
 1. Other Applicants
 2. **Businesses**
 3. Contractors
 4. Vendors

Not applicable.



G.1-a-03

SECTION G.1 - SUITABILITY – CORPORATE INTEGRITY

Applicants must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- **Massachusetts Gaming Commission Business Entity Disclosure Form**
- a. **Joint Venture Agreements for the implementation of a sports wagering operation:**
 1. Other Applicants
 2. Businesses
 - 3. Contractors**
 4. Vendors

Not applicable.



G.1-a-04

SECTION G.1 - SUITABILITY – CORPORATE INTEGRITY

Applicants must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- **Massachusetts Gaming Commission Business Entity Disclosure Form**
- a. **Joint Venture Agreements for the implementation of a sports wagering operation:**
 1. Other Applicants
 2. Businesses
 3. Contractors
 4. **Vendors**

Not applicable.



SECTION G.2 - SUITABILITY - INDIVIDUAL QUALIFIER INTEGRITY



G.2

SECTION G.2 - SUITABILITY - INDIVIDUAL QUALIFIER INTEGRITY

Any Key Persons or Employees associated with an applicant must also complete and submit the following documents, before any suitability investigations or background checks will commence:

- **Massachusetts Gaming Commission Multi-Jurisdictional Personal History Disclosure Form**
- **Massachusetts Gaming Commission Supplemental Form**

A Massachusetts Gaming Commission Multi-Jurisdictional Personal History Disclosure Form and a Massachusetts Gaming Commission Supplemental Form for each of the designated Key Persons will be provided under separate cover.

Fingerprints for these designated Key Persons will also be provided by FedEx.



SECTION G.3 - FINANCIAL STABILITY & INTEGRITY



G.3-b

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. **Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs**
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



DraftKings Inc. is a public company (NASDAQ: DKNG) with a \$4.2 billion balance sheet in its most recent SEC filings. Although the Company has negative financial trends (i.e., negative earnings, cash flow from operations, and EBITDA), we believe we are adequately capitalized to meet our financial obligations as supported by the following factors:

- We have sufficient cash on the balance sheet to cover operating costs for the past 12 months;
- Our negative financial trends are a byproduct of our growth strategy;
- Revenue has increased significantly from prior year and is beating analyst expectations;
- Large portions of our spending can be adjusted as needed (e.g., marketing spending, or player promotions);
- We have successfully raised funding multiple times in the past two years (e.g., convertible notes, and equity issuances); and
- [REDACTED]

[REDACTED]

[REDACTED]



G.3-b Q3 2022 Balance Sheet

PART I. - FINANCIAL INFORMATION

Item 1. Financial Statements.

DRAFTKINGS INC.

CONDENSED CONSOLIDATED BALANCE SHEETS

(Amounts in thousands, except par value)

	September 30, 2022 (Unaudited)	December 31, 2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 1,382,651	\$ 2,152,892
Cash reserved for users	581,355	476,950
Receivables reserved for users	89,454	51,949
Accounts receivable	40,991	45,864
Prepaid expenses and other current assets	98,627	25,675
Total current assets	2,193,078	2,753,330
Property and equipment, net	58,226	46,019
Intangible assets, net	788,647	535,017
Goodwill	894,019	615,655
Operating lease right-of-use assets	74,703	63,831
Equity method investments	8,746	9,825
Deposits and other non-current assets	174,634	45,377
Total assets	\$ 4,192,053	\$ 4,069,054
Liabilities and Stockholders' equity		
Current liabilities:		
Accounts payable and accrued expenses	\$ 560,794	\$ 387,737
Liabilities to users	670,784	528,874
Operating lease liabilities, current portion	5,645	12,814
Other current liabilities	47,951	—
Total current liabilities	1,285,174	929,425
Convertible notes, net of issuance costs	1,250,434	1,248,452
Non-current operating lease liabilities	76,080	57,341
Warrant liabilities	19,877	26,911
Long-term income tax liability	67,925	79,125
Other long-term liabilities	57,447	49,272
Total liabilities	\$ 2,756,937	\$ 2,390,526
Commitments and contingent liabilities: (Note 13)		
Stockholders' equity:		
Class A common stock, \$0.0001 par value; 900,000 shares authorized as of September 30, 2022 and December 31, 2021; 457,108 and 414,911 shares issued and 448,664 and 407,781 outstanding as of September 30, 2022 and December 31, 2021, respectively	\$ 45	\$ 41
Class B common stock, \$0.0001 par value; 900,000 shares authorized as of September 30, 2022 and December 31, 2021; 393,014 shares issued and outstanding as of September 30, 2022 and December 31, 2021	39	39
Treasury stock, at cost; 8,444 and 7,130 shares as of September 30, 2022 and December 31, 2021, respectively	(328,626)	(306,614)
Additional paid-in capital	6,616,274	5,702,388
Accumulated deficit	(4,889,104)	(3,753,814)
Accumulated other comprehensive income	36,488	36,488
Total stockholders' equity	1,435,116	1,678,528
Total liabilities and stockholders' equity	\$ 4,192,053	\$ 4,069,054

See accompanying notes to unaudited condensed consolidated financial statements.



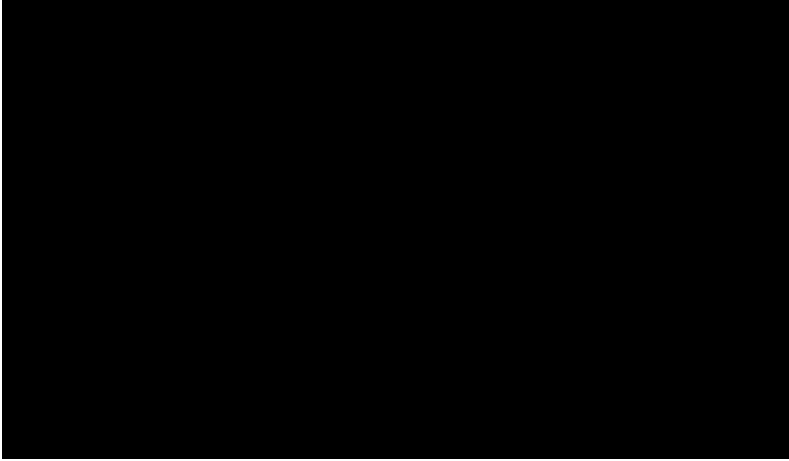
G.3-c

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. **A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital³²**
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

³² Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.





G.3-d

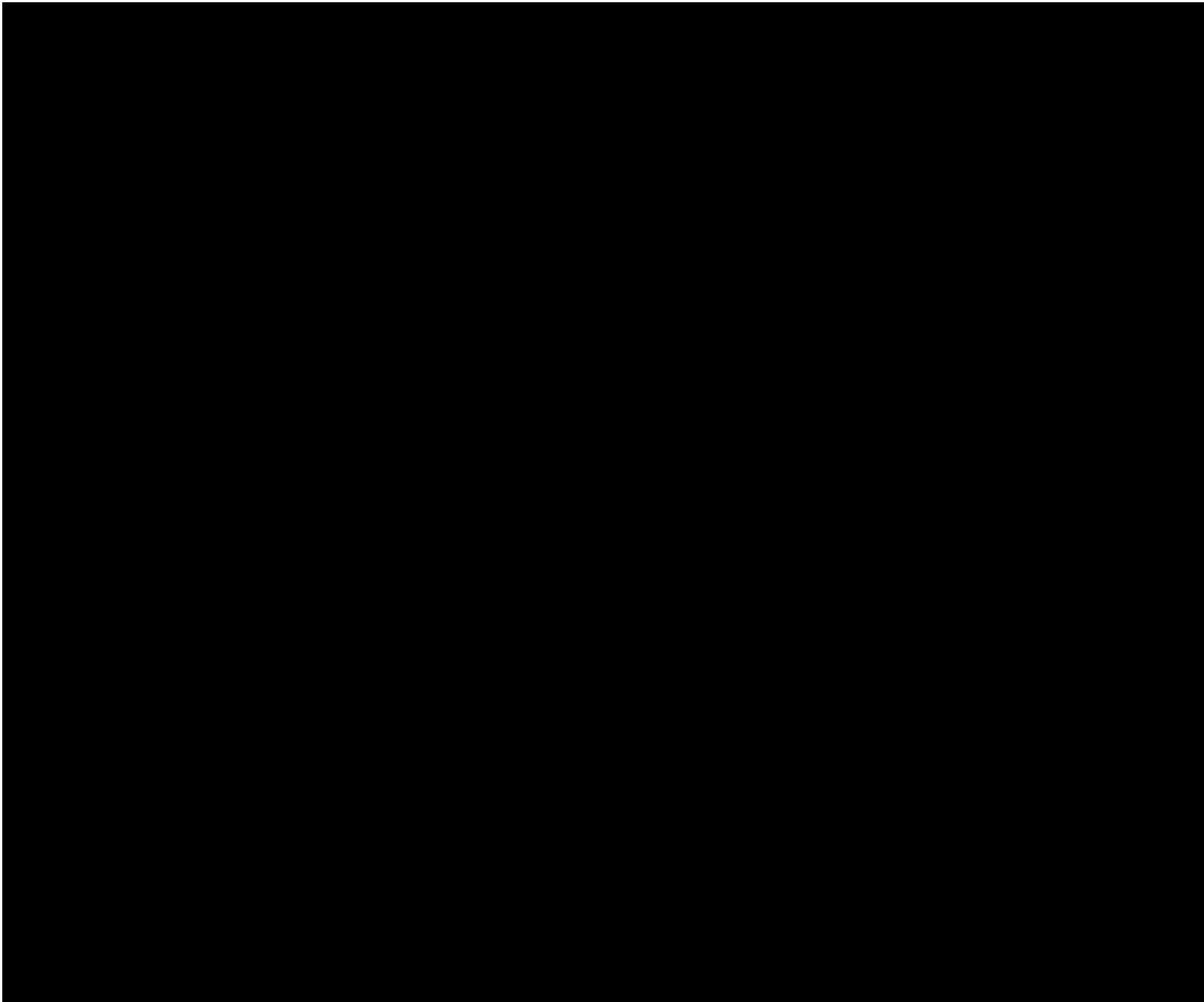
SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

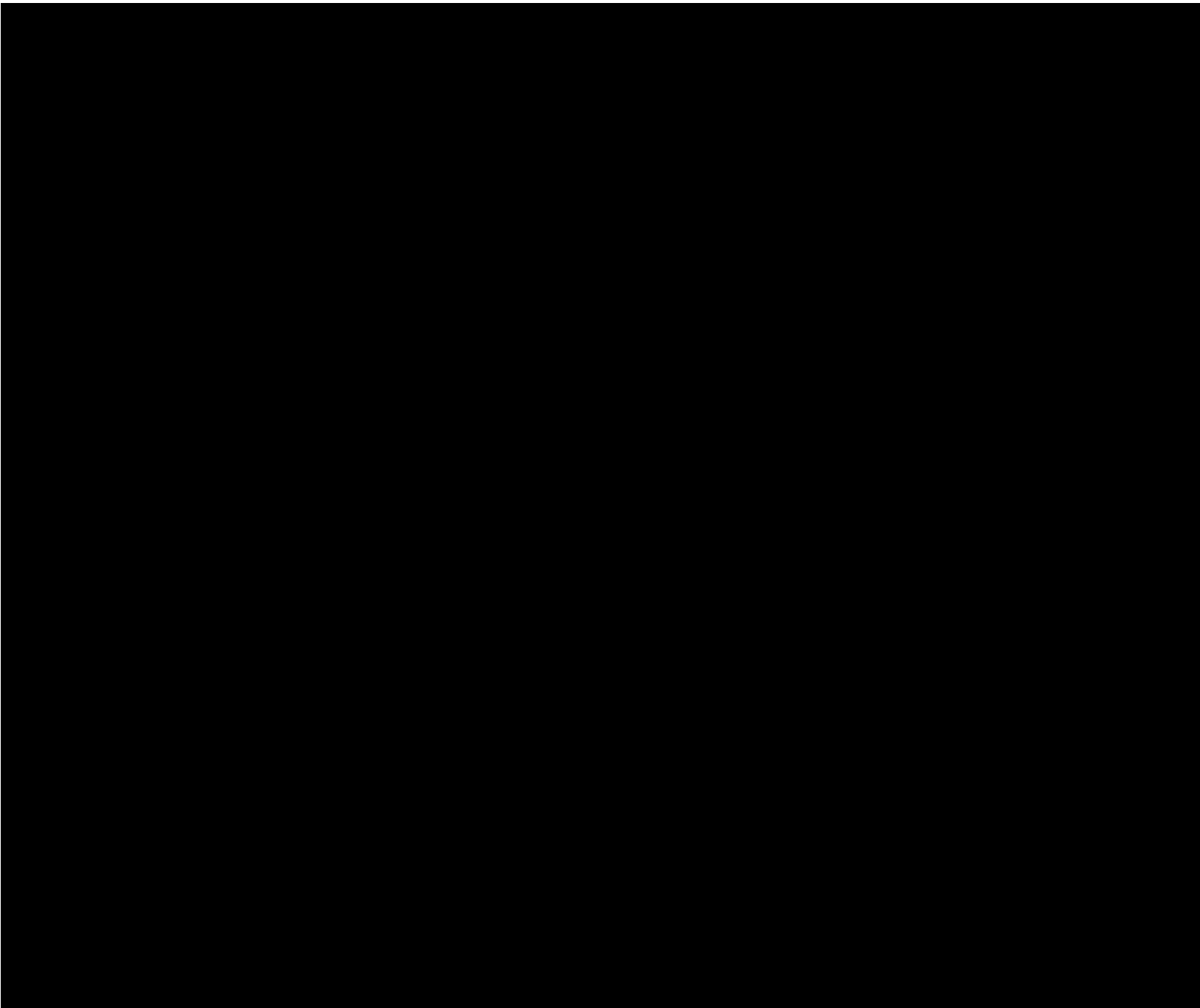
Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

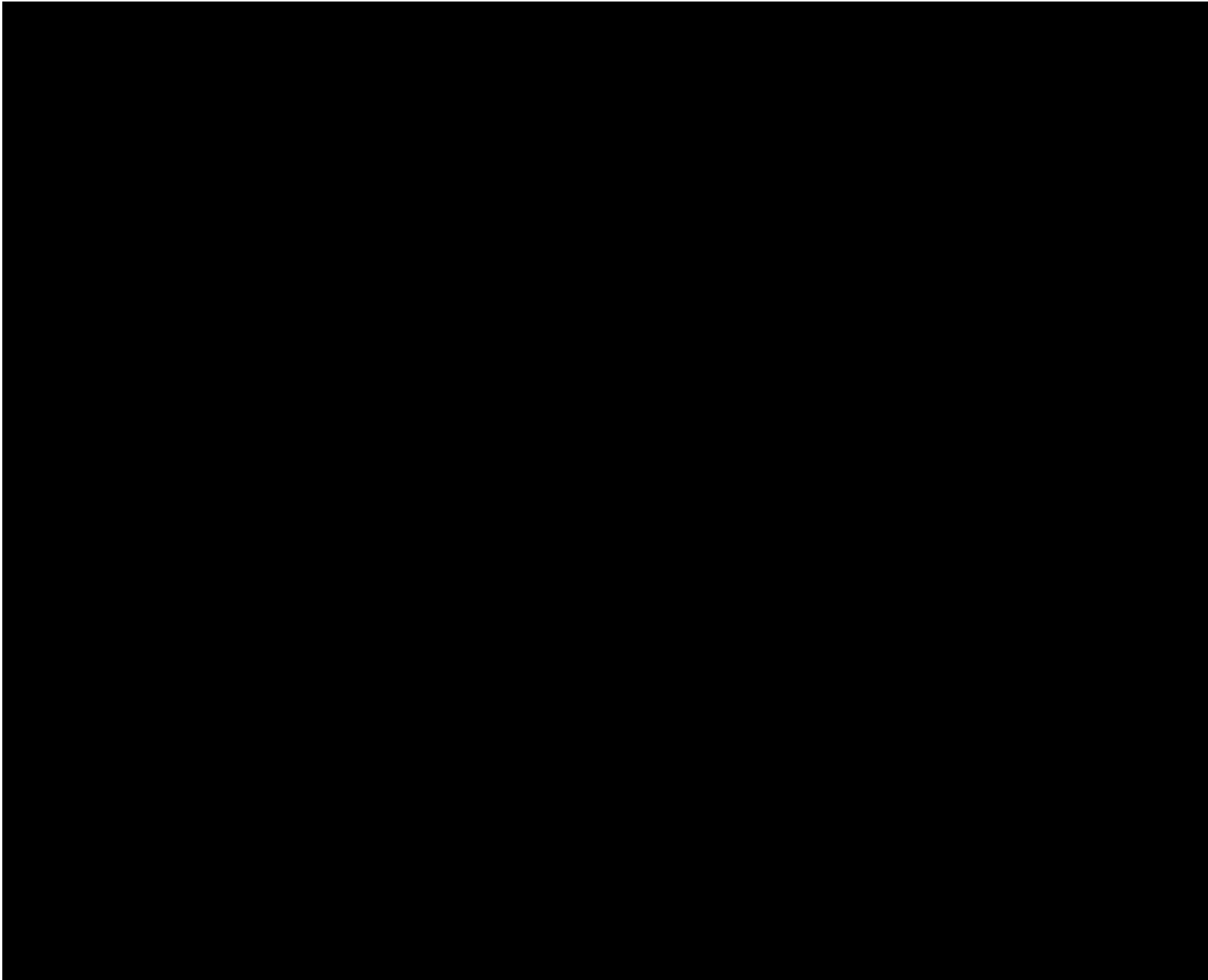
- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. **An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions³³**
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

Please see the tables below for best, worst, and average case scenarios.

³³ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.









G.3-e

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. **What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?**
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

DraftKings Inc. had \$1.4 billion in cash and cash equivalents as of September 30, 2022 (exclusive of player cash, which we segregate from our operating cash balances on behalf of our paid users for all jurisdictions and products). We believe our cash on hand is sufficient to meet our current working capital and capital expenditure requirements that there are no doubts about



our ability to continue as a going concern. We will also continue to evaluate our long-term operating performance and cash needs but at this time believe we are well positioned to continue to fund the operations of the business long-term.

A capture of our current balance sheet, as filed on 9/30/2022 is included as a PDF, "G.3-e Q3 2022 Balance Sheet".



G.3-e Q3 2022 Balance Sheet

PART I. - FINANCIAL INFORMATION

Item 1. Financial Statements.

DRAFTKINGS INC.

CONDENSED CONSOLIDATED BALANCE SHEETS

(Amounts in thousands, except par value)

	September 30, 2022 (Unaudited)	December 31, 2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 1,382,651	\$ 2,152,892
Cash reserved for users	581,355	476,950
Receivables reserved for users	89,454	51,949
Accounts receivable	40,991	45,864
Prepaid expenses and other current assets	98,627	25,675
Total current assets	2,193,078	2,753,330
Property and equipment, net	58,226	46,019
Intangible assets, net	788,647	535,017
Goodwill	894,019	615,655
Operating lease right-of-use assets	74,703	63,831
Equity method investments	8,746	9,825
Deposits and other non-current assets	174,634	45,377
Total assets	\$ 4,192,053	\$ 4,069,054
Liabilities and Stockholders' equity		
Current liabilities:		
Accounts payable and accrued expenses	\$ 560,794	\$ 387,737
Liabilities to users	670,784	528,874
Operating lease liabilities, current portion	5,645	12,814
Other current liabilities	47,951	—
Total current liabilities	1,285,174	929,425
Convertible notes, net of issuance costs	1,250,434	1,248,452
Non-current operating lease liabilities	76,080	57,341
Warrant liabilities	19,877	26,911
Long-term income tax liability	67,925	79,125
Other long-term liabilities	57,447	49,272
Total liabilities	\$ 2,756,937	\$ 2,390,526
Commitments and contingent liabilities: (Note 13)		
Stockholders' equity:		
Class A common stock, \$0.0001 par value; 900,000 shares authorized as of September 30, 2022 and December 31, 2021; 457,108 and 414,911 shares issued and 448,664 and 407,781 outstanding as of September 30, 2022 and December 31, 2021, respectively	\$ 45	\$ 41
Class B common stock, \$0.0001 par value; 900,000 shares authorized as of September 30, 2022 and December 31, 2021; 393,014 shares issued and outstanding as of September 30, 2022 and December 31, 2021	39	39
Treasury stock, at cost; 8,444 and 7,130 shares as of September 30, 2022 and December 31, 2021, respectively	(328,626)	(306,614)
Additional paid-in capital	6,616,274	5,702,388
Accumulated deficit	(4,889,104)	(3,753,814)
Accumulated other comprehensive income	36,488	36,488
Total stockholders' equity	1,435,116	1,678,528
Total liabilities and stockholders' equity	\$ 4,192,053	\$ 4,069,054

See accompanying notes to unaudited condensed consolidated financial statements.



G.3-f

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default**
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years.

- Not applicable



Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default

Please see the included PDF, "G.3-f Form 10-Q".



G.3-f Form 10-Q

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

FORM 10-Q

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended June 30, 2022

or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____.

Commission file number 001-41379



DRAFTKINGS INC.

(Exact name of registrant as specified in its charter)

Nevada

(State or other jurisdiction of incorporation or organization)

87-2764212

(I.R.S. Employer Identification No.)

222 Berkeley Street, 5th Floor

Boston, MA 02116

(Address of principal executive offices) (Zip Code)

(617) 986-6744

(Registrant's telephone number, including area code)

Not Applicable

(Former name, former address and former fiscal year, if changed since last report).

Securities Registered Pursuant to Section 12(b) of the Act:

Title of each class	Trading symbol	Name of each exchange on which registered
Class A Common Stock, \$0.0001 par value	DKNG	The Nasdaq Stock Market LLC

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See the definitions of "large accelerated filer", "accelerated filer", "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input checked="" type="checkbox"/>	Accelerated filer	<input type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
Emerging growth company	<input type="checkbox"/>		

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

As of August 3, 2022, there were 448,545,834 shares of the registrant's Class A common stock, par value \$0.0001 per share, and 393,013,951 shares of the registrant's Class B common stock, par value \$0.0001 per share, outstanding.

PART II. —OTHER INFORMATION

Item 1. Legal Proceedings.

We are involved in a number of legal proceedings (including those described below) concerning matters arising in connection with the conduct of our business activities. These proceedings are at varying stages, and many of these proceedings seek an indeterminate amount of damages. We regularly evaluate the status of the legal proceedings in which we are involved to assess whether a loss is probable or there is a reasonable possibility that a loss or an additional loss may have been incurred and to determine if accruals are appropriate. If accruals are not appropriate, we further evaluate each legal proceeding to assess whether an estimate of the possible loss or range of possible loss can be made.

For certain cases described on the following pages, management is unable to provide a meaningful estimate of the possible loss or range of possible loss because, among other reasons, (i) the proceedings are in various stages; (ii) damages have not been sought; (iii) damages are unsupported and/or exaggerated; (iv) there is uncertainty as to the outcome of pending appeals or motions; (v) there are significant factual issues to be resolved; and/or (vi) there are novel legal issues or unsettled legal theories to be presented or a large number of parties involved. For these cases, however, management does not believe, based on currently available information, that the outcomes of these proceedings will have a material adverse effect on our financial condition, though the outcomes could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

In Re: Daily Fantasy Sports Litigation (Multi-District Litigation)

Between late 2015 and early 2016, certain individuals who allegedly registered and competed in daily sports fantasy contests on our and FanDuel's websites, and their family members, filed numerous actions (primarily purported class actions) against us, FanDuel, and other related parties (the "DFS defendants") in courts across the United States. In February 2016, these actions were consolidated in a multi-district litigation in the U.S. District Court for the District of Massachusetts. On September 2, 2016, the consolidated group of plaintiffs filed their First Amended Master Class Action Complaint, superseding their original class action complaint, which superseded their individual complaints.

The plaintiffs asserted 27 claims arising under both state and federal law against the DFS defendants. The plaintiffs' claims against us generally fell into four categories: (1) our online daily fantasy sports contests constitute illegal gambling; (2) we promulgated false or misleading advertisements that emphasized the ease of play and likelihood of winning; (3) we induced consumers to lose money through a deceptive bonus program; and (4) we allowed our employees to participate in competitors' fantasy sports contests using non-public information, which gave such employees an unfair advantage over other contestants. The plaintiffs sought money damages, equitable relief, and disgorgement of gains against us.

On November 16, 2016, the DFS defendants filed a motion to compel arbitration against all named plaintiffs except one plaintiff asserting claims against the DFS defendants as a concerned citizen of the State of Florida (the "Concerned Citizen Claims"). On November 27, 2019, the Court granted the DFS defendants' motion to compel arbitration with respect to all named plaintiffs other than a small set of plaintiffs who are family members of individuals who have DraftKings or FanDuel accounts and who asserted claims under various state laws regarding gambling (the "Family Member Plaintiffs"). On March 9, 2020, the DFS defendants moved to dismiss the Family Member Plaintiffs' claims and the Concerned Citizen Claims. On April 7, 2020, an opposition to the motion to dismiss the Concerned Citizen Claim was filed. On April 20, 2020, the Family Member Plaintiffs filed their opposition to the DFS defendants' motion to dismiss, and on April 29, 2020, the Family Member Plaintiffs filed a motion for leave to amend the First Amended Master Class Action Complaint. On May 11, 2020, the DFS defendants filed their reply in support of their motion to dismiss the Family Member Plaintiffs' claims and the Concerned Citizen Claims, and on May 13, 2020, the DFS defendants filed their opposition to the Family Member Plaintiffs' motion for leave to amend the First Amended Master Class Action Complaint. On March 5, 2020, one named plaintiff with respect to whom the motion to compel was granted filed a renewed motion to remand his case to state court. On May 29, 2020, we filed an opposition to that motion.

On March 3, 2021, DraftKings and the plaintiffs (other than the Family Member Plaintiffs) filed in Court a joint motion for preliminary approval of a proposed settlement, which the Court granted on June 15, 2021. On October 6, 2021, the Court entered judgment and an order approving a settlement and dismissing the claims with prejudice brought by all plaintiffs except the Family Member Plaintiffs and the Concerned Citizen Claims. This settlement agreement became effective on November 5, 2021; as a result, the only remaining plaintiffs were the Family Member Plaintiffs and the plaintiff who asserted the Concerned Citizen Claims. On January 21, 2022, DraftKings and the Family Member Plaintiffs filed a joint motion for preliminary approval of a proposed settlement. On February 18, 2022, the Court entered an order preliminarily approving the proposed settlement and scheduled a fairness hearing for final approval of the settlement on June 8, 2022. On June 8, 2022, the court

entered judgment and an order approving the settlement and dismissing all claims with prejudice other than the Concerned Citizens Claims. On June 23, 2022, with all claims other than the Concerned Citizen Claims resolved, the court dismissed the Concerned Citizen Claims from federal court for lack of Article III standing and remanded the Concerned Citizen Claims to state court in Florida. On July 8, 2022, the court officially closed the docket for *In Re: Daily Fantasy Sports Litigation (Multi-District Litigation)*. The Company previously provided an accrual for this matter.

We intend to vigorously defend the Concerned Citizen Claims. If the plaintiff obtains a judgment in his favor in this matter, we may be subject to substantial damages and we may have to withdraw our DFS operation in Florida. We cannot predict with any degree of certainty the outcome of the Concerned Citizen Claims.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of the Concerned Citizen Claims will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Attorney General of Texas

On January 19, 2016, the Texas Attorney General issued an opinion letter that “odds are favorable that a court would conclude that participation in paid daily fantasy sports leagues constitutes illegal gambling” under Texas law. In response to the opinion letter, we sued the Texas Attorney General on March 4, 2016 in Dallas County, Texas.

The lawsuit makes five claims: (1) a claim for a declaratory judgment that daily fantasy sports contests do not violate Texas law; (2) a claim of denial of due process under the Fifth and Fourteenth Amendments to the U.S. Constitution; (3) a claim of denial of due course of law under Article I of the Texas Constitution; (4) a claim of denial of equal protection under the Fourteenth Amendment to the U.S. Constitution; and (5) a claim of denial of equal rights under Article I of the Texas Constitution. We are also seeking reimbursement of our costs and attorneys’ fees.

On May 2, 2016, the Texas Attorney General filed a motion to transfer venue to Travis County, Texas. On April 16, 2018, the parties filed a notice of agreed non-suit without prejudice, and we re-filed our lawsuit against the Texas Attorney General in Travis County. On April 17, 2018, the Dallas County court granted the parties’ agreed non-suit without prejudice, thereby dismissing the Dallas County lawsuit without prejudice.

On May 24, 2018, the Texas Attorney General answered the complaint filed in Travis County, Texas.

FanDuel filed a petition in intervention on August 24, 2018, seeking essentially the same relief as DraftKings seeks. The Court entered an updated scheduling order setting the case for a non-jury trial on April 20, 2021. The parties subsequently filed an agreed motion to extend the scheduling order seeking, among other things, to change the non-jury trial date to January 29, 2024.

We intend to vigorously pursue our claims. In the event a court ultimately determines that daily fantasy sports contests violate Texas law, that determination could cause financial harm to us and loss of business in Texas.

We cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities.

We do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Interactive Games LLC

On June 14, 2019, Interactive Games LLC (“IG”) filed suit against us in the U.S. District Court for the District of Delaware. In the Complaint, IG alleges that our daily fantasy sports (“DFS”) product infringes two patents: U.S. Patent No. 8,956,231 (the “231 Patent”), which is entitled “Multi-process communication regarding gaming information”, and U.S. Patent No. 8,974,302 (the “302 Patent”), which is entitled “Multi-process communication regarding gaming information.” That same Complaint alleges that our Sportsbook product infringes two additional patents: U.S. Patent No. 8,616,967 (the “967 Patent”), which is entitled “System and method for convenience gaming” and U.S. Patent No. 9,430,901 (the “901 Patent”), which is entitled “System and method for wireless gaming with location determination.” All four of these patents are collectively referred to as the “IG Patents.”

In response to the complaint, we filed a motion to dismiss the complaint under 35 U.S.C. Section 101, asserting the IG Patents are directed to non-patentable subject matter. The Court has not yet ruled on that motion, as the judge previously stayed the District Court litigation pending resolution of the *inter partes* reviews and dismissed the motion to dismiss (without ruling on the merits), but granted leave to refile such motion with updated briefing if the stay is lifted.

On June 17, 2020, we filed petitions for *inter partes* review with the Patent Trial and Appeal Board (the “PTAB”) challenging the validity of each of the IG Patents. The PTAB instituted review for the ‘901 Patent, the ‘231 Patent, and the ‘967 Patent but denied institution for the ‘302 Patent. On February 5, 2021, we filed a request for rehearing regarding the decision on the ‘302 Patent, which was denied by the PTAB on March 2, 2021. On October 13, 2021, the PTAB heard oral argument on the ‘901 Patent, the ‘231 Patent, and the ‘967 Patent. On January 4, 2022, the PTAB issued a final written decision finding all challenged claims of the ‘901 Patent, the ‘231 Patent, and the ‘967 Patent unpatentable. On March 8, 2022, IG appealed the final written decisions for all three instituted *inter partes* reviews. On April 19, 2022, IG moved to voluntarily dismiss the appeal for the *inter partes* review related to the ‘901 Patent, which was granted on April 20, 2022. On July 15, 2022, IG filed its opening briefs in the appeals of the *inter partes* reviews for the ‘231 Patent and ‘967 Patent. The District Court litigation remains stayed pending resolution of all appeals from the *inter partes* reviews.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Winview Inc.

On July 7, 2021, Winview Inc., a Delaware corporation (“Winview”) filed suit against DraftKings Inc., a Nevada corporation in the U.S. District Court for the District of New Jersey. In the complaint, Winview alleges that DraftKings infringe two patents: U.S. Patent No. 9,878,243 (“the ‘243 Patent”), entitled “Methodology for Equalizing Systemic Latencies in Television Reception in Connection with Games of Skill Played in Connection with Live Television Programming”, and U.S. Patent No. 10,721,543 (“the ‘543 Patent”), entitled “Method of and System for Managing Client Resources and Assets for Activities on Computing Devices”. The allegations based on the ‘243 Patent are directed to Sportsbook, and the allegations based on the ‘543 Patent are directed to both Sportsbook and DFS.

On July 28, 2021, Winview filed an amended complaint, in which it alleges that DraftKings infringes two additional patents: U.S. Patent No. 9,993,730 (“the ‘730 Patent”), entitled “Methodology for Equalizing Systemic Latencies in Television Reception in Connection with Games of Skill Played in Connection with Live Television Programming”, and U.S. Patent No. 10,806,988 (“the ‘988 Patent”), entitled “Method Of and System For Conducting Multiple Contests of Skill with a Single Performance”. The allegations based on the ‘730 Patent are directed at Sportsbook, and the allegations based on the ‘988 Patent are directed at DFS.

On October 4, 2021, we filed a motion to dismiss Winview’s direct infringement claims for the ‘543 Patent and the ‘730 Patent, as well as its claims for willful, induced, and contributory infringement for all four asserted patents. On October 29, 2021, the parties filed a stipulation that allowed Winview to file a second amended complaint on or before November 15, 2021, which the court signed and ordered on November 1, 2021.

On November 15, 2021, Winview filed a second amended complaint (the “SAC”), adding as defendants DK DE and Crown Gaming Inc., a Delaware corporation, which are wholly-owned subsidiaries of DraftKings. The SAC, among other allegations, repeats the allegations of the first amended complaint that the defendants infringe the ‘243 Patent, the ‘543 Patent, the ‘730 Patent, and the ‘988 Patent. On December 15, 2021, DraftKings filed its motion to dismiss the SAC, again arguing that Winview failed to state a claim for direct infringement of the ‘543 Patent and the ‘730 Patent, and for willful, induced, and contributory infringement for all four asserted patents. Winview filed its memorandum in opposition to the motion to dismiss on January 24, 2022, and DraftKings filed its reply brief to Winview’s opposition on January 31, 2022. On August 3, 2022, we filed a petition for *inter partes* review with the PTAB challenging the validity of the ‘243 Patent.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Securities Matters

On July 2, 2021, the first of two substantially similar federal securities law putative class actions was filed in the U.S. District Court for the Southern District of New York against the Company and certain of its officers. The actions allege violations of Sections 10(b) and 20(a) of the Exchange Act on a behalf of a putative class of persons who purchased or otherwise acquired DraftKings stock between December 23, 2019 and June 15, 2021. The allegations relate to, among other things, allegedly false and misleading statements and/or failures to disclose information about the Company's business and prospects, based primarily upon the allegations concerning SBTech that were contained in a report published about DraftKings on June 15, 2021 by Hindenburg Research (the "Hindenburg Report"). We intend to vigorously defend against these claims. On November 12, 2021, the court consolidated the two actions under the caption *In re DraftKings Securities Litigation* and appointed a lead plaintiff. The lead plaintiff filed a consolidated amended complaint on January 11, 2022. On February 22, 2022, defendants filed a motion seeking dismissal of this action, and in response, the lead plaintiff filed a second amended complaint on April 5, 2022. On April 26, 2022, defendants again filed a motion seeking dismissal of this action. That motion remains pending.

Beginning on July 9, 2021, the Company received subpoenas from the SEC seeking documents concerning, among other things, certain of the allegations raised in the Hindenburg Report, as well as the Company's disclosures regarding its compliance policies and procedures, and related matters. The Company intends to comply with the related requests and is cooperating with the SEC's ongoing inquiry.

We cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Shareholder Derivative Litigation

On October 21, 2021, the first of five substantially similar putative shareholder derivative actions was filed in Nevada by alleged shareholders of the Company. The actions purport to assert claims on behalf of the Company against certain current and former officers and/or members of the board of directors of the Company and DEAC. The two actions filed in the U.S. District Court for the District of Nevada have since been consolidated, and two of the actions filed in Nevada state District Court in Clark County likewise have been consolidated. A substantially identical fifth action was filed in Nevada state District Court in Clark County and has been dismissed voluntarily by the plaintiff. The same plaintiff filed a substantially identical action in Massachusetts Superior Court, which has also been dismissed voluntarily by the plaintiff. The Nevada actions purport to assert claims on behalf of the Company for, among other things, breach of fiduciary duty and corporate waste based primarily upon the allegations concerning SBTech that were contained in the Hindenburg Report. The federal court action in Nevada also contends that certain individuals are liable to the Company for any adverse judgment in the federal securities class actions described above under Sections 10(b) and 21D of the Exchange Act. The Nevada actions seek unspecified compensatory damages, changes to corporate governance and internal procedures, equitable and injunctive relief, restitution, costs and attorney's fees. All proceedings in both pending Nevada actions have been stayed by agreement of the parties pending resolution of the above-referenced motion to dismiss in *In re DraftKings Securities Litigation*.

The Company cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities. The Company also cannot provide an estimate of the possible loss or range of loss. Because the Nevada actions allege claims on behalf of the Company and purport to seek judgments in favor of the Company, the Company does not believe, based on currently available information, that the outcome of these proceedings will have a material adverse effect on DraftKings' financial condition, although the outcome could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

AG 18, LLC d/b/a/ Arrow Gaming

On August 19, 2021, AG 18, LLC d/b/a/ Arrow Gaming ("Arrow Gaming") filed a complaint against DraftKings in the United States District Court for the District of New Jersey alleging that DraftKings' DFS and Casino products infringe four patents. On October 12, 2021, Arrow Gaming filed an amended complaint to add one additional patent. The following U.S. Patents are asserted against one or both of DraftKings' DFS and Casino products in the amended complaint: (1) U.S. Patent No. 9,613,498 ("the '498 Patent"), entitled "Systems and Methods For Peer-to-Peer Gaming"; (2) U.S. Patent No. 9,978,205 ("the '205 Patent"), entitled "Location Based Restrictions on Networked Gaming"; (3) U.S. Patent No. 10,497,220 ("the '220 Patent") entitled "Location Based Restrictions on Networked Gaming"; (4) U.S. Patent No. 10,614,657 ("the '657 Patent") entitled "Location Based Restrictions on Networked Gaming"; and (5) U.S. Patent No. 11,024,131 ("the '131 Patent") entitled "Location Based Restrictions on Networked Gaming" (collectively, the "Arrow Gaming Patents").

On November 9, 2021, we filed a motion to dismiss plaintiff's complaint. On November 10, 2021, we answered the complaint and filed counterclaims (the "Counterclaims"). In the Counterclaims we seek, among other things, a declaratory judgment that the Arrow Gaming Patents are invalid. On December 1, 2021, Arrow Gaming answered our Counterclaims. On December 20, 2021, Arrow Gaming filed a second amended complaint adding new allegations with respect to the alleged willful infringement.

On January 21, 2022, DraftKings filed a motion to dismiss plaintiff's second amended complaint. On February 22, 2022, plaintiff filed its opposition to DraftKings' motion to dismiss plaintiff's second amended complaint, and on March 25, 2022, DraftKings filed its reply thereto. On March 7, 2022, DraftKings filed a motion to disqualify plaintiff's counsel. On March 21, 2022, plaintiff filed its opposition to DraftKings' motion to disqualify plaintiff's counsel, and on March 28, 2022, DraftKings filed its reply thereto.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Beteiro, LLC

On November 22, 2021, Beteiro, LLC ("Beteiro") filed a complaint against the Company in the United States District Court for the District of New Jersey alleging that the Company's Sportsbook and Casino products infringe four patents. The following U.S. Patents are asserted against Company's Sportsbook and Casino products in the complaint: U.S. Patent No. 9,965,920, entitled "Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity" ("the '920 Patent"); U.S. Patent No. 10,043,341, entitled "Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity" ("the '341 Patent"); U.S. Patent No. 10,147,266, entitled "Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity" ("the '266 Patent"); and U.S. Patent No. 10,255,755, entitled "Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity" ("the '755 Patent") (collectively, the "Beteiro Patents").

DraftKings' filed its motion to dismiss plaintiff's complaint on February 9, 2022. On April 7, 2022, Plaintiff filed its opposition to DraftKings' motion to dismiss, and on April 25, 2022, DraftKings filed its reply thereto.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Diogenes Ltd. & Colossus (IOM) Ltd.

On December 1, 2021, Diogenes Ltd. & Colossus (IOM) Ltd. ("Colossus"), filed a complaint against DraftKings in the United States District Court for the District of Delaware alleging that the Company's Sportsbook product infringes seven of its patents. The following U.S. Patents, each entitled "Wagering apparatus, methods and systems", are asserted against the Company's Sportsbook product in the complaint: U.S. Patent No. 8,721,439 ("the '439 patent"); U.S. Patent No. 9,117,341 ("the '341 patent"); U.S. Patent No. 9,275,516 ("the '516 patent"); U.S. Patent No. 9,424,716 ("the '716 patent"); U.S. Patent No. 9,704,338 ("the '338 patent"); U.S. Patent No. 10,970,969 ("the '969 patent"); and U.S. Patent No. 10,997,822 ("the '822 patent").

On January 24, 2022, DraftKings filed its motion to dismiss the original complaint. On February 7, 2022, Colossus filed an amended complaint (the "Amended Complaint") to, among other things, assert one additional patent against DraftKings, U.S. Patent No. 11,200,779 ("the '779 patent").

DraftKings filed its motion to dismiss the Amended Complaint on February 22, 2022. On March 15, 2022, Plaintiffs filed their opposition to DraftKings' motion to dismiss, and on March 29, 2022, DraftKings' filed its reply thereto. On March 25, 2022, a scheduling order was entered in which, among other things, trial was scheduled for January 13, 2025. On July 18, 2022, Magistrate Judge Burke issued a report and recommendation (the "Report and Recommendation") that the motion to dismiss be granted-in-part and denied-in-part. The Company and Colossus each filed their objections to the Report and Recommendation on August 1, 2022.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Other

In addition to the above actions, we are subject to various other legal proceedings and claims that arise in the ordinary course of business. In our opinion, the amount of ultimate liability with respect to any of these actions is unlikely to materially affect our financial condition, results of operations or liquidity, though the outcomes could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Item 1A. Risk Factors.

Factors that could cause our actual results to differ materially from those in this Report are any of the risks described in our 2021 Annual Report. Any of these factors could result in a significant or material adverse effect on our results of operations or

financial condition. Additional risk factors not presently known to us or that we currently deem immaterial may also impair our business or results of operations.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds.

None.

Item 3. Defaults Upon Senior Securities.

None.

Item 4. Mine Safety Disclosures.

Not applicable.

Item 5. Other Information.

Letter Agreements

On August 4, 2022, the Company entered into letter agreements with each of Messrs. Jason Robins, the Company's Chief Executive Officer; Matthew Kalish, the Company's President, DraftKings North America; and Paul Liberman, the Company's President, Global Technology and Product, pursuant to which each executive officer agreed to a voluntary reduction in their respective base salaries to \$1 for fiscal year 2022 (the "Base Salary Reductions"). The Base Salary Reductions do not modify any other rights under each of Messrs. Robins, Kalish and Liberman's employment agreements that are determined by reference to such executive officer's base salary (other than to the extent otherwise described in such letter agreements), and such provisions will continue to be applied based on the base salary rate in effect without giving effect to any Base Salary Reductions. Furthermore, the Base Salary Reductions are not intended to reduce any Company employee benefit provided to Messrs. Robins, Kalish and Liberman that is determined by reference to base salary, except that life and disability insurance will not be provided to Messrs. Robins, Kalish and Liberman during the applicable Base Salary Reduction period.

Item 6. Exhibits.

The following exhibits are filed as part of, or incorporated by reference into, this Quarterly Report on Form 10-Q.



G.3-g

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation³⁴
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

[REDACTED]

³⁴ Pursuant to Section 6(i) of Chapter 23N of the General Laws of Massachusetts, the content in this section contains competitively sensitive information that should be treated as confidential and otherwise exempt from disclosure as a public record.



[REDACTED]



G.3-h

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant**
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

No; neither Crown MA Gaming LLC nor Crown Gaming Inc. have had any bankruptcy filings made, or proceeds commenced, for any entities owned or controlled by them.



G.3-i

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders**
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.

Crown MA Gaming LLC is wholly owned by ultimate parent and publicly traded company DraftKings Inc.



G.3-j

SECTION G.3 - FINANCIAL STABILITY & INTEGRITY

Please provide the following documents, for the last five (5) fiscal years and through the date of the application:

- b. Documentation demonstrating the financing structure and plan for the proposal, including all sources of capital. Please include current capital commitments, as well as plan and timing for meeting future capital needs
- c. A detailed budget of the proposal cost, including any construction, design, legal and professional, consulting, and all other developmental fees. Also identify all other pre-launch costs, including training, marketing, and initial startup capital
- d. An analysis, including best, worst, and average case scenarios, that demonstrates the applicant's plan and capacity for accommodating steep downturns in revenues, and provides examples of those plans and strategies that have been successful in other jurisdictions
- e. What are the Applicant's annual liquidity, leverage, and profitability ratios, including current ratio, debt-to-equity ratio, and gross/net margin ratios?
- f. Information pertaining to contracts, loan agreements, and/or commitments that the applicant has breached or defaulted on during the last ten years. Provide information for any lawsuit, administrative proceeding, or another proceeding that occurred as a result of the breach or default
- g. A description of any administrative or judicial proceeding, during the last ten years, in which the applicant or any entity that owns 5%, or greater share, was found to have violated a statute or regulation governing its operation
- h. Any bankruptcy filings made, or proceedings commenced, for any entities owned or controlled by the applicant and any entity owning a 5% or greater share of the applicant
- i. Any financing amounts or ownership interests that are anticipated to come from minorities, women, and/or disadvantaged businesses. If the applicant, or any portion of the applicant, is a public company, it is not necessary to list shareholders
- j. Examples and/or narratives that substantiate the applicant's understanding of and experience with Internal Controls.**

Per our 10-K filing, page 67-68:

Management's Report on Internal Control over Financial Reporting

The Company's management is responsible for establishing and maintaining adequate internal control over financial reporting (as defined in Rule 13a-15(f) under the Exchange Act).



Management conducted an assessment of the effectiveness of the Company's internal control over financial reporting based on the criteria set forth in Internal Control – Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework). Internal control over financial reporting is a process to provide reasonable assurance regarding the reliability of our financial reporting for external purposes in accordance with U.S. GAAP. Based on the Company's assessment, management has concluded that its internal control over financial reporting was effective as of December 31, 2021 to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with U.S. GAAP. Management has reviewed its assessment with the Audit Committee.

The Company's independent registered public accounting firm, BDO USA, LLP, has issued an audit report on the Company's internal control over financial reporting, which appears in Part II, Item 15 "Exhibits, Financial Statement Schedules" of this annual report.

Please see the included PDF, "G.3-j Form 10-K".



G.3-j Form 10-K

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-K

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31, 2021

or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____.

Commission file number 001-38908



DRAFTKINGS INC.

(Exact name of registrant as specified in its charter)

Nevada

(State or other jurisdiction of incorporation or organization)

84-4052441

(I.R.S. Employer Identification No.)

222 Berkeley Street, 5th Floor
Boston, MA 02116

(Address of principal executive offices) (Zip Code)

(617) 986-6744

(Registrant's telephone number, including area code)

Securities Registered Pursuant to Section 12(b) of the Act:

Title of each class	Trading symbol	Name of each exchange on which registered
Class A Common Stock, \$0.0001 par value	DKNG	The Nasdaq Stock Market LLC

Securities Registered Pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act.

Yes No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Registration S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input checked="" type="checkbox"/>	Accelerated filer	<input type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
		Emerging growth company	<input type="checkbox"/>

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).
Yes No

The aggregate market value of the voting and non-voting stock held by non-affiliates of the registrant as of June 30, 2021, the last business day of the registrant's most recently completed second fiscal quarter, was \$19.2 billion based upon the closing price reported for such date on the Nasdaq Global Select Market.

As of February 16, 2022, there were 408,670,263 shares of the registrant's Class A common stock, par value \$0.0001 per share, and 393,013,951 shares of the registrant's Class B common stock, par value \$0.0001 per share, outstanding.

Documents Incorporated by Reference:

Portions of the registrant's definitive proxy statement for its 2022 Annual Meeting of Stockholders, or the Proxy Statement, to be filed within 120 days after the end of the fiscal year covered by this Annual Report on Form 10-K, are incorporated by reference in Part III. Except with respect to information specifically incorporated by reference in this Annual Report, the Proxy Statement shall not be deemed to be filed as part hereof.

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Cautionary Statement Regarding Forward-Looking Statements

This Annual Report on Form 10-K (this “Annual Report”) contains forward-looking statements within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995 that reflect future plans, estimates, beliefs and expected performance. The forward-looking statements depend upon events, risks and uncertainties that may be outside of our control. The words “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intends,” “may,” “might,” “plan,” “possible,” “potential,” “predict,” “project,” “should,” “would” and similar expressions may identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking. You are cautioned that our business and operations are subject to a variety of risks and uncertainties, many of which are beyond our control, and, consequently, our actual results may differ materially from those projected.

Factors that could cause or contribute to such differences include, but are not limited to, those identified below and those discussed in the section entitled “Risk Factors” included elsewhere in this Report. Any statements contained herein that are not statements of historical fact may be forward-looking statements.

- factors relating to our business, operations and financial performance, including:
 - our ability to effectively compete in the global entertainment and gaming industries;
 - our ability to successfully acquire and integrate new operations;
 - our ability to obtain and maintain licenses with gaming authorities;
 - our inability to recognize deferred tax assets and tax loss carryforwards;
- market and global conditions and economic factors beyond our control, including the potential adverse effects of the ongoing global coronavirus (“COVID-19”) pandemic on capital markets, general economic conditions, unemployment and our liquidity, operations and personnel;
- intense competition and competitive pressures from other companies worldwide in the industries in which we operate;
- our ability to raise financing in the future;
- our success in retaining or recruiting officers, key employees or directors; and
- litigation and the ability to adequately protect our intellectual property rights.

Due to the uncertain nature of these factors, management cannot assess the impact of each factor on the business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements.

Any forward-looking statement speaks only as of the date on which such statement is made, and we undertake no obligation to update any of these statements to reflect events or circumstances occurring after the date of this Report. New factors may emerge and it is not possible to predict all factors that may affect our business and prospects.

PART I

Item 1. Business.

Unless the context otherwise requires, the “Company”, “DraftKings”, “New DraftKings”, “we,” “our,” “us” and similar terms refer to DraftKings Inc., a Nevada corporation.

Overview

We are a digital sports entertainment and gaming company. We provide users with daily fantasy sports (“DFS”), sports betting (“Sportsbook”) and online casino (“iGaming”) opportunities, as well as media and other online consumer product offerings. We are also involved in the design, development, and licensing of sports betting and casino gaming software for online and retail sportsbook and casino gaming products.

Our mission is to make life more exciting by responsibly creating the world’s favorite real-money games and betting experiences. We accomplish this by creating an environment where our users can find enjoyment and fulfillment through DFS, Sportsbook and iGaming, as well as media and other online consumer product offerings. We are also highly focused on our responsibility as a steward of this new era in real-money gaming. Our ethics guide our decision making, with respect to both the tradition and integrity of sports and our investments in regulatory compliance and consumer protection.

We established a following among “skin-in-the-game” sports fans through our robust daily fantasy sports technology that now powers millions of contest entries in peer-to-peer competitions every week. We leverage our technology, the scale and density of our user base and insights from approximately 7.3 million cumulative unique paid users to continuously improve our analytics, marketing and technology. For example, in 2013 we launched the first mobile app in daily fantasy sports, anticipating the behavioral shift of a user base that had historically relied on a desktop-only experience. Five years later, in August 2018, we launched the first mobile sportsbook in New Jersey and as of December 31, 2021, we offer our mobile sportsbook, retail sportsbook, iGaming or business-to-business products in 18 states as we continue to expand our geographic footprint.

Our priorities are to (a) continue to invest in our products and services, (b) launch our product offerings in new geographies, (c) create replicable and predictable state-level unit economics in sports betting and iGaming and (d) expand our other online consumer product offerings. When we launch Sportsbook and iGaming offerings in a new jurisdiction, we plan to invest in user acquisition, retention and cross-selling until the new jurisdiction provides a critical mass of users engaged across our product offerings.

We believe our current technology is highly scalable with relatively minimal incremental technology spend required to launch our product offerings in new jurisdictions. We will continue to manage our fixed-cost base in conjunction with our market entry plans and focus our variable spend on marketing, user experience and support and regulatory compliance with the goals of becoming the product of choice for users and maintaining favorable relationships with regulators. We expect to improve our profitability over time (excluding the impact of amortization of acquired intangibles) through cost synergies and new opportunities driven by our completed vertical integration of the technology and expertise of SBTech (Global) Limited (“SBTech”), which we acquired in April 2020.

Our expected path to profitability is based on the acceleration of positive contribution profit growth driven by marketing efficiencies as we continue the transition from local to regional to national advertising as well as scale benefits from investments in our product and technology and general and administrative functions. On a consolidated Adjusted EBITDA basis, we expect to achieve profitability when total contribution profit exceeds the fixed costs of our business, which depends, in part, on the percentage of the U.S. adult population that has access to our product offerings and the other factors summarized in the section entitled “*Cautionary Statement Regarding Forward-Looking Statements*”.

During the fiscal years ended December 31, 2021, 2020 and 2019, we had revenue of \$1,296.0 million, \$614.5 million, \$323.4 million, average monthly unique payers (“MUPs”) of 1,494 thousand, 883 thousand and 684 thousand and an average revenue per MUP for our business-to-consumer (“B2C”) operations (“ARPMUP”) of \$67, \$51 and \$39. Refer to the discussion in section the “Key Performance Indicators – B2C Operations” within Management’s Discussion and Analysis of Financial Condition and Results of Operations included herein for information regarding our MUPs and ARPMUP.

Business Combination

We were incorporated in Nevada as DEAC NV Merger Corp., a wholly owned subsidiary of our legal predecessor, Diamond Eagle Acquisition Corp. (“DEAC”), a special purpose acquisition company. On April 23, 2020, DEAC consummated the transactions contemplated by the Business Combination Agreement dated December 22, 2019, as amended on April 7, 2020, (the “Business Combination”) and, in connection therewith:

- i. DEAC merged with and into us, whereby we survived the merger and became the successor issuer to DEAC;
- ii. we changed our name to “DraftKings Inc.”;
- iii. we acquired DraftKings Inc., a Delaware corporation (“Old DK”), by way of a merger;
- iv. we acquired all of the issued and outstanding share capital of SBTech (the “SBTech Acquisition”); and
- v. DEAC’s publicly traded units (Nasdaq: DEACU) separated into their components of publicly traded DEAC Class A common stock (Nasdaq: DEAC) and DEAC public warrants (Nasdaq: DEACW), and each outstanding share of DEAC Class A common stock was exchanged, on a one-for-one basis, for shares of our Class A common stock and all of DEAC’s outstanding warrants became warrants to acquire shares of our Class A common stock.

Upon consummation of the preceding transactions:

- (i) Old DK and SBTech became wholly owned subsidiaries of the Company; and
- (ii) beginning April 24, 2020, our shares of Class A common stock traded on the Nasdaq under the ticker symbol “DKNG” and our warrants traded on Nasdaq under the ticker symbol “DKNGW.” On July 7, 2020, we redeemed all of our outstanding public warrants that had not been exercised as of July 2, 2020 and on July 20, 2020, we delisted our publicly traded warrants. Only our Class A common stock continues to be traded on the Nasdaq.

Our Products

Our revenues are predominantly generated through our two reportable segments B2C and business-to-business (“B2B”) offerings.

Business-to-consumer

We have three main B2C product offerings—DFS, Sportsbook and iGaming. We consider these three offerings to be of a similar product class, and together they accounted for 96%, 96% and 95% of DraftKings’ B2C revenues for the fiscal years ended December 31, 2021, 2020 and 2019, respectively. DFS, which was our sole product offering until 2018, historically drove our revenue results and accounts for a majority of our users; however, since we launched Sportsbook and iGaming in 2018, states where Sportsbook and iGaming have been approved accounted for a rapidly growing proportion of our users, which has contributed to our revenue growth. In addition to our three main product offerings, our B2C segment also offers non-fungible tokens on DraftKings Marketplace and advertising and sponsorship packages to targeted advertisers across our DFS product offerings, free games and content.

Below is a breakdown of how each DraftKings B2C offering functions:

Daily Fantasy Sports - Since our launch, we have monetized our DFS offering by facilitating peer-to-peer play, whereby users compete against each other for prize money. We provide users with technology that establishes DFS contests, scores the contests, distributes the prizes and performs other administrative activities to enable the “skin-in-the-game” sports fan experience. Our revenue is the difference between the entry fees collected and the amounts paid out to users as prizes and customer incentives in a period.

Sportsbook - Sports betting involves a user placing a bet by wagering money on an event at some fixed odds (“proposition”) determined by DraftKings. In the event the user wins, DraftKings pays out the bet. Similar to DFS, Sportsbook engages consumers in their sports viewing experience. Our Sportsbook revenue is generated by setting odds that are intended to provide a built-in theoretical margin in each proposition offered to our users. While the actual betting patterns of our users and outcomes of individual events may cause volatility in our revenue, we believe we can deliver a stable betting win margin over the long term.

Revenue is realized by taking the settled handle for betting markets that have been resolved and subtracting the payouts for these betting markets such that the difference is the gross revenue, or “hold.” In addition to our online Sportsbook, we also maintain limited retail distribution in four states, in which our retail revenue is subject to individual agreements with a land-based casino partner (a “skin”) that provide for a revenue share. Retail distribution leverages the foot traffic for existing casino properties to convert their customers to bet in our Sportsbook while on premise.

iGaming - iGaming, or online casino, offerings typically include the full suite of games available in land-based casinos, such as blackjack, roulette, baccarat and slot machines. For these offerings, we function similarly to land-based casinos, generating revenue through hold, or gross winnings, as users play against the house. In iGaming, we believe there is typically lower volatility versus land-based casinos since the average return to a player for specific games is easier to predict in advance based on game rules and statistics.

Our iGaming offering consists of a combination of games that we have built in-house and licensed content from suppliers such as International Gaming Technology, iForum, Scientific Games Corporation, Spin and Evolution for Live Dealer services. The latter are subject to standard revenue-sharing agreements specific to each supplier, whereby the supplier receives a percentage of the net gaming revenue generated from their respective casino games played utilizing our technology dependent on DraftKings’ overall gross gaming revenue for iGaming. In exchange, DraftKings receives a limited license to offer the games to users in jurisdictions where use is approved by regulatory authorities. Revenue generated through our self-developed major casino games such as blackjack results in decreased revenue share payments as a percent of revenue.

DraftKings Marketplace - We launched DraftKings Marketplace (“Marketplace”) during the third quarter of 2021. Marketplace is a digital collectibles (a non-fungible token, or “NFT”) ecosystem designed for mainstream accessibility that offers curated initial NFT drops (“Primary Sales”). In addition to the Primary Sales, owners of NFTs on Marketplace can list their NFTs for sale to other Marketplace customers (“Secondary Sales”). Once marked for sale, with a chosen selling price, the NFT will appear on the Marketplace secondary market. Customers can browse all available NFTs within the secondary market and can opt to purchase based on the selling price.

The revenue we earn is based on a specific percentage of the gross value of each Primary Sale or Secondary Sale. The revenue is recognized for each sale when the NFT is purchased by the end user.

Advertising and Sponsorship - Our advertising packages range from standard ad placements and background ad placements to more high-touch integrations, such as sponsored DFS contest series or custom site takeovers. These are typically served and tracked by a range of advertising products that have been built directly into our offerings and feature partnerships with brand categories ranging from entertainment to food to automotive.

Each advertising package is bespoke, and we offer each client a custom “menu” of advertising options, which include online media (such as display, video and audio advertisements and page and “skin” sponsorship takeovers), custom content, including branded video content, live events such as sponsored watch parties and sponsored free or paid games, including daily fantasy, pick’em and bracket games.

Each advertising package has a different pricing model, with a variety of factors affecting the pricing of a particular package including, but not limited to, (i) the sport to which the package relates and (ii) the demand for, and supply of, the individual package components.

Sponsorships and custom-built games and content typically have fixed fee pricing. Other packages, such as custom-branded video content or online advertisements, are sold with a guaranteed number of impressions, which are priced per a certain number of guaranteed impressions. Each time a consumer sees an advertisement while playing, watching, reading or listening to a piece of content or playing a game, an impression is counted.

Offsetting our revenues attributable to the B2C business is the portion of gross revenue that we allocate to new and existing user incentives and promotions, which are awarded as a result of game play or at our discretion, through loyalty programs, free plays, deposit bonuses, discounts, rebates or other rewards and incentives. These offsets can be redeemed across multiple product offerings and are generally used to acquire new users, reactivate prior users and increase monetization from active users. We leverage our return-on-investment models that are based on gross profit paybacks, lifetime value, player segmentation and customer and revenue retention to determine appropriate promotional levels.

Business-to-business

We supply B2B sports betting and iGaming services globally for various gaming operators, resellers and government-run lotteries. Our B2B business is primarily comprised of the operations of SBTech, which we acquired on April 23, 2020 with principal activities involving the design and development of sports betting and casino gaming software. Our B2B services are delivered through our proprietary software, and our complementary service offerings include trading and risk management and support for reporting, customer management and regulatory reporting requirements. Our B2B business generates revenue from operators by providing sports betting and integration to iGaming content directly to operators in exchange for a share of operators' revenues, as well as through fixed fee contracts with resellers. Our agreements with resellers typically provide for a base fee plus a fixed monthly fee determined by the number of operators with which the reseller contracts to access our B2B software.

The operations of our B2B segment are concentrated mainly in Europe and the United States. Previously, SBTech offered its services through a reseller model in Asia. On April 1, 2021, the agreement with the reseller was terminated, with a transition period that has already ended. As of December 31, 2021, we no longer had agreements with any resellers.

Seasonality

Our business, particularly our B2C segment, experiences seasonality based on the relative popularity of certain sports. Although sporting events occur throughout the year, our users are typically most active in the fourth quarter due to the overlapping calendars of the NFL and NBA seasons, which are our most popular sports.

Our Technology and Product Development

In order to build the best real-money games and product offerings, we have invested in core disciplines across our technology, analytics and marketing, which have allowed us to rapidly bring innovative new experiences to market while gaining a unique understanding of our users. The result has been market leadership in our industry, fueled by a brand reputation and a depth of user trust that has set us apart from our competitors.

Our product offerings are comprised of varying levels of proprietary and third-party software. These product offerings are bound together with a common account management and regulatory compliance service and can be accessed with the same account and wallet. Across our product offerings, we have endeavored to own the technology in-house for any critical component and to utilize a combination of new technologies, including data science and machine learning, to optimize conversion and efficiency.

DraftKings' core product offerings are built on top of integrated, proprietary account management technology. This technology provides our users with access to their account history across all product offerings and a uniform identity verification system, which is critical in enabling seamless navigation from our national DFS audience to Sportsbook and iGaming products, as existing DFS users need not manage a separate set of account credentials and payment methods for each product offering. Our users also enjoy a highly functional wallet which, in many cases, permits user funds to flow freely from product to product. The technology is certified to safely store user payment information, which reduces our dependency on any particular payment processor, provides redundancy and gives us the flexibility to route our payment volume to a processor of our choosing. In addition, our technology is built to be customizable to the specific regulations of individual jurisdictions. Through our B2B business, we also maintain an account management service that is used by our B2B operators, and as a result, we expect to improve our profitability over time (excluding the impact of amortization of acquired intangibles) through cost synergies and new opportunities driven by our completed vertical integration of SBTech's technology and expertise.

Across our product offerings, we actively use data science and machine learning to help optimize conversion and monetization. Within the DFS offering, data science algorithms are used to customize a user's contest home screen based upon his or her past play history. We build recommendations by identifying the type of contests that a user is most likely to play, along with the entry fee and prize structure that he or she will find most appealing. In addition, contest-pacing algorithms identify contests that might present a financial exposure and increase the contests' visibility within the product appropriately. Similarly, within the Sportsbook offering, recommendation engines are used to present betting markets to users based upon their past play history and location. These services are also critical to our back-end infrastructure, as they drive key elements of our fraud and compliance program.

Marketing

User Acquisition and Retention - Our ability to effectively market is paramount to our operational success. Utilizing a blend of analytics and data science as our foundation, we leverage our marketing to acquire, retain and reactivate users while building a trusted consumer-facing brand. We use a variety of free and paid marketing channels, in combination with compelling offers and exciting games, to achieve our objectives. Furthermore, we optimize our marketing spend using data collected since the beginning of our operations, as well as additional data that we collect from vendors, partners and data providers. Our marketing spend is based on a return-on-investment model that considers a variety of factors, including the performance of different marketing channels, predicted lifetime value and behavior of users across various product offerings, the location of our users and our estimate of when enabling legislation and regulations for sports betting and iGaming may come to fruition.

Where paid marketing is concerned, we leverage a broad array of advertising channels, including television, radio, social media platforms such as Facebook, Instagram, Twitter and Snap, affiliates and paid and organic search, and other digital channels such as mobile display. For Sportsbook and iGaming, these efforts are concentrated within the specific jurisdictions that have passed enabling legislation and regulations, and in which we operate or intend to operate (which vary on a per-offering basis). Our marketing expenditures tend to be highly seasonal, with most spend correlating with the start of a sports season and during its playoffs and championships.

In addition to traditional paid advertising channels, we cross-promote our product offerings to our existing user base through internal channels such as mobile push notifications, email and text messages, and external channels such as Facebook, Twitter, Instagram and Snapchat. Through those channels, we use a combination of content, contests and promotions to engage existing users. Additionally, we incentivize our users to refer new users through our "Refer-a-Friend" program, offering incentives such as free entries into tournaments or free bets if the referred user ultimately interacts with our product offerings.

Team and League Relationships - We engage in relationships with sports leagues to improve our brand and awareness, acquire users, improve user retention and create differentiated experiences for our users.

- In March 2021, we became the UFC's first official sportsbook and DFS partner in the United States and Canada. As part of this agreement, we are able to offer in-game promotions, activations, in-broadcast odds integrations and UFC branding across our DFS and Sportsbook offerings.
- In April 2021, we extended our current relationship with the NFL as the exclusive official DFS partner and also became an official NFL sports betting partner.
- In July 2021, in addition to extending our original partnership with the MLB, we expanded our relationship to also include promotional rights and content inclusive of the sports betting category.
- In October 2021, we entered into a multi-year relationship with the NHL to become an Official Sports Betting, Daily Fantasy Sports and iGaming Partner of the league in the United States. To complement the deal, we also reached an agreement with Turner Sports, including Bleacher Report, to be the exclusive sportsbook and daily fantasy sports provider for their coverage of the NHL.
- In November 2021, we expanded our relationship with the NBA to make us a co-official sports betting partner of the NBA. This agreement grants us expansive NBA rights and assets to integrate within its sports betting, daily fantasy sports, iGaming and free-to-play products and promotional offerings.

We engage in similar multi-year relationships with professional sports teams, which serve to bolster our brand affiliation and create unique collaborative integrations for our users.

In September 2020, we entered into a multi-year agreement with ESPN to become a co-exclusive sportsbook link-out provider and exclusive daily fantasy sports link-out provider across a selection of ESPN's digital properties. Under the agreement, we will be able to advertise our product offerings across ESPN's digital platforms and through integrations into ESPN programming. More recently, we have established partnerships with media entities like iHeartMedia as we seek to grow our audience of U.S. sports fans.

B2B Business Marketing - Our core B2B marketing strategy is centered around attending and exhibiting at major trade shows around the world. SBTech's trade show marketing is supplemented with digital and offline marketing campaigns in

leading industry publications, websites, regular media pieces and participation on industry panels. SBTech's reputation and customer testimonials also assist in its marketing and business efforts.

Distribution

We distribute our B2C product offerings through various channels, including traditional websites, direct app downloads and global direct-to-consumer digital platforms such as the Apple App Store and the Google Play store. These two digital platforms are the main distribution channels for our product offerings. Our DFS product offering is delivered as a free application through both the Apple App Store and Google Play Store and is also accessible via mobile and traditional websites. Our Sportsbook and iGaming product offerings are primarily distributed through the Apple App Store and a traditional website. We allow our Android Sportsbook and iGaming users to install our Sportsbook and iGaming product offerings through Google Play Store and our website. We derive nearly all of our revenue through products distributed via the Apple App Store, Google Play Store and via traditional websites. For all of our offerings, neither Apple nor Google take any revenue share for distributing our product.

For our B2B segment, Sportsbook and iGaming products and services are distributed online via the Apple App Store, Google Play Store and traditional websites by operators that have licensed such products and services directly from SBTech, while retail products and services are distributed primarily via self-service betting terminals and standalone computer terminals. Similarly, Apple and Google do not take any revenue share for distributing those products and services. We also license our B2B products and services to resellers (through a fixed-fee model) who sublicense to operators, and in such cases, the reseller is responsible for the maintenance of the products and services. As of December 31, 2021, we no longer had agreements with any resellers.

Intellectual Property

Our business substantially relies on the creation, acquisition, use and protection of intellectual property. Some of this intellectual property is in the form of software code, patented technology and trade secrets that we use to develop and properly run our DFS, Sportsbook and iGaming offerings and related services. We also create intellectual property that includes proprietary daily fantasy sports, sports betting and iGaming-related technology and content as well as proprietary data acquired from the use of our daily fantasy sports, sports betting and iGaming product offerings.

While most of the intellectual property we use is created by us, we have obtained rights to use intellectual property of third parties through licenses and service agreements with those third parties. Although we believe these licenses are sufficient for the operation of the company, these licenses typically limit our use of the third parties' intellectual property to specific uses and for specific time periods.

We protect our intellectual property rights by relying on federal, state and common law rights, as well as contractual restrictions. We control access to our proprietary technology by entering into confidentiality and invention assignment agreements with our employees and contractors, and confidentiality agreements with third parties. We also engage in monitoring the activities of third parties with respect to potential infringing uses of our intellectual property by third parties.

We actively seek patent protection covering inventions originating from us and, from time to time, review opportunities to acquire patents to the extent we believe such patents may be useful or relevant to our business.

In addition to these contractual arrangements, we also rely on a combination of trade secret, copyright, trademark, trade dress, domain name and patents to protect our DFS, Sportsbook and iGaming product offerings and other intellectual property. We typically own the copyright to the software code to our content, as well as trademarks under which our DFS, Sportsbook and iGaming product offerings and related services are marketed. We pursue the registration of our domain names, trademarks, and service marks in the United States and in locations outside the United States. Our registered trademarks in the United States include "DraftKings," and the names of our services and applications, among others.

Competition

We operate in the global entertainment and gaming industries with our business-to-consumer offerings such as DFS, Sportsbook and iGaming, and our business-to-business offerings. Our users face a vast array of entertainment choices. Other forms of entertainment, such as television, movies, sporting events and in-person casinos, are more well established and may be perceived by our users to offer greater variety, affordability, interactivity and enjoyment. We compete with these other forms of entertainment for the discretionary time and income of our users.

The specific industries in which we operate are characterized by dynamic customer demand and technological advances, and there is intense competition among online gaming and entertainment providers. A number of established, well-financed companies producing online gaming and/or interactive entertainment products and services compete with our offerings, and other well-capitalized companies may introduce competitive services. There has also been considerable consolidation among competitors in the entertainment and gaming industries and such consolidation and future consolidation could result in the formation of larger competitors with increased financial resources and altered cost structures, which may enable them to offer more competitive products, gain a larger market share, expand offerings and broaden their geographic scope of operations.

Human Capital Resources

As a multinational technology company with over 3,400 employees located in six countries, our business success is driven by our highly skilled workforce. With our global technology and product team, consisting of over 1,350 employees (which includes over 1,100 engineers), we are well positioned to deliver new, innovative and exciting products to our growing base of customers.

At DraftKings, we recognize that engaging and developing our employees is a key to our success and we rely on attracting and retaining our talent to deliver on DraftKings' goal to be a leader in today's fast-growing global entertainment and gaming industries. We routinely measure our employees' level of engagement and satisfaction through a comprehensive annual engagement survey followed by quarterly pulse surveys. These surveys ensure we hear directly from our valuable employees on how we can better focus on the following areas: (i) alignment with DraftKings' mission/vision and in-role clarity, (ii) manager effectiveness, (iii) growth opportunities, (iv) inclusion, equity and belonging, (v) work-life balance, (vi) rewards and recognition, (vii) enablement and (viii) overall satisfaction.

We have committed to and formalized employee development programs that support inclusion, equity and belonging, and promote creativity and innovation through various leadership and talent management programs. DraftKings' talent training programs are designed to provide increased career and internal mobility for our employees, identify development opportunities, and proactively support succession planning.

We also offer our employees a holistic total rewards package with premier health and welfare programs for employees and family members. In addition, every full-time employee receives an equity award upon hire and is also eligible for equity awards on an ongoing basis to align with shareholders and share in the Company's financial success. Our unstructured paid time off programs enable our workforce to enjoy personal time away from their job responsibilities.

We continue to take action to protect our employees' health in response to the ongoing COVID-19 pandemic. We have encouraged most of our employees to continue to work from home until we put in place our plans to more broadly reopen our offices. We continue to monitor and assess the global health situation and make decisions about the timing of reopening our offices with the safety of our employees being the highest priority. In the meantime, we continue to have health and safety protocols in our offices to ensure that we are ready for the safe return of our employees to our offices when the time comes. In order to ensure the continued success of our employees during the shift to remote work, we developed training resources for managers to ensure they had the proper skills to lead remote teams and delivered training to employees on how to be effective while working remotely. This includes shifts in our learning and development offerings to full virtual format to minimize disruptions to employee learning.

Government Regulation

DraftKings is subject to various U.S. and foreign laws and regulations that affect our ability to operate our DFS, Sportsbook and iGaming product offerings. These product offerings are generally subject to extensive and evolving regulations that could change based on political and social norms and that could be interpreted in ways that could negatively impact our business.

The gaming industry (inclusive of our iGaming and Sportsbook product offerings) is highly regulated and we must maintain licenses and pay gaming taxes or a percentage of revenue where required by the jurisdictions in which we operate in order to continue our operations. Our business is subject to extensive regulation under the laws, rules and regulations of the jurisdictions in which we operate. These laws, rules and regulations generally concern the responsibility, financial stability, integrity and character of the owners, managers and persons with material financial interests in the gaming operations along with the integrity and security of the iGaming and Sportsbook product offerings. Violations of laws or regulations in one jurisdiction could result in disciplinary action in that and other jurisdictions.

Gaming laws are generally based upon declarations of public policy designed to protect gaming consumers and the viability and integrity of the gaming industry. Gaming laws also may be designed to protect and maximize state and local tax revenues, as well as to enhance economic development and tourism. To accomplish these public policy goals, gaming laws establish stringent procedures to ensure that participants in the gaming industry meet certain standards of character and responsibility.

Licensing and Suitability Determinations

In order to operate in certain jurisdictions, we must obtain either a temporary or permanent license or determination of suitability from the responsible authorities. We seek to ensure that we obtain all necessary licenses to develop and put forth our offerings in the jurisdictions in which we operate and where our users are located.

Gaming laws in certain jurisdictions require us, and each of our subsidiaries engaged in gaming operations, certain of our directors, officers and employees, and in some cases, certain of our shareholders, to obtain licenses from gaming authorities. Such licenses typically require a determination that the applicant qualifies or is suitable to hold the license. When determining whether to grant such a license to an applicant, gaming authorities generally consider: (i) the financial stability, integrity and responsibility of the applicant (including verification of the applicant's sources of funding); (ii) the quality and security of the applicant's online real-money gaming platform, hardware and related software (including the platform's ability to operate in compliance with local regulation, as applicable); (iii) the applicant's history; (iv) the applicant's ability to operate its gaming business in a socially responsible manner; and (v) in certain circumstances, the effect on competition.

Gaming authorities may, subject to certain administrative procedural requirements, (i) deny an application, or limit, condition, revoke or suspend any license issued by them; (ii) impose fines, either on a mandatory basis or as a consensual settlement of regulatory action; (iii) demand that named individuals or shareholders be disassociated from a gaming business; and (iv) in serious cases, liaise with local prosecutors to pursue legal action, which may result in civil or criminal penalties.

Events that may trigger revocation of such a gaming license or another form of sanction vary by jurisdiction. However, typical events include, among others: (i) conviction in any jurisdiction of certain persons with an interest in, or key personnel of, the licensee of an offense that is punishable by imprisonment or may otherwise cast doubt on such person's integrity; (ii) failure without reasonable cause to comply with any material term or condition of the gaming license; (iii) declaration of, or otherwise engaging in, certain bankruptcy, insolvency, winding-up or discontinuance activities, or an order or application with respect to the same; (iv) obtaining the gaming license by a materially false or misleading representation or in some other improper way; (v) violation of applicable anti-money laundering or terrorist financing laws or regulations; (vi) failure to meet commitments to users; (vii) failure to pay in a timely manner all gaming or betting taxes or fees due; or (viii) determination by the gaming authority that there is another material and sufficient reason to revoke or impose another form of sanction upon the licensee.

Product-Specific Licensing

Daily Fantasy Sports

DraftKings' DFS is available in 44 U.S. states, the District of Columbia, and six international jurisdictions. In those states that currently require a license or registration for DFS operations, DraftKings has either obtained from the relevant regulatory authority, the appropriate license or registration, has obtained a provisional license, or is operating pursuant to a grandfathering clause that allows operation pending the availability of licensing applications and subsequent grant of a license. DraftKings also has three foreign DFS licenses and operates under those licenses in six countries. Various state laws and regulations govern our licenses, but generally such state laws and regulations define paid fantasy sports, establish the rules concerning the application and licensure procedures for gaming operators in the fantasy sports business and regulate practices for paid fantasy sports deemed to be detrimental to the public interest. As part of the licensing process, we must submit, in some jurisdictions, extensive materials on our operations, including our technology and data security, age verification of users, segregation of account funds and responsible gaming initiatives.

In the United States, our DFS licenses are generally granted for a predetermined period of time (typically ranging from one to four years) or require documents to be supplied on a regular basis in order to maintain our licenses. We also maintain DFS licenses in Great Britain, Malta and Australia.

In Great Britain, online gaming and sports betting is subject to the Gambling Act 2005 (the “GA2005”), as amended by the Gambling (Licensing and Advertising) Act 2014, and the regulations promulgated thereunder. Under the GA2005, entities wishing to offer online sports betting (which for purposes of GA2005 is defined to include DFS) and/or online casino services to persons located in Great Britain must first obtain a remote gambling operating license from the Gambling Commission. We hold a remote-pool-betting operating license authorizing us to offer our DFS product to residents of Great Britain. That license may be varied to add further product categories permitting, for example, fixed-odds-sports betting and online casinos. We also hold a gambling software operating license issued by the Gambling Commission, which authorizes us to develop the DFS software we use. Our British licenses are not limited by a term, subject to the payment of annual fees and compliance with license conditions.

In Malta, online gaming and sports betting is subject to the Gaming Act 2018 and the regulations promulgated thereunder. Fantasy sports (including DFS) are considered a controlled skill game for the purposes of the Gaming Authorizations Regulations. Our subsidiary, Crown DFS Malta Limited, holds a gaming services license, issued by the Malta Gaming Authority, which authorizes the holder to conduct controlled skill games. Our Malta license was originally issued in 2017. Under the Gaming Act 2018, it has a duration of 10 years.

Malta is a Member State of the European Union, and that has made it an increasingly popular hub for online betting and gaming businesses. We rely upon our Malta license to conduct DFS operations not only in Malta, but also in certain other EU Member States, including Germany, Austria, the Republic of Ireland and the Netherlands.

In Australia, online gaming and sports betting is regulated at both the federal and state/territory levels. A sports betting operator that holds a license in one state or territory may offer services across all other states (subject to certain specific statutory restrictions that may apply). Our subsidiary, DraftKings Australia Pty Ltd, is the holder of a sports bookmaking license issued by the Northern Territory Racing Commission, which enables DraftKings Australia Pty Ltd to conduct DFS contests. The Northern Territory license was issued in November 2017 for a duration of five years, subject to the payment of annual fees and compliance with license conditions.

Sportsbook

As of December 31, 2021, 29 U.S. states, the District of Columbia and Puerto Rico have legalized some form of sports betting. Of those 31 legal jurisdictions, 23 have legalized online sports betting. Of those 23 jurisdictions, eighteen are live, and DraftKings operates in fifteen of them. As of December 31, 2021, we operate our online sports betting product via the DraftKings Sportsbook app in Arizona, Colorado, Connecticut, Illinois, Indiana, Iowa, Michigan, New Hampshire, New Jersey, Oregon (B2B), Pennsylvania, Tennessee, Virginia, West Virginia and Wyoming pursuant to our licenses, temporary licenses, or executed vendor agreements granted by the gaming or lottery commission of such states, specifically, the Arizona Department of Gaming, Colorado Limited Gaming Control Commission, Connecticut State Department of Consumer Protection, the Illinois Gaming Board, the Indiana Gaming Commission, the Iowa Racing and Gaming Commission, the Michigan Gaming Control Board, the New Hampshire Lottery Commission, the New Jersey Division of Gaming Enforcement, the Oregon State Lottery, the Pennsylvania Gaming Control Board, the Tennessee Education Lottery Corporation, the Virginia Lottery, the West Virginia Lottery, and the Wyoming Pari-Mutuel Commission. We also operate retail sportsbooks in Colorado, Connecticut, Illinois, Iowa, Louisiana, Mississippi, New Hampshire, New Jersey and New York pursuant to state licensing regimes.

On May 14, 2018, the U.S. Supreme Court issued an opinion determining that PASPA was unconstitutional. PASPA prohibited certain states from “authorizing by law” any form of sports betting. In striking down PASPA, the Supreme Court opened the potential for state-by-state authorization of sports betting. Several states and territories, including Arizona, Arkansas, Colorado, Connecticut, Delaware, Illinois, Indiana, Iowa, Louisiana, Maryland, Michigan, Mississippi, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New York, North Carolina, Ohio, Oregon, Pennsylvania, Puerto Rico, Rhode Island, South Dakota, Tennessee, Virginia, Washington, Washington, D.C., West Virginia, and Wyoming already have laws authorizing and regulating some form of sports betting online or in brick-and-mortar establishments. Sports betting in the United States is subject to additional laws, rules and regulations at the state level. See “Risk Factors - Risk Factors Relating to our Business and Industry - *Our business is subject to a variety of U.S. and foreign laws, many of which are unsettled and still developing and which could subject us to claims or otherwise harm our business. Any change in existing regulations or their interpretation, or the regulatory climate applicable to our products and services, or changes in tax rules and regulations or interpretation thereof related to our products and services, could adversely impact our ability to operate our business as currently conducted or as we seek to operate in the future, which could have a material adverse effect on our financial condition and results of operations.*”

iGaming

As of December 31, 2021, we operate our iGaming product in New Jersey, pursuant to a transactional waiver granted by the New Jersey Division of Gaming Enforcement, in Connecticut pursuant to an interim license granted by the Connecticut State Department of Consumer Protection, in Michigan pursuant to a license granted by the Michigan Gaming Control Board, in Pennsylvania, pursuant to a license granted by the Pennsylvania Gaming Control Board, and in West Virginia, pursuant to an interim license granted by the West Virginia Lottery.

Generally, online gambling in the United States is only lawful when specifically permitted under applicable state law. At the federal level, several laws provide federal law enforcement with the authority to enforce and prosecute gambling operations conducted in violation of underlying state gambling laws. These enforcement laws include the Unlawful Internet Gambling Enforcement Act (the “UIGEA”), the Illegal Gambling Business Act and the Travel Act. No violation of the UIGEA, the Illegal Gambling Business Act or the Travel Act can be found absent a violation of an underlying state law or other federal law.

In addition, the Wire Act of 1961 (the “Wire Act”) provides that anyone engaged in the business of betting or wagering knowingly uses a wire communication facility for the transmission in interstate or foreign commerce of bets or wagers or information assisting in the placing of bets or wagers on any sporting event or contest, or for the transmission of a wire communication which entitles the recipient to receive money or credit as a result of bets or wagers, or for information assisting in the placing of bets or wagers, will be fined or imprisoned, or both. However, the Wire Act notes that it shall not be construed to prevent the transmission in interstate or foreign commerce of information for use in news reporting of sporting events or contests, or for the transmission of information assisting in the placing of bets or wagers on a sporting event or contest from a state or foreign country where betting on that sporting event or contest is legal into a state or foreign country in which such betting is legal. There is ongoing legal action as to whether the Wire Act applies beyond sports betting. A federal court of first instance has ruled that it does not; the decision was appealed but rejected on January 20, 2021 by the U.S. Court of Appeals for the First Circuit.

B2B

Our B2B business, formerly SBTech, has obtained licenses in various states in the United States and in the United Kingdom, Gibraltar, Malta, Romania and Belgium. Additionally, our B2B business has certified its software in multiple regulated jurisdictions in accordance with local licenses held by operators utilizing SBTech’s software in these jurisdictions.

As of December 31, 2021, we supply our SBTech online solution in Arizona, Colorado, Connecticut, Illinois, Indiana, Iowa, Michigan, New Hampshire, New Jersey, New York, Oregon, Pennsylvania, Tennessee, Virginia, West Virginia, and Wyoming. We also supply retail sportsbook services in Colorado, Connecticut, Illinois, Iowa, Louisiana, Mississippi, New Hampshire, New Jersey and New York pursuant to state licensing regimes. In addition, we supply our SBTech products and services, sportsbook and iGaming services to customers in additional jurisdictions.

Data Protection and Privacy

In addition to our licensing regime for our offerings, we also take significant measures to protect users’ privacy and data. Our programs consist of the following:

Because we handle, collect, store, receive, transmit and otherwise process certain personal information of our users and employees, we are also subject to federal, state and foreign laws related to the privacy and protection of such data. Regulations such as the California Consumer Privacy Act, which is a new, untested law, could affect our business, and its potential impact is unknown.

With our operations in Europe, we may also face particular privacy, data security and data protection risks in connection with requirements of the General Data Protection Regulation of the European Union (EU) 2016/679 (the “GDPR”) and other data protection regulations. Any failure to comply with these rules may result in regulatory fines or penalties including orders that require us to change the way we process data. In the event of a data breach, we are also subject to breach notification laws in the jurisdictions in which we operate, including the GDPR, and the risk of litigation and regulatory enforcement actions.

Any significant change to applicable laws, regulations, interpretations of laws or regulations, or market practices, regarding the use of personal data, or regarding the manner in which we seek to comply with applicable laws and regulations, could

require us to make modifications to our products, services, policies, procedures, notices, and business practices, including potentially material changes. Such changes could potentially have an adverse impact on our business.

Compliance

We have developed and implemented an internal compliance program to help ensure that we comply with legal and regulatory requirements imposed on us in connection with our DFS, Sportsbook and iGaming activities. Our compliance program focuses on, among other things, reducing and managing problematic gaming and providing tools to assist users in making educated choices related to gaming activities.

SBTech offerings have been built from the ground up to meet the needs of differing regulatory regimes, including configurable regulatory and responsible gaming controls such as responsible gaming tests, operator alerts on player behavior, deposit limits, betting limits, loss limits, timeout facilities, session limits, reality checks, balance thresholds and intended gaming amounts. These features allow the operators' customers full control of their gaming to allow them to play responsibly.

Responsible and Safer Gaming

We view the safety and welfare of our users as critical to our business and have made appropriate investments in our processes and systems. We are committed to industry-leading responsible gaming practices and seek to provide our users with the resources and services they need to play responsibly. Additionally, all our employees take responsible gaming training with mandatory periodic refresher training, overseen by our compliance team.

Segment and Related Information

A discussion of our segment structure is available in Note 13, *Segment Information*, of the Notes to the Consolidated Financial Statements included in this Annual Report.

Available Information

Our Internet address is www.DraftKings.com. Our website and the information contained therein or linked thereto are not part of this Annual Report. We make available free of charge through our internet website our annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K, proxy statements, registration statements and amendments to those reports filed or furnished pursuant to the Exchange Act as soon as reasonably practicable after we electronically file such material with, or furnish them to the SEC. The SEC maintains a website that contains reports, proxy statements and other information regarding issuers that file electronically with the SEC. These materials may be obtained electronically by accessing the SEC's website at www.sec.gov.

Item 1A. Risk Factors.

Our business is subject to numerous risks and uncertainties that you should be aware of in evaluating our business. If any such risks and uncertainties actually occur, our business, prospects, financial condition and results of operations could be materially and adversely affected. The risks described below are not the only risks that we face. Additional risks and uncertainties not currently known to us, or that we currently deem to be immaterial, may also materially adversely affect our business, prospects, financial condition and results of operations. The risk factors described below should be read together with the other information set forth in this Annual Report, including our consolidated financial statements and the related notes, as well as in other documents that we file with the SEC.

Summary of the Material Risks Associated with Our Business

These risks include, but are not limited to, the following:

- Competition within the global entertainment and gaming industries is intense and our existing and potential users may be attracted to competing forms of entertainment such as television, movies and sporting events, as well as other entertainment and gaming options on the Internet. If our offerings do not continue to be popular, our business could be harmed.
- Reductions in discretionary consumer spending could have an adverse effect on our business, financial condition, results of operations and prospects.

- Our projections are subject to significant risks, assumptions, estimates and uncertainties, including assumptions regarding future legislation and changes in regulations, both inside and outside of the United States. As a result, our projected revenues, market share, expenses and profitability may differ materially from our expectations.
- The success, including win or hold rates, of existing or future sports betting and iGaming products depends on a variety of factors and is not completely controlled by us.
- We rely on information technology and other systems and services, and any failures, errors, defects or disruptions in our systems or services could diminish our brand and reputation, subject us to liability, disrupt our business, affect our ability to scale our technical infrastructure and adversely affect our operating results and growth prospects. Our games and other software applications and systems, and the third-party platforms upon which they are made available could contain undetected errors.
- We rely on other third-party sports data providers for real-time and accurate data for sporting events, and if such third parties do not perform adequately or terminate their relationships with us, our costs may increase and our business, financial condition and results of operations could be adversely affected.
- If Internet and other technology-based service providers experience service interruptions, our ability to conduct our business may be impaired and our business, financial condition and results of operations could be adversely affected.
- We rely on strategic relationships with casinos, tribes and horse-tracks in order to be able to offer our products in certain jurisdictions. If we cannot establish and manage such relationships with such partners, our business, financial condition and results of operations could be adversely affected.
- Our growth prospects may suffer if we are unable to develop successful offerings or if we fail to pursue additional offerings. In addition, if we fail to make the right investment decisions in our offerings and technology, we may not attract and retain key users and our revenue and results of operations may decline.
- Our business model depends upon the continued compatibility between our app and the major mobile operating systems and upon third-party platforms for the distribution of our product offerings. If Google Play or the Apple App Store prevent users from downloading our apps or block advertising from being delivered to our users, our ability to grow our revenue, profitability and prospects may be adversely affected.
- We may invest in or acquire other businesses, and our business may suffer if we are unable to successfully integrate acquired businesses into our company or otherwise manage the growth associated with multiple acquisitions.
- Our business is subject to a variety of U.S. and foreign laws, many of which are unsettled and still developing and which could subject us to claims or otherwise harm our business. Any change in existing regulations or their interpretation, or the regulatory climate applicable to our products and services, or changes in tax rules and regulations or interpretation thereof related to our products and services, could adversely impact our ability to operate our business as currently conducted or as we seek to operate in the future, which could have a material adverse effect on our financial condition and results of operations.
- Our growth prospects depend on the legal status of real-money gaming in various jurisdictions, predominantly within the United States, and legalization may not occur in as many states as we expect, or may occur at a slower pace than we anticipate. Additionally, even if jurisdictions legalize real money gaming, this may be accompanied by legislative or regulatory restrictions and/or taxes that make it impracticable or less attractive to operate in those jurisdictions, or the process of implementing regulations or securing the necessary licenses to operate in a particular jurisdiction may take longer than we anticipate, which could adversely affect our future results of operations and make it more difficult to meet our expectations for financial performance.
- Our growth prospects and market potential will depend on our ability to obtain licenses to operate in a number of jurisdictions and if we fail to obtain and subsequently maintain such licenses our business, financial condition, results of operations and prospects could be impaired.

- We have been, and continue to be, the subject of governmental investigations and inquiries with respect to the operation of our businesses and we could be subject to future governmental investigations and inquiries, legal proceedings and enforcement actions. Any such investigation, inquiry, proceeding or action, could adversely affect our business.
- Negative events or negative media coverage relating to, or a declining popularity of, daily fantasy sports, sports betting, the underlying sports or athletes, online sports betting or iGaming in particular, or other negative coverage may adversely impact our ability to retain or attract users, which could have an adverse impact on our business.
- Due to the nature of our business, we are subject to taxation in a number of jurisdictions and changes in, or new interpretations of, tax laws, tax rulings or their application by tax authorities could result in additional tax liabilities and could materially affect our financial condition and results of operations. We are also subject to periodic audits and examinations by the Internal Revenue Service (the “IRS”), as well as state and local taxing authorities, the results of which may materially impact our financial statements in the period in which the audit or examination occurs.
- Although we expect that the Business Combination will produce substantial synergies, the integration of the two companies, incorporated in different countries, with geographically dispersed operations, and with different business cultures and compensation structures, presents management challenges. There can be no assurance that this integration, and the synergies expected to result from that integration, will be achieved as rapidly or to the extent currently anticipated.
- SBT’s business, which includes significant international operations, is likely to expose us to foreign currency transaction and translation risks. As a result, changes in the valuation of the U.S. dollar in relation to other currencies could have positive or negative effects on our profit and financial position.
- We have substantial debt outstanding and may incur additional debt.
- The trading price of our Class A common stock has been, and will likely continue to be, volatile and you could lose all or part of your investment.
- Because we are a “controlled company” under The Nasdaq Stock Market listing standards, our stockholders may not have certain corporate governance protections that are available to stockholders of companies that are not controlled companies.
- Our dual class structure has the effect of concentrating voting power with our Chief Executive Officer and Co-Founder, which limits an investor’s ability to influence the outcome of important transactions, including a change in control.

The summary risk factors described above should be read together with the text of the full risk factors below and in the other information set forth in this Annual Report, including our consolidated financial statements and the related notes, as well as in other documents that we file with the SEC. If any such risks and uncertainties actually occur, our business, prospects, financial condition and results of operations could be materially and adversely affected. The risks summarized above or described in full below are not the only risks that we face. Additional risks and uncertainties not currently known to us, or that we currently deem to be immaterial may also materially adversely affect our business, prospects, financial condition and results of operations.

Risk Factors Relating to Our Business and Industry

Competition within the global entertainment and gaming industries is intense and our existing and potential users may be attracted to competing forms of entertainment such as television, movies and sporting events, as well as other entertainment and gaming options on the Internet. If our offerings do not continue to be popular, our business could be harmed.

We operate in the global entertainment and gaming industries with our business-to-consumer offerings such as DFS, Sportsbook and iGaming, and our business-to-business offerings. Our users face a vast array of entertainment choices. Other forms of entertainment, such as television, movies, sporting events and in-person casinos, are more well established and may be perceived by our users to offer greater variety, affordability, interactivity and enjoyment. We compete with these other forms of entertainment for the discretionary time and income of our users. If we are unable to sustain sufficient interest in our sports

betting and iGaming offerings in comparison to other forms of entertainment, including new forms of entertainment, our business model may not continue to be viable.

The specific industries in which we operate are characterized by dynamic customer demand and technological advances, and there is intense competition among online gaming and entertainment providers. A number of established, well-financed companies producing online gaming and/or interactive entertainment products and services compete with our offerings, and other well-capitalized companies may introduce competitive services. Such competitors may spend more money and time on developing and testing products and services, undertake more extensive marketing campaigns, adopt more aggressive pricing or promotional policies or otherwise develop more commercially successful products or services than ours, which could negatively impact our business. Our competitors may also develop products, features, or services that are similar to ours or that achieve greater market acceptance. Such competitors may also undertake more far-reaching and successful product development efforts or marketing campaigns, or may adopt more aggressive pricing policies. Furthermore, new competitors, whether licensed or not, may enter the iGaming industry. There has also been considerable consolidation among competitors in the entertainment and gaming industries and such consolidation and future consolidation could result in the formation of larger competitors with increased financial resources and altered cost structures, which may enable them to offer more competitive products, gain a larger market share, expand offerings and broaden their geographic scope of operations. If we are not able to maintain or improve our market share, or if our offerings do not continue to be popular, our business could suffer.

Economic downturns and political and market conditions beyond our control could adversely affect our business, financial condition and results of operations.

Our financial performance is subject to global and U.S. economic conditions and their impact on levels of spending by users and advertisers. Economic recessions have had, and may continue to have, far reaching adverse consequences across many industries, including the global entertainment and gaming industries, which may adversely affect our business and financial condition. In the past decade, global and U.S. economies have experienced tepid growth following the financial crisis in 2008 – 2009 and there appears to be an increasing risk of a recession due to international trade and monetary policy, the global coronavirus pandemic and other changes. If the national and international economic recovery slows or stalls, these economies experience another recession or any of the relevant regional or local economies suffers a downturn, we may experience a material adverse effect on our business, financial condition, results of operations or prospects.

In addition, changes in general market, economic and political conditions in domestic and foreign economies or financial markets, including fluctuation in stock markets resulting from, among other things, trends in the economy as a whole may reduce users' disposable income and advertisers' budgets. Any one of these changes could have a material adverse effect on our business, financial condition, results of operations or prospects.

Certain of our operations are in non-U.S. jurisdictions and are subject to the economic, political, regulatory, and other risks of international operations.

We conduct business in numerous countries that carry high levels of currency, political, compliance and economic risk, including in Ukraine. Operations in these countries can present many risks, including volatility in gross domestic product and rates of economic growth, financial and governmental instability, cultural differences (such as employment and business practices) and the imposition of exchange and capital controls.

Instability and uncertainties arising from the global geopolitical environment and the evolving international and domestic political, regulatory, and economic landscape, including the potential for changes in global trade policies, including sanctions and trade barriers, and trends such as populism, economic nationalism and negative sentiment toward multinational companies, as well as the cost of compliance with increasingly complex and often conflicting regulations worldwide, can impair our flexibility in modifying our product offerings, marketing, hiring or other strategies for growing our businesses, as well as our ability to improve productivity and maintain acceptable operating margins.

The United States and other countries may implement actions, including trade actions, tariffs, export controls, and sanctions, against other countries or localities, including potentially against certain Russian government, government-related, or other entities or individuals related to actions in Ukraine, which along with any retaliatory measures could increase costs, adversely affect our operations, or adversely affect our ability to meet contractual and financial obligations. In addition, in connection with the current status of international relations with Russia, particularly in light of potential escalations in conflict between Russia and Ukraine, the U.S. government has stated it is considering imposing enhanced export controls on certain products and sanctions on certain industry sectors and parties in Russia. The governments of other jurisdictions in which we operate, such as the European Union and Canada, may also implement additional sanctions or other restrictive measures. These

potential sanctions and export controls, as well as any responses from Russia, could adversely affect us and/or our supply chain, business partners or customers.

While these factors and their impact are difficult to predict, any one or more of them could have a material adverse effect on our competitive position, results of operations, financial condition or liquidity.

Reductions in discretionary consumer spending could have an adverse effect on our business, financial condition, results of operations and prospects.

Our business is particularly sensitive to reductions from time to time in discretionary consumer spending. Demand for entertainment and leisure activities, including gaming, can be affected by changes in the economy and consumer tastes, both of which are difficult to predict and beyond our control. Unfavorable changes in general economic conditions, including recessions, economic slowdowns, sustained high levels of unemployment, and rising prices or the perception by consumers of weak or weakening economic conditions, may reduce our users' disposable income or result in fewer individuals engaging in entertainment and leisure activities, such as DFS, Sportsbook and iGaming. As a result, we cannot ensure that demand for our offerings will remain constant. Adverse developments affecting economies throughout the world, including a general tightening of availability of credit, decreased liquidity in certain financial markets, increased interest rates, foreign exchange fluctuations, increased energy costs, acts of war or terrorism, transportation disruptions, natural disasters, declining consumer confidence, sustained high levels of unemployment or significant declines in stock markets, as well as concerns regarding pandemics, epidemics and the spread of contagious diseases, could lead to a further reduction in discretionary spending on leisure activities, such as daily fantasy sports and gaming.

We may experience fluctuations in our operating results, which make our future results difficult to predict and could cause our operating results to fall below expectations.

Our financial results have fluctuated in the past and we expect our financial results to fluctuate from quarter to quarter in the future. These fluctuations may be due to a variety of factors, some of which are outside of our control and may not fully reflect the underlying performance of our business.

Our financial results in any given quarter may be influenced by numerous factors, many of which we are unable to predict or are outside of our control, including the impact of seasonality and our betting results, and the other risks and uncertainties set forth herein. In particular, our betting operations have significant exposure to, and may be materially impacted by, sporting events and seasons, which can result in short-term volatility in betting win margins and user engagement, thus impacting revenues. While we have been able to forecast revenues from our daily fantasy sports business with greater precision than for new offerings, we cannot provide assurances that consumers will engage with our DFS offerings on a consistent basis. Consumer engagement in our DFS, Sportsbook and iGaming services may decline or fluctuate as a result of a number of factors, including the popularity of the underlying sports, the user's level of satisfaction with our offerings, our ability to improve and innovate, our ability to adapt our offerings, outages and disruptions of online services, the availability of live sporting events, the services offered by our competitors, our marketing and advertising efforts or declines in consumer activity generally as a result of economic downturns, among others. Any decline or fluctuation in the recurring portion of our business may have a negative impact on our business, financial condition, results of operations or prospects.

In our iGaming product offering, operator losses are limited per stake to a maximum payout. When looking at bets across a period of time, however, these losses can potentially be significant. Our quarterly financial results may also fluctuate based on whether we may pay out any jackpots to our iGaming users during the relevant quarter. As part of our iGaming offering, we may offer progressive jackpot games. Each time a progressive jackpot game is played, a portion of the amount wagered by the user is contributed to the jackpot for that specific game or group of games. Once a jackpot is won, the progressive jackpot is reset with a predetermined base amount. While we maintain a provision for these progressive jackpots in the event we choose to offer them, the cost of the progressive jackpot payout would be a cash outflow for our business in the period in which it is won with a potentially significant adverse effect on our financial condition and cash flows. Because winning is underpinned by a random mechanism, we cannot predict with absolute certainty when a jackpot will be won. In addition, we do not insure against random outcomes or jackpot wins.

Our projections are subject to significant risks, assumptions, estimates and uncertainties, including assumptions regarding future legislation and changes in regulations, both inside and outside of the United States. As a result, our projected revenues, market share, expenses and profitability may differ materially from our expectations.

We operate in rapidly changing and competitive industries and our projections are subject to the risks and assumptions made by management with respect to our industries. Operating results are difficult to forecast because they generally depend on

our assessment of the timing of adoption of future legislation and regulations by different states, which are uncertain. Furthermore, if we invest in the development of new products or distribution channels that do not achieve significant commercial success, whether because of competition or otherwise, we may not recover the often substantial “up front” costs of developing and marketing those products and distribution channels, or recover the opportunity cost of diverting management and financial resources away from other products or distribution channels.

Additionally, as described above under “— Reductions in discretionary consumer spending could have an adverse effect on our business, financial condition, results of operations and prospects,” our business may be affected by reductions in consumer spending from time to time as a result of a number of factors which may be difficult to predict. This may result in decreased revenue levels, and we may be unable to adopt measures in a timely manner to compensate for any unexpected shortfall in income. This inability could cause our operating results in a given quarter to be higher or lower than expected. If actual results differ from our estimates, analysts may react negatively and our stock price could be materially impacted.

We have a new business model, which makes it difficult for us to forecast our financial results, creates uncertainty as to how investors will evaluate our prospects, and increases the risk that we will not be successful.

DraftKings was incorporated in 2011 and began offering the DFS products in 2012. DraftKings expanded from its DFS product offering to include Sportsbook and iGaming product offerings in 2018. Following the consummation of the Business Combination, we have a new business model and new offerings, including sports betting technology. Accordingly, it will be difficult for us to forecast our future financial results, and it will be uncertain how our new business model will affect investors’ perceptions and expectations of our prospects. Additionally, as the only vertically integrated U.S.-based sports betting and online gaming company, it may be difficult for investors to evaluate our business due to the lack of similarly situated competitors. Furthermore, our new business model may not be successful. You should not rely upon our historical financial results as indicators of our future financial performance, and our financial results and stock price may be volatile.

DraftKings has a history of losses and we may continue to incur losses in the future.

Since DraftKings was incorporated in 2011, it has experienced net losses and negative cash flows from operations. We experienced net losses in accordance with accounting principles generally accepted in the United States of America (“U.S. GAAP”) of \$1,523.2 million and \$1,231.8 million in the years ended December 31, 2021 and 2020, respectively. We may continue to experience losses in the future, and we cannot assure you that we will achieve profitability. We may continue to incur significant losses in future periods. We expect our operating expenses to increase in the future as we expand our operations. Furthermore, as a public company, we have incurred and expect to continue to incur additional legal, accounting and other expenses that Old DK did not incur as a private company. If our revenue does not grow at a greater rate than our expenses, we will not be able to achieve or maintain profitability. We may incur significant losses in the future for many reasons, including those described in the other risks and uncertainties described in this Annual Report. Additionally, we may encounter unforeseen expenses, operating delays, or other unknown factors that may result in losses in future periods. If our expenses exceed our revenue, our business may be negatively impacted and we may never achieve or maintain profitability.

Our results of operations may fluctuate due to seasonality and other factors and, therefore, our periodic operating results will not be guarantees of future performance.

Our DFS and Sportsbook operations may fluctuate due to seasonal trends and other factors. We believe that significant sporting events such as the playoffs and championship games, tend to impact, among other things, revenues from operations, key metrics and customer activity, and as such, DraftKings’ historical revenues generally have been highest in the fourth quarter when most of those games occur. A majority of our current sports betting and DFS revenue is and will continue to be generated from bets placed on, or contests relating to, the National Football League and the National Basketball Association, each of which have their own respective off-seasons, which may cause decreases in our future revenues during such periods. Our revenues may also be affected by the scheduling of major sporting events that do not occur annually, such as the World Cup, or the cancellation or postponement of sporting events and races, such as the postponement of the 2020 Summer Olympic Games that took place this past summer. In addition, certain individuals or teams advancing or failing to advance and their scores and other results within specific tournaments, games or events may impact our financial performance.

The success, including win or hold rates, of existing or future sports betting and iGaming products depends on a variety of factors and is not completely controlled by us.

The Sportsbook and iGaming industries are characterized by an element of chance. Accordingly, we employ theoretical win rates to estimate what a certain type of sports bet or iGame, on average, will win or lose in the long run. Net win is impacted by variations in the hold percentage (the ratio of net win to total amount wagered), or actual outcome, on our iGames

and sports betting we offer to our users. We use the hold percentage as an indicator of an iGame's or sports bet's performance against its expected outcome. Although each iGame or sports bet generally performs within a defined statistical range of outcomes, actual outcomes may vary for any given period. In addition to the element of chance, win rates (hold percentages) may also (depending on the game involved) be affected by the spread of limits and factors that are beyond our control, such as a user's skill, experience and behavior, the mix of games played, the financial resources of users, the volume of bets placed and the amount of time spent gambling. As a result of the variability in these factors, the actual win rates on our online iGames and sports bets may differ from the theoretical win rates we have estimated and could result in the winnings of our iGame's or sports bet's users exceeding those anticipated. The variability of win rates (hold rates) also have the potential to negatively impact our financial condition, results of operations, and cash flows.

Our success also depends in part on our ability to anticipate and satisfy user preferences in a timely manner. As we will operate in a dynamic environment characterized by rapidly changing industry and legal standards, our products will be subject to changing consumer preferences that cannot be predicted with certainty. We will need to continually introduce new offerings and identify future product offerings that complement our existing technology, respond to our users' needs and improve and enhance our existing technology to maintain or increase our user engagement and growth of our business. We may not be able to compete effectively unless our product selection keeps up with trends in the digital sports entertainment and gaming industries in which we compete, or trends in new gaming products.

We rely on information technology and other systems and services, and any failures, errors, defects or disruptions in our systems or services could diminish our brand and reputation, subject us to liability, disrupt our business, affect our ability to scale our technical infrastructure and adversely affect our operating results and growth prospects. Our games and other software applications and systems, and the third-party platforms upon which they are made available could contain undetected errors.

Our technology infrastructure is critical to the performance of our offerings and to user satisfaction. We devote significant resources to network and data security to protect our systems and data. However, our systems may not be adequately designed with the necessary reliability and redundancy to avoid performance delays or outages that could be harmful to our business. We cannot assure you that the measures we take to prevent or hinder cyber-attacks and protect our systems, data and user information and to prevent outages, data or information loss, fraud and to prevent or detect security breaches, including a disaster recovery strategy for server and equipment failure and back-office systems and the use of third parties for certain cybersecurity services, will provide absolute security. We have experienced, and we may in the future experience, website disruptions, outages and other performance problems due to a variety of factors, including infrastructure changes, human or software errors and capacity constraints. Such disruptions have not had a material impact on us; however, future disruptions from unauthorized access to, fraudulent manipulation of, or tampering with our computer systems and technological infrastructure, or those of third parties, could result in a wide range of negative outcomes, each of which could materially adversely affect our business, financial condition, results of operations and prospects.

Additionally, our products may contain errors, bugs, flaws or corrupted data, and these defects may only become apparent after their launch. If a particular product offering is unavailable when users attempt to access it or navigation through our offerings is slower than they expect, users may be unable to place their bets or set their line-ups in time and may be less likely to return to our products and services as often, if at all. Furthermore, programming errors, defects and data corruption could disrupt our operations, adversely affect the experience of our users, harm our reputation, cause our users to stop utilizing our offerings, divert our resources and delay market acceptance of our offerings, any of which could result in legal liability to us or harm our business, financial condition, results of operations and prospects.

If our user base and engagement continue to grow, and the amount and types of offerings continue to grow and evolve, we will need an increasing amount of technical infrastructure, including network capacity and computing power, to continue to satisfy our users' needs. Such infrastructure expansion may be complex, and unanticipated delays in completing these projects or availability of components may lead to increased project costs, operational inefficiencies, or interruptions in the delivery or degradation of the quality of our offerings. In addition, there may be issues related to this infrastructure that are not identified during the testing phases of design and implementation, which may only become evident after we have started to fully use the underlying equipment or software, that could further degrade the user experience or increase our costs. As such, we could fail to continue to effectively scale and grow our technical infrastructure to accommodate increased demands. In addition, our business may be subject to interruptions, delays or failures resulting from adverse weather conditions, other natural disasters, power loss, terrorism, cyber-attacks, public health emergencies (such as the coronavirus) or other catastrophic events.

We believe that if our users have a negative experience with our offerings, or if our brand or reputation is negatively affected, users may be less inclined to continue or resume utilizing our products or to recommend our offerings to other

potential users. As such, a failure or significant interruption in our service could harm our reputation, business and operating results.

Despite our security measures, our information technology and infrastructure may be vulnerable to attacks by hackers or breached due to employee error, malfeasance or other disruptions. Any such breach could compromise our networks and the information stored there could be accessed, publicly disclosed, lost or stolen. Any such access, disclosure or other loss of information could result in legal claims or proceedings, liability under laws that protect the privacy of personal information, and regulatory penalties, disruption of our operations and the services we provide to users, damage to our reputation, and a loss of confidence in our products and services, which could adversely affect our business.

The secure maintenance and transmission of user information is a critical element of our operations. Our information technology and other systems that maintain and transmit user information, or those of service providers, business partners or employee information may be compromised by a malicious third-party penetration of our network security, or that of a third-party service provider or business partner, or impacted by intentional or unintentional actions or inaction by our employees, or those of a third-party service provider or business partner. As a result, our users' information may be lost, disclosed, accessed or taken without our users' consent. We have experienced cyber-attacks, attempts to breach our systems and other similar incidents in the past. For example, we have been and expect that we will continue to be subject to attempts to gain unauthorized access to or through our information systems or those we develop for our customers, whether by our employees or third parties, including cyber-attacks by computer programmers and hackers who may develop and deploy viruses, worms or other malicious software programs. To date these attacks have not had a material impact on our operations or financial results, but we cannot provide assurance that they will not have a material impact in the future.

We rely on encryption and authentication technology licensed from third parties in an effort to securely transmit confidential and sensitive information, including credit card numbers. Advances in computer capabilities, new technological discoveries or other developments may result in the whole or partial failure of this technology to protect transaction data or other confidential and sensitive information from being breached or compromised. In addition, websites are often attacked through compromised credentials, including those obtained through phishing and credential stuffing. Our security measures, and those of our third-party service providers, may not detect or prevent all attempts to breach our systems, denial-of-service attacks, viruses, malicious software, break-ins, phishing attacks, social engineering, security breaches or other attacks and similar disruptions that may jeopardize the security of information stored in or transmitted by our websites, networks and systems or that we or such third parties otherwise maintain, including payment card systems, which may subject us to fines or higher transaction fees or limit or terminate our access to certain payment methods. We and such third parties may not anticipate or prevent all types of attacks until after they have already been launched. Further, techniques used to obtain unauthorized access to or sabotage systems change frequently and may not be known until launched against us or our third-party service providers.

In addition, security breaches can also occur as a result of non-technical issues, including intentional or inadvertent breaches by our employees or by third parties. These risks may increase over time as the complexity and number of technical systems and applications we use also increases. Breaches of our security measures or those of our third-party service providers or cybersecurity incidents could result in unauthorized access to our sites, networks and systems; unauthorized access to and misappropriation of user information, including users' personally identifiable information, or other confidential or proprietary information of ourselves or third parties; viruses, worms, spyware or other malware being served from our sites, networks or systems; deletion or modification of content or the display of unauthorized content on our sites; interruption, disruption or malfunction of operations; costs relating to breach remediation, deployment of additional personnel and protection technologies, response to governmental investigations and media inquiries and coverage; engagement of third-party experts and consultants; litigation, regulatory action and other potential liabilities. In the past, we have experienced social engineering, phishing, malware and similar attacks and threats of denial-of-service attacks, none of which to date has been material to our business; however, such attacks could in the future have a material adverse effect on our operations. If any of these breaches of security should occur and be material, our reputation and brand could be damaged, our business may suffer, we could be required to expend significant capital and other resources to alleviate problems caused by such breaches, and we could be exposed to a risk of loss, litigation or regulatory action and possible liability. We cannot guarantee that recovery protocols and backup systems will be sufficient to prevent data loss. Actual or anticipated attacks may cause us to incur increasing costs, including costs to deploy additional personnel and protection technologies, train employees and engage third-party experts and consultants. While we maintain cybersecurity insurance coverage that we believe is adequate for our business, such coverage may not cover all potential costs and expenses associated with cybersecurity incidents that may occur in the future.

In addition, any party who is able to illicitly obtain a user's password could access the user's transaction data or personal information, resulting in the perception that our systems are insecure. Any compromise or breach of our security measures, or those of our third-party service providers, could violate applicable privacy, data protection, data security, network and

information systems security and other laws and cause significant legal and financial exposure, adverse publicity and a loss of confidence in our security measures, which could have a material adverse effect on our business, financial condition, results of operations and prospects. We continue to devote significant resources to protect against security breaches or we may need to in the future to address problems caused by breaches, including notifying affected subscribers and responding to any resulting litigation, which in turn, diverts resources from the growth and expansion of our business.

We rely on Amazon Web Services to deliver our offerings to users, and any disruption of or interference with our use of Amazon Web Services could adversely affect our business, financial condition, results of operations and prospects.

We currently host our sports betting, iGaming and daily fantasy sports offerings and support our operations using Amazon Web Services (“AWS”), a third-party provider of cloud infrastructure services, along with other service providers traditionally used by SBT. We do not, and will not, have control over the operations of the facilities or infrastructure of the third-party service providers that we use. Such third parties’ facilities are vulnerable to damage or interruption from natural disasters, cybersecurity attacks, terrorist attacks, power outages and similar events or acts of misconduct. Our technology’s continuing and uninterrupted performance will be critical to our success. We have experienced, and we expect that in the future we will experience, interruptions, delays and outages in service and availability from these third-party service providers from time to time due to a variety of factors, including infrastructure changes, human or software errors, website hosting disruptions and capacity constraints. In addition, any changes in these third parties’ service levels may adversely affect our ability to meet the requirements of our users. Since our technology’s continuing and uninterrupted performance is critical to our success, sustained or repeated system failures would reduce the attractiveness of our offerings. It may become increasingly difficult to maintain and improve our performance, especially during peak usage times, as we expand and the usage of our offerings increases. Any negative publicity arising from these disruptions could harm our reputation and brand and may adversely affect the usage of our offerings.

Our commercial agreement with AWS will remain in effect until terminated by AWS or us. AWS may only terminate the agreement for convenience after complying with the contractual 30 day prior notice requirement, except for extraordinary circumstances as laid out in AWS standard terms. AWS may also terminate the agreement for cause upon a breach of the agreement or for failure to pay amounts due, in each case, subject to AWS providing prior written notice and a 30-day cure period. In the event that our agreement with AWS is terminated or we add additional cloud infrastructure service providers, such as the one currently used by SBT, we may experience significant costs or downtime in connection with the transfer to, or the addition of, new cloud infrastructure service providers. Although alternative providers could host our offerings on a substantially similar basis to AWS, transitioning the cloud infrastructure currently hosted by AWS to alternative providers could potentially be disruptive and we could incur significant one-time costs.

Any of the above circumstances or events may harm our reputation and brand, reduce the availability or usage of our technology, lead to a significant loss of revenue, increase our costs and impair our ability to attract new users, any of which could adversely affect our business, financial condition and results of operations.

We rely on third-party providers to validate the identity and identify the location of our users, and if such providers fail to perform adequately, provide accurate information or we do not maintain business relationships with them, our business, financial condition and results of operations could be adversely affected.

There is no guarantee that the third-party geolocation and identity verification systems that we rely on will perform adequately, or be effective. We rely on our geolocation and identity verification systems to ensure we are in compliance with certain laws and regulations, and any service disruption to those systems would prohibit us from operating our offerings, and would adversely affect our business. Additionally, incorrect or misleading geolocation and identity verification data with respect to current or potential users received from third-party service providers may result in us inadvertently allowing access to our offerings to individuals who should not be permitted to access them, or otherwise inadvertently deny access to individuals who should be able to access our offerings, in each case based on inaccurate identity or geographic location determination. Our third-party geolocation services provider relies on its ability to obtain information necessary to determine geolocation from mobile devices, operating systems, and other sources. Changes, disruptions or temporary or permanent failure to access such sources by our third-party services providers may result in their inability to accurately determine the location of our users. Moreover, our inability to maintain our existing contracts with third-party services providers, or to replace them with equivalent third parties, may result in our inability to access geolocation and identity verification data necessary for our day-to-day operations. If any of these risks materializes, we may be subject to disciplinary action, fines, lawsuits, and our business, financial condition and results of operations could be adversely affected.

Our technology contains third-party open source software components, and failure to comply with the terms of the underlying open source software licenses could restrict our ability to provide our offerings.

Our technology contains software modules licensed to us by third-party authors under “open source” licenses. Use and distribution of open source software may entail greater risks than use of third-party commercial software, as open source licensors generally do not provide support, warranties, indemnification or other contractual protections regarding infringement claims or the quality of the code. In addition, the public availability of such software may make it easier for others to compromise our technology.

Some open source licenses contain requirements that we make available source code for modifications or derivative works we create based upon the type of open source software we use, or grant other licenses to our intellectual property. If we combine our proprietary software with open source software in a certain manner, we could, under certain open source licenses, be required to release the source code of our proprietary software to the public. This would allow our competitors to create similar offerings with lower development effort and time and ultimately could result in a loss of our competitive advantages. Alternatively, to avoid the public release of the affected portions of our source code, we could be required to expend substantial time and resources to re-engineer some or all of our software.

Although we monitor our use of open source software to avoid subjecting our technology to conditions we do not intend, the terms of many open source licenses have not been interpreted by U.S. or foreign courts, and there is a risk that these licenses could be construed in a way that could impose unanticipated conditions or restrictions on our ability to provide or distribute our technology. From time to time, there have been claims challenging the ownership of open source software against companies that incorporate open source software into their solutions. As a result, we could be subject to lawsuits by parties claiming ownership of what we believe to be open source software. Moreover, we cannot assure you that our processes for controlling our use of open source software in our technology will be effective. If we are held to have breached or failed to fully comply with all the terms and conditions of an open source software license, we could face infringement or other liability, or be required to seek costly licenses from third parties to continue providing our offerings on terms that are not economically feasible, to re-engineer our technology, to discontinue or delay the provision of our offerings if re-engineering could not be accomplished on a timely basis or to make generally available, in source code form, our proprietary code, any of which could adversely affect our business, financial condition and results of operations.

We rely on third-party payment processors to process deposits and withdrawals made by our users, and if we cannot manage our relationships with such third parties and other payment-related risks, our business, financial condition and results of operations could be adversely affected.

We rely on a limited number of third-party payment processors to process deposits and withdrawals made by our users. If any of our third-party payment processors terminates its relationship with us or refuses to renew its agreement with us on commercially reasonable terms, we would need to find an alternate payment processor, and may not be able to secure similar terms or replace such payment processor in an acceptable time frame. Further, the software and services provided by our third-party payment processors may not meet our expectations, contain errors or vulnerabilities, be compromised or experience outages. Any of these risks could cause us to lose our ability to accept online payments or other payment transactions or make timely payments to our users, any of which could make our technology less trustworthy and convenient and adversely affect our ability to attract and retain our users.

Nearly all of our payments are made by credit card, debit card or through other third-party payment services, which subjects us to certain regulations and to the risk of fraud. We may in the future offer new payment options to users that may be subject to additional regulations and risks. We are also subject to a number of other laws and regulations relating to the payments we accept from our users, including with respect to money laundering, money transfers, privacy and information security. If we fail to comply with applicable rules and regulations, we may be subject to civil or criminal penalties, fines and/or higher transaction fees and may lose our ability to accept online payments or other payment card transactions, which could make our offerings less convenient and attractive to our users. If any of these events were to occur, our business, financial condition and results of operations could be adversely affected.

For example, if we are deemed to be a money transmitter as defined by applicable regulation, we could be subject to certain laws, rules and regulations enforced by multiple authorities and governing bodies in the United States and numerous state and local agencies who may define money transmitter differently. For example, certain states may have a more expansive view of who qualifies as a money transmitter. Additionally, outside of the United States, we could be subject to additional laws, rules and regulations related to the provision of payments and financial services, and if we expand into new jurisdictions, the foreign regulations and regulators governing our business that we are subject to will expand as well. If we are found to be a money transmitter under any applicable regulation and we are not in compliance with such regulations, we may be subject to fines or other penalties in one or more jurisdictions levied by federal or state or local regulators, including state Attorneys General, as well as those levied by foreign regulators. In addition to fines, penalties for failing to comply with applicable

rules and regulations could include criminal and civil proceedings, forfeiture of significant assets or other enforcement actions. We could also be required to make changes to our business practices or compliance programs as a result of regulatory scrutiny.

Additionally, our payment processors require us to comply with payment card network operating rules, which are set and interpreted by the payment card networks. The payment card networks could adopt new operating rules or interpret or reinterpret existing rules in ways that might prohibit us from providing certain offerings to some users, be costly to implement or difficult to follow. We have agreed to reimburse our payment processors for fines they are assessed by payment card networks if we or our users violate these rules. Any of the foregoing risks could adversely affect our business, financial condition and results of operations.

We rely on other third-party sports data providers for real-time and accurate data for sporting events, and if such third parties do not perform adequately or terminate their relationships with us, our costs may increase and our business, financial condition and results of operations could be adversely affected.

We rely on third-party sports data providers such as SportRadar and BetGenius to obtain accurate information regarding schedules, results, performance and outcomes of sporting events. We rely on this data to determine when and how bets are settled or how users rank in their fantasy contests. We have experienced, and may continue to experience, errors in this data feed which may result in us incorrectly settling bets or ranking users in their contests. If we cannot adequately resolve the issue with our users, our users may have a negative experience with our offerings, our brand or reputation may be negatively affected and our users may be less inclined to continue or resume utilizing our products or recommend our offerings to other potential users. As such, a failure or significant interruption in our service may harm our reputation, business and operating results.

Furthermore, if any of our sports data partners terminates its relationship with us or refuses to renew its agreement with us on commercially reasonable terms, we would need to find an alternate provider, and may not be able to secure similar terms or replace such providers in an acceptable time frame. Any of these risks could increase our costs and adversely affect our business, financial condition and results of operations. Further, any negative publicity related to any of our third-party partners, including any publicity related to regulatory concerns, could adversely affect our reputation and brand, and could potentially lead to increased regulatory or litigation exposure.

We rely on other third-party service providers and if such third parties do not perform adequately or terminate their relationships with us, our costs may increase and our business, financial condition and results of operations could be adversely affected.

Our success depends in part on our relationships with other third-party service providers. For example, we rely on third parties for content delivery, load balancing and protection against distributed denial-of-service attacks. If those providers do not perform adequately, our users may experience issues or interruptions with their experiences. Furthermore, if any of our partners terminates its relationship with us or refuses to renew its agreement with us on commercially reasonable terms, we would need to find an alternate provider, and may not be able to secure similar terms or replace such providers in an acceptable time frame. We also rely on other software and services supplied by third parties, such as communications and internal software, and our business may be adversely affected to the extent such software and services do not meet our expectations, contain errors or vulnerabilities, are compromised or experience outages. Any of these risks could increase our costs and adversely affect our business, financial condition and results of operations. Further, any negative publicity related to any of our third-party partners, including any publicity related to regulatory concerns, could adversely affect our reputation and brand, and could potentially lead to increased regulatory or litigation exposure.

We incorporate technology from third parties into our offerings. We cannot be certain that our licensors are not infringing the intellectual property rights of others or that the suppliers and licensors have sufficient rights to the technology in all jurisdictions in which we may operate. Some of our license agreements may be terminated by our licensors for convenience. If we are unable to obtain or maintain rights to any of this technology because of intellectual property infringement claims brought by third parties against our suppliers and licensors or against us, or if we are unable to continue to obtain the technology or enter into new agreements on commercially reasonable terms, our ability to develop our offerings containing that technology could be severely limited and our business could be harmed.

Additionally, if we are unable to obtain necessary technology from third parties, we may be forced to acquire or develop alternate technology, which may require significant time and effort and may be of lower quality or performance standards. This would limit and delay our ability to provide new or competitive offerings and increase our costs. If alternate technology cannot be obtained or developed, we may not be able to offer certain functionality as part of our offerings, which could adversely affect our business, financial condition and results of operations.

If we fail to detect fraud or theft, including by our users and employees, our reputation may suffer which could harm our brand and reputation and negatively impact our business, financial condition and results of operations and can subject us to investigations and litigation.

We have in the past incurred, and may in the future incur, losses from various types of financial fraud, including use of stolen or fraudulent credit card data, claims of unauthorized payments by a user and attempted payments by users with insufficient funds. Bad actors use increasingly sophisticated methods to engage in illegal activities involving personal information, such as unauthorized use of another person's identity, account information or payment information and unauthorized acquisition or use of credit or debit card details, bank account information and mobile phone numbers and accounts. Under current credit card practices, we may be liable for use of funds on our products with fraudulent credit card data, even if the associated financial institution approved the credit card transaction.

Acts of fraud may involve various tactics, including collusion. Successful exploitation of our systems could have negative effects on our product offerings, services and user experience and could harm our reputation. Failure to discover such acts or schemes in a timely manner could result in harm to our operations. In addition, negative publicity related to such schemes could have an adverse effect on our reputation, potentially causing a material adverse effect on our business, financial condition, results of operations and prospects. In the event of the occurrence of any such issues with our existing technology or product offerings, substantial engineering and marketing resources and management attention may be diverted from other projects to correct these issues, which may delay other projects and the achievement of our strategic objectives.

In addition, any misappropriation of, or access to, users' or other proprietary information or other breach of our information security could result in legal claims or legal proceedings, including regulatory investigations and actions, or liability for failure to comply with privacy and information security laws, including for failure to protect personal information or for misusing personal information, which could disrupt our operations, force us to modify our business practices, damage our reputation and expose us to claims from our users, regulators, employees and other persons, any of which could have an adverse effect on our business, financial condition, results of operations and prospects.

Despite measures we have taken to detect and reduce the occurrence of fraudulent or other malicious activity on our offerings, we cannot guarantee that any of our measures will be effective or will scale efficiently with our business. Our failure to adequately detect or prevent fraudulent transactions could harm our reputation or brand, result in litigation or regulatory action and lead to expenses that could adversely affect our business, financial condition and results of operations.

If Internet and other technology-based service providers experience service interruptions, our ability to conduct our business may be impaired and our business, financial condition and results of operations could be adversely affected.

A substantial portion of our network infrastructure is provided by third parties, including Internet service providers and other technology-based service providers. See “— We rely on Amazon Web Services to deliver our offerings to users and any disruption of or interference with our use of Amazon Web Services could adversely affect our business, financial condition, results of operations and prospects.” We require technology-based service providers to implement cyber-attack-resilient systems and processes. However, if Internet service providers experience service interruptions, including because of cyber-attacks, or due to an event causing an unusually high volume of Internet use (such as a pandemic or public health emergency), communications over the Internet may be interrupted and impair our ability to conduct our business. Internet service providers and other technology-based service providers may in the future roll out upgraded or new mobile or other telecommunications services, such as 5G or 6G services, which may not be successful and thus may impact the ability of our users to access our offerings in a timely fashion or at all. In addition, our ability to process e-commerce transactions depends on bank processing and credit card systems. To prepare for system problems, we continuously seek to strengthen and enhance our current facilities and the capabilities of our system infrastructure and support. Nevertheless, there can be no assurance that the Internet infrastructure or our own network systems will continue to be able to meet the demand placed on us by the continued growth of the Internet, the overall online gaming industry and our users. Any difficulties these providers face, including the potential of certain network traffic receiving priority over other traffic (i.e., lack of net neutrality), may adversely affect our business, and we exercise little control over these providers, which increases our vulnerability to problems with the services they provide. Any system failure as a result of reliance on third parties, such as network, software or hardware failure, including as a result of cyber-attacks, which causes a loss of our users' property or personal information or a delay or interruption in our online services and products and e-commerce services, including our ability to handle existing or increased traffic, could result in a loss of anticipated revenue, interruptions to our offerings, cause us to incur significant legal, remediation and notification costs, degrade the customer experience and cause users to lose confidence in our offerings, any of which could have a material adverse effect on our business, financial condition, results of operations and prospects.

We rely on strategic relationships with casinos, tribes and horse-tracks in order to be able to offer our sports betting and iGaming products in certain jurisdictions. If we cannot establish and manage such relationships with such partners, our business, financial condition and results of operations could be adversely affected.

Under the sports betting and iGaming laws of certain states, online sports betting and iGaming are limited to a finite number of retail operators, such as casinos, tribes or tracks, who own a “skin” or “skins” under that state’s law. A “skin” is a legally-authorized license from a state to offer online sports betting or iGaming services provided by such a retail operator. The “skin” provides a market access opportunity for mobile operators to operate in the jurisdiction pending licensure and other required approvals by the state’s regulator. The entities that control those “skins,” and the numbers of “skins” available, are typically determined by a state’s law authorizing sports betting or iGaming. In most of the jurisdictions in which we offer sports betting and iGaming, we currently rely on a casino, tribe or track in order to get a “skin.” These “skins” are what allows us to gain access to jurisdictions where online operators are required to have a retail relationship. If we cannot establish, renew or manage our relationships, our relationships could terminate and we would not be allowed to operate in those jurisdictions until we enter into new ones. As a result, our business, financial condition and results of operations could be adversely affected.

Our growth will depend, in part, on the success of our strategic relationships with third parties. Overreliance on certain third parties, or our inability to extend existing relationships or agree to new relationships may cause unanticipated costs for us and impact our financial performance in the future.

We rely on relationships with sports leagues and teams, professional athletes and athlete organizations, advertisers, casinos and other third parties in order to attract users to our offerings. These relationships along with providers of online services, search engines, social media, directories and other websites and e-commerce businesses direct consumers to our offerings. In addition, many of the parties with whom we have advertising arrangements provide advertising services to other companies, including other fantasy sports and gaming products with whom we compete. While we believe there are other third parties that could drive users to our offerings, adding or transitioning to them may disrupt our business and increase our costs. In the event that any of our existing relationships or our future relationships fails to provide services to us in accordance with the terms of our arrangement, or at all, and we are not able to find suitable alternatives, this could impact our ability to attract consumers cost effectively and harm our business, financial condition, results of operations and prospects.

Our growth prospects may suffer if we are unable to develop successful offerings or if we fail to pursue additional offerings. In addition, if we fail to make the right investment decisions in our offerings and technology, we may not attract and retain key users and our revenue and results of operations may decline.

DraftKings was founded in 2011 with a singular focus on the DFS industry and initially focused its efforts on growing the DFS product offering. In 2018, DraftKings expanded its product offerings to include its Sportsbook and iGaming offerings. DraftKings has rapidly expanded and we anticipate expanding further as new product offerings mature and as we pursue our growth strategies.

The industries in which we operate are subject to rapid and frequent changes in standards, technologies, products and service offerings, as well as in customer demands and expectations and regulations. We must continuously make decisions regarding in which offerings and technology we should invest to meet customer demand in compliance with evolving industry standards and regulatory requirements and must continually introduce and successfully market new and innovative technologies, offerings and enhancements to remain competitive and effectively stimulate customer demand, acceptance and engagement. Our ability to engage, retain, and increase our user base and to increase our revenue will depend heavily on our ability to successfully create new offerings, both independently and together with third parties. We may introduce significant changes to our existing technology and offerings or develop and introduce new and unproven products and services, with which we have little or no prior development or operating experience. The process of developing new offerings and systems is inherently complex and uncertain, and new offerings may not be well received by users, even if well-reviewed and of high quality. If we are unable to develop technology and products that address users’ needs or enhance and improve our existing technology and offerings in a timely manner, that could have a material adverse effect on our business, financial condition, results of operations and prospects.

Although we intend to continue investing in our research and development efforts, if new or enhanced offerings fail to engage our users or partners, we may fail to attract or retain users or to generate sufficient revenue, operating margin, or other value to justify our investments, any of which may seriously harm our business. In addition, management may not properly ascertain or assess the risks of new initiatives, and subsequent events may alter the risks that were evaluated at the time we decided to execute any new initiative. Creating additional offerings can also divert our management’s attention from other business issues and opportunities. Even if our new offerings attain market acceptance, those new offerings could exploit the market share of our existing product offerings or share of our users’ wallets in a manner that could negatively impact their

ecosystem. Furthermore, such expansion of our business increases the complexity of our business and places an additional burden on our management, operations, technical systems and financial resources and we may not recover the often-substantial up-front costs of developing and marketing new offerings, or recover the opportunity cost of diverting management and financial resources away from other offerings. In the event of continued growth of our operations, products or in the number of third-party relationships, we may not have adequate resources, operationally, technologically or otherwise to support such growth and the quality of our technology, offerings or our relationships with third parties could suffer. In addition, failure to effectively identify, pursue and execute new business initiatives, or to efficiently adapt our processes and infrastructure to meet the needs of our innovations, may adversely affect our business, financial condition, results of operations and prospects.

Any new offerings may also require our users to utilize new skills to use our offerings. This could create a lag in adoption of new offerings and new user additions related to any new offerings. To date, new offerings and enhancements of our existing technology have not hindered our user growth or engagement, but that may be the result of a large portion of our user base being in a younger demographic and more willing to invest the time to learn to use our products most effectively. To the extent that future users, including those in older demographics, are less willing to invest the time to learn to use our products, and if we are unable to make our products easier to learn to use, our user growth or engagement could be affected, and our business could be harmed. We may develop new products that increase user engagement and costs without increasing revenue.

Additionally, we may make bad or unprofitable decisions regarding these investments. If new or existing competitors offer more attractive offerings, we may lose users or users may decrease their spending on our offerings. New customer demands, superior competitive offerings, new industry standards or changes in the regulatory environment could render our existing offerings unattractive, unmarketable or obsolete and require us to make substantial unanticipated changes to our technology or business model. Our failure to adapt to a rapidly changing market or evolving customer demands could harm our business, financial condition, results of operations and prospects.

Our growth will depend on our ability to attract and retain users, and the loss of our users, failure to attract new users in a cost-effective manner, or failure to effectively manage our growth could adversely affect our business, financial condition, results of operations and prospects.

Our ability to achieve growth in revenue in the future will depend, in large part, upon our ability to attract new users to our offerings, retain existing users of our offerings and reactivate users in a cost-effective manner. Achieving growth in our community of users may require us to increasingly engage in sophisticated and costly sales and marketing efforts, which may not make sense in terms of return on investment. We have used and expect to continue to use a variety of free and paid marketing channels, in combination with compelling offers and exciting games to achieve our objectives. For paid marketing, we intend to leverage a broad array of advertising channels, including television, radio, social media platforms, such as Facebook, Instagram, Twitter and Snap, affiliates and paid and organic search, and other digital channels, such as mobile display. If the search engines on which we rely modify their algorithms, change their terms around gaming, or if the prices at which we may purchase listings increase, then our costs could increase, and fewer users may click through to our website. If links to our website are not displayed prominently in online search results, if fewer users click through to our website, if our other digital marketing campaigns are not effective, or if the costs of attracting users using any of our current methods significantly increase, then our ability to efficiently attract new users could be reduced, our revenue could decline and our business, financial condition and results of operations could be harmed.

In addition, our ability to increase the number of users of our offerings will depend on continued user adoption of DFS, Sportsbook and iGaming. Growth in the DFS, Sportsbook and iGaming industries and the level of demand for and market acceptance of our product offerings will be subject to a high degree of uncertainty. We cannot assure that consumer adoption of our product offerings will continue or exceed current growth rates, or that the industry will achieve more widespread acceptance.

Additionally, as technological or regulatory standards change and we modify our offerings to comply with those standards, we may need users to take certain actions to continue playing, such as performing age verification checks or accepting new terms and conditions. Users may stop using our offerings at any time, including if the quality of the user experience, including our support capabilities in the event of a problem, does not meet their expectations or keep pace with the quality of the customer experience generally offered by competitive offerings.

Our core values of focusing on our users first and acting for the long term may conflict with the short-term interests of our business.

One of our operating principles is to put our users first, which we believe is essential to our success and serves the best, long-term interests of our company and our stakeholders. Therefore, we have made in the past and we may make in the future,

certain investments or changes in strategy that we think will benefit our users, even if our decision negatively impacts our operating results in the short term.

Our business model depends upon the continued compatibility between our app and the major mobile operating systems and upon third-party platforms for the distribution of our product offerings. If Google Play or the Apple App Store prevent users from downloading our apps or block advertising from being delivered to our users, our ability to grow our revenue, profitability and prospects may be adversely affected.

The substantial majority of our users access our DFS, Sportsbook and iGaming product offerings primarily on mobile devices, and we believe that this will continue to be increasingly important to our long-term success. Our business model depends upon the continued compatibility between our app and the major mobile operating systems. Third parties with whom we do not have any formal relationships control the design of mobile devices and operating systems. These parties frequently introduce new devices, and from time to time they may introduce new operating systems or modify existing ones. Network carriers may also impact the ability to download apps or access specified content on mobile devices.

In addition, we rely upon third-party platforms for distribution of our product offerings. The DFS product offering is delivered as a free application through both the Apple App Store and the Google Play Store and is also accessible via mobile and traditional websites. The Sportsbook and iGaming product offerings are primarily distributed through the Apple App Store and a traditional website. The Google Play store and Apple App Store are global application distribution platforms and the main distribution channels for our app. As such, the promotion, distribution and operation of our app are subject to the respective distribution platforms' standard terms and policies for application developers, which are very broad and subject to frequent changes and interpretation. Furthermore, the distribution platforms may not enforce their standard terms and policies for application developers consistently and uniformly across all applications and with all publishers.

There is no guarantee that popular mobile devices will start or continue to support or feature our product offerings, or that mobile device users will continue to use our product offerings rather than competing products. We are dependent on the interoperability of our technology with popular mobile operating systems, technologies, networks and standards that we do not control, such as the Android and iOS operating systems, and any changes, bugs, technical or regulatory issues in such systems, our relationships with mobile manufacturers and carriers, or in their terms of service or policies that degrade our offerings' functionality, reduce or eliminate our ability to distribute our offerings, give preferential treatment to competitive products, limit our ability to deliver high quality offerings, or impose fees or other charges related to delivering our offerings, could adversely affect our product usage and monetization on mobile devices.

Moreover, our products require high-bandwidth data capabilities in order to place time-sensitive bets. If the growth of high-bandwidth capabilities, particularly for mobile devices, is slower than we expect, our user growth, retention, and engagement may be seriously harmed. Additionally, to deliver high-quality content over mobile cellular networks, our product offerings must work well with a range of mobile technologies, systems, networks, regulations, and standards that we do not control. In particular, any future changes to the iOS or Android operating systems may impact the accessibility, speed, functionality, and other performance aspects of our offerings, which issues are likely to occur in the future from time to time. In addition, the adoption of any laws or regulations that adversely affect the growth, popularity, or use of the Internet, including laws governing Internet neutrality, could decrease the demand for our products and increase our cost of doing business. Specifically, any laws that would allow mobile providers in the United States to impede access to content, or otherwise discriminate against content providers like us, such as providing for faster or better access to our competitors, over their data networks, could have a material adverse effect on our business, financial condition, results of operations and prospects.

Furthermore, we may not successfully cultivate relationships with key industry participants or develop product offerings that operate effectively with these technologies, systems, networks, regulations, or standards. If it becomes more difficult for our users to access and use our offerings on their mobile devices, if our users choose not to access or use our offerings on their mobile devices, or if our users choose to use mobile products that do not offer access to our offerings, our user growth, retention, and engagement could be seriously harmed.

In addition, if any of the third-party platforms used for distribution of our product offerings were to limit or disable advertising on their platforms, either because of technological constraints or because the owner of these distribution platforms wished to impair our ability to serve ads on them, our ability to generate revenue could be harmed. Also, technologies may be developed that can block the display of our ads. These changes could materially impact the way we do business, and if we or our advertising partners are unable to quickly and effectively adjust to those changes, there could be an adverse effect on our business, financial condition, results of operations or prospects.

We may require additional capital to support our growth plans, and such capital may not be available on terms acceptable to us, if at all. This could hamper our growth and adversely affect our business.

We intend to make significant investments to support our business growth and may require additional funds to respond to business challenges, including the need to develop new offerings and features or enhance our existing offerings and features, improve our operating infrastructure or acquire complementary businesses, personnel and technologies. Accordingly, we may need to engage in equity or debt financings to secure additional funds. Our ability to obtain additional capital, if and when required, will depend on our business plans, investor demand, our operating performance, capital markets conditions and other factors. If we raise additional funds by issuing equity, equity-linked or debt securities, those securities may have rights, preferences or privileges senior to the rights of our currently issued and outstanding equity or debt, and our existing shareholders may experience dilution. If we are unable to obtain additional capital when required, or on satisfactory terms, our ability to continue to support our business growth or to respond to business opportunities, challenges or unforeseen circumstances could be adversely affected, and our business may be harmed.

We may invest in or acquire other businesses, and our business may suffer if we are unable to successfully integrate acquired businesses into our company or otherwise manage the growth associated with multiple acquisitions.

As part of our business strategy, we have made, and we intend to continue to make, acquisitions as opportunities arise to add new or complementary businesses, products, brands or technologies. In some cases, the costs of such acquisitions may be substantial, including as a result of professional fees and due diligence efforts. There is no assurance that the time and resources expended on pursuing a particular acquisition will result in a completed transaction, or that any completed transaction will ultimately be successful. In addition, we may be unable to identify suitable acquisition or strategic investment opportunities, or may be unable to obtain any required financing or regulatory approvals, and therefore may be unable to complete such acquisitions or strategic investments on favorable terms, if at all. We may decide to pursue acquisitions with which our investors may not agree and we cannot assure investors that any acquisition or investment will be successful or otherwise provide a favorable return on investment. In addition, acquisitions and the integration thereof require significant time and resources and place significant demands on our management, as well as on our operational and financial infrastructure. In addition, if we fail to successfully close transactions or integrate new teams, or integrate the products and technologies associated with these acquisitions into our company, our business could be seriously harmed. Acquisitions may expose us to operational challenges and risks, including:

- the ability to profitably manage acquired businesses or successfully integrate the acquired businesses' operations, personnel, financial reporting, accounting and internal controls, technologies and products into our business;
- increased indebtedness and the expense of integrating acquired businesses, including significant administrative, operational, economic, geographic or cultural challenges in managing and integrating the expanded or combined operations;
- entry into jurisdictions or acquisition of products or technologies with which we have limited or no prior experience, and the potential of increased competition with new or existing competitors as a result of such acquisitions;
- diversion of management's attention and the over-extension of our operating infrastructure and our management systems, information technology systems, and internal controls and procedures, which may be inadequate to support growth;
- the ability to fund our capital needs and any cash flow shortages that may occur if anticipated revenue is not realized or is delayed, whether by general economic or market conditions, or unforeseen internal difficulties; and
- the ability to retain or hire qualified personnel required for expanded operations.

Our acquisition strategy may not succeed if we are unable to remain attractive to target companies or expeditiously close transactions. Issuing shares of Class A common stock to fund an acquisition would cause economic dilution to existing stockholders. If we develop a reputation for being a difficult acquirer or having an unfavorable work environment, or target companies view our Class A common stock unfavorably, we may be unable to consummate key acquisition transactions essential to our corporate strategy and our business may be seriously harmed.

We are party to pending litigation in various jurisdictions and with various plaintiffs and we may be subject to future litigation in the operation of our business. An adverse outcome in one or more proceedings could adversely affect our business.

In the past we have been party to, and we may in the future increasingly face the risk of, claims, lawsuits, and other proceedings involving competition and antitrust, intellectual property, privacy, consumer protection, accessibility claims, securities, tax, labor and employment, commercial disputes, services and other matters. See “Business — Legal Proceedings.” Litigation to defend us against claims by third parties, or to enforce any rights that we may have against third parties, may be necessary, which could result in substantial costs and diversion of our resources, causing a material adverse effect on our business, financial condition, results of operations and prospects.

Any litigation to which we are a party may result in an onerous or unfavorable judgment that may not be reversed upon appeal, or in payments of substantial monetary damages or fines, the posting of bonds requiring significant collateral, letters of credit or similar instruments, or we may decide to settle lawsuits on similarly unfavorable terms. These proceedings could also result in reputational harm, criminal sanctions, consent decrees or orders preventing us from offering certain products or requiring a change in our business practices in costly ways or requiring development of non-infringing or otherwise altered products or technologies. Litigation and other claims and regulatory proceedings against us could result in unexpected disciplinary actions, expenses and liabilities, which could have a material adverse effect on our business, financial condition, results of operations and prospects.

Our business is subject to a variety of U.S. and foreign laws, many of which are unsettled and still developing and which could subject us to claims or otherwise harm our business. Any change in existing regulations or their interpretation, or the regulatory climate applicable to our products and services, or changes in tax rules and regulations or interpretation thereof related to our products and services, could adversely impact our ability to operate our business as currently conducted or as we seek to operate in the future, which could have a material adverse effect on our financial condition and results of operations.

We are generally subject to laws and regulations relating to fantasy sports, sports betting and iGaming in the jurisdictions in which we conduct our business or in some circumstances, of those jurisdictions in which we offer our services or those are available, as well as the general laws and regulations that apply to all e-commerce businesses, such as those related to privacy and personal information, tax and consumer protection. These laws and regulations vary from one jurisdiction to another and future legislative and regulatory action, court decisions or other governmental action, which may be affected by, among other things, political pressures, attitudes and climates, as well as personal biases, may have a material impact on our operations and financial results. In particular, some jurisdictions have introduced legislation or regulations attempting to restrict or prohibit online gaming, while others have taken the position that online gaming should be licensed and regulated and have adopted or are in the process of considering legislation and regulations to enable that to happen. Additionally, some jurisdictions in which we may operate could presently be unregulated or partially regulated and therefore more susceptible to the enactment or change of laws and regulations.

We offer our DFS product offering in 25 states that have adopted legislation permitting online fantasy sports. In those states that currently require a license or registration, we have either obtained the appropriate license or registration, have obtained a provisional license, or are operating pursuant to a grandfathering clause that allows operation pending the availability of licensing applications and subsequent grant of a license. We also have three foreign licenses and operates under those licenses in five countries.

We operate in 20 states, Washington D.C. and one country, Canada, that do not have fantasy sports-specific laws or regulations. In those jurisdictions, our business may be subject to future legislative and regulatory action, court decisions or other governmental action that could alter or eliminate our ability to operate. On February 6, 2020, a state intermediate appellate court in New York determined in a split decision that a law specifically authorizing paid fantasy sports contests in New York violated the New York constitution. This decision is currently stayed and has been appealed to the New York Court of Appeals (the highest court in New York), which heard oral arguments on February 8, 2022. If upheld, it could jeopardize our ability to offer paid DFS in New York. In addition, in certain states in which DraftKings operates, including Texas and Florida, the applicable office of the Attorney General has issued an adverse legal opinion regarding DFS and other fantasy sports. In the event that one of those Attorneys General decides to take action on the opinion from their office, we may have to withdraw our paid DFS operations from such state, which could have a material adverse effect on our business, financial condition and results of operations.

In May 2018, the U.S. Supreme Court struck down PASPA as unconstitutional. This decision has the effect of lifting federal restrictions on sports betting and thus allowing states to determine the legality of sports betting for themselves. Since the

repeal of PASPA, several states (and Washington D.C.) have legalized online sports betting. To the extent new real money gaming or sports betting jurisdictions are established or expanded, we cannot guarantee that we will be successful in penetrating such new jurisdictions or expanding our business or user base in line with the growth of existing jurisdictions. If we are unable to effectively develop and operate directly or indirectly within these new jurisdictions or if our competitors are able to successfully penetrate geographic jurisdictions that we cannot access or where we face other restrictions, there could be a material adverse effect on our business, operating results and financial condition. Our failure to obtain or maintain the necessary regulatory approvals in jurisdictions, whether individually or collectively, would have a material adverse effect on our business. See “Business — Government Regulation.” To expand into new jurisdictions, we may need to be licensed and obtain approvals of our product offerings. This is a time-consuming process that can be costly. Any delays in obtaining or difficulty in maintaining regulatory approvals needed for expansion within existing jurisdictions or into new jurisdictions can negatively affect our opportunities for growth, including the growth of our customer base, or delay our ability to recognize revenue from our offerings in any such jurisdictions.

Future legislative and regulatory action, and court decisions or other governmental action, may have a material impact on our operations and financial results. Governmental authorities could view us as having violated local laws, despite our efforts to obtain all applicable licenses or approvals. There is also a risk that civil and criminal proceedings, including class actions, brought by or on behalf of prosecutors or public entities or incumbent monopoly providers, or private individuals, could be initiated against us, Internet service providers, credit card and other payment processors, advertisers and others involved in the DFS, Sportsbook and iGaming industries. Such potential proceedings could involve substantial litigation expense, penalties, fines, seizure of assets, injunctions or other restrictions being imposed upon us or our licensees or other business partners, while diverting the attention of key executives. Such proceedings could have a material adverse effect on our business, financial condition, results of operations and prospects, as well as impact our reputation.

There can be no assurance that legally enforceable legislation will not be proposed and passed in jurisdictions relevant or potentially relevant to our business to prohibit, legislate or regulate various aspects of the DFS, iGaming and Sportsbook industries (or that existing laws in those jurisdictions will not be interpreted negatively). Compliance with any such legislation may have a material adverse effect on our business, financial condition and results of operations, either as a result of our determination that a jurisdiction should be blocked, or because a local license or approval may be costly for us or our business partners to obtain and/or such licenses or approvals may contain other commercially undesirable conditions.

In the context of our EU-facing operations, we may be subject to specific compliance obligations under the General Data Protection Regulation (EU) 2016/679 (the “GDPR”) and associated laws and regulations in different EU Member States in which we operate. In addition, portions of our business established outside the EU may be required to comply with the requirements of the GDPR and associated EU legislation with respect to the offering of products or services to, or the monitoring of, individuals in the EU. We may also be subject to the local privacy and data protection laws of the EU Member States in which we offer products or services. Failure to comply with these EU data protection and privacy laws, can carry penalties and potential criminal sanctions, as well as the risk of litigation. In addition, Directive 2002/58/EC (as amended by Directive 2009/136/EC) (together, the “e-Privacy Directive”) governs, among other things, the use of cookies and the sending of electronic direct marketing within the European Union and, as such, will apply to our marketing activities within the EU. Following Brexit, the UK has adopted its own data protection and direct marketing laws (the “UK data protection laws”) which are currently based on the corresponding EU legislation. Our UK-facing operations may therefore be subject to specific compliance obligations under the UK data protection laws.

In our efforts to comply with these requirements, we rely on positions and interpretations of the law that have yet to be fully tested before the relevant courts and regulators. While the UK data protection laws are currently similar to the corresponding EU laws, it is possible that those laws will diverge in the future; to the extent that those laws do diverge, then that may increase the costs of maintaining regulatory compliance. There is also a risk that it may become more difficult to make cross-border transfers of personal data, as a result of diverging data protection regimes in the territories where our customers are located and the territories where our operations are based. If a regulator or court of competent jurisdiction determined that one or more of our compliance efforts does not satisfy the applicable requirements of the GDPR or the e-Privacy Directive, or the UK data protection laws, or if any party brought a claim in this regard, there could be potential governmental or regulatory investigations, enforcement actions, regulatory fines, compliance orders, litigation or public statements against us by consumer advocacy groups or others, and that could cause customers to lose trust in us and damage our reputation. Likewise, a change in guidance could be costly and have an adverse effect on our business.

Our growth prospects depend on the legal status of real-money gaming in various jurisdictions, predominantly within the United States, and legalization may not occur in as many states as we expect, or may occur at a slower pace than we anticipate. Additionally, even if jurisdictions legalize real money gaming, this may be accompanied by legislative or regulatory restrictions and/or taxes that make it impracticable or less attractive to operate in those jurisdictions, or the

process of implementing regulations or securing the necessary licenses to operate in a particular jurisdiction may take longer than we anticipate, which could adversely affect our future results of operations and make it more difficult to meet our expectations for financial performance.

A number of states have legalized, or are currently considering legalizing, real money gaming, and our business, financial condition, results of operations and prospects are significantly dependent upon legalization of real money gaming. Our business plan is partially based upon the legalization of real money gaming for a specific percent of the population on a yearly basis and the legalization may not occur as we have anticipated. Additionally, if a large number of additional states or the federal government enact real money gaming legislation and we are unable to obtain, or are otherwise delayed in obtaining the necessary licenses to operate online sports betting or iGaming websites in U.S. jurisdictions where such games are legalized, our future growth in online sports betting and iGaming could be materially impaired.

As we enter into new jurisdictions, states or the federal government may legalize real money gaming in a manner that is unfavorable to us. As a result, we may encounter legal, regulatory and political challenges that are difficult or impossible to foresee and which could result in an unforeseen adverse impact on planned revenues or costs associated with the new opportunity. For example, certain states require us to have a relationship with a retail operator for online Sportsbook access, which tends to increase our costs of revenue. States that have established state-run monopolies may limit opportunities for private sector participants like us. States also impose substantial tax rates on online sports betting and iGaming revenue, in addition to the federal excise tax of 25 basis points on the amount of each wager. As most state product taxes apply to various measures of modified gross profit, tax rates, whether federal- or state-based, that are higher than we expect will make it more costly and less desirable for us to launch in a given jurisdiction, while tax increases in any of our existing jurisdictions may adversely impact our profitability.

Therefore, even in cases in which a jurisdiction purports to license and regulate DFS, Sportsbook or iGaming, the licensing and regulatory regimes can vary considerably in terms of their business-friendliness and at times may be intended to provide incumbent operators with advantages over new licensees. Therefore, some “liberalized” regulatory regimes are considerably more commercially attractive than others.

Failure to comply with regulatory requirements in a particular jurisdiction, or the failure to successfully obtain a license or permit applied for in a particular jurisdiction, could impact our ability to comply with licensing and regulatory requirements in other jurisdictions, or could cause the rejection of license applications or cancellation of existing licenses in other jurisdictions, or could cause financial institutions, online and mobile platforms, advertisers and distributors to stop providing services to us which we rely upon to receive payments from, or distribute amounts to, our users, or otherwise to deliver and promote our services.

Compliance with the various regulations applicable to fantasy sports and real money gaming is costly and time-consuming. Regulatory authorities at the non-U.S., U.S. federal, state and local levels have broad powers with respect to the regulation and licensing of fantasy sports and real money gaming operations and may revoke, suspend, condition or limit our fantasy sports or real money gaming licenses, impose substantial fines on us and take other actions, any one of which could have a material adverse effect on our business, financial condition, results of operations and prospects. These laws and regulations are dynamic and subject to potentially differing interpretations, and various legislative and regulatory bodies may expand current laws or regulations or enact new laws and regulations regarding these matters. We will strive to comply with all applicable laws and regulations relating to our business. It is possible, however, that these requirements may be interpreted and applied in a manner that is inconsistent from one jurisdiction to another and may conflict with other rules. Non-compliance with any such law or regulations could expose us to claims, proceedings, litigation and investigations by private parties and regulatory authorities, as well as substantial fines and negative publicity, each of which may materially and adversely affect our business.

Any fantasy sports or real money gaming license could be revoked, suspended or conditioned at any time. The loss of a license in one jurisdiction could trigger the loss of a license or affect our eligibility for such a license in another jurisdiction, and any of such losses, or potential for such loss, could cause us to cease offering some or all of our offerings in the impacted jurisdictions. We may be unable to obtain or maintain all necessary registrations, licenses, permits or approvals, and could incur fines or experience delays related to the licensing process, which could adversely affect our operations. Our delay or failure to obtain or maintain licenses in any jurisdiction may prevent us from distributing our offerings, increasing our customer base and/or generating revenues. We cannot assure you that we will be able to obtain and maintain the licenses and related approvals necessary to conduct our DFS, Sportsbook and iGaming operations. Any failure to maintain or renew our existing licenses, registrations, permits or approvals could have a material adverse effect on our business, financial condition, results of operations and prospects.

Our growth prospects and market potential will depend on our ability to obtain licenses to operate in a number of jurisdictions and if we fail to obtain such licenses our business, financial condition, results of operations and prospects could be impaired.

Our ability to grow our business will depend on our ability to obtain and maintain licenses to offer our product offerings in a large number of jurisdictions or in heavily populated jurisdictions. If we fail to obtain and maintain licenses in large jurisdictions or in a greater number of mid-market jurisdictions, this may prevent us from expanding the footprint of our product offerings, increasing our user base and/or generating revenues. We cannot be certain that we will be able to obtain and maintain licenses and related approvals necessary to conduct our DFS, Sportsbook and iGaming operations. Any failure to obtain and maintain licenses, registrations, permits or approvals could have a material adverse effect on our business, financial condition, results of operations and prospects.

We have been, and continue to be, the subject of governmental investigations and inquiries with respect to the operation of our businesses and we could be subject to future governmental investigations and inquiries, legal proceedings and enforcement actions. Any such investigation, inquiry, proceeding or action, could adversely affect our business.

We have received formal and informal inquiries from time to time, from government authorities and regulators, including tax authorities and gaming regulators, regarding compliance with laws and other matters, and we may receive such inquiries in the future, particularly as we grow and expand our operations. Violation of existing or future regulations, regulatory orders or consent decrees could subject us to substantial monetary fines and other penalties that could negatively affect our financial condition and results of operations. In addition, it is possible that future orders issued by, or inquiries or enforcement actions initiated by, government or regulatory authorities could cause us to incur substantial costs, expose us to unanticipated liability or penalties, or require us to change our business practices in a manner materially adverse to our business.

Participation in the sports betting industry exposes us to trading, liability management and pricing risk. We may experience lower than expected profitability and potentially significant losses as a result of a failure to determine accurately the odds in relation to any particular event and/or any failure of its sports risk management processes.

Our fixed-odds betting products involve betting where winnings are paid on the basis of the stake placed and the odds quoted. Odds are determined with the objective of providing an average return to the bookmaker over a large number of events and therefore, over the long term, our gross win percentage has remained fairly constant. However, there can be significant variation in gross win percentage event- by-event and day-by-day. We have systems and controls that seek to reduce the risk of daily losses occurring on a gross-win basis, but there can be no assurance that these will be effective in reducing our exposure, and consequently our exposure to this risk in the future. As a result, in the short term, there is less certainty of generating a positive gross win, and we may experience (and we have from time to time experienced) significant losses with respect to individual events or betting outcomes, in particular if large individual bets are placed on an event or betting outcome or series of events or betting outcomes. Odds compilers and risk managers are capable of human error, thus even allowing for the fact that a number of betting products are subject to capped pay-outs, significant volatility can occur. In addition, it is possible that there may be such a high volume of trading during any particular period that even automated systems would be unable to address and eradicate all risks. Any significant losses on a gross- win basis could have a material adverse effect on our business, financial condition and results of operations. In addition, if a jurisdiction where we hold or wish to apply for a license imposes a high turnover tax for betting (as opposed to a gross-win tax), this too would impact profitability, particularly with high value/low margin bets, and likewise have a material adverse effect on our business.

Palpable (obvious) errors in Sportsbook odds making may occasionally occur in the normal course of business, sometimes for large liabilities. While it is a worldwide standard business practice to void bets associated with palpable errors or to correct the odds, there is no guarantee regulators will approve voiding palpable errors in every case.

Our Sportsbook offers a huge spectrum of betting markets across dozens of sports, and the odds are set through a combination of algorithmic and manual odds making. Bet acceptance is also a combination of automatic and manual acceptance. In some cases, the odds offered on the website constitute an obvious error. Examples of such errors are inverted lines between teams, or odds that are significantly different from the true odds of the outcome in a way that all reasonable persons would agree is an error. It is commonplace virtually worldwide for operators to void bets associated with such palpable errors, and in most mature jurisdictions these bets can be voided without regulatory approval at operator discretion. In the U.S., it is unclear long term if state-by-state regulators will consistently approve voids or re-setting odds to correct odds on such bets. In some cases, we require regulatory approval to void palpable errors ahead of time. If regulators were to not allow voiding of bets associated with large obvious errors in odds making, we could be subject to covering significant liabilities.

We follow the industry practice of restricting and managing betting limits at the individual customer level based on individual customer profiles and risk level to the enterprise; however there is no guarantee that states will allow operators such as us to limit on the individual customer level.

Similar to a credit card company managing individual risk on the customer level through credit limits, it is customary for sports betting operators to manage customer betting limits at the individual level to manage enterprise risk levels. We believe this practice is beneficial overall, because if it were not possible, the betting options would be restricted globally and limits available to customers would be much lower to insulate overall risk due to the existence of a very small segment of highly sophisticated syndicates and algorithmic bettors, or bettors looking to take advantage of site errors and omissions. We believe virtually all operators balance taking reasonable action from all customers against the risk of individual customers significantly harming the business viability. We cannot assure you that all state legislation and regulators will always allow operators to execute limits at the individual customer level, or at their sole discretion.

Negative events or negative media coverage relating to, or a declining popularity of, daily fantasy sports, sports betting, the underlying sports or athletes, online sports betting or iGaming in particular, or other negative coverage may adversely impact our ability to retain or attract users, which could have an adverse impact on our business.

Public opinion can significantly influence our business. Unfavorable publicity regarding us, for example, our product changes, product quality, litigation, or regulatory activity, or regarding the actions of third parties with whom we have relationships or the underlying sports (including declining popularity of the sports or athletes) could seriously harm our reputation. In addition, a negative shift in the perception of sports betting and iGaming by the public or by politicians, lobbyists or others could affect future legislation of sports betting and iGaming, which could cause jurisdictions to abandon proposals to legalize sports betting and iGaming, thereby limiting the number of jurisdictions in which we can operate. Furthermore, illegal betting activity by athletes could result in negative publicity for our industry and could harm our brand reputation. Negative public perception could also lead to new restrictions on or to the prohibition of iGaming or sports betting in jurisdictions in which we currently operate. Such negative publicity could also adversely affect the size, demographics, engagement, and loyalty of our customer base and result in decreased revenue or slower user growth rates, which could seriously harm our business.

We may have difficulty accessing the service of banks, credit card issuers and payment processing services providers, which may make it difficult to sell our products and services.

Although financial institutions and payment processors are permitted to provide services to us and others in our industry, banks, credit card issuers and payment processing service providers may be hesitant to offer banking and payment processing services to real money gaming and fantasy sports businesses. Consequently, those businesses involved in our industry, including our own, may encounter difficulties in establishing and maintaining banking and payment processing relationships with a full scope of services and generating market rate interest. If we were unable to maintain our bank accounts or our users were unable to use their credit cards, bank accounts or e-wallets to make deposits and withdrawals from our offerings it would make it difficult for us to operate our business, increase our operating costs, and pose additional operational, logistical and security challenges which could result in an inability to implement our business plan.

The requirements of being a public company may strain our resources and divert management's attention, and the increases in legal, accounting and compliance expenses may be greater than we anticipate.

We became a public company following the Closing of the Business Combination, and as such, have incurred, and will continue to incur, significant legal, accounting and other expenses that DraftKings and SBT did not incur as private companies. We are subject to the reporting requirements of the Exchange Act, and are required to comply with the applicable requirements of the Sarbanes-Oxley Act and the Dodd-Frank Wall Street Reform and Consumer Protection Act, as well as the rules and regulations subsequently implemented by the SEC and the listing standards of The Nasdaq Stock Market, including changes in corporate governance practices and the establishment and maintenance of effective disclosure and financial controls. Compliance with these rules and regulations can be burdensome. Our management and other personnel need to devote a substantial amount of time to these compliance initiatives. Moreover, these rules and regulations will increase our historical legal and financial compliance costs and will make some activities more time-consuming and costly. For example, we expect that these rules and regulations may make it more difficult and more expensive for us to attract and retain qualified members of our Board as compared to DraftKings and SBT as private companies. Additionally, as we are no longer an "emerging growth company", we have incurred significant expenses and devoted substantial management effort toward ensuring compliance with the requirements of Section 404 of the Sarbanes-Oxley Act and expect to continue to do so in the future. We will need to continue to hire additional accounting and financial staff, and engage outside consultants, all with appropriate public company experience and technical accounting knowledge and maintain an internal audit function, which will increase our operating

expenses. Moreover, we could incur additional compensation costs in the event that we decide to pay cash compensation closer to that of other publicly-listed companies, which would increase our general and administrative expenses and could materially and adversely affect our profitability. We are evaluating these rules and regulations, and cannot predict or estimate the amount of additional costs we may incur or the timing of such costs.

Failure to maintain adequate financial, information technology and management processes and controls could result in material weaknesses which could lead to errors in our financial reporting, which could adversely affect our business now that we are a public company.

Maintaining effective internal control over financial reporting is necessary for us to produce reliable financial reports and is important in helping to prevent financial fraud. If we are unable to maintain adequate internal controls over financial reporting, our business and operating results could be harmed. Effective December 31, 2020, we were no longer an “emerging growth company”, and therefore under applicable SEC rules we must maintain internal controls over financial reporting to satisfy the requirements of Section 404 of the Sarbanes-Oxley Act of 2002 (“Sarbanes-Oxley”) and the related rules of the SEC, which require, among other things, our management to assess annually the effectiveness of our internal control over financial reporting and our independent registered public accounting firm to issue a report on the effectiveness of internal control over financial reporting with our Annual Report.

The internal control assessment required by Section 404 of Sarbanes-Oxley may divert internal resources and we may experience higher operating expenses, higher independent auditor and consulting fees during the implementation of these changes. We may not be able to complete our evaluation, testing and any required remediation in a timely fashion. In addition, our current controls and any new controls that we develop may become inadequate because of poor design and changes in our business, including increased complexity resulting from any international expansion. Any failure to implement and maintain effective internal controls over financial reporting could adversely affect the results of assessments by our independent registered public accounting firm and their attestation reports.

If we are unable to certify the effectiveness of our internal controls, or if our internal controls have a material weakness, we may not detect errors timely, our consolidated financial statements could be misstated, we could be subject to regulatory scrutiny and a loss of confidence by stakeholders, which could harm our business and adversely affect the market price of our common stock. Failure to comply with Section 404 of Sarbanes-Oxley could potentially subject us to sanctions or investigations by the SEC, FINRA or other regulatory authorities, as well as increase the risk of liability arising from litigation based on securities law.

Continued growth and success will depend on the performance of our current and future employees, including certain key employees. Recruitment and retention of these individuals is vital to growing our business and meeting our business plans. The loss of any of our key executives or other key employees could harm our business.

We depend on a limited number of key personnel to manage and operate our business, including DraftKings’ co-founders, our Chief Financial Officer and our Chief Legal Officer. The leadership of these key personnel was a critical element of Old DK’s success and we expect that such leadership will continue to be a critical element of DraftKings’ future success. The departure, death or disability of any one of our executive officers or other extended or permanent loss of any of their services, or any negative market or industry perception with respect to any of them or their loss, could have a material adverse effect on our business. We are the beneficiary of a \$2 million key man insurance policy covering our Chief Executive Officer, but we are not protected by key man or similar life insurance covering other executive officers or members of senior management.

In addition, certain of our other employees have made significant contributions to our growth and success. We believe our success and our ability to compete and grow will depend in large part on the efforts and talents of our employees and on our ability to retain highly skilled personnel. The competition for these types of personnel is intense and we compete with other potential employers for the services of our employees. As a result, we may not succeed in retaining the executives and other key employees that we need. Employees, particularly analysts and engineers, are in high demand, and we devote significant resources to identifying, hiring, training, successfully integrating and retaining these employees. We cannot provide assurance that we will be able to attract or retain such highly qualified personnel in the future. In addition, the loss of employees or the inability to hire additional skilled employees as necessary could result in significant disruptions to our business, and the integration of replacement personnel could be time-consuming and expensive and cause additional disruptions to our business.

All of our named executive officers are employees-at-will. The unexpected loss of services of one or more of these key employees could have a material adverse effect on our business, financial condition, results of operations and prospects.

Additionally, as we grow and develop the infrastructure as a public company, we may find it difficult to maintain our entrepreneurial, innovative and team-based culture. Our retention and recruiting may require significant increases in compensation expense as we transition to a public company, which would adversely affect our results of operation. Moreover, there may also be disparities of wealth between those of our employees who were employees of DraftKings or SBT prior to the Business Combination and those who join us after the Closing, which may harm our culture and relations among employees.

If we do not succeed in attracting, hiring, and integrating excellent personnel, or retaining and motivating existing personnel, we may be unable to grow effectively and our business could be seriously harmed.

In some jurisdictions our key executives, certain employees or other individuals related to the business will be subject to licensing or compliance requirements. Failure by such individuals to obtain the necessary licenses or comply with individual regulatory obligations, could cause the business to be non-compliant with its obligations, or imperil its ability to obtain or maintain licenses necessary for the conduct of the business. In some cases, the remedy to such situation may require the removal of a key executive or employee and the mandatory redemption or transfer of such person's equity securities.

As part of obtaining real money gaming licenses, the responsible gaming authority will generally determine suitability of certain directors, officers and employees and, in some instances, significant shareholders. The criteria used by gaming authorities to make determinations as to who requires a finding of suitability or the suitability of an applicant to conduct gaming operations varies among jurisdictions, but generally requires extensive and detailed application disclosures followed by a thorough investigation. If any gaming authority with jurisdiction over our business were to find an applicable officer, director, employee or significant shareholder of ours unsuitable for licensing or unsuitable to continue having a relationship with us, we would be required to sever our relationship with that person. Furthermore, such gaming authorities may require us to terminate the employment of any person who refuses to file required applications. Either result could have a material adverse effect on our business, operations and prospects.

In addition, our amended and restated articles of incorporation provides that any of our common stock or other equity securities owned or controlled by any stockholder whom the Board determines in good faith (following consultation with reputable outside gaming regulatory counsel), pursuant to a resolution adopted by the unanimous affirmative vote of all of the disinterested members of the Board, is an unsuitable person, will be subject to mandatory sale and transfer to either us or one or more third-party transferees.

Additionally, a gaming regulatory body may refuse to issue or renew a gaming license or restrict or condition the same, based on our present activities or the past activities of DraftKings or SBT, or the past or present activities of their or our current or former directors, officers, employees, shareholders or third parties with whom we have relationships, which could adversely affect our operations or financial condition. If additional gaming regulations are adopted in a jurisdiction in which we operate, such regulations could impose restrictions or costs that could have a significant adverse effect on us. From time to time, various proposals are introduced in the legislatures of some of the jurisdictions in which we have existing or planned operations that, if enacted, could adversely affect our directors, officers, key employees, or other aspects of our operations. To date, we have obtained all governmental licenses, findings of suitability, registrations, permits and approvals necessary for our operations. However, we can give no assurance that any additional licenses, permits and approvals that may be required will be given or that existing ones will be renewed or will not be revoked. Renewal is subject to, among other things, continued satisfaction of suitability requirements of our directors, officers, key employees and shareholders. Any failure to renew or maintain our licenses or to receive new licenses when necessary would have a material adverse effect on us.

Due to the nature of our business, we are subject to taxation in a number of jurisdictions and changes in, or new interpretations of, tax laws, tax rulings or their application by tax authorities could result in additional tax liabilities and could materially affect our financial condition and results of operations. We are also subject to periodic audits and examinations by the IRS, as well as state and local taxing authorities, the results of which may materially impact our financial statements in the period in which the audit or examination occurs.

Our tax obligations will be varied and include U.S. federal, state and international taxes due to the nature of our business. The tax laws that will be applicable to our business are subject to interpretation, and significant judgment will be required in determining our worldwide provision for income taxes. In the course of our business, there will be many transactions and calculations where the ultimate tax determination is uncertain. For example, compliance with the 2017 United States Tax Cuts and Jobs Act ("TCJA") may require the collection of information not regularly produced within our Company, the use of estimates in our consolidated financial statements, and the exercise of significant judgment in accounting for its provisions. As regulations and guidance evolve with respect to the TCJA, and as we gather more information and perform more analysis, our results may differ from previous estimates and may materially affect our consolidated financial statements.

The gaming industry represents a significant source of tax revenue to the jurisdictions in which we will operate. Gaming companies and business-to-business providers in the gaming industry (directly and/or indirectly by way of their commercial relationships with operators) are currently subject to significant taxes and fees in addition to normal corporate income taxes, and such taxes and fees are subject to increase at any time. From time to time, various legislators and other government officials have proposed and adopted changes in tax laws, or in the administration or interpretation of such laws, affecting the gaming industry. In addition, any worsening of economic conditions and the large number of jurisdictions with significant current or projected budget deficits could intensify the efforts of governments to raise revenues through increases in gaming taxes and/or other taxes. It is not possible to determine with certainty the likelihood of changes in tax laws or in the administration or interpretation or enforcement of such laws. Any material increase, or the adoption of additional taxes or fees, could have a material adverse effect on our business, financial condition, results of operations and prospects.

Additionally, tax authorities may impose indirect taxes on Internet-related commercial activity based on existing statutes and regulations which, in some cases, were established prior to the advent of the Internet. Tax authorities may interpret laws originally enacted for mature industries and apply it to newer industries, such as DraftKings. The application of such laws may be inconsistent from jurisdiction to jurisdiction. Our in-jurisdiction activities may vary from period to period which could result in differences in nexus from period to period.

We are subject to periodic review and audit by domestic and foreign tax authorities. Tax authorities may disagree with certain positions DraftKings or SBT has taken or that we will take, and any adverse outcome of such a review or audit could have a negative effect on our business, financial condition and results of operations. Although we believe that our tax provisions, positions and estimates are reasonable and appropriate, tax authorities may disagree with certain positions we have taken. In addition, economic and political pressures to increase tax revenue in various jurisdictions may make resolving tax disputes favorably more difficult. We are currently under IRS audit for prior tax years, with the primary unresolved issues relating to excise taxation of fantasy sports contests and informational reporting and withholding. The final resolution of that audit, and other audits or litigation, may differ from the amounts recorded in Old DK's consolidated financial statements included herein and may materially affect our consolidated financial statements in the period or periods in which that determination is made.

Although SBT's corporate and tax structure resulted in relatively low effective corporate tax rate for the business, we cannot guarantee the same tax efficiency due to the change in corporate structures, as well as developments in the cross-border taxation of international businesses with particular focus on the digital economy, as contemplated under The Organization for Economic Cooperation and Development's Base Erosion and Profit Shifting initiative and transfer pricing legislation. Further, in light of such structure, we may be exposed to a substantial tax liability if the relevant authorities raise claims with regards to SBT's tax status in various jurisdictions, including in particular the manner in which it allocated or allocates profit amongst relevant jurisdictions for tax purposes.

Failure to protect or enforce our intellectual property rights or the costs involved in such enforcement could harm our business, financial condition and results of operations.

We rely on trademark, copyright, patent, trade secret, and domain-name-protection laws to protect our proprietary rights. In the United States and internationally, we have filed various applications to protect aspects of our intellectual property, and currently hold a number of issued patents in multiple jurisdictions. In the future we may acquire additional patents or patent portfolios, which could require significant cash expenditures. However, third parties may knowingly or unknowingly infringe our proprietary rights, third parties may challenge proprietary rights held by us, and pending and future trademark and patent applications may not be approved. In addition, effective intellectual property protection may not be available in every country in which we operate or intend to operate our business. In any of these cases, we may be required to expend significant time and expense to prevent infringement or to enforce our rights. There can be no assurance that others will not offer products or services that are substantially similar to ours and compete with our business.

Circumstances outside our control could pose a threat to our intellectual property rights. For example, effective intellectual property protection may not be available in the United States or other countries from which our DFS, Sportsbook and iGaming product offerings are accessible. Also, the efforts we have taken to protect our proprietary rights may not be sufficient or effective. Any significant impairment of our intellectual property rights could harm our business or our ability to compete. Also, protecting our intellectual property rights is costly and time-consuming. Any unauthorized disclosure or use of our intellectual property could make it more expensive to do business, thereby harming our operating results. Furthermore, if we are unable to protect our proprietary rights or prevent unauthorized use or appropriation by third parties, the value of our brand and other intangible assets may be diminished, and competitors may be able to more effectively mimic our offerings and service. Any of these events could seriously harm our business.

We rely on licenses to use the intellectual property rights of third parties which are incorporated into our products and services. Failure to renew or expand existing licenses may require us to modify, limit or discontinue certain offerings, which could materially affect our business, financial condition and results of operations.

We rely on products, technologies and intellectual property that we license from third parties, for use in our business-to-business and business-to-consumers offerings. Substantially all of our offerings and services use intellectual property licensed from third parties. The future success of our business may depend, in part, on our ability to obtain, retain and/or expand licenses for popular technologies and games in a competitive market. We cannot assure that these third-party licenses, or support for such licensed products and technologies, will continue to be available to us on commercially reasonable terms, if at all. In the event that we cannot renew and/or expand existing licenses, we may be required to discontinue or limit our use of the products that include or incorporate the licensed intellectual property.

Some of our license agreements contain minimum guaranteed royalty payments to the third party. If we are unable to generate sufficient revenue to offset the minimum guaranteed royalty payments, it could have a material adverse effect on our results of operations, cash flows and financial condition. Our license agreements generally allow for assignment in the event of a strategic transaction but contain some limited termination rights post-assignment. Certain of our license agreements grant the licensor rights to audit our use of their intellectual property. Disputes with licensors over uses or terms could result in the payment of additional royalties or penalties by us, cancellation or non-renewal of the underlying license or litigation.

The regulatory review process and licensing requirements also may preclude us from using technologies owned or developed by third parties if those parties are unwilling to subject themselves to regulatory review or do not meet regulatory requirements. Some gaming authorities require gaming manufacturers to obtain approval before engaging in certain transactions, such as acquisitions, mergers, reorganizations, financings, stock offerings and share repurchases. Obtaining such approvals can be costly and time consuming, and we cannot assure that such approvals will be granted or that the approval process will not result in delays or disruptions to our strategic objectives.

Our insurance may not provide adequate levels of coverage against claims.

We maintain insurance that we believe is customary for businesses of our size and type. However, there are types of losses we may incur that cannot be insured against or that we believe are not economically reasonable to insure. Moreover, any loss incurred could exceed policy limits and policy payments made to us may not be made on a timely basis. Such losses could adversely affect our business prospects, results of operations, cash flows and financial condition.

Risk Factors Relating to the Integration of DraftKings' and SBTech's Businesses

We have completed the migration of Sportsbook onto our in-house bet engine, and may face a range of issues related to the operation of Sportsbook on our technology.

With the completion of the migration onto the SBT technology, any significant disruption of, or interference with, our technology would negatively impact our operations and our business could be seriously harmed. If our users are not able to access Sportsbook or encounter difficulties in doing so, we may lose users, and our business, financial condition and results of operations could be adversely affected.

We may incur successor liabilities due to conduct arising prior to the completion of the Business Combination.

We may be subject to certain liabilities of DraftKings and SBT. DraftKings and SBT at times may each become subject to litigation claims in the operation of its business, including, but not limited to, with respect to employee matters and contract matters. From time to time, we may also face intellectual property infringement, misappropriation, or invalidity/non-infringement claims from third parties, and some of these claims may lead to litigation. We may initiate claims to assert or defend their own intellectual property against third parties. Any litigation may be expensive and time-consuming and could divert management's attention from its business and negatively affect its operating results or financial condition. The outcome of any litigation cannot be guaranteed, and adverse outcomes can affect us negatively.

We may also face inquiry and investigation by governmental authorities, which could in turn lead to fines, as the regulatory landscape of sport betting and iGaming changes.

Although we expect that the Business Combination will produce substantial synergies, the integration of the two companies, incorporated in different countries, with geographically dispersed operations, and with different business cultures and

compensation structures, presents management challenges. There can be no assurance that this integration, and the synergies expected to result from that integration, will be achieved as rapidly or to the extent currently anticipated.

The Business Combination involved the integration of two businesses that previously operated as independent businesses. We are devoting management attention and resources to integrating the businesses. We may encounter potential difficulties in the integration process including the following:

- the inability to successfully integrate the two businesses, including operations, technologies, products and services, in a manner that permits us to achieve the cost savings and operating synergies anticipated to result from the Business Combination, which could result in the anticipated benefits of the Business Combination not being realized partly or wholly in the time frame currently anticipated or at all;
- the loss of customers as a result of certain customers of either or both of the businesses deciding not to continue to do business with us, or deciding to decrease their amount of business in order to reduce their reliance on a single company;
- the necessity of coordinating geographically separated organizations, systems and facilities;
- potential unknown liabilities and unforeseen expenses associated with the Business Combination;
- the integration of personnel with diverse business backgrounds and business cultures, while maintaining focus on providing consistent, high-quality products and services;
- the consolidation and rationalization of information technology and administrative infrastructures as well as accounting systems and related financial reporting activities;
- the potential weakening of relationships with regulators; and
- the challenge of preserving important relationships and resolving potential conflicts that may arise.

Furthermore, it is possible that the integration process could result in the loss of talented employees or skilled workers. The loss of talented employees and skilled workers could adversely affect our ability to successfully conduct our businesses because of such employees' experience and knowledge of the respective business. In addition, we could be adversely affected by the diversion of management's attention and any delays or difficulties encountered in connection with the integration of DraftKings and SBT. The process of integrating operations could cause an interruption of, or loss of momentum in, the activities of the businesses. If we experience difficulties with the integration process, the anticipated benefits of the Business Combination may not be realized fully or at all, or may take longer to realize than expected. These integration matters could have an adverse effect on our business, results of operations, financial condition or prospects during this transition period and for an undetermined period after completion of the Business Combination.

Given the increased number of jurisdictions in which we operate, we may experience delays in the licensing application and approval process, depending on the regulatory requirements in each relevant jurisdiction.

Regulated gaming license applications frequently involve an in-depth suitability review of the applicant's business and associated individuals including certain officers, directors, key employees and significant shareholders. These applications take substantial time to prepare and submit, often requiring the production of multiple years' worth of business and personal financial records and disclosures which take considerable time to compile, followed by the regulator's investigatory process which may take months or even years to complete. Due to the increased number of jurisdictions in which we now operate, as well as additional jurisdictions which may pass laws authorizing and requiring licensure to operate sports betting, iGaming or daily fantasy sports, we may experience delays in the licensing application and approval process due to the volume of application materials we must prepare and submit and the number of jurisdictions for which information is required. Many jurisdictions in which we are already licensed will require additional applications and disclosures as a result of the Business Combination which may also contribute to delays in the licensing application and approval process in additional jurisdictions.

SBT has historically relied on a less formal financial reporting system and only began integrating a group-wide consistent financial reporting system in 2018, which may affect our ability to report historical financial performance accurately.

In January 2018, SBT implemented a global enterprise resource planning system which produces periodic consolidated financial reports. Prior to January 2018, SBT relied on internally generated financial reporting which was an amalgamation of

several financial booking systems. It is possible that historical financial information was not fully aligned from the less formal system to the new system, which could affect the accuracy of historical financial information.

SBT's business, which includes significant international operations, is likely to expose us to foreign currency transaction and translation risks. As a result, changes in the valuation of the U.S. dollar in relation to other currencies could have positive or negative effects on our profit and financial position.

SBT's global operations are likely to expose us to foreign currency transaction and translation risks. Currency transaction risk occurs in conjunction with purchases and sales of products and services that are made in currencies other than the local currency of the subsidiary involved, for example if the parent company pays, or transfers U.S. dollars to a subsidiary in order to fund its expenses in local currencies. Currency translation risks occurs when the income statement and balance sheet of a foreign subsidiary is converted into currencies other than the local currency of the company involved, for example when the results of these subsidiaries are consolidated in the results of a parent company with a different reporting currency. As a result, SBT historically was, and we are expected to be, exposed to adverse movements in foreign currency exchange rates, which may adversely impact our financial positions and results of operations.

Our functional currency is the U.S. dollar, and as a result, we will be subject to foreign currency fluctuation due to SBT's global presence and the fact that a significant majority of its revenues, operating expenses and assets and liabilities were non-U.S. dollar denominated. For example, an increase in the value of non-U.S. dollar currencies against the U.S. dollar could increase costs for delivery of products, services and also increase cost of local operating expenses and procurement of materials or services that we must purchase in foreign currencies by increasing labor and other costs that are denominated in such local currencies. These risks related to exchange rate fluctuations may increase in future periods as our operations outside of the United States expand.

In 2021 and 2020, our exposure to foreign currency transaction and translation risks were not material. SBT historically did not hedge its foreign currency transaction or translation exposure, though we may consider doing so in the future. Foreign currency exchange rate volatility, as well as the cost of any hedging arrangements entered into in the future, may negatively affect our financial position and results of operations, and may adversely impact the comparability of results between periods.

Risk Factors Relating to our Convertible Notes

We have substantial debt outstanding and may incur additional debt.

As of December 31, 2021, our total long-term debt, including the debt of our subsidiaries, was approximately \$1.2 billion. Our debt levels could have significant consequences, including:

- making it more difficult to satisfy our obligations;
- a dilutive effect on our outstanding equity capital or future earnings;
- increasing our vulnerability to general adverse economic conditions;
- requiring us to devote a substantial portion of our cash to make interest and principal payments on our debt, thereby reducing the amount of cash available for other purposes. As a result, we would have limited financial and operating flexibility in responding to changing economic and competitive conditions;
- limiting our ability to raise additional debt because it may be more difficult for us to obtain debt financing on attractive terms; and
- placing us at a disadvantage compared to our competitors that are less leveraged.

In addition, we may incur substantial additional debt in the future. The terms of the indenture relating to the Convertible Notes permit us to incur additional debt. If new debt is added to our current debt levels, the risks we now face could intensify.

The conditional conversion features of the Convertible Notes, if triggered, may adversely affect our financial condition and operating results.

In the event the conditional conversion features of the Convertible Notes are triggered, holders of the Convertible Notes will be entitled to convert the Convertible Notes at any time during specified periods at their option. If one or more holders elect to convert their Convertible Notes, unless we elect to satisfy our conversion obligation by delivering solely shares of our Class A common stock, we would be required to make cash payments to satisfy all or a portion of our conversion obligation based on the conversion rate, which could adversely affect our liquidity. In addition, even if holders do not elect to convert their Convertible Notes, we could be required under applicable accounting rules to reclassify all or a portion of the outstanding

principal of the Convertible Notes as a current rather than long-term liability, which could result in a material reduction of our net working capital.

The Capped Call Transactions may affect the value of the Convertible Notes and our Class A common stock.

In connection with the Convertible Notes offering, we entered into the Capped Call Transactions with certain counterparties (the “Hedge Counterparties”). The Capped Call Transactions are expected to reduce the potential dilution to the holders of our Class A common stock and/or offset potential cash payments we are required to make in excess of the principal amount upon conversion of the Convertible Notes. In connection with establishing its initial hedge of a Capped Call Transaction, the applicable Hedge Counterparty and/or its affiliates may have purchased shares of our Class A common stock and/or entered into various derivative transactions with respect to our Class A common stock concurrently with or shortly after the pricing of the Convertible Notes.

This activity may increase (or reduce the size of any decrease in) the market price of our Class A common stock or the Convertible Notes at that time. In addition, each Hedge Counterparty or an affiliate thereof may modify its hedge position by entering into or unwinding various derivatives with respect to our Class A common stock and/or purchasing or selling our Class A common stock or other securities of ours in secondary market transactions prior to the maturity of the Convertible Notes (and are likely to do so during any observation period related to a conversion of Convertible Notes). Any of these activities could cause or prevent an increase or decline in the market price of our Class A common stock or the Convertible Notes. In addition, if the Capped Call Transactions fail to become effective, each Hedge Counterparty may unwind its hedge position with respect to our Class A common stock, which could adversely affect trading in and the value of our Class A common stock and the value of the Convertible Notes.

We are subject to counterparty risk with respect to the Capped Call Transactions.

The Hedge Counterparties to the Capped Call Transactions are financial institutions, and we will be subject to the risk that the Hedge Counterparties may default or otherwise fail to perform, or may exercise certain rights to terminate, their obligations under the Capped Call transactions. Our exposure to the credit risk of the Hedge Counterparties under the Capped Call Transactions will not be secured by any collateral. In the past, economic conditions have resulted in the actual or perceived failure or financial difficulties of a number of financial institutions, including the bankruptcy of Lehman Brothers Holdings Inc. and various of its affiliates. If a Hedge Counterparty becomes subject to insolvency proceedings, we will be an unsecured creditor in those proceedings with a claim equal to our exposure at that time under our transactions with them. Our exposure will depend on many factors. Generally, the increase in our exposure will be correlated to the increase in the market price and in the volatility of our Class A common stock. In addition, as a result of a default by any counterparty to the Capped Call Transactions, we may suffer more dilution than we currently anticipate with respect to our Class A common stock. We can provide no assurances as to the financial stability or viability of any counterparty under the Capped Call Transactions.

Risk Factors Relating to Our Common Stock

The trading price of our Class A common stock has been, and will likely continue to be, volatile and you could lose all or part of your investment.

The trading price of our Class A common stock has been, and will likely continue to be, volatile and subject to wide fluctuations in response to various factors, some of which are beyond our control. Any of the factors listed below could have a material adverse effect on your investment in our Class A common stock and our Class A common stock may trade at prices significantly below the price you paid for them. In such circumstances, the trading price of our securities may not recover and may experience a further decline.

Factors affecting the trading price of our Class A common stock may include:

- actual or anticipated fluctuations in our quarterly financial results or the quarterly financial results of companies perceived to be similar to us;
- changes in the market’s expectations about our operating results;
- success of competitors;
- lack of adjacent competitors;

- our operating results failing to meet the expectation of securities analysts or investors in a particular period;
- changes in financial estimates and recommendations by securities analysts concerning DraftKings or the industries in which we operate in general;
- operating and stock price performance of other companies that investors deem comparable to us;
- our ability to market new and enhanced products and services on a timely basis;
- changes in laws and regulations affecting our business;
- commencement of, or involvement in, litigation involving us;
- changes in our capital structure, such as future issuances of securities or the incurrence of additional debt;
- the volume of shares of our Class A common stock available for public sale;
- any major change in our board or management;
- sales of substantial amounts of our Class A common stock by our directors, executive officers or significant stockholders or the perception that such sales could occur; and
- general economic and political conditions such as recessions, interest rates, fuel prices, international currency fluctuations and acts of war or terrorism.

Broad market and industry factors may materially harm the market price of our Class A common stock irrespective of our operating performance. The stock market in general, and The Nasdaq Stock Market, have experienced price and volume fluctuations that have often been unrelated or disproportionate to the operating performance of the affected companies. The trading prices and valuations of these stocks, and of our Class A common stock, may not be predictable. A loss of investor confidence in the market for the stocks of other companies which investors perceive to be similar to us could depress our stock price regardless of our business, prospects, financial conditions or results of operations. A decline in the market price of our Class A common stock also could adversely affect our ability to issue additional securities and our ability to obtain additional financing in the future.

Sales of substantial amounts of Class A common stock in the public market, or the perception that such sales may occur, could cause the market price for our Class A common stock to decline.

The sale of shares of our Class A common stock in the public market, or the perception that such sales could occur, could harm the prevailing market price of shares of our Class A common stock. These sales, or the possibility that these sales may occur, also might make it more difficult for us to sell equity securities in the future at a time and at a price that we deem appropriate.

There were a total of 407.8 million shares of our Class A common stock outstanding as of December 31, 2021. In addition, we have reserved shares of Class A common stock for issuance under the DraftKings Inc. 2020 Incentive Plan (the “Incentive Plan”) and under the DraftKings Employee Stock Purchase Plan (the “ESPP”). Additionally, each of our Incentive Plan and ESPP currently provide for an automatic increase in the number of shares that will be reserved for issuance. Any shares of Class A common stock that we issue under our Incentive Plan, ESPP or other equity incentive plans that we may adopt in the future would dilute the percentage ownership held by holders of Class A common stock.

In connection with the Business Combination and equity offerings by the Company, we, our executive officers and directors and selling stockholders entered into agreements restricting their ability to sell their shares of Class A common stock. As restrictions on resale have ended or if these stockholders exercise their sale, exchange or registration rights and sell shares or are perceived by the market as intending to sell shares, the market price of our shares of Class A common stock could drop significantly. These factors could also make it more difficult for us to raise additional funds through future offerings of our shares of Class A common stock or other securities.

In the future, we may also issue securities in connection with investments, acquisitions or capital raising activities. In particular, the number of shares of our Class A common stock issued in connection with an investment or acquisition, or to raise additional equity capital, could constitute a material portion of our then-outstanding shares of our Class A common stock.

Any such issuance of additional securities in the future may result in additional dilution to you or may adversely impact the price of our Class A common stock.

We may be required to take write-downs or write-offs, restructuring and impairment or other charges that could have a significant negative effect on our financial condition, results of operations and stock price, which could cause you to lose some or all of your investment.

We may be forced to write-down or write-off assets, restructure our operations, or incur impairment or other charges that could result in losses. Even though these charges may be non-cash items and not have an immediate impact on our liquidity, the fact that we report charges of this nature could contribute to negative market perceptions about us or our securities. In addition, charges of this nature may cause us to violate net worth or other covenants to which we may be subject. Accordingly, a stockholder could suffer a reduction in the value of their shares.

The coverage of our business or our Class A common stock by securities or industry analysts or the absence thereof could adversely affect our securities and trading volume.

The trading market for our Class A common stock is influenced in part by the research and other reports that industry or securities analysts publish about us or our business or industry from time to time. We do not control these analysts, or the content and opinions included in their reports. Analysts who publish information about our securities may have had relatively little experience with our company given our history, which could affect their ability to accurately forecast our results and make it more likely that we fail to meet their estimates. If analysts do cover us and one or more of them downgrade our securities, or if they issue other unfavorable commentary about us or our industry or inaccurate research, our stock price would likely decline. Furthermore, if one or more of these analysts cease coverage or fail to regularly publish reports on us, we could lose visibility in the financial markets. Any of the foregoing would likely cause our stock price and trading volume to decline.

Because we are a “controlled company” under The Nasdaq Stock Market listing standards, our stockholders may not have certain corporate governance protections that are available to stockholders of companies that are not controlled companies.

So long as more than 50% of the voting power for the election of directors of DraftKings is held by an individual, a group or another company, we will qualify as a “controlled company” under The Nasdaq Stock Market listing requirements. Mr. Robins controls a majority of the voting power of our outstanding capital stock. As a result, we are a “controlled company” under The Nasdaq Stock Market listing standards and are not subject to the requirements that would otherwise require us to have: (i) a majority of independent directors; (ii) a nominating committee comprised solely of independent directors; (iii) compensation of our executive officers determined by a majority of the independent directors or a compensation committee comprised solely of independent directors; and (iv) director nominees selected, or recommended for the Board’s selection, either by a majority of the independent directors or a nominating committee comprised solely of independent directors.

Mr. Robins may have his interest in DraftKings diluted due to future equity issuances or his own actions in selling shares of Class A common stock, in each case, which could result in a loss of the “controlled company” exemption under The Nasdaq Stock Market listing rules. We would then be required to comply with those provisions of The Nasdaq Stock Market listing requirements.

Our dual class structure has the effect of concentrating voting power with our Chief Executive Officer and Co-Founder, which limits an investor’s ability to influence the outcome of important transactions, including a change in control.

Shares of our Class B common stock have 10 votes per share, while shares of our Class A common stock have one vote per share. Mr. Robins, one of the founders of DraftKings, holds all of the issued and outstanding shares of our Class B common stock. Accordingly, Mr. Robins holds approximately 90% of the voting power of our capital stock on a fully-diluted basis and will be able to control matters submitted to our stockholders for approval, including the election of directors, amendments of our organizational documents and any merger, consolidation, sale of all or substantially all of our assets or other major corporate transactions. Mr. Robins may have interests that differ from yours and may vote in a way with which you disagree, and which may be adverse to your interests. This concentrated control may have the effect of delaying, preventing or deterring a change in control of DraftKings, could deprive our stockholders of an opportunity to receive a premium for their capital stock as part of a sale of DraftKings, and might ultimately affect the market price of shares of our Class A common stock.

Our dual class structure may affect the trading price of our Class A common stock.

Our dual class structure may result in volatility in the market price of our Class A common stock whether due to adverse publicity or reaction from institutional or other investors or proxy advisory firms. For example, certain index providers have

announced restrictions on including companies with multiple-class share structures in certain of their indices. In July 2017, FTSE Russell and S&P Dow Jones announced that they would cease to allow most newly public companies with dual or multi-class capital structures to be included in their indices. Affected indices include the Russell 2000 and the S&P 500, S&P MidCap 400 and S&P SmallCap 600, which together make up the S&P Composite 1500. Beginning in 2017, MSCI, a leading stock index provider, opened public consultations on their treatment of no-vote and multi-class structures and temporarily barred new multi-class listings from certain of its indices; however, in October 2018, MSCI announced its decision to include equity securities “with unequal voting structures” in its indices and to launch a new index that specifically includes voting rights in its eligibility criteria. Under the announced policies, our dual class capital structure would make us ineligible for inclusion in certain indices, and as a result, mutual funds, exchange-traded funds and other investment vehicles that attempt to passively track those indices will not be investing in our stock. These policies are still fairly new and it is as of yet unclear what effect, if any, they will have on the valuations of publicly traded companies excluded from the indices, but it is possible that they may depress these valuations compared to those of other similar companies that are included. Because of our dual class structure, we have been and will likely continue to be excluded from certain of these indexes and we cannot assure you that other stock indexes will not take similar actions. Given the sustained flow of investment funds into passive strategies that seek to track certain indexes, exclusion from stock indexes would likely preclude investment by many of these funds and could make shares of our Class A common stock less attractive to other investors. As a result, the market price of shares of our Class A common stock could be adversely affected.

Nevada law and provisions our amended and restated articles of incorporation and bylaws could make a takeover proposal more difficult.

Our organizational documents are governed by Nevada law. Certain provisions of Nevada law and of our amended and restated articles of incorporation and bylaws could discourage, delay, defer or prevent a merger, tender offer, proxy contest or other change of control transaction that a stockholder might consider in its best interest, including those attempts that might result in a premium over the market price for the shares of Class A common stock held by our stockholders. These provisions provide for, among other things:

- the ability of our Board to issue one or more series of preferred stock;
- stockholder action by written consent only until the first time when Mr. Robins ceases to beneficially own a majority of the voting power of our capital stock;
- certain limitations on convening special stockholder meetings;
- advance notice for nominations of directors by stockholders and for stockholders to include matters to be considered at our annual meetings;
- amendment of certain provisions of the organizational documents only by the affirmative vote of (i) a majority of the voting power of our capital stock so long as Mr. Robins beneficially owns shares representing a majority of the voting power of our capital stock and (ii) at least two-thirds of the voting power of the capital stock from and after the time that Mr. Robins ceases to beneficially own shares representing a majority of the voting power of our voting stock; and
- a dual class common stock structure, which provides Mr. Robins with the ability to control the outcome of matters requiring stockholder approval, even though Mr. Robins owns less than a majority of the outstanding shares of our capital stock.

These anti-takeover provisions as well as certain provisions of Nevada law could make it more difficult for a third party to acquire DraftKings, even if the third party’s offer may be considered beneficial by many of our stockholders. As a result, our stockholders may be limited in their ability to obtain a premium for their shares. If prospective takeovers are not consummated for any reason, we may experience negative reactions from the financial markets, including negative impacts on the price of our common stock. These provisions could also discourage proxy contests and make it more difficult for our stockholders to elect directors of their choosing and to cause us to take other corporate actions.

Our amended and restated articles of incorporation designate the Eighth Judicial District Court of Clark County, Nevada as the exclusive forum for certain types of actions and proceedings that may be initiated by our stockholders, which could limit stockholders’ ability to obtain a favorable judicial forum for disputes with us or our directors, officers, employees or agents.

Our amended and restated articles of incorporation require that, to the fullest extent permitted by law, and unless we otherwise consent in writing to the selection of an alternative forum, the Eighth Judicial District Court of Clark County, Nevada (or if the Eighth Judicial District Court of Clark County, Nevada does not have jurisdiction, any other state district court located in the State of Nevada, and if no state district court in the State of Nevada has jurisdiction, any federal court located in the State of Nevada), will be the exclusive forum for each of the following:

- any action or proceeding brought in the name or right of DraftKings or on its behalf;
- any action asserting a claim for breach of any fiduciary duty owed by any director, officer, employee or agent of DraftKings to DraftKings or its stockholders;
- any action asserting a claim arising pursuant to any provision of NRS Chapters 78 or 92A, our amended and restated articles of incorporation or our bylaws;
- any action to interpret, apply, enforce or determine the validity of our amended and restated articles of incorporation or our bylaws; or
- any action asserting a claim governed by the internal affairs doctrine.

The exclusive forum provision provides federal courts located in the State of Nevada as the forum for suits brought to enforce any duty or liability for which Section 27 of the Exchange Act establishes exclusive jurisdiction with the federal courts, or any other claim for which the federal courts have exclusive jurisdiction. In addition, Section 22 of the Securities Act provides that federal and state courts have concurrent jurisdiction over lawsuits brought under the Securities Act or the rules and regulations thereunder. To the extent the exclusive forum provision restricts the courts in which claims arising under the Securities Act may be brought, there is uncertainty as to whether a court would enforce such a provision. We note that investors cannot waive compliance with the federal securities laws and the rules and regulations thereunder. Although we believe this provision will benefit DraftKings by providing increased consistency in the application of Nevada law in the types of lawsuits to which it applies, the provision may have the effect of discouraging lawsuits against our directors and officers.

Item 1B. Unresolved Staff Comments.

None.

Item 2. Properties.

As of December 31, 2021, we had approximately 350,000 square feet of leased office space. Our corporate headquarters is located in Boston, Massachusetts and consists of approximately 125,000 square feet under a lease that expires in 2029, subject to our option to extend the term for two successive terms of five years each, or our right to early termination. Our lease and our rights under this lease are subordinated under a lien of mortgage. In addition to our corporate headquarters, our B2C business operates in several other cities in the United States and in Dublin Ireland. We use our corporate headquarters and our other facilities primarily for our management, technology, product design, sales and marketing, finance, legal, human resources, general administrative and information technology teams.

Our B2B business primarily operates on the Isle of Man, with technology, product design and trading teams based in Bulgaria and Ukraine. Our general administration office is in Israel and our commercial support office is in London. We also have offices in Gibraltar and Malta.

We intend to procure additional space as we add employees and expand geographically. We believe that our current facilities are adequate to meet our needs for the immediate future and that suitable additional space will be available to accommodate any expansion of our operations as needed.

Item 3. Legal Proceedings.

We are involved in a number of legal proceedings (including those described below) concerning matters arising in connection with the conduct of our business activities. These proceedings are at varying stages, and many of these proceedings seek an indeterminate amount of damages. We regularly evaluate the status of the legal proceedings in which we are involved to assess whether a loss is probable or there is a reasonable possibility that a loss or an additional loss may have been incurred and to determine if accruals are appropriate. If accruals are not appropriate, we further evaluate each legal proceeding to assess whether an estimate of the possible loss or range of possible loss can be made.

For certain cases described on the following pages, management is unable to provide a meaningful estimate of the possible loss or range of possible loss because, among other reasons, (i) the proceedings are in various stages; (ii) damages have not been sought; (iii) damages are unsupported and/or exaggerated; (iv) there is uncertainty as to the outcome of pending appeals or motions; (v) there are significant factual issues to be resolved; and/or (vi) there are novel legal issues or unsettled legal theories to be presented or a large number of parties involved. For these cases, however, management does not believe, based on currently available information, that the outcomes of these proceedings will have a material adverse effect on our financial condition, though the outcomes could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

In Re: Daily Fantasy Sports Litigation (Multi-District Litigation)

Between late 2015 and early 2016, certain individuals who allegedly registered and competed in daily sports fantasy contests on our and FanDuel's websites, and their family members, filed numerous actions (primarily purported class actions) against us, FanDuel, and other related parties (the "DFS defendants") in courts across the United States. In February 2016, these actions were consolidated in a multi-district litigation in the U.S. District Court for the District of Massachusetts. On September 2, 2016, the consolidated group of plaintiffs filed their First Amended Master Class Action Complaint, superseding their original class action complaint, which superseded their individual complaints.

The plaintiffs assert 27 claims arising under both state and federal law against the DFS defendants. The plaintiffs' claims against us generally fall into four categories: (1) our online daily fantasy sports contests constitute illegal gambling; (2) we promulgated false or misleading advertisements that emphasized the ease of play and likelihood of winning; (3) we induced consumers to lose money through a deceptive bonus program; and (4) we allowed our employees to participate in competitors' fantasy sports contests using non-public information, which gave such employees an unfair advantage over other contestants. The plaintiffs seek money damages, equitable relief, and disgorgement of gains against us.

On November 16, 2016, the DFS defendants filed a motion to compel arbitration against all named plaintiffs except one plaintiff asserting claims against the DFS defendants as a concerned citizen of the State of Florida (the "Concerned Citizen Claims"). On November 27, 2019, the Court granted the DFS defendants' motion to compel arbitration with respect to all named plaintiffs other than a small set of plaintiffs who are family members of individuals who have DraftKings or FanDuel accounts and who assert claims under various state laws regarding gambling (the "Family Member Plaintiffs"). On March 9, 2020, the DFS defendants moved to dismiss the Family Member Plaintiffs' claims and the Concerned Citizen Claims. On April 7, 2020, an opposition to the motion to dismiss the Concerned Citizen Claim was filed. On April 20, 2020, the Family Member Plaintiffs filed their opposition to the DFS defendants' motion to dismiss, and on April 29, 2020, the Family Member Plaintiffs filed a motion for leave to amend the First Amended Master Class Action Complaint. On May 11, 2020, the DFS defendants filed their reply in support of their motion to dismiss the Family Member Plaintiffs' claims and the Concerned Citizen Claims, and on May 13, 2020, the DFS defendants filed their opposition to the Family Member Plaintiffs' motion for leave to amend the First Amended Master Class Action Complaint. On March 5, 2020, one named plaintiff with respect to whom the motion to compel was granted filed a renewed motion to remand his case to state court. On May 29, 2020, we filed an opposition to that motion.

On March 3, 2021, DraftKings and the plaintiffs (other than the Family Member Plaintiffs) filed in Court a joint motion for preliminary approval of a proposed settlement, which the Court granted on June 15, 2021. On October 6, 2021, the Court entered judgment and an order approving a settlement and dismissing the claims with prejudice brought by all plaintiffs except the Family Member Plaintiffs and the Concerned Citizen Claims. This settlement agreement became effective on November 5, 2021; as a result, the only remaining plaintiffs are the Family Member Plaintiffs and the plaintiff who asserted the Concerned Citizen Claims. On January 21, 2022, DraftKings and the Family Member Plaintiffs filed a joint motion for preliminary approval of a proposed settlement; the Court heard the motion on January 25, 2022 but has not yet preliminarily approved the proposed settlement. Once the family member settlement agreement becomes effective, the only remaining plaintiff will be the plaintiff who filed the Concerned Citizen Claims.

We intend to vigorously defend this case. If the plaintiffs were to obtain a judgment in their favor in this lawsuit, we may be subject to substantial damages and we may have to withdraw our DFS operations in certain states. We have established an accrual for this matter. We cannot predict with any degree of certainty the outcome of this suit.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

1,000 Mass Arbitration Demands Filed by One Law Firm

On October 21, 2019, a law firm filed 1,000 “mass arbitrations” against us with the American Arbitration Association (“AAA”) on behalf of purported DraftKings users that assert claims similar to those in the multi-district litigation described above. The 1,000 arbitration demands were virtually identical. The law firm that filed the arbitrations expressed an intention to file a total of more than 20,000 such “mass arbitrations” against us. If these “mass arbitrations” were to proceed, they could result in significant costs to us, which could include a minimum range of \$3,200 to \$4,700 in fees per arbitration. Consequently, the legal costs incurred by us in connection with defending such arbitrations and any adverse judgments issued in any arbitration, could result in a significant cost to us.

We disputed the law firm’s ability to file “mass arbitrations” against us, among other reasons, because they violate our terms of use that require claims be brought on an individual basis and not be consolidated or joined in any other arbitration or proceeding involving a claim of any other party.

After the law firm filed the 1,000 “mass arbitrations,” the AAA informed us in writing that it would close their files on, and decline to administer, the 1,000 “mass arbitrations” unless we waived two provisions in our terms of use and that the parties would then be free to bring their claims in court. We elected not to waive the subject terms of use provisions.

On November 6, 2020, the same law firm filed a complaint against DraftKings in Massachusetts Superior Court (Suffolk County), entitled Aaron Abramson, et al. v. DraftKings. In Abramson, the law firm sought, among other things, to compel arbitration against DraftKings on behalf of nine-hundred and ninety-nine (999) individuals. On January 4, 2021, DraftKings and plaintiffs filed a Joint Motion to Transfer Action to Business Litigation Section, which the court allowed and sent notice dated March 1, 2021, to the parties. On March 2, 2021, the same law firm filed with the court (1) Plaintiffs’ Motion to Compel Individual Arbitration and Stay Litigation, DraftKings’ opposition to this motion and Plaintiffs’ reply; and (2) Counter-Defendants’ Answer and Affirmative Defenses to Counter-Claimant DraftKings Inc.’s Counterclaim for Declaratory Relief (the Counterclaim was filed by DraftKings on January 5, 2021). On March 19, 2021, DraftKings filed its Motion to Dismiss the Complaint for Lack of Subject Matter Jurisdiction and Failure to State a Claim, Plaintiffs’ opposition and DraftKings’ reply. The Company established an accrual for this matter.

On August 7, 2021, DraftKings entered into a settlement agreement which, among other things, resolved the Abramson lawsuit. On or about September 8, 2021, the plaintiffs and DraftKings filed a joint dismissal (without prejudice) of the Abramson lawsuit.

Attorney General of Texas

On January 19, 2016, the Texas Attorney General issued an opinion letter that “odds are favorable that a court would conclude that participation in paid daily fantasy sports leagues constitutes illegal gambling” under Texas law. In response to the opinion letter, we sued the Texas Attorney General on March 4, 2016 in Dallas County, Texas.

The lawsuit makes five claims: (1) a claim for a declaratory judgment that daily fantasy sports contests do not violate Texas law; (2) a claim of denial of due process under the Fifth and Fourteenth Amendments to the U.S. Constitution; (3) a claim of denial of due course of law under Article I of the Texas Constitution; (4) a claim of denial of equal protection under the Fourteenth Amendment to the U.S. Constitution; and (5) a claim of denial of equal rights under Article I of the Texas Constitution. We are also seeking reimbursement of our costs and attorneys’ fees.

On May 2, 2016, the Texas Attorney General filed a motion to transfer venue to Travis County, Texas. On April 16, 2018, the parties filed a notice of agreed non-suit without prejudice, and we re-filed our lawsuit against the Texas Attorney General in Travis County. On April 17, 2018, the Dallas County court granted the parties’ agreed non-suit without prejudice, thereby dismissing the Dallas County lawsuit without prejudice.

On May 24, 2018, the Texas Attorney General answered the complaint filed in Travis County, Texas.

FanDuel filed a petition in intervention on August 24, 2018, seeking essentially the same relief as DraftKings seeks. The Court entered an updated scheduling order setting the case for a non-jury trial on April 20, 2021. The parties subsequently filed an agreed motion to extend the scheduling order seeking, among other things, to change the non-jury trial date to January 23, 2023.

We intend to vigorously pursue our claims. In the event a court ultimately determines that daily fantasy sports contests violate Texas law, that determination could cause financial harm to us and loss of business in Texas.

We cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities.

We do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Interactive Games LLC

On June 14, 2019, Interactive Games LLC (“IG”) filed suit against us in the U.S. District Court for the District of Delaware. In the Complaint, IG alleges that our daily fantasy sports (“DFS”) product infringes two patents: U.S. Patent No. 8,956,231 (the “231 Patent”), which is entitled “Multi-process communication regarding gaming information” and U.S. Patent No. 8,974,302 (the “302 Patent”), which is entitled “Multi-process communication regarding gaming information.” That same Complaint alleges that our Sportsbook product offering infringes two additional patents: U.S. Patent No. 8,616,967 (the “967 Patent”), which is entitled “System and method for convenience gaming” and U.S. Patent No. 9,430,901 (the “901 Patent”), which is entitled “System and method for wireless gaming with location determination.” All four of these patents are collectively referred to as the “IG Patents.”

In response to the Complaint, we filed a Motion to Dismiss the Complaint under 35 U.S.C. Section 101, asserting the IG Patents are directed to non-patentable subject matter. The Court has not yet ruled on that Motion.

On June 17, 2020, we filed petitions for IPRs with the PTAB challenging the validity of each of the IG Patents. The PTAB instituted review for the ‘901, ‘231, and ‘967 patents but denied institution for the ‘302 Patent. On February 5, 2021, we filed a request for rehearing regarding the decision on the ‘302 Patent, which was denied by the PTAB on March 2, 2021. On October 13, 2021, the PTAB heard oral argument on the ‘901, ‘231, and ‘967 patents. On January 4, 2022, the PTAB issued a Final Written Decision finding all challenged claims of the ‘901, ‘231, and ‘967 patents unpatentable.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Winview Inc.

On July 7, 2021, Winview Inc., a Delaware Corporation (“Winview”) filed suit against DraftKings Inc., a Nevada Corporation in the U.S. District Court for the District of New Jersey. In the complaint, Winview alleges that DraftKings infringes two patents: U.S. Patent No. 9,878,243 (“the ‘243 Patent”), entitled “Methodology for Equalizing Systemic Latencies in Television Reception in Connection with Games of Skill Played in Connection with Live Television Programming” and U.S. Patent No. 10,721,543 (“the ‘543 Patent”), entitled “Method of and System for Managing Client Resources and Assets for Activities on Computing Devices”. The allegations based on the ‘243 patent are directed to Sportsbook, and the allegations based on the ‘543 patent are directed to both Sportsbook and DFS.

On July 28, 2021, Winview filed an amended complaint, in which it alleges that DraftKings infringes two additional patents: U.S. Patent No. 9,993,730 (“the ‘730 Patent”), entitled “Methodology for Equalizing Systemic Latencies in Television Reception in Connection with Games of Skill Played in Connection with Live Television Programming”, and U.S. Patent No. 10,806,988 (“the ‘988 Patent”), entitled “Method Of and System For Conducting Multiple Contests of Skill with a Single

Performance”. The allegations based on the ’730 Patent are directed at Sportsbook, and the allegations based on the ’988 patent are directed at DFS.

On October 4, 2021, we filed a motion to dismiss Winview’s direct infringement claims for the ’543 and ’730 patents, as well as its claims for willful, induced, and contributory infringement for all four asserted patents. On October 29, 2021, the parties filed a stipulation that allowed Winview to file a Second Amended Complaint on or before November 15, 2021, which the Court signed and ordered on November 1, 2021.

On November 15, 2021, Winview filed a second amended complaint (the “SAC”), adding as defendants DraftKings Inc., a Delaware Corporation, and Crown Gaming Inc., a Delaware Corporation. The SAC, among other allegations, repeats the allegations of the first amended complaint that the defendants infringe the ’243, ’543, ’730, and ’988 patents. On December 15, 2021, DraftKings filed its motion to dismiss the SAC, again arguing that Winview failed to state a claim for direct infringement of the ’543 and ’730 patents, and for willful, induced, and contributory infringement for all four asserted patents. Winview filed its memorandum in opposition to the motion to dismiss on January 24, 2022, and DraftKings filed its reply brief to Winview’s opposition on January 31, 2022.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Securities Matters

On July 2, 2021, the first of two substantially similar federal securities law putative class actions was filed in the U.S. District Court for the Southern District of New York against the Company and certain of its officers. The actions allege violations of Sections 10(b) and 20(a) of the Exchange Act on a behalf of a putative class of persons who purchased or otherwise acquired DraftKings stock between December 23, 2019 and June 15, 2021. The allegations relate to, among other things, allegedly false and misleading statements and/or failures to disclose information about the Company’s business and prospects, based primarily upon the allegations concerning SBTech that were contained in a report published about DraftKings on June 15, 2021 by Hindenburg Research (the “Hindenburg Report”). We intend to vigorously defend against these claims. On November 12, 2021, the Court consolidated the two actions under the caption *In re DraftKings Securities Litigation* and appointed a lead plaintiff. The lead plaintiff filed a consolidated amended complaint on January 11, 2022. The deadline for defendants to respond to the consolidated amended complaint is on or before February 22, 2022.

On July 9, 2021, the Company received a subpoena from the Securities and Exchange Commission (the “SEC”) seeking documents concerning certain of the allegations raised in the Hindenburg Report. We intend to comply with the related requests and are cooperating with the SEC’s ongoing inquiry.

We cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Shareholder Derivative Litigation

On October 21, 2021, the first of four substantially similar putative shareholder derivative actions was filed in Nevada by alleged shareholders of the Company. The actions purport to assert claims on behalf of the Company against certain current and former officers and/or members of the Board of Directors of the Company and DEAC. Two actions were filed in the U.S. District Court for the District of Nevada, and two actions were filed in Nevada state District Court in Clark County. The actions purport to assert claims on behalf of the Company for, among other things, breach of fiduciary duty and corporate waste based primarily upon the allegations concerning SBTech that were contained in the Hindenburg Report. The two federal court actions also contend that certain individuals are liable to the Company for any adverse judgment in the federal securities class actions described above under Sections 10(b) and 21D of the Exchange Act. The actions seek unspecified compensatory damages, changes to corporate governance and internal procedures, equitable and injunctive relief, restitution, costs and attorney's fees.

The Company cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities. The Company also cannot provide an estimate of the possible loss or range of loss. Because these actions allege claims on behalf of the Company and purport to seek a judgment in favor of the Company, the Company does not believe, based on currently available information, that the outcome of these proceedings will have a material adverse effect on DraftKings' financial condition, although the outcome could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

AG 18, LLC d/b/a/ Arrow Gaming

On August 19, 2021, AG 18, LLC d/b/a/ Arrow Gaming ("Arrow Gaming") filed a complaint against DraftKings in the United States District Court for the District of New Jersey alleging that DraftKings' DFS and Casino products infringe four patents. On October 12, 2021, Arrow Gaming filed an amended complaint to add one additional patent. The following U.S. Patents are asserted against one or both of DraftKings' DFS and Casino products in the amended complaint: (1) U.S. Patent No. 9,613,498 ("the '498 Patent"), entitled "Systems and Methods For Peer-to-Peer Gaming"; (2) U.S. Patent No. 9,978,205 ("the '205 Patent"), entitled "Location Based Restrictions on Networked Gaming"; (3) U.S. Patent No. 10,497,220 ("the '220 Patent") entitled "Location Based Restrictions on Networked Gaming"; (4) U.S. Patent No. 10,614,657 ("the '657 Patent") entitled "Location Based Restrictions on Networked Gaming"; and (5) U.S. Patent No. 11,024,131 ("the '131 Patent") entitled "Location Based Restrictions on Networked Gaming".

On November 9, 2021, we filed a motion to dismiss plaintiff's complaint. On November 10, 2021, we answered the complaint and filed counterclaims (the "Counterclaims"). In the Counterclaims we seek, among other things, a declaratory judgment that the Arrow Gaming Patents are invalid. On December 1, 2021, Arrow Gaming answered our Counterclaims. On December 20, 2021, Arrow Gaming filed a second amended complaint adding new allegations with respect to the alleged willful infringement.

On January 21, 2022, DraftKings filed a motion to dismiss plaintiff's second amended complaint.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Beteiro, LLC

On November 22, 2021, Beteiro, LLC ("Beteiro") filed a complaint against the Company in the United States District Court for the District of New Jersey alleging that the Company's Sportsbook and Casino products infringe four patents. The following U.S. Patents are asserted against Company's Sportsbook and Casino products in the complaint: U.S. Patent No. 9,965,920, entitled "Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity" ("the '920 Patent");

U.S. Patent No. 10,043,341, entitled “Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity” (“the ’341 Patent”); U.S. Patent No. 10,147,266, entitled “Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity” (“the ’266 Patent”); and U.S. Patent No. 10,255,755, entitled “Apparatus and Method for Facilitating Gaming Activity and/or Gambling Activity” (“the ’755 Patent”) (collectively, the “Beteiro Patents”).

DraftKings’ filed its motion to dismiss plaintiff’s complaint on February 9, 2022.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Diogenes Ltd. & Colossus (IOM) Ltd.

On December 1, 2021, Diogenes Ltd. & Colossus (IOM) Ltd. (“Colossus”), filed a complaint against DraftKings in the United States District Court for the District of Delaware alleging that the Company’s Sportsbook products infringe seven patents. The following U.S. Patents, each entitled “Wagering apparatus, methods and systems” are asserted against the Company’s Sportsbook products in the complaint: U.S. Patent No. 8,721,439 (the “’439 patent”); U.S. Patent No. 9,117,341 (the “’341 patent”); U.S. Patent No. 9,275,516 (the “’516 patent”); U.S. Patent No. 9,424,716 (the “’716 patent”); U.S. Patent No. 9,704,338 (the “’338 patent”); U.S. Patent No. 10,970,969 (the “’969 patent”); and U.S. Patent No. 10,997,822 (the “’822 patent”).

On January 24, 2021, DraftKings filed its motion to dismiss the original complaint. On February 7, 2022, Colossus filed an amended complaint (the “Amended Complaint”) to, among other things, assert one additional patent against DraftKings, U.S. Patent No. 11,200,779 (the “’779 patent”). The deadline to respond to the Amended Complaint is February 21, 2022.

We intend to vigorously defend this case. In the event that a court ultimately determines that we are infringing the asserted patents, we may be subject to substantial damages, which may include treble damages and/or an injunction that could require us to modify certain features that we currently offer.

We cannot predict with any degree of certainty the outcome of this matter or determine the extent of any potential liabilities. We also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in this matter could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, we do not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on our financial condition, although the outcome could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Other

In addition to the above actions, we are subject to various other legal proceedings and claims that arise in the ordinary course of business. In our opinion, the amount of ultimate liability with respect to any of these actions is unlikely to materially affect our financial condition, results of operations or liquidity, though the outcomes could be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Item 4. Mine Safety Disclosures.

Not applicable.

PART II

Item 5. Market for Registrant’s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities.

Market Information

DraftKings’ Class A common stock trades on the Nasdaq under the symbol “DKNG”. Prior to April 24, 2020 and before the completion of the business combination with SBTech (Global) Limited and Diamond Eagle Acquisition Corp, the Class A common stock of Diamond Eagle Acquisition Corp traded on the Nasdaq under the ticker symbol “DEAC”.

Holders

As of February 16, 2022, there were 969 holders of record of our Class A common stock. In addition to holders of record of our Class A common stock we believe there is a substantially greater number of “street name” holders or beneficial holders whose Class A common stock is held of record by banks, brokers and other financial institutions.

There is no public market for our Class B Common Stock and one holder of record of our Class B common stock as of February 16, 2022.

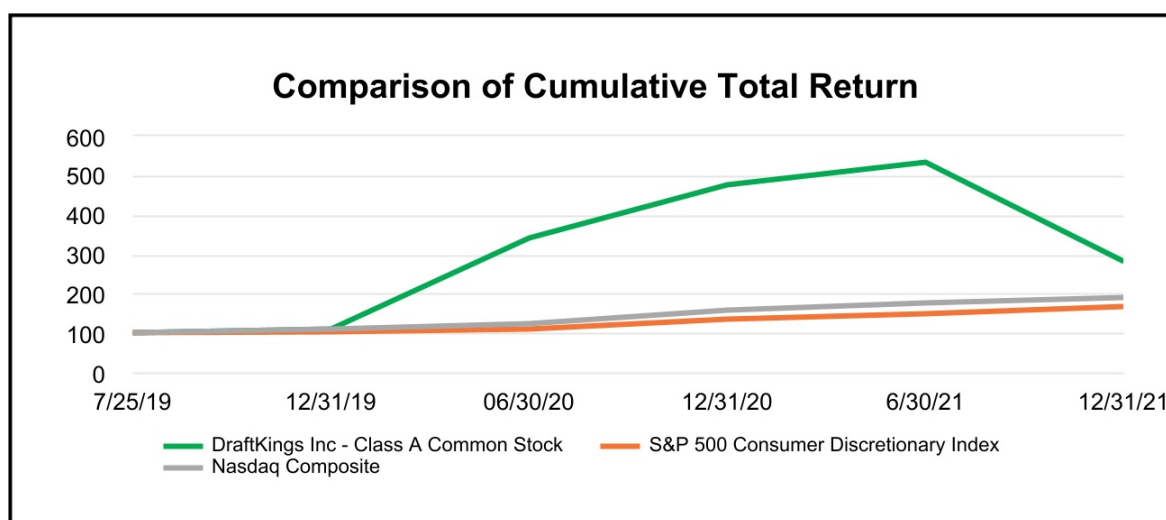
Dividend Policy

We have not paid any cash dividends on our Class A common stock to date. The payment of cash dividends is subject to the discretion of our Board of Directors and may be affected by various factors, including our future earnings, financial condition, capital requirements, share repurchase activity, current and future planned strategic growth initiatives, levels of indebtedness, and other considerations our Board of Directors deem relevant.

Securities Authorized for Issuance Under Equity Compensation Plans

See Part III, Item 12 of this Form 10-K and Note 11, Stock-Based Compensation of the Notes to Consolidated Financial Statements included herein for additional information required.

Stock Price Performance



The graph above compares the cumulative total stockholder return on our Class A common stock with the cumulative total return on the Standard & Poor’s (“S&P”) 500 Consumer Discretionary Index and the Nasdaq Composite Index. The graph assumes an initial investment of \$100 in our common stock at the market close on July 25, 2019, which was our initial trading day. Data for the S&P 500 Consumer Discretionary Index and the Nasdaq Composite Index assume reinvestment of dividends. Total return equals stock price appreciation plus reinvestment of dividends.

Recent Sales of Unregistered Securities; Use of Proceeds from Registered Offerings

None.

Purchases of Equity Securities by the Issuer and Affiliated Purchasers

None, other than the shares repurchased pursuant to net settlement by employees in satisfaction of income tax withholding obligations incurred through the vesting of stock awards.

Item 6. [Reserved]

Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations.

The following discussion and analysis should be read in conjunction with other sections of this Annual Report, including “Item 1. Business” and the accompanying Consolidated Financial Statements and related Notes included elsewhere in this Report. Unless otherwise indicated, the terms “DraftKings,” “we,” “us,” or “our” refer to DraftKings Inc., a Nevada corporation, together with its consolidated subsidiaries.

Our Business

We are a digital sports entertainment and gaming company. We provide users with daily fantasy sports (“DFS”), sports betting (“Sportsbook”) and online casino (“iGaming”) products, as well as media and other online consumer product offerings. We are also involved in the design, development, and licensing of sports betting and casino gaming software for online and retail Sportsbooks and casino gaming products, as well as other online consumer product offerings.

Our mission is to make life more exciting by responsibly creating the world’s favorite real-money games and betting experiences. We accomplish this by creating an environment where our users can find enjoyment and fulfillment through DFS, Sportsbook and iGaming, as well as media and other online consumer product offerings. We are also highly focused on our responsibility as a steward of this new era in real-money gaming. Our ethics guide our decision making, with respect to both the tradition and integrity of sports and our investments in regulatory compliance and consumer protection.

We make deliberate and substantial investments in support of our mission and long-term growth. For example, we have invested in our products and technology in order to continually launch new product innovations, improve marketing, merchandising, and operational efficiency through data science, and deliver a great user experience. We also make significant investments in sales and marketing and incentives to grow and retain our paid user base, including personalized cross-product offers and promotions, and promote brand awareness to attract the “skin-in-the-game” sports fan. Together, these investments have enabled us to create a leading product offering built on scalable technology, while attracting a user base that has resulted in the rapid growth of our business.

Our priorities are to (a) continue to invest in our products and services, (b) launch our product offerings in new geographies, (c) create replicable and predictable state-level unit economics in sports betting and iGaming and (d) expand our other online consumer product offerings. When we launch Sportsbook and iGaming offerings in a new jurisdiction, we invest in user acquisition, retention and cross-selling until the new jurisdiction provides a critical mass of users engaged across our product offerings.

Our current technology is highly scalable with relatively minimal incremental spend required to launch our product offerings in new jurisdictions. We will continue to manage our fixed-cost base in conjunction with our market entry plans and focus our variable spend on marketing, user experience and support and regulatory compliance to become the product of choice for users and maintain favorable relationships with regulators. We also expect to improve our profitability over time through cost synergies and new opportunities driven by the continued optimization of our technology infrastructure.

Our path to profitability is based on the acceleration of positive contribution profit growth driven primarily by marketing efficiencies as we continue the transition from local to regional to national advertising as well as scale benefits from investments in our product and technology and general and administrative functions. On a consolidated Adjusted EBITDA basis, we expect to achieve profitability when total contribution profit exceeds the fixed costs of our business, which depends, in part, on the percentage of the U.S. adult population that has access to our product offerings and the other factors summarized in the section entitled “Cautionary Statement Regarding Forward-Looking Statements”.

Basis of Presentation

We operate two complementary business segments: our business-to-consumer (“B2C”) business and our business-to-business (“B2B”) business.

B2C

Our B2C business is comprised of the legacy business of DraftKings Inc., a Delaware corporation (“Old DK”), which includes our DFS, Sportsbook and iGaming product offerings, as well as our other online consumer product offerings. Across these principal offerings, we offer users a single integrated product that provides one account, one wallet, a centralized payment system and responsible gaming controls. Currently, we operate our B2C segment primarily in the United States.

Our B2B business is primarily comprised of the operations of SBTech, which we acquired on April 23, 2020. Our B2B segment's principal activities involve the design and development of sports betting and casino gaming software. Our B2B services are delivered through our proprietary software, and our complementary service offerings include trading and risk management and support for reporting, customer management and regulatory reporting requirements. The operations of our B2B segment are concentrated mainly in Europe and the United States. Previously, SBTech offered its services through a reseller model in Asia. On April 1, 2021, the agreement with the reseller was terminated, with a transition period that has already ended.

Impact of COVID-19

The COVID-19 pandemic has adversely impacted global commercial activity, disrupted supply chains and contributed to significant volatility in financial markets. Beginning in 2020 and continuing through 2021, the COVID-19 pandemic adversely impacted many different industries. The ongoing COVID-19 pandemic, including the emergence of new variants or strains of COVID-19, could have a continued material adverse impact on economic and market conditions and trigger a period of global economic slowdown. The rapid development and fluidity of this situation precludes any prediction as to the extent and the duration of the impact of COVID-19. The COVID-19 pandemic therefore presents material uncertainty and risk with respect to us and our performance and could affect our financial results in a materially adverse way.

Since the start of the COVID-19 pandemic, the primary impacts to us have been the suspension, cancellation and rescheduling of sports seasons and sporting events. Beginning in March 2020 and continuing into the first month of the third quarter of 2020, many sports seasons and sporting events, including the MLB regular season, domestic soccer leagues and European Cup competitions, the NBA regular season and playoffs, the NCAA college basketball tournament, the Masters golf tournament, and the NHL regular season and playoffs, were suspended or cancelled. Starting in the third quarter of 2020 and continuing into the fourth quarter of 2020, major professional sports leagues resumed their activities, many of which were held at limited or reduced capacity. MLB began its season after a three-month delay and also completed the World Series, the NHL resumed its season and completed the Stanley Cup Playoffs, the Masters golf tournament was held, most domestic soccer leagues resumed and several European cup competitions were held, and the NFL season began on its regular schedule. During this period, the NBA also resumed its season, completed the NBA Finals and commenced its 2020 - 2021 season. The suspension and alteration of sports seasons and sporting events in 2020 reduced customers' use of, and spending on, our Sportsbook and DFS product offerings and caused us to issue refunds for canceled events. In the year ended December 31, 2021, many sports seasons continued and most sporting events were held as planned (including sporting events postponed from 2020), including the NFL regular season, the NFL Playoffs and Superbowl LV, MLB regular season and the World Series, the NBA regular season and NBA playoffs, the NHL regular season and the NHL Stanley Cup, the NASCAR Cup Series, various NCAA football bowl games, the NCAA college basketball season and tournament, and the UEFA European Football Championship. The return of major sports and sporting events generated significant user interest and activity in our Sportsbook and DFS product offerings. However, the possibility remains that sports seasons and sporting events may be suspended, cancelled or rescheduled due to COVID-19 outbreaks.

Our revenue varies based on sports seasons and sporting events amongst other factors, and cancellations, suspensions or alterations resulting from COVID-19 have the potential to adversely affect our revenue, possibly materially. However, our product offerings that do not rely on sports seasons and sporting events, such as iGaming, may partially offset this adverse impact on revenue.

A significant or prolonged decrease in consumer spending on entertainment or leisure activities would also likely have an adverse effect on demand for our product offerings, reducing cash flows and revenues, and thereby materially harming our business, financial condition and results of operations. In addition, a materially disruptive resurgence of COVID-19 cases or the emergence of additional variants or strains of COVID-19 could cause other widespread or more severe impacts depending on where infection rates are highest. As steps taken to mitigate the spread of COVID-19 necessitated a shift away from a traditional office environment for many employees, we implemented business continuity programs to ensure that employees were safe and that our business continued to function with minimal disruptions to normal work operations while employees worked remotely. We will continue to monitor developments relating to disruptions and uncertainties caused by COVID-19.

Financial Highlights and Trends

The following table sets forth a summary of our financial results for the periods indicated and is derived from our consolidated financial statements for the years ended December 31, 2021, 2020 and 2019:

(amounts in thousands)	Year Ended December 31,		
	2021	2020	2019
Revenue ⁽¹⁾	\$ 1,296,025	\$ 614,532	\$ 323,410
Pro Forma Revenue ⁽²⁾	1,296,025	643,502	431,834
Net Loss ⁽¹⁾	(1,523,195)	(1,231,835)	(142,734)
Pro Forma Net Loss ⁽²⁾	(1,523,195)	(1,242,761)	(173,962)
Adjusted EBITDA ⁽³⁾	(676,133)	(391,919)	(98,640)
Pro Forma Adjusted EBITDA ⁽³⁾	(676,133)	(395,928)	(78,224)

(1) Due to the timing of the Business Combination (as defined below), the twelve-month period ended December 31, 2020 reflects B2B/SBTech activity from April 24, 2020 onwards, and the twelve-month period ending December 31, 2019 does not reflect any B2B/SBTech activity.

(2) Assumes that the Business Combination was consummated on January 1, 2019. See “Comparability of Financial Results” below.

(3) Adjusted EBITDA and Pro Forma Adjusted EBITDA are non-GAAP financial measures. See “Non-GAAP Information” below for additional information about these measures and a reconciliation of these measures.

Revenue increased by \$681.5 million in 2021, compared to 2020, primarily due to the strong performance of our B2C segment as a result of robust customer acquisition and retention and the successful launches of our Sportsbook and iGaming product offerings in additional jurisdiction in 2021.

Pro forma revenue increased by \$652.5 million in 2021, compared to 2020, mainly reflecting the strong performance of our B2C segment, as discussed above.

Comparability of Financial Results

On April 23, 2020, we completed the business combination, by and among DEAC, Old DK and SBTech (the “Business Combination”). The Business Combination resulted in, among other things, a considerable increase in amortizable intangible assets and goodwill. The amortization of acquired intangibles has materially increased our consolidated cost of sales (and adversely affected our consolidated gross profit margin) for periods after the acquisition and is expected to continue to do so for the foreseeable future. As a result of the Business Combination, we became a public company listed on The Nasdaq Stock Market LLC and have hired personnel and incurred costs that are necessary and customary for our operations as a public company, which has contributed to, and is expected to continue to contribute to, higher general and administrative costs.

In March 2021, we issued zero-coupon convertible senior notes in an aggregate principal amount of \$1,265.0 million, which includes proceeds from the full exercise of the over-allotment option (collectively the “Convertible Notes”). In connection with the pricing of the Convertible Notes and the exercise of the option to purchase additional notes, the Company entered into a privately negotiated capped call transaction (“Capped Call Transactions”). The Capped Call Transactions are expected generally to reduce potential dilution to our Class A common stock upon any conversion of the Convertible Notes. The net cost to enter into the Capped Call Transactions was \$124.0 million.

We had cash on hand, excluding cash held on behalf of customers, of \$2.2 billion as of December 31, 2021, compared to \$1.8 billion as of December 31, 2020.

Due to fair value changes throughout 2021 and 2020, we recorded a gain on remeasurement of warrant liabilities of \$30.1 million and a loss on remeasurement of warrant liabilities of \$387.6 million, respectively.

The following discussion of our results of operations for 2021 includes the financial results of SBTech. Accordingly, our consolidated results of operations 2021 are not comparable to our consolidated results of operations for prior periods. Our B2C

segment results, presented and discussed below, are comparable to DraftKings' legacy operations and our reported consolidated results for prior periods.

To facilitate comparability between periods, we have included in this Report a supplemental discussion of our results of operations for 2021 compared with our unaudited pro forma results of operations for 2020. The pro forma results for 2020 were prepared giving effect to the Business Combination as if it had been consummated on January 1, 2019, and are based on estimates and assumptions, which we believe are reasonable and consistent with Article 11 of Regulation S-X.

Key Performance Indicators – B2C Operations

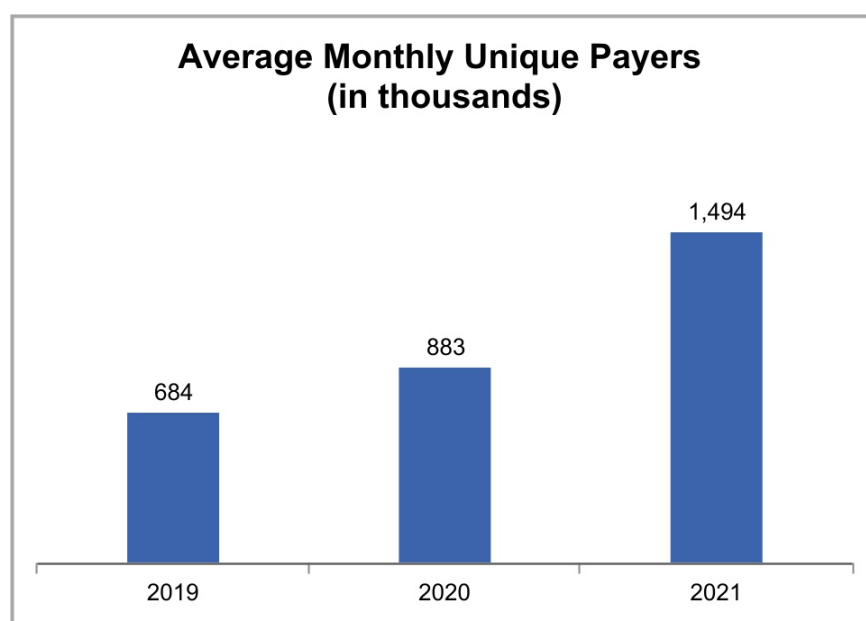
Monthly Unique Payers (“MUPs”). MUPs is the average number of unique paid users (“unique payers”) that use our B2C product offerings on a monthly basis.

MUPs is a key indicator of the scale of our B2C user base and awareness of our brand. We believe that year-over-year MUPs is also generally indicative of the long-term revenue growth potential of our B2C segment, although MUPs in individual periods may be less indicative of our longer-term expectations. We expect the number of MUPs to grow as we attract, retain and re-engage users in new and existing jurisdictions and expand our product offerings to appeal to a wider audience.

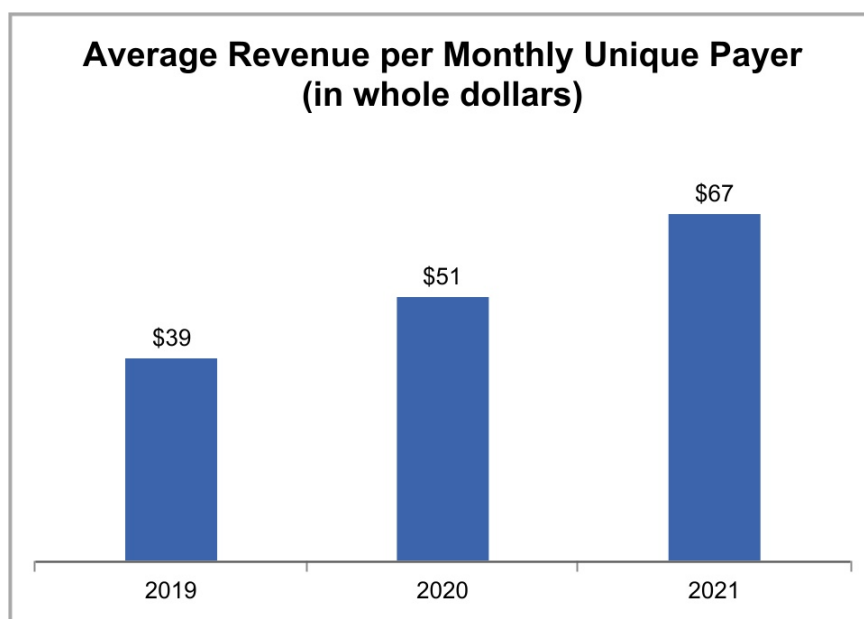
We define MUPs as the number of unique payers per month who had a paid engagement (*i.e.*, participated in a real-money engagement with one of our B2C product offerings such as a DFS contest, sports bet or casino game) across one or more of our product offerings via our technology. For reported periods longer than one month, we average the MUPs for the months in the reported period.

A “unique paid user” or “unique payer” is any person who had one or more paid engagements via our B2C technology during the period (*i.e.*, a user that participates in a paid engagement with one of our B2C product offerings counts as a single unique paid user or unique payer for the period). We exclude users who have made a deposit but have not yet had a paid engagement. Unique payers or unique paid users include users who have participated in a paid engagement with promotional incentives, which are fungible with other funds deposited into their wallets on our technology. The number of these users included in MUPs has not been material to date and a substantial majority of such users are repeat users who have had paid engagements both prior to and after receiving incentives.

The chart below presents our MUPs for 2019, 2020 and 2021:



Average Revenue per MUP (“ARPMUP”). ARPMUP is the average B2C segment revenue per MUP. This key metric represents our ability to drive usage and monetization of our B2C product offerings. The chart below presents our ARPMUP for 2019, 2020 and 2021:



We define and calculate ARPMUP as the average monthly B2C segment revenue for a reporting period, divided by MUPs (*i.e.*, the average number of unique payers) for the same period.

The increase in MUPs for 2021, compared to 2020, primarily reflects strong unique payer retention and acquisition across our Sportsbook and iGaming product offerings as well as the expansion of our Sportsbook and iGaming product offerings into new states. In addition, MUPs were positively impacted as the suspension and cancellation of major sporting events due to COVID-19 in the prior year did not reoccur to the same degree in 2021. ARPMUP increased in 2021 primarily due to a continued mix shift into our Sportsbook and iGaming product offerings and cross-selling our customers into more products, as well as continued strong customer engagement.

Non-GAAP Information

This report includes Adjusted EBITDA and Pro Forma Adjusted EBITDA, which are non-GAAP performance measures that we use to supplement our results presented in accordance with U.S. GAAP. We believe Adjusted EBITDA and Pro Forma Adjusted EBITDA are useful in evaluating our operating performance, similar to measures reported by our publicly-listed U.S. competitors, and regularly used by security analysts, institutional investors and other interested parties in analyzing operating performance and prospects. Adjusted EBITDA and Pro Forma Adjusted EBITDA are not intended to be a substitute for any U.S. GAAP financial measure. As calculated, it may not be comparable to other similarly titled measures of performance of other companies in other industries or within the same industry.

We define and calculate Adjusted EBITDA as net loss before the impact of interest income or expense, income tax expense or benefit, depreciation and amortization, and further adjusted for the following items: stock-based compensation, transaction-related costs, non-core litigation, settlement and related costs, non-recurring advocacy and other related legal expenses, remeasurement of warrant liabilities, and certain other non-recurring, non-cash or non-core items, as described in the reconciliation below. We define and calculate Pro Forma Adjusted EBITDA as pro forma net loss (giving effect to the Business Combination as if it were consummated on January 1, 2019) before the impact of interest income or expense, income tax expense or benefit and depreciation and amortization, and further adjusted for the same items as Adjusted EBITDA.

We include these non-GAAP financial measures because they are used by management to evaluate our core operating performance and trends and to make strategic decisions regarding the allocation of capital and new investments. Adjusted EBITDA excludes certain expenses that are required in accordance with U.S. GAAP because they are non-recurring items (for example, in the case of transaction-related costs and advocacy and other related legal expenses), non-cash expenditures (for example, in the case of depreciation, amortization, remeasurement of warrant liabilities and stock-based compensation), or are not related to our underlying business performance (for example, in the case of interest income and expense and litigation

settlement and related costs). Pro Forma Adjusted EBITDA excludes the same categories of expenses and is prepared to give effect to the Business Combination as if it occurred on January 1, 2019.

Adjusted EBITDA

The table below presents our Adjusted EBITDA reconciled to our net loss, the closest U.S. GAAP measure, for the periods indicated:

<i>(amounts in thousands)</i>	Year Ended December 31,		
	2021	2020	2019
Net Loss	\$ (1,523,195)	\$ (1,231,835)	\$ (142,734)
<i>Adjusted for:</i>			
Depreciation and amortization ⁽¹⁾	121,138	77,410	13,636
Interest (income) expense, net	(1,957)	1,070	(1,348)
Income tax provision (benefit)	8,269	(622)	58
Stock-based compensation ⁽²⁾	683,293	325,038	17,613
Transaction-related costs ⁽³⁾	25,316	36,406	10,472
Litigation, settlement, and related costs ⁽⁴⁾	10,392	6,839	3,695
Advocacy and other related legal expenses ⁽⁵⁾	40,415	—	—
(Gain) loss on remeasurement of warrant liabilities	(30,065)	387,565	—
Other non-recurring, special project and non-operating (income) costs ⁽⁶⁾	(9,739)	6,210	(32)
Adjusted EBITDA	\$ (676,133)	\$ (391,919)	\$ (98,640)
<i>Adjusted EBITDA by segment:</i>			
B2C	\$ (654,432)	\$ (393,461)	\$ (98,640)
B2B	\$ (21,701)	\$ 1,542	\$ —

- (1) The amounts include the amortization of acquired intangible assets of \$80.1 million, \$50.5 million and \$0.0 million for 2021, 2020 and 2019, respectively.
- (2) The amounts for 2021, 2020 and 2019 primarily reflect stock-based compensation expenses resulting from the issuance of awards under long-term incentive plans, and in 2020, the issuance of our Class B shares (which have no economic or conversion rights) to our Chief Executive Officer.
- (3) Includes capital markets advisory, consulting, accounting and legal expenses related to evaluation, negotiation and integration costs incurred in connection with pending or completed transactions and offerings. These costs include those relating to the Business Combination for 2020.
- (4) Includes primarily external legal costs related to litigation and litigation settlement costs deemed unrelated to our core business operations.
- (5) Includes certain non-recurring costs relating to advocacy efforts and other legal expenses in jurisdictions where we do not operate certain products and are actively seeking licensure, or similar approval, for those products. For 2021, those costs primarily relate to California and Florida. The amount excludes other recurring costs relating to advocacy efforts and other legal expenses incurred in jurisdictions where related legislation has been passed and we currently operate.
- (6) Includes primarily consulting, advisory and other costs relating to non-recurring items and special projects, including the implementation of internal controls over financial reporting, change in fair value of certain financial assets and our equity method share of the investee's losses.

Pro Forma Adjusted EBITDA

The table below presents our Non-GAAP Pro Forma Adjusted EBITDA reconciled to our pro forma net loss, for the periods indicated:

<i>(amounts in thousands)</i>	Year Ended December 31,	
	2021	2020
Net Loss	\$ (1,523,195)	\$ (1,242,761)
<i>Adjusted for:</i>		
Depreciation and amortization ⁽¹⁾	121,138	100,455
Interest (income) expense, net	(1,957)	1,530
Income tax provision	8,269	3,074
Stock-based compensation ⁽²⁾	683,293	335,660
Transaction-related costs ⁽³⁾	25,316	5,500
Litigation, settlement, and related costs ⁽⁴⁾	10,392	6,839
Advocacy and other related legal expenses ⁽⁵⁾	40,415	—
(Gain) loss on remeasurement of warrant liabilities	(30,065)	387,565
Other non-recurring, special project and non-operating (income) costs ⁽⁶⁾	(9,739)	6,210
Adjusted EBITDA	\$ (676,133)	\$ (395,928)

- (1) The amounts include the amortization of acquired intangible assets of \$80.1 million and \$72.4 million for 2021 and 2020, respectively.
- (2) The amounts for 2021 and 2020 primarily reflect stock-based compensation expenses resulting from the issuance of awards under long-term incentive plans, and in 2020, the issuance of our Class B shares (which have no economic or conversion rights) to our Chief Executive Officer, and \$10.9 million due to the satisfaction of the performance condition, immediately prior to the consummation of the Business Combination, on stock-based compensation awards granted to SBTech employees in prior periods.
- (3) Includes capital markets advisory, consulting, accounting and legal expenses related to evaluation, negotiation and integration costs incurred in connection with pending or completed transactions and offerings. These costs include those relating to the Business Combination for 2020.
- (4) Includes primarily external legal costs related to litigation and litigation settlement costs deemed unrelated to our core business operations.
- (5) Includes certain non-recurring costs relating to advocacy efforts and other legal expenses in jurisdictions where we do not operate certain products and are actively seeking licensure, or similar approval, for those products. For 2021, those costs primarily relate to California and Florida. The amount excludes other recurring costs relating to advocacy efforts and other legal expenses incurred in jurisdictions where related legislation has been passed and we currently operate.
- (6) Includes primarily consulting, advisory and other costs relating to non-recurring items and special projects, including the implementation of internal controls over financial reporting, change in fair value of certain financial assets and our equity method share of the investee's losses.

Key Factors Affecting Our Results

Our financial position and results of operations depend to a significant extent on the following factors:

Industry Opportunity and Competitive Landscape

We operate within the global entertainment and gaming industries, which are comprised of diverse products and offerings that compete for consumers' time and disposable income. Our short-to-medium term focus is on the North American regulated gaming industry, particularly the opportunity in online sports betting and iGaming. We believe our industry-leading product offerings, strong technology services, ten years of U.S. online and mobile gaming experience, established brand and vertically integrated solutions make us a partner of choice for state regulators, professional sports leagues and teams, gaming companies, retail and online sportsbooks, and other sports entertainment and related businesses.

As we prepare to enter new jurisdictions, we expect to face significant competition from other established industry players, some of which may have more experience in sports betting and iGaming and access to more resources. We believe our analytics

and technology, and the lessons learned from our DFS operations and prior launches of our online Sportsbook and iGaming product offerings will enable us to capture significant market share in newly available jurisdictions.

Legalization, Regulation and Taxation

Our financial prospects depend on legalization of online sports betting and iGaming across more of the United States, a trend that we believe is in its infancy after the U.S. Supreme Court struck down PASPA in May 2018. Our strategy is to expand our Sportsbook and iGaming offerings in new jurisdictions as they are legalized and become accessible. As of December 31, 2021, 29 U.S. states, the District of Columbia and Puerto Rico have legalized either retail or online sports betting. Of these 31 legal jurisdictions, 23 have legalized online sports betting. Of those 23 jurisdictions, 18 are live, and DraftKings operated in 15 them.

The process of securing the necessary licenses or partnerships to operate in each jurisdiction may take longer than we anticipate. In addition, legislative or regulatory restrictions and product taxes may make it less attractive or more difficult for us to operate in a particular jurisdiction. For example, certain jurisdictions require us to have a relationship with a retail operator for online sportsbook access, which tends to increase our cost of revenue. States that have established state-run monopolies may limit opportunities for private sector participants like us. We nonetheless believe our proprietary B2B software allows us to become a partner of choice to power state-run sportsbooks.

States impose taxes on regulated offerings, the rates of which may vary substantially between states and product offerings. Sales taxes may also apply in certain jurisdictions. We are also subject to a federal excise tax of 25 basis points on the amount of each sportsbook bet. Our growth prospects may suffer if we are unable to develop successful offerings or if we fail to pursue additional offerings. In addition, if we fail to make the right investment decisions in our offerings and technology products and services, we may not attract and retain key users and our revenue and results of operations may decline.

Ability to Acquire, Retain and Monetize Users

We grow our business by attracting new paid users to our product offerings and increasing their level of engagement with our product offerings over time. To effectively attract and retain paid users and to re-engage former paid users, we invest in a variety of marketing channels in combination with personalized customer promotions, most of which can be used across all of our product offerings (such as free contest entries or bets or matching deposits). These investments and personalized promotions are intended to increase consumer awareness and drive engagement. While we are continuing to assess the efficiency of our marketing and promotion activities, our limited operating history and the relative novelty of the U.S. online sports betting and iGaming industries makes it difficult for us to predict when we will achieve our longer-term profitability objectives.

Managing Betting Risk

Sports betting and iGaming are characterized by an element of chance. Our revenue is impacted by variations in the hold percentage (the ratio of net win to total amount wagered) on bets placed on, or the actual outcome of, games or events on which users bet. Although our product offerings generally perform within a defined statistical range of outcomes, actual outcomes may vary for any given period, and a single large bet can have a sizeable impact on our short-term financial performance. Our hold is also affected by factors that are beyond our control, such as a user's skill, experience and behavior, the mix of games played, the financial resources of users and the volume of bets placed. As a result of variability in these factors, actual hold rates on our products may differ from the theoretical win rates we have estimated and could result in the winnings of our gaming users exceeding those anticipated. We seek to mitigate these risks through data science and analytics and rules built into our technology, as well as active management of our amounts at risk at a point in time, but we may not always be able to do so successfully, particularly over short periods, which can result in financial losses as well as revenue volatility.

Results of Operations

2021 Compared to 2020

The following table sets forth a summary of our consolidated results of operations for the years indicated, and the changes between periods.

(amounts in thousands, except percentages)	Year ended December 31,		\$ Change	% Change
	2021	2020		
Revenue	\$ 1,296,025	\$ 614,532	\$ 681,493	110.9 %
Cost of revenue	794,162	346,589	(447,573)	(129.1) %
Sales and marketing	981,500	495,192	(486,308)	(98.2) %
Product and technology	253,655	168,633	(85,022)	(50.4) %
General and administrative	828,325	447,374	(380,951)	(85.2) %
Loss from operations	(1,561,617)	(843,256)	(718,361)	85.2 %
Interest income (expense), net	1,957	(1,070)	3,027	282.9 %
Gain (loss) on remeasurement of warrant liabilities	30,065	(387,565)	417,630	107.8 %
Other income, net	11,951	—	11,951	100.0 %
Loss before income tax (benefit) provision	(1,517,644)	(1,231,891)	(285,753)	23.2 %
Income tax provision (benefit)	8,269	(622)	(8,891)	(1,429.4) %
(Gain) loss from equity method investment	(2,718)	566	3,284	580.2 %
Net Loss	\$ (1,523,195)	\$ (1,231,835)	\$ (291,360)	(23.7) %

Revenue. Revenue increased \$681.5 million, or 110.9%, to \$1,296.0 million in 2021, from \$614.5 million in 2020. The increase was attributable to \$659.7 million in incremental B2C segment revenue and an increase in B2B segment revenue of \$21.8 million.

The \$659.7 million increase in our B2C segment revenue was primarily attributable to our online gaming revenues which increased \$627.9 million, or 121.3%, to \$1,145.5 million in 2021, from \$517.6 million in 2020. The remaining increase in our B2C segment revenue was attributable to "Other" revenues, which primarily includes media and retail Sportsbooks.

Online gaming revenue grew in 2021 due to MUPs increasing by 69.2% and ARPMUP increasing by 30.9% as compared to 2020 as a result of the ongoing legalization of online sports betting and iGaming throughout the country. Since 2020, we launched our online Sportsbook product offering in Arizona, Connecticut, Michigan, Tennessee, Virginia and Wyoming and our iGaming product offering in Connecticut and Michigan. We also continued to increase customer engagement with our Sportsbook and iGaming product offerings in previously launched states. This increase in revenue was partially offset by planned promotional investments in the launches of our Sportsbook and iGaming product offering in new states.

Cost of Revenue. Cost of revenue increased \$447.6 million, or 129.1%, to \$794.2 million in 2021, from \$346.6 million in 2020. Of this increase, \$53.1 million was attributable to the B2B segment.

Excluding the impact of our B2B segment, the cost of revenue increase would have been \$394.5 million, reflecting growth in revenue from the expanded product and geographic footprint of our B2C segment, including the launch of our Sportsbook and iGaming product offerings in several states in 2021. The \$394.5 million cost of revenue increase in our B2C segment can be primarily attributed to an increase in our variable expenses such as product taxes and payment processing fees, which increased \$203.4 million and \$73.1 million, respectively. The remaining increase was primarily attributable to variable platform costs and revenue share arrangements resulting from additional customer activity.

B2C segment cost of revenue as a percentage of B2C revenue decreased by 1.0% percentage point to 55.4% in 2021 from 56.4% in 2020. This improvement reflected the partial year benefit of the transition to our in-house sports betting technology infrastructure.

Sales and Marketing. Sales and marketing expense increased \$486.3 million, or 98.2%, to \$981.5 million in 2021, from \$495.2 million in 2020. Our B2C segment accounted for substantially all of this increase with \$367.8 million of the increase resulting from activities to acquire and retain players, such as marketing costs including advertising and developing marketing

campaigns, as well as headcount and technology associated with analyzing, developing and deploying those campaigns. The remainder of the increase primarily resulted from an increase in various team and league sponsorships.

Product and Technology. Product and technology expense increased \$85.0 million, or 50.4%, to \$253.7 million in 2021 from \$168.6 million in 2020, of which \$39.2 million was attributable to our B2B segment. The remaining increase primarily reflects additions to our product operations and engineering headcount in our B2C segment, including an increase in stock-based compensation expense of \$26.0 million from the issuance of awards granted under our long-term incentive plans.

General and Administrative. General and administrative expense increased \$381.0 million, or 85.2%, to \$828.3 million in 2021 from \$447.4 million in 2020. Our B2C segment accounted for substantially all of this increase, primarily driven by an increase in stock-based compensation expense of \$267.5 million from the issuance of awards granted under our long-term incentive plans. The remainder of the increase was primarily attributable to an increase in personnel costs reflecting headcount growth and an increase in certain non-recurring costs relating to advocacy efforts and other legal expenses in jurisdictions where we do not operate certain products and are actively seeking licensure, or similar approval, for those products.

Gain (loss) on Remeasurement of Warrant Liabilities. We recorded a gain on remeasurement of warrant liabilities of \$30.1 million in 2021, compared to a loss of \$387.6 million in 2020 primarily due to changes in the underlying share price of our class A common stock.

Net Loss. Net loss increased by \$291.4 million to \$1,523.2 million in 2021 from \$1,231.8 million in 2020 for the reasons discussed above.

2020 Compared to 2019

A discussion of changes in our results of operations in 2020 compared to 2019 has been omitted from this Form10-K, but it may be found in “Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations” of our Amendment No. 1 on Form 10-K/A for the fiscal year ended December 31, 2020, filed with the SEC on May 3, 2021, which is available free of charge on the SEC's website at www.sec.gov and at www.DraftKings.com.

Supplemental Unaudited Pro Forma Results for 2021 Compared to 2020

Set forth below are our pro forma results of operations for the year ended December 31, 2021 compared with the year ended December 31, 2020. These pro forma results assume that the Business Combination, including our acquisition of SBTech, which comprises the entirety of our B2B segment, occurred on January 1, 2019, and are based on estimates and assumptions, which we believe are reasonable. They are not the results that would have been realized had the Business Combination actually occurred on January 1, 2019 and are not indicative of our consolidated results of operations for future periods.

Pro Forma Information (amounts in thousands, except percentages)	Year ended December 31,		\$ Change	% Change
	2021	2020		
Revenue	\$ 1,296,025	\$ 643,502	\$ 652,523	101.4 %
Cost of revenue	794,162	377,191	(416,971)	(110.5) %
Sales and marketing	981,500	499,342	(482,158)	(96.6) %
Product and technology	253,655	186,204	(67,451)	(36.2) %
General and administrative	828,325	430,791	(397,534)	(92.3) %
Loss from operations	(1,561,617)	(850,026)	(711,591)	(83.7) %
Interest income (expense), net	1,957	(1,530)	3,487	227.9 %
Gain (loss) on remeasurement of warrant liabilities	30,065	(387,565)	417,630	107.8 %
Other income, net	11,951	—	11,951	100.0 %
Loss before income taxes	(1,517,644)	(1,239,121)	(278,523)	22.5 %
Income tax provision	8,269	3,074	5,195	169.0 %
(Gain) loss from equity method investment	(2,718)	566	3,284	580.2 %
Net Loss	\$ (1,523,195)	\$ (1,242,761)	\$ (280,434)	22.6 %

Revenue. Pro forma revenue increased by \$652.5 million, or 101.4%, to \$1,296.0 million in 2021 from pro forma revenue of \$643.5 million in 2020. Of this increase, \$659.7 million was attributable to the performance of our B2C segment, as discussed above, partially offset by a slight decrease in revenue in our B2B segment.

Cost of Revenue. Cost of revenue increased \$417.0 million, or 110.5%, to \$794.2 million in 2021 from pro forma cost of revenue of \$377.2 million in 2020. Of this increase, \$394.5 million was attributable to the performance of our B2C segment, as discussed above.

Sales and Marketing. Sales and marketing expense increased \$482.2 million, or 96.6%, to \$981.5 million in 2021, from pro forma sales and marketing expense of \$499.3 million in 2020. Substantially all of the increase was attributable to the performance of our B2C segment, as discussed above.

Product and Technology. Product and technology expense increased by \$67.5 million, or 36.2%, to \$253.7 million in 2021, from pro forma product and technology expense of \$186.2 million in 2020. Of this increase, \$61.2 million was attributable to the performance of our B2C segment, as discussed above. The remaining increase was attributable to the pro forma performance of our B2B segment, driven mainly by an increase in stock-based compensation awards and increased headcount.

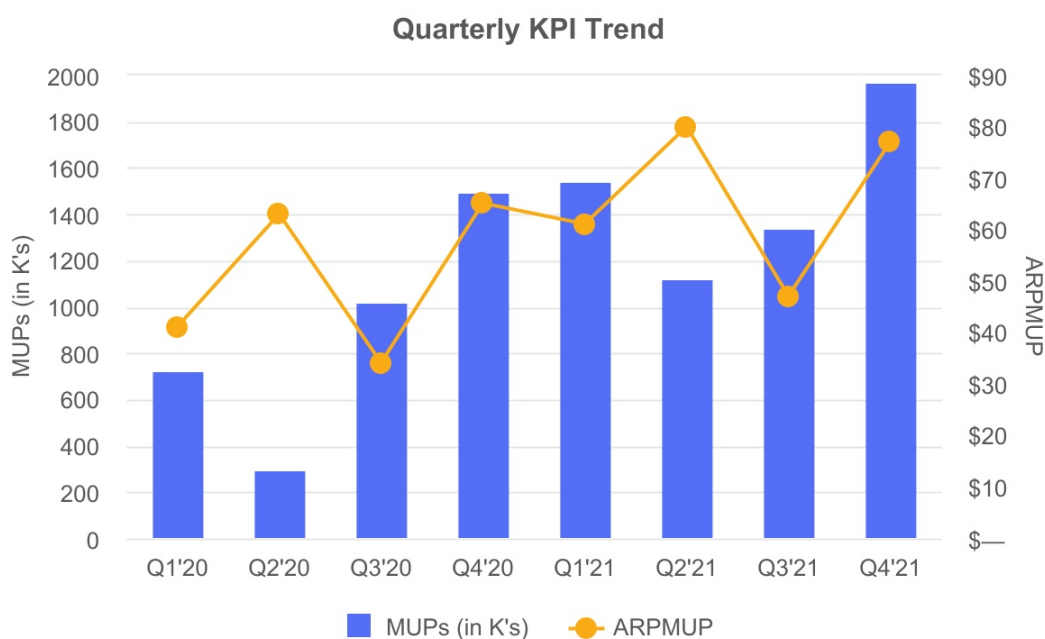
General and Administrative. General and administrative expense increased \$397.5 million, or 92.3%, to \$828.3 million in 2021, from pro forma general and administrative expense of \$430.8 million in 2020, Substantially all of the increase was attributable to the performance of our B2C segment, as discussed above.

Gain (loss) on Remeasurement of Warrant Liabilities. We recorded a gain on remeasurement of warrant liabilities of \$30.1 million in 2021, compared to a loss of \$387.6 million in 2020 primarily due to changes in the underlying share price of our class A common stock.

Net Loss. Net loss increased by \$280.4 million to \$1,523.2 million in 2021, from pro forma net loss of \$1,242.8 million in 2020, for the reasons discussed above.

Quarterly Performance Trend and Seasonality

Our user engagement and financial performance is seasonal in nature, as indicated by the following chart, which presents our MUPs and ARPMUP for the last eight quarters, and the explanations that follow.



Our business experiences the effects of seasonality based on the relative popularity of certain sports. Although our technology supports contests and betting on sporting events throughout the year, the fourth quarter is when our users tend to be most engaged, primarily due to the overlapping time frame of the NFL and NBA seasons. As a result, we have historically generated higher revenues in our fourth quarter compared to other quarters. We anticipate that this trend will continue, though our mix of revenues in each quarter and our key performance indicators will also be impacted by the timing of new jurisdiction launches and the introduction of new product offerings.

In addition, as seen with the impact of COVID-19 on our 2020 financial performance, revenue and key performance indicators for a given quarter or fiscal year may differ substantially due primarily to professional sports season scheduling, including the frequency of play. For example, during the NFL season, our user engagement and revenue is generally highest on Sundays. The number of Sundays in a fiscal reporting period may differ from quarter to quarter and year to year, resulting in revenue volatility between comparative periods. For example, our fiscal years 2021, 2020 and 2019 included revenue related to 16, 16 and 17 Sundays of regular season NFL play, respectively. In contrast, the MLB season, which traditionally falls in our second and third quarters, is characterized by numerous, daily games throughout the season, which tends to result in higher DFS user engagement and more Sportsbook bets per paid user relative to the NFL season. Historically, MLB play has attracted a more dedicated but smaller user base to our product offerings. The timing of the MLB season in combination with these factors has tended to result in lower MUPs in our second quarter, but a higher ARPMUP.

The suspension, postponement and cancellation of major sports seasons and sporting events may materially impact our results of operations for the current quarter and, potentially, future quarters.

Liquidity and Capital Resources

We had \$2.2 billion in cash and cash equivalents as of December 31, 2021 (excluding player cash, which we segregate from our operating cash balances on behalf of our paid users for all jurisdiction and products). We believe our cash on hand is sufficient to meet our current working capital and capital expenditure requirements for a period of at least twelve months,

irrespective of the continuing impact of COVID-19. We will continue to evaluate our long-term operating performance and cash needs and believe we are well positioned to continue to fund the operations of the business long-term.

Our material cash requirements include the following contractual and other obligations.

Debt. In March 2021, we issued zero-coupon convertible senior notes in an aggregate principal amount of \$1,265.0 million. The Convertible Notes mature on March 15, 2028, subject to earlier conversion, redemption or repurchase. In connection with the pricing of the Convertible Notes and the exercise of the option to purchase additional Convertible Notes, we entered into privately negotiated capped call transactions (“Capped Call Transactions”). The Capped Call Transactions are expected generally to reduce potential dilution to our Class A common stock upon any conversion of the Convertible Notes. The net cost of \$124.0 million incurred to enter into the Capped Call Transactions was recorded as a reduction to additional paid-in capital on the Company’s consolidated balance sheet.

Leases. We have lease arrangements for certain corporate office facilities, data centers, and motor vehicles. As of December 31, 2021, the Company had lease obligations of \$84.6 million, with \$16.6 million payable within 12 months.

Other Purchase Obligations. We have certain non-cancelable contracts with vendors, licensors and others requiring us to make future cash payments. As of December 31, 2021, these purchase obligations were \$1,894.3 million, with \$404.3 million payable within 12 months.

Cash Flows

The following table summarizes our cash flows for the periods indicated:

(in thousands)	Year ended December 31,		
	2021	2020	2019
Net cash used in operating activities	\$ (419,508)	\$ (194,157)	\$ (46,578)
Net cash used in investing activities	(195,022)	(227,341)	(42,271)
Net cash provided by financing activities	1,138,813	2,306,299	79,776
Effect of foreign exchange rates on cash and cash equivalents and restricted cash	583	(358)	—
Net increase (decrease) in cash and cash equivalents and restricted cash	524,866	1,884,443	(9,073)
Cash and cash equivalents and restricted cash at beginning of period	2,104,976	220,533	229,606
Cash and cash equivalents and restricted cash at end of period	\$ 2,629,842	\$ 2,104,976	\$ 220,533

Operating Activities. Net cash used in operating activities in 2021 was \$419.5 million, compared to \$194.2 million in 2020, mainly reflecting our \$291.4 million higher net loss, for the reasons discussed above, net of non-cash cost items. Non-cash cost items decreased \$44.5 million period-over-period, driven primarily by a decrease in loss on remeasurement of warrants liabilities and partially offset by an increase in stock-based compensation expense and depreciation and amortization. The increase in these cash outflows was partially offset by improvements in operating working capital of \$110.5 million primarily due to an increase in cash provided by our accounts payable and accrued expenses and liabilities due to users.

Net cash used in operating activities in 2020 increased by \$147.6 million, or 316.8%, to \$194.2 million, from \$46.6 million in 2019, mainly reflecting our \$1,089.1 million higher net loss, net of non-cash cost items, partially offset by an improvement in operating working capital. Non-cash cost items increased \$759.5 million period-over-period, driven primarily by the remeasurement of our warrant liabilities of \$387.6 million and an increase in stock-based compensation expense of \$307.4 million and amortization of acquired intangibles of \$50.5 million.

Investing Activities. Net cash used in investing activities in 2021 decreased by \$32.3 million to \$195.0 million from \$227.3 million in 2020, mainly reflecting the cash portion of consideration paid to SBTech shareholders in connection with the Business Combination during the second quarter of 2020, partially offset by other acquisitions that occurred in 2021 and an increase in cash paid for gaming licenses.

Net cash used in investing activities during 2020 increased by \$185.1 million to \$227.3 million from \$42.3 million during 2019, mainly reflecting the cash portion of consideration paid to SBTech shareholders, net of cash acquired, of \$178.6 in connection with the Business Combination.

Financing Activities. Net cash provided by financing activities in 2021 decreased by \$1,167.5 million to \$1,138.8 million from \$2,306.3 million in 2020. Although we completed a convertible debt offering during 2021, there were additional activities that occurred during 2020 that caused cash provided by financing activities to decrease when comparing these periods. Such activities that occurred during 2020 include the recapitalization of DEAC shares and net proceeds of \$202.0 million that primarily related to the exercise of our public warrants, which became exercisable following the Business Combination, and net proceeds of \$1,680.1 million received in connection with public equity offerings.

Net cash provided by financing activities during 2020 increased by \$2,226.5 million to \$2,306.3 million from \$79.8 million during the same period in 2019. The increase was driven by \$669.8 million related to the recapitalization of DEAC shares, net proceeds of \$202.0 million related to the exercise of our public warrants, which became exercisable following the Business Combination, and net proceeds of approximately \$1,680.1 million received in connection with the public offerings of our Class A common stock in June and October 2020.

Critical Accounting Policies

Our Consolidated Financial Statements have been prepared in accordance with the U.S. generally accepted accounting principles (“U.S. GAAP”). Preparation of the financial statements requires our management to make judgments, estimates and assumptions that impact the reported amount of revenue and expenses, assets and liabilities and the disclosure of contingent assets and liabilities. We consider an accounting judgment, estimate or assumption to be critical when (1) the estimate or assumption is complex in nature or requires a high degree of judgment and (2) the use of different judgments, estimates and assumptions could have a material impact on our Consolidated Financial Statements. Our significant accounting policies are described in Note 2 of the Consolidated Financial Statements included elsewhere in this Report. Our critical accounting policies are described below.

Loss Contingencies

Our loss contingencies, which are included within the “other long-term liabilities” caption on our consolidated balance sheets, are uncertain by nature and their estimation requires significant management judgment as to the probability of loss and estimation of the amount of loss. These contingencies include, but may not be limited to, litigation, regulatory investigations and proceedings and management’s evaluation of complex laws and regulations, including those relating to indirect taxes, and the extent to which they may apply to our business and industry. See Note 7 and 16 to our Consolidated Financial Statements for more information.

We regularly review our contingencies to determine whether the likelihood of loss is probable and to assess whether a reasonable estimate of the loss can be made. Determination of whether a loss estimate can be made is a complex undertaking that considers the judgment of management, third-party research, the prospect of negotiation and interpretations by regulators and courts, among other information. When a loss is determined to be probable, as that term is defined under U.S. GAAP, and the amount of the loss can be reasonably estimated, an estimated contingent liability is recorded. We continually reevaluate our indirect tax and other positions for appropriateness.

Goodwill

Goodwill is tested for impairment at the reporting unit level, which is the same or one level below an operating segment. In accordance with ASC Topic 350 Intangibles - Goodwill and Other, our business is classified into three reporting units: B2C (*i.e.*, DFS, iGaming, Online Sportsbook, and Retail Sportsbook), Media and B2B. We review and evaluate our goodwill and indefinite life intangible assets for potential impairment at a minimum annually, in the fourth quarter, or more frequently if circumstances indicate that impairment is possible.

In testing goodwill for impairment, we have the option to begin with a qualitative assessment, commonly referred to as “Step 0,” to determine whether it is more likely than not that the fair value of a reporting unit containing goodwill is less than its carrying value. This qualitative assessment may include, but is not limited to, reviewing factors such as macroeconomic conditions, industry and market considerations, cost factors, entity-specific financial performance and other events, including changes in our management, strategy and primary user base. If we determine that it is more likely than not that the fair value of a reporting unit is less than its carrying value, we then perform a quantitative goodwill impairment analysis by comparing the carrying amount to the fair value of the reporting unit. If the carrying amount exceeds the fair value, goodwill will be written down to the fair value and recorded as impairment expense in the consolidated statements of operations. We perform our impairment testing annually and when circumstances change that would more likely than not reduce the fair value of a reporting

unit below its carrying value. We performed our annual impairment assessment of goodwill as of October 1, 2021 and concluded that goodwill was not impaired.

Business Combinations

We account for business acquisitions in accordance with ASC Topic 805, *Business Combinations* (“ASC 805”). We measure the cost of an acquisition as the aggregate of the acquisition date fair values of the assets transferred and liabilities assumed and equity instruments issued. Transaction costs directly attributable to the acquisition are expensed as incurred. We record goodwill for the excess of (i) the total costs of acquisition, fair value of any non-controlling interests and acquisition date fair value of any previously held equity interest in the acquired business over (ii) the fair value of the identifiable net assets of the acquired business.

The acquisition method of accounting requires us to exercise judgment and make estimates and assumptions based on available information regarding the fair values of the elements of a business combination as of the date of acquisition, including the fair values of identifiable intangible assets, deferred tax asset valuation allowances, liabilities related to uncertain tax positions and contingencies. We must also refine these estimates over a one-year measurement period, to reflect any new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the measurement of the amounts recognized as of that date. If we are required to retroactively adjust provisional amounts that we have recorded for the fair value of assets and liabilities in connection with an acquisition, these adjustments could materially impact our results of operations and financial position. Estimates and assumptions that we must make in estimating the fair value of future acquired technology, user lists and other identifiable intangible assets include future cash flows that we expect to generate from the acquired assets. If the subsequent actual results and updated projections of the underlying business activity change compared with the assumptions and projections used to develop these values, we could record impairment charges. In addition, we have estimated the economic lives of certain acquired assets and these lives are used to calculate depreciation and amortization expenses. If our estimates of the economic lives change, depreciation or amortization expenses could be accelerated or slowed, which could materially impact our results of operations.

On March 26, 2021 and April 1, 2021, the Company acquired 100% of the equity of Vegas Sports Information Network, Inc. and Blue Ribbon Software Ltd., respectively. Both of these acquisitions are accounted for under ASC 805. In accordance with the acquisition method, we recorded the fair value of assets acquired and liabilities assumed. The allocation of the consideration to the assets acquired and liabilities assumed is based on various estimates. As of December 31, 2021, we finalized our preliminary purchase price allocations for both acquisitions.

Stock-based Compensation

Our historical and outstanding stock-based compensation awards, including the issuances of options and other stock awards under our equity compensation plans, have typically included service-based, performance-based or market-based vesting conditions. For awards with only service-based vesting conditions, we record compensation cost for these awards using the straight-line method less an assumed forfeiture rate. For awards with performance-based or market-based vesting conditions, we recognize compensation cost on a tranche-by-tranche basis (the accelerated attribution method).

Stock-based compensation expense is measured based on the grant-date fair value of the stock-based awards and is recognized over the requisite service period of the awards. Following the Business Combination, the fair value of our Class A common stock is now determined based on the quoted market price. Prior to the Business Combination, our management and board of directors considered various objectives and subjective factors to determine the fair value of Old DK’s common stock as of each grant date, including the value determined by a third-party valuation firm. These factors included, among other things, financial performance, capital structure, forecasted operating results and market performance analyses of similar companies in our industry. To estimate the fair value of stock option awards, the Black-Scholes model was used and a Monte Carlo simulation was used to determine the fair value of grants with market-based conditions. Both the Black-Scholes model and the Monte Carlo simulation requires management to make a number of key assumptions, including expected volatility, expected term, risk-free interest rate and expected dividends. The risk-free interest rate is estimated using the rate of return on U.S. treasury notes with a life that approximates the expected term. The expected term assumption used in the Black-Scholes model represents the period of time that the options are expected to be outstanding and is estimated using the midpoint between the requisite service period and the contractual term of the option.

The assumptions underlying these valuations represent management’s best estimates, which involve inherent uncertainties and the application of management judgment. As a result, if factors or expected outcomes change and our management uses significantly different assumptions or estimates, our stock-based compensation expense for future periods could be materially different, including as a result of adjustments to stock-based compensation expense recorded for prior period.

Item 7A. Quantitative and Qualitative Disclosures about Market Risks.

We are exposed to market risks in the ordinary course of our business. These risks primarily include interest rate risk, foreign currency risk and inflation risk as follows:

Interest Rate Risk

We had cash and cash equivalents totaling \$2.2 billion and \$1.8 billion at December 31, 2021 and December 31, 2020, respectively. Our cash and cash equivalents consist of highly liquid, unrestricted savings, checking and other bank accounts. The Company also utilizes money market funds and short-term deposits with original maturities of three months or less. The primary objectives of our investment activities are to preserve principal and provide liquidity without significantly increasing risk. Due to the relatively short-term nature of our portfolio, a hypothetical 100 basis point change in interest rates would not have a material effect on the fair value of our portfolio for the periods presented.

Foreign Currency Risk

As a result of the Business Combination, we are exposed to foreign currency exchange risk related to our transactions and our translation of subsidiaries' balances that are denominated in currencies other than the U.S. dollar, our functional currency. We are required to translate a significant portion of our B2B segment results from Euros, the functional currency of most of SBTech's non-U.S. subsidiaries, to U.S. dollars, our functional currency. In 2021 and 2020, our exposure to these risks were not material. We seek to naturally hedge our foreign exchange transaction exposure by matching the transaction currencies for our cash inflows and outflows. Currently, we do not otherwise hedge our foreign exchange exposure but may consider doing so in the future.

Inflation Risk

We do not believe that inflation has had a material effect on our business, financial condition, or results of operations. If our costs become subject to significant inflationary pressures, we may not be able to fully offset such higher costs through price increases. Our inability or failure to do so could harm our business, financial condition, and operating results.

Item 8. Financial Statements and Supplementary Data.

See financial statements included in Item 15 "*Exhibits, Financial Statement Schedules*" of this annual report.

Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure.

None.

Item 9A. Controls and Procedures.

Evaluation of Disclosure Controls and Procedures

Under the supervision and with the participation of our management, including our Chief Executive Officer and Chief Financial Officer, we evaluated the effectiveness of our disclosure controls and procedures (as that term is defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended (the "Exchange Act")) as of December 31, 2021, which is the end of the period covered by this Annual Report. Based on this evaluation, our Chief Executive Officer and Chief Financial Officer concluded that the Company's disclosure controls and procedures were effective as of December 31, 2021 to ensure that information required to be disclosed by the Company in reports we file or submit under the Exchange Act is (i) recorded, processed, summarized, evaluated and reported, as applicable, within the time periods specified in the United States Securities and Exchange Commission's rules and forms and (ii) accumulated and communicated to the Company's management, including the Company's Chief Executive Officer and Chief Financial Officer, as appropriate to allow timely decisions regarding required disclosures.

Management's Report on Internal Control over Financial Reporting

The Company's management is responsible for establishing and maintaining adequate internal control over financial reporting (as defined in Rule 13a-15(f) under the Exchange Act). Management conducted an assessment of the effectiveness of the Company's internal control over financial reporting based on the criteria set forth in Internal Control – Integrated

Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework). Internal control over financial reporting is a process to provide reasonable assurance regarding the reliability of our financial reporting for external purposes in accordance with U.S. GAAP. Based on the Company's assessment, management has concluded that its internal control over financial reporting was effective as of December 31, 2021 to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with U.S. GAAP. Management has reviewed its assessment with the Audit Committee.

The Company's independent registered public accounting firm, BDO USA, LLP, has issued an audit report on the Company's internal control over financial reporting, which appears in Part II, Item 15 "*Exhibits, Financial Statement Schedules*" of this annual report.

Changes in Internal Control Over Financial Reporting

Other than execution of the material weakness remediation activities described below, there has been no change in our internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act), during the three months ended December 31, 2021 that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

Remediation of Previously Disclosed Material Weakness

We previously identified and disclosed in our 2020 Annual Report, as well as in our Quarterly Report on Form 10-Q filed for the quarters ended March 31, 2021, June 30, 2021 and September 30, 2021, a material weakness in our operation of controls over the classification and accounting for the private placement warrants and public warrants (collectively, the "warrants"), which were initially issued by Diamond Eagle Acquisition Corp. in connection with its initial public offering and assumed by the Company in connection with the consummation of the transactions contemplated by the Business Combination.

As of December 31, 2021, Management has completed the implementation of our remediation efforts of the material weakness related to accounting for warrants issued as part of the Business Combination as previously reported. A material weakness is a deficiency, or a combination of deficiencies, in internal control over financial reporting such that there is a reasonable possibility that a material misstatement of our annual or interim financial statements will not be prevented or detected on a timely basis.

Our remediation efforts included demonstrating our ability to effectively operate our controls and enhancing our control design to require the formalized consideration of obtaining additional technical guidance prior to concluding on significant or unusual transactions. These additional considerations include items such as obtaining additional accounting pronouncements or performing consultations with third party accounting specialists, authoritative bodies or regulators.

Limitations on Effectiveness of Controls and Procedures

Our disclosure controls and procedures are designed to provide reasonable assurance of achieving their objectives, as specified above. Our management recognizes that any control system, no matter how well designed and operated, is based upon certain judgments and assumptions and cannot provide absolute assurance that its objectives will be met.

Item 9B. Other Information.

None.

Item 9C. Disclosure Regarding Foreign Jurisdictions that Prevent Inspections

Not applicable.

PART III

Item 10. Directors, Executive Officers and Corporate Governance.

The information required by this item will be included in our Proxy Statement for the 2022 Annual Meeting of Stockholders to be filed with the SEC, within 120 days of the fiscal year ended December 31, 2021 (the “2022 Proxy Statement”), and is incorporated herein by reference.

Item 11. Executive Compensation.

The information required by this item will be included in our 2022 Proxy Statement, which is incorporated herein by reference.

Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters.

The information required by this item will be included in our 2022 Proxy Statement, which is incorporated herein by reference.

Item 13. Certain Relationships and Related Transactions, and Director Independence.

The information required by this item will be included in our 2022 Proxy Statement, which is incorporated herein by reference.

Item 14. Principal Accountant Fees and Services.

The information required by this item will be included in our 2022 Proxy Statement, which is incorporated herein by reference.

PART IV

Item 15. Exhibits, Financial Statement Schedules.

(a) Documents filed as part of this report

(a)(1) Financial Statements

Audited Consolidated Financial Statements of DraftKings Inc. for the years ended December 31, 2021, December 31, 2020 and December 31, 2019:

Reports of Independent Registered Public Accounting Firm (BDO USA, LLP; Boston, Massachusetts; PCAOB ID#243)	72
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Notes to the Consolidated Financial Statements	F-10

(2) Financial Statement Schedule

Financial statement schedules have been omitted because they are either not required or not applicable or the information is included in the consolidated financial statements or the notes thereto.

(3) Exhibits: The exhibits to this report are listed in the exhibit index below.

(3)(b) Description of Exhibits

Exhibit Index	75
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REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

Shareholders and Board of Directors
DraftKings Inc.
Boston, Massachusetts

Opinion on the Consolidated Financial Statements

We have audited the accompanying consolidated balance sheets of DraftKings Inc. (the “Company”) as of December 31, 2021 and 2020, the related consolidated statements of operations, consolidated statements of comprehensive loss, changes in stockholders’ equity (deficit), and cash flows for each of the three years in the period ended December 31, 2021, and the related notes (collectively referred to as the “consolidated financial statements”). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at December 31, 2021 and 2020, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2021, in conformity with accounting principles generally accepted in the United States of America.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (“PCAOB”), the Company’s internal control over financial reporting as of December 31, 2021, based on criteria established in *Internal Control – Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (“COSO”) and our report dated February 18, 2022 expressed an unqualified opinion thereon.

Basis for Opinion

These consolidated financial statements are the responsibility of the Company’s management. Our responsibility is to express an opinion on the Company’s consolidated financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud.

Our audits included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matters

The critical audit matters communicated below are matters arising from the current period audit of the consolidated financial statements that were communicated or required to be communicated to the audit committee and that: (1) relate to accounts or disclosures that are material to the consolidated financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing separate opinions on the critical audit matters or on the accounts or disclosures to which they relate.

Valuation of Intangible Assets ~ Business Combinations

As described in Note 3 to the consolidated financial statements, on March 26, 2021, the Company acquired Vegas Sports Information Network, Inc. (“VSiN”), for net consideration of \$70.0 Million. The Company accounted for the acquisition in accordance with ASC Topic 805, *Business Combinations*, which required the Company to exercise judgment and make estimates and assumptions based on available information regarding the fair values of the elements of a business combination as of the date of acquisition, including the fair values of identifiable intangible assets. Estimates and assumptions that the Company makes in estimating the fair value of future trademarks and trade names, acquired technology, customer relationships and other identifiable intangible assets include future cash flows that they expect to generate from the acquired assets. The Company recognized \$21.8 Million of finite-lived intangible assets.

We identified the determination of fair values of certain identifiable finite-lived intangible assets, which primarily included trademarks and trade names, as a critical audit matter. The principal considerations for our determination included the

following: (i) changes in the key assumptions could have a significant impact on the fair value of the finite-lived intangible assets acquired, (ii) subjectivity and judgment is required to determine significant unobservable inputs and assumptions utilized by the Company in determining the fair value of the trademarks and trade names acquired, specifically projected revenue growth rates, discounts rates and the customer acquisition cost-saving synergies, and (iii) appropriateness of use of various valuation models to determine the fair value of the trademarks and trade names acquired. Auditing these elements involved especially challenging and subjective auditor judgment due to the nature and extent of audit effort required to address these matters, including the extent of specialized skill or knowledge needed.

The primary procedures we performed to address this critical audit matter included:

- a. We tested the effectiveness of the Company's internal control over accounting for the business combination, including controls related to the determination of fair value of identified intangible assets
- b. We assessed the reasonableness of projected revenue growth rates, discount rates and the customer acquisition cost-saving synergies by: (i) evaluating historical performance of the target entity, (ii) assessing financial projections against industry metrics and peer-group companies, and (iii) evaluating the reasonableness of methods used to measure customer acquisition cost-saving synergies.
- c. We utilized personnel with specialized knowledge and skill with valuation to assist in: (i) assessing the reasonableness of discount rates incorporated into the various valuation models, and (ii) assessing the appropriateness of various valuation models utilized by management to determine the fair values of the trademarks and trade names acquired.

Loss Contingencies Related to Indirect Taxes

As discussed in Note 7 to the consolidated financial statements, as of December 31, 2021, the Company's estimated contingent liability for indirect taxes was \$47.5 Million. Indirect tax statutes and regulations can be complex and subject to differences in application and interpretation. The Company accrues a liability for its estimated liability for these taxes based upon its analysis of the statutes and regulations and their applicability to its business. Tax authorities may impose indirect taxes on Internet-delivered activities based on statutes and regulations which, in some cases, were established prior to the advent of the Internet and do not apply with certainty to the Company's business.

We identified accounting for loss contingencies related to indirect taxes as a critical audit matter. The principal considerations for our determination include management's application of significant judgment in (i) interpreting and applying indirect tax statutes and regulations, (ii) assessing the probability that a loss contingency exists, and (iii) assessing the amount recorded. Auditing these elements involved especially challenging auditor judgment due to the nature and extent of audit effort required to address these matters, including the need for specialized knowledge and skill in assessing these elements.

The primary procedures we performed to address this critical audit matter included:

- a. We tested the effectiveness of the Company's internal control relating to the determination of the contingent liability for indirect taxes, including controls over management's assessment of the probability of outcomes and amounts for the indirect taxes, management's processes of identifying all relevant statutes and regulations and assessing the measurement of probable and reasonably possible losses, and the development of the related disclosures.
- b. We assessed the completeness and accuracy of the indirect tax matters subject to evaluation by the Company through examination of jurisdictional sales and applicable tax rates to determine if the contingent liability is accurately recorded.
- c. We utilized personnel with specialized knowledge and skill in state and local tax regulations to assist in (i) evaluating the Company's assessment of the probability of outcomes for the indirect taxes, and (ii) assessing the measurement of probable and reasonably possible losses by performing an evaluation of the Company's assessment, including assessing that all relevant statutes and regulations have been identified.

Convertible Senior Notes and Capped Calls

As discussed in Note 7 to the consolidated financial statements, in March 2021, the Company issued zero coupon Convertible Senior Notes ("Convertible Notes") in an aggregate principal amount of \$1,265.0 Million, which will mature on March 15, 2028, subject to earlier conversion, redemption or repurchase. In accounting for the issuance of the Convertible Notes, at December 31, 2021 the Company recorded a liability for the Convertible Notes of \$1.248.5 Million, net of debt issuance costs of \$16.5 Million. Although recorded at amortized cost, the fair value of the liability at December 31, 2021 was \$953.8 Million, which was calculated using the estimated or actual bids and offers of the Convertible Notes in an over-the-counter market on the last business day of the period.

In connection with the pricing of the Convertible Notes and the exercise of an option to purchase additional notes, the Company entered into a privately negotiated capped call transaction (“Capped Call Transactions”). The Capped Call Transactions are expected generally to reduce potential dilution to the Class A common stock upon any conversion of Convertible Notes. As the transaction qualifies for equity classification, the net cost of \$124.0 million incurred in connection with the Capped Call Transactions was recorded as a reduction to additional paid-in capital on the consolidated balance sheet as of December 31, 2021.

We identified the initial accounting for the Convertible Notes and related Capped Call Transactions as a critical audit matter. The principal consideration for our determination includes management’s application of the complex technical accounting related to the initial transaction. The auditing of this transaction involved especially challenging auditor judgment due to the nature and extent of audit effort required to address these matters, including the need for specialized knowledge and skill in assessing the accounting treatment.

The primary procedures we performed to address this critical audit matter included:

- a. We tested the effectiveness of the Company’s internal control over accounting for complex or unusual transactions, including the Convertible Notes and Capped Call Transactions.
- b. We utilized personnel with specialized knowledge and skill in debt issuance and derivative transaction accounting to assist in evaluating the Company’s assessment of the accounting treatment applied to the Convertible Notes and Capped Call Transactions.

/s/ BDO USA, LLP

We have served as the Company's auditor since 2016.
Boston, Massachusetts
February 18, 2022

Report of Independent Registered Public Accounting Firm

Shareholders and Board of Directors
DraftKings Inc.
Boston, Massachusetts

Opinion on Internal Control over Financial Reporting

We have audited DraftKings Inc.'s (the "Company's") internal control over financial reporting as of December 31, 2021, based on criteria established in *Internal Control – Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (the "COSO criteria"). In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2021, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) ("PCAOB"), the consolidated balance sheets of the Company as of December 31, 2021 and 2020, the related consolidated statements of operations, consolidated statements of comprehensive loss, changes in stockholders' equity(deficit), and cash flows for each of the three years in the period ended December 31, 2021, and the related notes and our report dated February 18, 2022 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying, "Item 9A, Management's Report on Internal Control over Financial Reporting". Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit of internal control over financial reporting in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audit also included performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ BDO USA, LLP

Boston, Massachusetts
February 18, 2022

DRAFTKINGS INC.

CONSOLIDATED BALANCE SHEETS

(Amounts in thousands, except par value)

	December 31,	
	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 2,152,892	\$ 1,817,258
Cash reserved for users	476,950	287,718
Receivables reserved for users	51,949	30,249
Accounts receivables	45,864	44,522
Prepaid expenses and other current assets	25,675	14,558
Total current assets	2,753,330	2,194,305
Property and equipment, net	46,019	40,827
Intangible assets, net	535,017	555,930
Goodwill	615,655	569,603
Operating lease right-of-use assets	63,831	68,077
Equity method investment	9,825	2,955
Deposits and other non-current assets	45,377	7,632
Total assets	\$ 4,069,054	\$ 3,439,329
Liabilities and Stockholders' equity		
Current liabilities:		
Accounts payable and accrued expenses	\$ 387,737	\$ 223,633
Liabilities to users	528,874	317,942
Operating lease liabilities, current portion	12,814	12,837
Total current liabilities	929,425	554,412
Convertible notes, net of issuance costs	1,248,452	—
Non-current operating lease liabilities	57,341	68,775
Warrant liabilities	26,911	65,444
Long-term income tax liabilities	79,125	72,066
Other long-term liabilities	49,272	47,287
Total liabilities	\$ 2,390,526	\$ 807,984
Commitments and contingent liabilities (Note 16)		

See accompanying notes to consolidated financial statements.

DRAFTKINGS INC.

CONSOLIDATED BALANCE SHEETS

(Amounts in thousands)

	December 31,	
	2021	2020
Stockholders' equity:		
Class A common stock, \$0.0001 par value; 900,000 shares authorized as of December 31, 2021 and December 31, 2020, respectively; 414,911 and 403,110 shares issued and 407,781 and 396,303 outstanding at December 31, 2021 and December 31, 2020, respectively	\$ 41	\$ 40
Class B common stock, \$0.0001 par value; 900,000 shares authorized as of December 31, 2021 and December 31, 2020; 393,014 shares issued and outstanding at December 31, 2021 and December 31, 2020	39	39
Treasury stock, at cost; 7,130 and 6,807 shares as of December 31, 2021 and December 31, 2020, respectively	(306,614)	(288,784)
Additional paid-in capital	5,702,388	5,067,135
Accumulated deficit	(3,753,814)	(2,230,619)
Accumulated other comprehensive income	36,488	83,534
Total stockholders' equity	1,678,528	2,631,345
Total liabilities and stockholders' equity	\$ 4,069,054	\$ 3,439,329

See accompanying notes to consolidated financial statements.

DRAFTKINGS INC.

CONSOLIDATED STATEMENTS OF OPERATIONS

(Amounts in thousands, except per share amounts)

	Years ended December 31,		
	2021	2020	2019
Revenue	\$ 1,296,025	\$ 614,532	\$ 323,410
Cost of revenue	794,162	346,589	103,889
Sales and marketing	981,500	495,192	185,269
Product and technology	253,655	168,633	55,929
General and administrative	828,325	447,374	124,868
Loss from operations	(1,561,617)	(843,256)	(146,545)
Other income (expense):			
Interest income (expense), net	1,957	(1,070)	1,348
Gain (loss) on remeasurement of warrant liabilities	30,065	(387,565)	—
Other income, net	11,951	—	3,000
Loss before income tax provision (benefit)	(1,517,644)	(1,231,891)	(142,197)
Income tax provision (benefit)	8,269	(622)	58
(Gain) loss from equity method investment	(2,718)	566	479
Net loss attributable to common stockholders	\$ (1,523,195)	\$ (1,231,835)	\$ (142,734)
Loss per share attributable to common stockholders:			
Basic and diluted	\$ (3.78)	\$ (4.03)	\$ (0.77)

See accompanying notes to consolidated financial statements.

Due to the timing of the Business Combination, the above periods, to the extent applicable, exclude B2B/SB/Tech activity which occurred prior to April 24, 2020.

DRAFTKINGS INC.

CONSOLIDATED STATEMENTS OF COMPREHENSIVE LOSS

(Amounts in thousands)

	Year ended December 31,		
	2021	2020	2019
Net loss	\$ (1,523,195)	\$ (1,231,835)	\$ (142,734)
Other comprehensive (loss) income			
Foreign currency translation adjustments, net of nil tax	(47,046)	83,534	—
Comprehensive loss	<u>\$ (1,570,241)</u>	<u>\$ (1,148,301)</u>	<u>\$ (142,734)</u>

See accompanying notes to consolidated financial statements.

Due to the timing of the Business Combination, the above periods, to the extent applicable, exclude B2B/SBTech activity which occurred prior to April 24, 2020.

DRAFTKINGS INC.

CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY (DEFICIT)

(Amounts in thousands)

	Class A Common Stock		Class B Common Stock		Additional Paid in Capital	Accumulated Deficit	Accumulated Other Comprehensive Income	Treasury Stock Amount	Total Stockholders' Equity
	Shares	Amount	Shares	Amount					
Balances at December 31, 2020	396,303	\$ 40	393,014	\$ 39	\$ 5,067,135	\$ (2,230,619)	\$ 83,534	\$ (288,784)	\$ 2,631,345
Exercise of stock options	9,421	1	—	—	31,478	—	—	—	31,479
Stock-based compensation expense	—	—	—	—	683,293	—	—	—	683,293
Purchase of capped call options	—	—	—	—	(123,970)	—	—	—	(123,970)
Equity consideration issued for acquisitions	520	—	—	—	33,149	—	—	—	33,149
Shares issued for exercise of warrants	337	—	—	—	9,205	—	—	—	9,205
Purchase of treasury stock	(323)	—	—	—	—	—	—	(17,830)	(17,830)
Restricted stock unit vesting	1,523	—	—	—	—	—	—	—	—
Foreign currency translation, net of nil tax	—	—	—	—	—	—	(47,046)	—	(47,046)
Other	—	—	—	—	2,098	—	—	—	2,098
Net loss	—	—	—	—	—	(1,523,195)	—	—	(1,523,195)
Balances at December 31, 2021	407,781	\$ 41	393,014	\$ 39	\$ 5,702,388	\$ (3,753,814)	\$ 36,488	\$ (306,614)	\$ 1,678,528

	Convertible Redeemable Preferred Stock		Class A Common Stock		Class B Common Stock		Additional Paid in Capital	Accumulated Deficit	Accumulated Other Comprehensive Income	Treasury Stock Amount	Total Stockholders' (Deficit) Equity
	Shares	Amount	Shares	Amount	Shares	Amount					
Balances at December 31, 2019 (as previously reported)	110,250	\$ 258,371	389,610	\$ 390	—	\$ —	\$ 690,443	\$ (998,784)	\$ —	\$ —	\$ (307,951)
Conversion of shares due to merger recapitalization	(110,250)	(258,371)	(204,984)	(372)	—	—	258,743	—	—	—	258,371
Balances at December 31, 2019 effect of reverse acquisition (refer to Note 2)	—	—	184,626	18	—	—	949,186	(998,784)	—	—	(49,580)
Issuance of Series F preferred stock	—	—	1,526	—	—	—	11,000	—	—	—	11,000
Exercise of stock options	—	—	14,900	2	—	—	27,585	—	—	—	27,587
Stock-based compensation expense	—	—	—	—	393,014	39	324,999	—	—	—	325,038
Merger recapitalization, net repurchase of \$7,192 and issuance costs of \$11,564	—	—	(278)	—	—	—	(18,756)	—	—	—	(18,756)
Conversion of Convertible Notes to common shares	—	—	11,254	1	—	—	112,544	—	—	—	112,545
DEAC shares recapitalized, net of redemptions and equity issuance costs of \$10,631	—	—	74,122	7	—	—	542,327	—	—	—	542,334
Equity consideration issued to acquire SBTech	—	—	40,739	4	—	—	789,060	—	—	—	789,064
Shares issued for earn outs - SBTech	—	—	720	—	—	—	—	—	—	—	—
Shares issued for earn outs - DEAC and DK	—	—	5,280	1	—	—	(1)	—	—	—	—
Shares issued for exercise of warrants	—	—	17,698	2	—	—	649,130	—	—	—	649,132
Shares issued in offerings, net of issuance costs of \$41,536	—	—	36,820	4	—	—	1,680,063	—	—	—	1,680,067
Purchase of treasury stock	—	—	(6,807)	(1)	—	—	—	—	—	(288,784)	(288,785)
RSU Vesting	—	—	15,703	2	—	—	(2)	—	—	—	—
Foreign currency translation, net of nil tax	—	—	—	—	—	—	—	—	83,534	—	83,534
Net loss	—	—	—	—	—	—	—	(1,231,835)	—	—	(1,231,835)
Balances at December 31, 2020	—	\$ —	396,303	\$ 40	393,014	\$ 39	\$ 5,067,135	\$ (2,230,619)	\$ 83,534	\$ (288,784)	\$ 2,631,345

	Convertible Redeemable Preferred Stock		Class A Common Stock		Additional Paid-in Capital	Accumulated Deficit	Total Stockholders' Equity (Deficit)
	Shares	Amount	Shares	Amount			
Balances at December 31, 2018 (as previously reported)	111,969	\$ 261,277	384,009	\$ 384	\$ 670,439	\$ (856,050)	\$ (185,227)
Conversion of shares	(111,969)	(261,277)	(200,756)	(366)	261,643	—	261,277
Balances at December 31, 2018 effect of reverse acquisition (refer to Note 2)	—	—	183,253	18	932,082	(856,050)	76,050
Exercise of stock options	—	—	1,017	—	1,148	—	1,148
Common stock issued	—	—	674	—	439	—	439
Issuance of Common Stock for In-kind Transfer	—	—	290	—	1,364	—	1,364
Repurchase of preferred stock and issuance of promissory note	—	—	(1,626)	—	(11,722)	—	(11,722)
Recapitalization of issuance of Series F preferred stock	—	—	1,018	—	7,824	—	7,824
Stock-based compensation expense	—	—	—	—	17,613	—	17,613
Issuance of warrants	—	—	—	—	438	—	438
Net loss	—	—	—	—	—	(142,734)	(142,734)
Balances at December 31, 2019	—	\$ —	184,626	\$ 18	\$ 949,186	\$ (998,784)	\$ (49,580)

See accompanying notes to consolidated financial statements.

Due to the timing of the Business Combination, the above periods, to the extent applicable, exclude B2B/SB Tech activity which occurred prior to April 24, 2020.

DRAFTKINGS INC.

CONSOLIDATED STATEMENTS OF CASH FLOWS

(Amounts in thousands)

	Year ended December 31,		
	2021	2020	2019
Cash Flows from Operating Activities:			
Net loss	\$ (1,523,195)	\$ (1,231,835)	\$ (142,734)
Adjustments to reconcile net loss to net cash flows used in operating activities:			
Depreciation and amortization	121,138	77,410	13,636
Non-cash interest expense	2,109	3,114	424
Stock-based compensation expense, including value of Class B common shares	683,293	325,038	17,613
(Gain) loss on remeasurement of warrant liabilities	(30,065)	387,565	—
(Gain) loss from equity method investment	(2,718)	566	479
Gain on initial equity method investment	—	—	(3,000)
Gain on marketable equity securities and other financial assets	(11,311)	—	—
Deferred income taxes	(15,509)	(2,279)	54
Other expenses, net	—	—	2,711
Change in operating assets and liabilities, net of effect of acquisitions:			
Receivables reserved for users	(21,700)	(10,421)	1,506
Accounts receivable	(1,787)	(13,802)	(3,118)
Prepaid expenses and other current assets	(10,078)	1,152	(6,436)
Deposits and other non-current assets	(6,458)	(3,730)	(930)
Operating leases, net	(1,059)	2,640	—
Accounts payable and accrued expenses	167,927	103,574	27,946
Settlement liability	—	—	(3,400)
Other long-term liabilities	5,746	12,355	18,405
Long-term income tax liability	13,227	(411)	—
Liabilities to users	210,932	154,907	30,266
Net cash flows used in operating activities	(419,508)	(194,157)	(46,578)
Cash Flows from Investing Activities:			
Purchases of property and equipment	(15,925)	(11,752)	(16,703)
Cash paid for internally developed software costs	(46,542)	(27,489)	(14,816)
Acquisition of gaming licenses	(35,809)	(6,830)	(10,752)
Purchase of marketable equity securities and other financial assets	(25,000)	—	—
Cash paid for acquisitions, net of cash acquired	(64,970)	(178,645)	—
Other investing activities, net	(6,776)	(2,625)	—
Net cash flows used in investing activities	(195,022)	(227,341)	(42,271)
Cash Flow from Financing Activities:			
Proceeds from revolving credit line	—	37,750	3,000
Repayments of revolving credit line	—	(44,500)	—
Cash buyout of unaccredited investors	—	(7,192)	—
Proceeds from issuance of redeemable convertible stock, net	—	—	7,824
Repurchase of preferred stock	—	—	(722)
Issuance costs related to merger recapitalization	—	(11,564)	—
Proceeds from issuance of convertible notes, net	1,248,025	41,077	68,087

Purchase of capped call options	(123,970)	—	—
Proceeds from recapitalization of DEAC shares, net of issuance costs	—	669,825	—
Proceeds from shares issued for warrants	693	202,034	—
Proceeds from issuance of Class A common stock, net of issuance costs	—	1,680,067	439
Purchase of treasury stock	(17,830)	(288,785)	—
Proceeds from exercise of stock options	31,479	27,587	1,148
Other financing activities	416	—	—
Net cash flows provided by financing activities	1,138,813	2,306,299	79,776
Effect of foreign exchange rates on cash and cash equivalents and restricted cash	583	(358)	—
Net increase (decrease) in cash, cash equivalents and restricted cash	524,866	1,884,443	(9,073)
Cash and cash equivalents and restricted cash at the beginning of period	2,104,976	220,533	229,606
Cash and cash equivalents and restricted cash, end of period	\$ 2,629,842	\$ 2,104,976	\$ 220,533
Disclosure of cash, cash equivalents and restricted cash:			
Cash and cash equivalents	\$ 2,152,892	\$ 1,817,258	\$ 76,533
Cash reserved for users	476,950	287,718	144,000
Total cash, cash equivalents and restricted cash, end of period	\$ 2,629,842	\$ 2,104,976	\$ 220,533
Supplemental Disclosure of Noncash Investing and Financing Activities:			
Non-cash Redemption of Series F redeemable convertible preferred to stock through issuance of Promissory Note	\$ —	\$ —	\$ 11,000
Conversion of convertible notes and accrued interest to common shares	—	112,545	—
Increase in net liabilities acquired from DEAC	—	2,514	—
Increase in accounts payable and accrued expenses from gaming licenses, net	(4,976)	3,976	1,000
Increase in accounts payable and accrued expenses from property and equipment and internally developed software costs	1,218	990	—
Equity consideration issued for acquisitions	33,149	789,064	—
Supplemental Disclosure of Cash Activities:			
Increase in cash reserved for users	189,232	143,718	32,302
Cash paid for interest	—	417	260
Cash paid for income taxes	5,632	1,442	—

See accompanying notes to consolidated financial statements.

Due to the timing of the Business Combination, the above periods, to the extent applicable, exclude B2B/SB Tech activity which occurred prior to April 24, 2020.

DRAFTKINGS INC.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Amounts in thousands, unless otherwise noted)

1. Description of Business

DraftKings Inc., a Nevada corporation (the “Company” or “DraftKings”), was incorporated in Nevada as DEAC NV Merger Corp., a wholly owned subsidiary of our legal predecessor, Diamond Eagle Acquisition Corp. (“DEAC”), a special purpose acquisition company. On April 23, 2020, DEAC consummated the transactions contemplated by the Business Combination Agreement (the “Business Combination”) dated December 22, 2019, as amended on April 7, 2020 and, in connection therewith, (i) DEAC merged with and into the Company, whereby the Company survived the merger and became the successor issuer to DEAC by operation of Rule 12g-3(a) promulgated under the Securities Exchange Act of 1934, as amended (the “Exchange Act”), (ii) the Company changed its name to “DraftKings Inc.,” (iii) the Company acquired DraftKings Inc., a Delaware corporation (“Old DK”), by way of a merger and (iv) the Company acquired all of the issued and outstanding share capital of SBTech (Global) Limited (“SBTech”). Upon consummation of the preceding transactions, Old DK and SBTech became wholly owned subsidiaries of the Company.

DraftKings is a digital sports entertainment and gaming company. The Company’s business-to-consumer (“B2C”) segment provides users with daily fantasy sports (“DFS”), sports betting (“Sportsbook”) and online casino (“iGaming”) products, as well as media and other online consumer product offerings. The Company’s business-to-business (“B2B”) segment is involved in the design, development and licensing of sports betting and casino gaming software for its Sportsbook and casino gaming products.

In May 2018, the Supreme Court (the “Court”) struck down on constitutional grounds the Professional and Amateur Sports Protection Act of 1992 (“PASPA”), a law that prohibited most states from authorizing and regulating sports betting. Since the Court’s decision, many states have legalized sports betting. As of December 31, 2021, 29 U.S. states, the District of Columbia and Puerto Rico have legalized some form of sports betting. Of those 31 legal jurisdictions, 23 have legalized online sports betting. Of those 23 jurisdictions, 18 are live, and DraftKings operates in 15 of them. The jurisdictions with statutes legalizing iGaming are Connecticut, Delaware, Michigan, New Jersey, Pennsylvania and West Virginia.

As of December 31, 2021, the Company operates online Sportsbooks in Arizona, Colorado, Connecticut, Illinois, Indiana, Iowa, Michigan, New Hampshire, New Jersey, Oregon (B2B), Pennsylvania, Tennessee, Virginia, West Virginia and Wyoming and has retail Sportsbooks in Colorado, Connecticut, Illinois, Iowa, Louisiana, Mississippi, New Hampshire, New Jersey and New York. As of December 31, 2021, the Company offers iGaming products in Connecticut, Michigan, New Jersey, Pennsylvania and West Virginia. The Company also has arrangements in place with land-based casinos to expand operations into additional states upon the passing of relevant legislation, the issuance of related regulations and the receipt of required licenses.

The novel coronavirus (“COVID-19”) has adversely impacted global commercial activity, disrupted supply chains and contributed to significant volatility in financial markets. Beginning in 2020 and continuing into 2021, the COVID-19 pandemic adversely impacted many different industries. The ongoing COVID-19 pandemic, including the emergence of new variants or strains of COVID-19, could have a continued material adverse impact on economic and market conditions and trigger a period of global economic slowdown. The rapid development and fluidity of this situation precludes any prediction as to the extent and the duration of the impact of COVID-19. The COVID-19 pandemic therefore presents material uncertainty and risk with respect to us and our performance and could affect our financial results in a materially adverse way.

Since the start of the COVID-19 pandemic, the primary impacts to the Company have been the suspension, cancellation and rescheduling of sports seasons and sporting events. Beginning in March 2020 and continuing into the first month of the third quarter of 2020, many sports seasons and sporting events, including the MLB regular season, domestic soccer leagues and European Cup competitions, the NBA regular season and playoffs, the NCAA college basketball tournament, the Masters golf tournament, and the NHL regular season and playoffs, were suspended or cancelled. Starting in the third quarter of 2020 and continuing into the fourth quarter of 2020, major professional sports leagues resumed their activities, many of which were held at limited or reduced capacity. MLB began its season after a three-month delay and also completed the World Series, the NHL resumed its season and completed the Stanley Cup Playoffs, the Masters golf tournament was held, most domestic soccer leagues resumed and several European cup competitions were held, and the NFL season began on its regular schedule. During this period, the NBA also resumed its season, completed the NBA Finals and commenced its 2020-2021 season. The suspension and alteration of sports seasons and sporting events in 2020 reduced customers’ use of, and spending on, the Company’s Sportsbook and DFS product offerings and caused the Company to issue refunds for canceled events. In the year ended

December 31, 2021, many sports seasons continued and most sporting events were held as planned (including sporting events postponed from 2020), including the NFL regular season, the NFL Playoffs and Superbowl LV, MLB regular season and the World Series, the NBA regular season and NBA playoffs, the NHL regular season and the NHL Stanley Cup, the NASCAR Cup Series, various NCAA football bowl games, the NCAA college basketball season and tournament, and the UEFA European Football Championship. The return of major sports and sporting events generated significant user interest and activity in our Sportsbook and DFS product offerings. However, the possibility remains that sports seasons and sporting events may be suspended, cancelled or rescheduled due to COVID-19 outbreaks.

The Company's revenue varies based on sports seasons and sporting events amongst other factors, and cancellations, suspensions or alterations resulting from COVID-19 have the potential to adversely affect its revenue, possibly materially. However, the Company's product offerings that do not rely on sports seasons and sporting events, such as iGaming, may partially offset this adverse impact on revenue.

A significant or prolonged decrease in consumer spending on entertainment or leisure activities would also likely have an adverse effect on demand for the Company's product offerings, reducing cash flows and revenues, and thereby materially harming the Company's business, financial condition and results of operations. In addition, a materially disruptive resurgence of COVID-19 cases or the emergence of additional variants or strains of COVID-19 could cause other widespread or more severe impacts depending on where infection rates are highest. As steps taken to mitigate the spread of COVID-19 necessitated a shift away from a traditional office environment for many employees, the Company implemented business continuity programs to ensure that employees were safe and that the business continued to function with minimal disruptions to normal work operations while employees worked remotely. The Company will continue to monitor developments relating to disruptions and uncertainties caused by COVID-19.

2. Summary of Significant Accounting Policies and Practices

Basis of Presentation and Principles of Consolidation

The accompanying consolidated financial statements are presented in conformity with accounting principles generally accepted in the United States of America ("U.S. GAAP") and pursuant to the rules and regulations of the Securities and Exchange Commission ("SEC"). The consolidated financial statements include the accounts and operations of the Company and its wholly owned subsidiaries. All intercompany accounts and transactions are eliminated upon consolidation. Certain amounts, which are not material, in the prior years' consolidated financial statements have been reclassified to conform to the current year presentation.

Pursuant to the Business Combination, the merger between a subsidiary of DEAC and Old DK was accounted for as a reverse recapitalization in accordance with U.S. GAAP (the "Reverse Recapitalization"). Under this method of accounting, DEAC was treated as the "acquired" company for financial reporting purposes. Accordingly, for accounting purposes, the Reverse Recapitalization was treated as the equivalent of Old DK issuing stock for the net assets of DEAC, accompanied by a recapitalization. The net assets of DEAC are stated at historical cost, with no goodwill or other intangible assets recorded. The consolidated assets, liabilities and results of operations prior to the Reverse Recapitalization are those of Old DK. The shares and corresponding capital amounts and earnings per share available for common stockholders, prior to the Business Combination, have been retroactively restated as shares reflecting the exchange ratio established in the Business Combination. Further, Old DK was determined to be the accounting acquirer in the SBTech Acquisition, as such, the acquisition is considered a business combination under Accounting Standards Codification ("ASC"), Topic 805, *Business Combinations*, ("ASC 805") and was accounted for using the acquisition method of accounting. DraftKings recorded the fair value of assets acquired and liabilities assumed from SBTech. The presented financial information for the year ended December 31, 2020 includes the financial information and activities for SBTech for the period from April 24, 2020 to (and including) December 31, 2020.

Prior to the second quarter of 2021, the Company (a) included changes in "cash reserved for users" as a component within the change in operating assets and liabilities on its condensed consolidated statement of cash flows as the Company historically viewed the change in cash reserved for users as offsetting the change in player liabilities and (b) presented "cash reserved for users" separate from cash and cash equivalents on the condensed consolidated balance sheet.

Beginning with the second quarter of 2021, to reflect the Company's total cash position ("cash and cash equivalents" and "cash reserved for users") and to conform to Accounting Standards Update ("ASU") 2016-18, *Statement of Cash Flows (Topic 230) — Restricted Cash*, the Company revised its presentation to exclude changes in "cash reserved for users" from the "change in operating assets and liabilities" and instead present the total balance as a component of cash and cash equivalents and restricted cash on its condensed consolidated statement of cash flows.

This revision does not have a material impact on the Company's presentation of cash flows as the change in cash reserved for users will continue to be presented as a supplemental disclosure in the consolidated statement of cash flows. In addition, the Company will continue to present cash reserved for users as a separate line item on the Company's condensed consolidated balance sheet.

These revisions have no impact on the Company's previously reported consolidated statements of operations or consolidated balance sheets, including the Company's cash and cash equivalents and cash reserved for user balances. Prior period amounts have been revised to conform to the current period presentation.

The following table presents the consolidated statement of cash flows line items after giving effect to the revision of presentation as discussed above for 2020 and 2019.

	Year ended December 31, 2020			Year ended December 31, 2019		
	Reported	Adjustments	Revised	Reported	Adjustments	Revised
Adjustments to reconcile net loss to net cash flows used in operating activities:						
Change in operating assets and liabilities, net of effect of business combinations:						
Cash reserved for users	\$ (143,718)	\$ 143,718	\$ —	\$ (32,302)	\$ 32,302	\$ —
Net cash flows used in operating activities	(337,875)	143,718	(194,157)	(78,880)	32,302	(46,578)
Net increase (decrease) in cash, cash equivalents and restricted cash	1,740,725	143,718	1,884,443	(41,375)	32,302	(9,073)
Cash and cash equivalents and restricted cash at the beginning of period	76,533	144,000 (a)	220,533	117,908	111,698 (b)	229,606
Cash and cash equivalents and restricted cash, end of period	\$ 1,817,258	\$ 287,718	\$ 2,104,976	\$ 76,533	\$ 144,000	\$ 220,533

(a) Represents the cash reserved for user balance as of December 31, 2019 as previously included in the Company's 2020 Annual Report filed with the SEC.

(b) Represents the cash reserved for user balance as of December 31, 2018 as previously included in the Company's Form S-1 filed with the SEC on October 6, 2020.

Comprehensive Loss

Comprehensive loss consists of foreign currency translation adjustments related to the effect of foreign exchange on the value of our assets and liabilities denominated in Euros. The translation gain or loss is included in the consolidated statements of comprehensive loss.

Foreign Currency

Our reporting currency is the U.S. dollar while the functional currency of the Company's significant non-U.S. subsidiaries is the Euro. The financial statements of the Company's significant non-U.S. subsidiaries are translated into United States dollars in accordance with ASC 830, *Foreign Currency Matters*, using period-end rates of exchange for assets and liabilities, and average rates of exchange for the period for revenues, costs and expenses and historical rates for equity. During 2021, 2020 and 2019, foreign currency transactions did not significantly impact net income.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Significant estimates and assumptions reflected in the financial statements relate to and include, but are not limited to, the valuation and expensing of equity awards, accounting for contingencies and uncertainties, purchase price allocations, including fair value estimates of intangible assets, the estimated useful lives of fixed assets and intangible assets, internally developed software costs and accrued expenses.

Going Concern

Based on anticipated spend and cash received from the Business Combination, exercise of certain warrants, the June 2020 and October 2020 follow-on equity offerings, the issuance of convertible notes in March 2021 and the timing of expenditure assumptions, the Company currently expects that its cash will be sufficient to fund its operating expenses and capital expenditure requirements for at least 12 months after February 18, 2022. The Company has experienced operating losses and negative operating cash flows for the years ended December 31, 2021, 2020 and 2019. While certain geographies may experience improved cash flow, the Company expects to continue to incur annual operating losses and annual negative operating cash flow for the foreseeable future.

Concentration Risks and Uncertainties

Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of operating cash and cash equivalents and cash reserved for users. The Company maintains separate accounts for cash and cash reserved for users primarily across four financial institutions. Some amounts exceed federally insured limits with the majority of cash held in one financial institution. Management believes all financial institutions holding its cash are of high credit quality and does not believe the Company is subject to unusual credit risk beyond the normal credit risk associated with commercial banking relationships.

The Company relies on a limited number of vendors to support operations. In particular, a single vendor is currently the primary provider of web services that allows the Company to host its sports betting, iGaming and daily fantasy sports offerings. Any interruption in the services provided by this supplier could have a material adverse effect on its business, financial condition and results of operations.

The Company's growth prospects and market potential will depend on its ability to obtain and maintain licenses to operate in a number of jurisdictions and if the Company fails to obtain and maintain such licenses its business, financial condition, results of operations and prospects could be impaired.

Business Combinations

The Company accounts for business combinations under the acquisition method of accounting, in accordance with ASC 805, which requires assets acquired and liabilities assumed to be recognized at their fair values as of the acquisition date. Any fair value of purchase consideration in excess of the fair value of the assets acquired less liabilities assumed is recorded as goodwill. The fair values of the assets acquired and liabilities assumed are determined based upon the valuation of the acquired business and involve management making significant estimates and assumptions.

Cash and cash equivalents

Cash and cash equivalents consist of highly liquid, unrestricted savings, money market funds, checking and other bank accounts.

Cash Reserved for Users

The Company maintains separate bank accounts to segregate users' funds from operational funds. In certain regulated jurisdictions, user funds are held by DK Player Reserve, LLC, a Delaware limited liability company and wholly owned subsidiary of the Company, which was organized for the purpose of protecting users' funds in the event of creditor claims.

Receivables Reserved for Users

Receivables for user deposits not yet received are stated at the amount the Company expects to collect from a payment processor, which includes an allowance for credit losses if appropriate. These receivables arise, primarily, due to process timing between when a user deposits and when the Company receives that deposit from the payment processor. Receivables also arise due to the securitization policies of certain payment processors. The allowance for credit losses is determined based on the Company's assessment of the probability of the non-payment of the receivable. This provision is netted against the receivable balance with the loss being recognized within general and administrative expenses in the consolidated statements of operations. The provision at December 31, 2021 and December 31, 2020 did not have a material impact on the Company's consolidated financial statements.

Accounts Receivables

Accounts receivables are recorded at amortized cost, less any allowance for credit losses. The allowance for credit losses is determined based on the Company's assessment of the probability of non-payment of the receivable. This provision is netted against the receivable balance with the loss being recognized within general and administrative expenses in the consolidated statements of operations. The provision at December 31, 2021 and December 31, 2020 did not have a material impact on the Company's consolidated financial statements.

Property and Equipment, Net

Property and equipment are carried at cost, net of accumulated depreciation. Depreciation is computed utilizing the straight-line method over the estimated useful life of the asset. Leasehold improvements depreciation is computed over the shorter of the lease term or estimated useful life of the asset. Additions and improvements are capitalized, while repairs and maintenance are expensed as incurred. Useful lives of each asset class are generally as follows:

Computer equipment and software	3 years
Furniture and fixtures	7 years
Leasehold improvements	Lesser of the lease terms or the estimated useful lives of the improvements, generally 1–10 years

Intangible Assets, Net

The Company's intangible assets consist of developed technology, customer relationships, internally-developed software, gaming licenses, trademarks and tradenames and digital assets. The related amortization expense is classified as cost of revenue in the consolidated statements of operations. Estimates and assumptions that we must make in estimating the fair value of future acquired technology, user lists and other identifiable intangible assets include future cash flows that we expect to generate from the acquired assets.

Developed Technology

Developed technology primarily relates to the design and development of sports betting and casino gaming software for online and retail sportsbook and casino gaming products acquired from SBTech and other acquisitions and recorded at fair value at the date of acquisition.

Customer Relationships

Customer (or "user") relationships are finite-lived intangible assets which are amortized over their estimated economic lives. Customer relationships are generally recognized as the result of business combinations.

Internally Developed Software

Software that is developed for internal use is accounted for pursuant to ASC 350-40, *Intangibles, Goodwill and Other—Internal-Use Software*. Qualifying costs incurred to develop internal-use software are capitalized when (i) the preliminary project stage is completed, (ii) management has authorized further funding for the completion of the project and (iii) it is probable that the project will be completed and perform as intended. These capitalized costs include compensation for employees who develop internal-use software and external costs related to development of internal use software. Capitalization of these costs ceases once the project is substantially complete and the software is ready for its intended purpose. Internally developed software is amortized using the straight-line method over an estimated useful life. All other expenditures, including those incurred in order to maintain an intangible asset's current level of performance, are expensed as incurred.

Gaming Licenses

The Company incurs fees in connection with applying for and maintaining good standing in jurisdictions via business licenses. Fees incurred in connection with the application and subsequent renewals are capitalized and amortized using the straight-line method over an estimated useful life. In certain arrangements, the Company enters into agreements to operate on a business partner's license in exchange for upfront fees. These fees are capitalized and amortized over the shorter of their expected benefit under the partnership agreement or estimated useful life.

Trademarks and Tradenames

The Company incurs fees in connection with applying for and maintaining trademarks and tradenames as well as trademarks and tradenames resulting from acquisitions. Fees incurred in connection with the application and subsequent renewals are capitalized and amortized using the straight-line method over an estimated useful life.

Digital Assets

The Company has purchased certain digital assets, including crypto currencies, with cash that is not required to currently support its operations. The Company accounts for digital assets in accordance with ASC 350, *Intangibles—Goodwill and Other (Topic 350)*. Accordingly, if the fair market value at any point during the reporting period is lower than the carrying value an impairment loss equal to the difference will be recognized in the consolidated statement of operations. If the fair market value at any point during the reporting period is higher than the carrying value the basis of the digital assets will not be adjusted to account for this increase. Gains on digital assets, if any, will be recognized upon sale or disposal of the assets.

Impairment of Long-Lived Assets

Long-lived assets, except for goodwill, consist of property and equipment and finite-lived acquired intangible assets, such as internal-use software, developed software, gaming licenses, trademarks, tradenames and customer relationships. Long-lived assets, except for goodwill, are tested for recoverability whenever events or changes in business circumstances indicate that the carrying amount of the asset may not be fully recoverable. Impairment expense is recognized to the extent an asset's expected undiscounted future cash flows are less than the asset's carrying amount. The Company determined that long-lived assets were not significantly impaired 2021, 2020 or 2019.

Goodwill

The Company's business is classified into three reporting units: B2C, Media and B2B. In testing goodwill for impairment, the Company has the option to begin with a qualitative assessment, commonly referred to as "Step 0," to determine whether it is more likely than not that the fair value of a reporting unit containing goodwill is less than its carrying value. This qualitative assessment may include, but is not limited to, reviewing factors such as macroeconomic conditions, industry and market considerations, cost factors, entity-specific financial performance and other events, such as changes in the Company's management, strategy and primary user base. If the Company determines that it is more likely than not that the fair value of a reporting unit is less than its carrying value, the Company performs a quantitative goodwill impairment analysis by comparing the carrying amount to the fair value of the reporting unit. If the carrying amount exceeds the fair value, goodwill will be written down to the fair value and recorded as impairment expense in the consolidated statements of operations. The Company performs its impairment testing annually and when circumstances change that would more likely than not reduce the fair value of a reporting unit below its carrying value. The Company performed its annual impairment assessment of goodwill as of October 1, 2021 and concluded that goodwill was not impaired.

Equity Method Investment

The Company has a 49.9% membership interest in DKFS, LLC, also known as DRIVE by DraftKings as of December 31, 2021. In addition, the Company has committed to invest up to \$17.5 million into DBDK Venture Fund I, LP, a Delaware limited partnership and a subsidiary of DKFS LLC. As of December 31, 2021, the Company had invested a total of \$3.5 million of the total commitment, which represents ownership of approximately 28.6% in the fund.

The Company uses the equity method to account for investments in which the Company has the ability to exercise significant influence over the operating and financial policies of the investee, but does not exercise control and is not the primary beneficiary. The Company's judgment regarding its level of influence over the equity method investee includes considering key factors, such as ownership interest, representation on the board of directors, and participation in policy-making decisions. The Company's carrying value in the equity method investee is reflected in the caption "Equity method investment" on the consolidated balance sheets. Changes in value of DKFS, LLC and DBDK Venture Fund I, LP are recorded in "(Gain) Loss from equity method investment" on the consolidated statements of operations.

Under the equity method, the Company's investment is initially measured at cost and subsequently increased or decreased to recognize the Company's share of income and losses of the investee, capital contributions and distributions and impairment losses. The Company performs a qualitative assessment annually and recognizes an impairment if there are sufficient indicators that the fair value of the investment is less than carrying value.

Leases

The Company leases certain office spaces, equipment and vehicles and recognizes lease expense on a straight-line basis over the initial term of the lease unless external economic factors exist such that renewals are reasonably certain. In those instances, the renewal period would be included in the lease term to determine the period in which to recognize the lease expense.

Leases for periods through December 31, 2019 were reported under ASC 840, *Leases (Topic 840)* (“ASC 840”), including the disclosure requirements. The Company recognizes rent expense on operating leases on a straight-line basis over the non-cancellable lease term. Operating leases with landlord-funded leasehold improvements are considered tenant allowances and are amortized as a reduction of rent expense over the non-cancellable lease term. Deferred rent liability, which is calculated as the difference between contractual lease payments and the rent expense, is recorded in accounts payable and accrued expenses and other long-term liabilities in the consolidated balance sheets.

The Company adopted Accounting Standards Update (“ASU”) 2016-2, *Leases (Topic 842)* (“ASU 2016-2”), using the alternative transition method provided in ASU 2018-11, *Leases (Topic 842)* (“ASU 2018-11”): Targeted Improvements as of January 1, 2020 at December 31, 2020. Using the alternative transition method, the Company applied the transition requirements at the effective date of ASU 2016-2.

The Company elected the package of practical expedients permitted under the transition guidance within the new lease standard. In addition, the Company has elected to apply the practical expedient to combine lease and related non-lease components, for all classes of underlying assets, and account for the combined contract as a lease component, as well as the election was made to apply the short-term lease recognition exemption.

Warrant Liabilities

As part of DEAC’s initial public offering on May 14, 2019, DEAC issued 13.3 million warrants where each whole warrant entitles the holder to purchase one share of Class A common stock at an exercise price of \$11.50 per share (the “Public Warrants”). Simultaneously with the closing of the IPO, DEAC completed the private sale of 6.3 million warrants to DEAC’s sponsor at a purchase price of \$1.50 per warrant (the “Private Warrants”). Each Private Warrant allows the sponsor to purchase one share of Class A common stock at \$11.50 per share. The Private Warrants and the shares of common stock issuable upon the exercise of the Private Warrants are not transferable, assignable or salable until after the completion of a Business Combination, subject to certain limited exceptions. Additionally, the Private Warrants are exercisable for cash or on a cashless basis, at the holder’s option, and are non-redeemable so long as they are held by the initial purchasers or their permitted transferees. If the Private Warrants are held by someone other than the initial purchasers or their permitted transferees, the Private Warrants will be redeemable by the Company and exercisable by such holders on the same basis as the Public Warrant.

The Company classified the Warrants pursuant to ASC 815 as derivative liabilities with subsequent changes in their respective fair values recognized in the consolidated statement of operations at each reporting date.

Liabilities to Users

The Company records liabilities for user account balances. User account balances consist of user deposits, most promotional awards and user winnings less user withdrawals, tax withholdings and user losses. Cash reserved for users and receivables reserved for users equal or exceed the Company’s liabilities to users at all times.

Loss Contingencies

The Company’s loss contingencies, which are included within other long-term liabilities in the consolidated balance sheets, are uncertain by nature and their estimation requires significant management judgment as to the probability of loss and estimation of the amount of such loss. These contingencies include, but may not be limited to, indirect taxes, regulatory investigations and proceedings and management’s evaluation of complex laws and regulations, and the extent to which they may apply to our business and industry.

The Company regularly reviews its contingencies to determine whether the likelihood of loss is probable and to assess whether a reasonable estimate of the loss can be made. Determination of whether a loss estimate can be made is a complex undertaking that considers the judgement of management, third-party research, the prospect of negotiation and interpretations

by regulators and courts, among other information. When a loss is determined to be probable, and the amount of the loss can be reasonably estimated, an estimated contingent liability is recorded.

Revenue Recognition

Effective January 1, 2019, the Company adopted ASC Topic 606, *Revenue from Contracts with Customers* (“ASC 606”), using the modified retrospective method for all contracts not completed as of the date of adoption. ASC 606 requires companies to recognize revenue in a way that depicts the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. In addition, the standard requires more detailed disclosures to enable readers of the financial statements to understand the nature, amount, timing and uncertainty of revenue and cash flows arising from contracts with customers. The cumulative effect of the adoption was immaterial to the consolidated financial statements. See Note 10 – Revenue Recognition for further details.

The Company determines revenue recognition through the following steps:

- Identify the contract, or contracts, with the customer;
- Identify the performance obligations in the contract;
- Determine the transaction price;
- Allocate the transaction price to performance obligations in the contract; and
- Recognize revenue when, or as, the Company satisfies performance obligations by transferring the promised good or services.

The Company is currently engaged in the business of digital sports entertainment and gaming and provides its users with online gaming opportunities. The Company also provides online sportsbook and casino operators with technical infrastructure as well as related services with respect to its direct customers and distributors. The following is a description of the Company’s revenue streams:

Online Gaming

DFS is a peer-to-peer product in which users compete against one another for prizes. Users pay an entry fee to join a DFS contest and compete for prizes, which are distributed to the highest performing competitors in each contest as defined by each contest’s prize table. DFS revenue is generated from contest entry fees from users, net of prizes and customer incentives awarded to users.

Sportsbook or sports betting involves a user wagering money on an outcome or series of outcomes occurring. When a user’s wager wins, the Company pays the user a pre-determined amount known as fixed odds. Sportsbook revenue is generated by setting odds such that there is a built-in theoretical margin in each sports wagering opportunity offered to users. Sportsbook revenue is generated from users’ wagers net of payouts made on users’ winning wagers and incentives awarded to users.

iGaming, or online casino, typically includes digital versions of wagering games available in land-based casinos, such as blackjack, roulette and slot machines. For these offerings, the Company functions similarly to land-based casinos, generating revenue through hold, as users play against the house. iGaming revenue is generated from user wagers net of payouts made on users’ winning wagers and incentives awarded to users.

DFS, Sportsbook and iGaming, each as described above, create a single performance obligation for the Company to operate contests or games and award prizes or payouts to users based on results. Revenue is recognized at the conclusion of each contest, wager, or wagering game hand. Incentives can be used across online gaming products. Additionally, certain incentives given to customers create material rights and represent separate performance obligations. User incentives in certain cases create liabilities when awarded to players and in those cases are generally recognized as revenue upon redemption.

Gaming software

The Company contracts with business customers to provide sports and casino betting software solutions. Gaming software revenue is recognized when control of the solutions is transferred to the customer in an amount that reflects the consideration to which the Company expects to be entitled in exchange for providing control of the sports betting and casino software.

The Company's direct customer contract revenue is generally calculated as a percentage of the wagering revenue generated by the business customer using our software and is recognized in the periods in which those wagering and related activities conclude. In contrast, the Company provides distributors with the right to resell the Company's software-as-a-service offering to their clients, using their own infrastructure. In reseller arrangements, revenue is generally calculated via a fixed monthly fee and an additional monthly fee which varies based on the number of gaming operators to whom each reseller sub-licenses the Company's software. Our direct customer arrangements do not provide the customers with the right to take possession of our software, but only the right to purchase access to the Company's sports and casino wagering software for a defined contractual period. In reseller arrangements, as opposed to direct customer arrangements, the resellers purchase a software license which enables them to install, host, and serve their operators' base using the Company's software. As of December 31, 2021, we no longer had agreements with any resellers.

Non-fungible token ("NFT") content

We launched DraftKings Marketplace ("Marketplace") during the third quarter of 2021. Marketplace is a digital collectibles (non-fungible token or "NFT") ecosystem designed for mainstream accessibility that offers curated initial NFT drops ("Primary Sales"). In addition to the Primary Sales, owners of NFTs on Marketplace can list their NFTs for sale to other Marketplace customers ("Secondary Sales"). The revenue we earn is based on a specific percentage of the gross value of each Primary Sale or Secondary Sale. The revenue is recognized for each sale when the NFT transfers to the end user. In addition, the Company signed a strategic agreement (the "Strategic Agreement") with a privately-held content development company (the "Entity"). Certain officers of the Company are members of the Entity's board of advisors and certain officers and directors of the Company are shareholders of the Entity. In connection with the Strategic Agreement, the Company has exclusive distribution rights for the Entity's sports-related NFT content.

Transaction Price Considerations

Variability in the transaction price arises primarily due to market-based pricing, cash discounts, revenue sharing and usage-based fees. DraftKings offers loyalty programs, free plays, deposit bonuses, discounts, rebates and other rewards and incentives to its customers. Revenue for DFS, Sportsbook and iGaming is collected prior to the contest or event and is fixed once the outcome is known. Prizes paid and payouts made to users are recognized when awarded to the player.

Contracts with customers may include multiple performance obligations. For such arrangements, the transaction price is allocated to performance obligations on a relative standalone selling price basis. Standalone selling prices are estimated based on observable data of the Company's sales of such products and services to similar customers and in similar circumstances on a standalone basis. For Online Gaming, which includes DFS, Sportsbook and iGaming, the Company allocates a portion of the transaction price to certain customer incentives that create material future customer rights. In addition, in the event of a multi-stage contest, the Company will allocate transaction price ratably from contest start to the contest's final stage.

Certain costs to obtain or fulfill contracts

Under ASC 606, certain costs to obtain or fulfill a contract with a customer must be capitalized, to the extent recoverable from the associated contract margin, and subsequently amortized as the products or services are delivered to the customer. These costs are capitalized as contract acquisition costs and are amortized over the period of benefit to the customer. For the Company, the period of benefit is typically less than or equal to 1 year. As such, the Company applied the practical expedient and contract acquisition costs are expensed immediately. Customer contract costs which do not qualify for capitalization as contract fulfillment costs are expensed as incurred.

Contract balances

Contract assets and liabilities represent the differences in the timing of revenue recognition from the receipt of cash from the Company's customers and billings to those customers. Contract assets reflect revenue recognized and performance obligations satisfied in advance of customer billing.

Deferred revenue relates to payments received in advance of the satisfaction of performance under the contract. The Company maintains various programs to incentivize user behaviors, which allows users to earn awards. Incentive awards generally represent a material right to the user, and awards may be redeemed for future services. Incentive awards earned by users, but not yet redeemed, are generally recognized as a reduction to revenue and included within liabilities to users on the consolidated balance sheets. When a user redeems most types of awards, the Company recognizes revenue on the consolidated statements of operations.

Certain player awards are not subject to expiration or have not been expired historically, on such awards the Company recognizes breakage (for amounts not expected to be redeemed) to the extent there is no requirement for remitting such balances to regulatory agencies.

Cost of Revenue

Cost of revenue consists primarily of variable costs. These include mainly (i) payment processing fees and chargebacks, (ii) product taxes, (iii) platform costs directly associated with revenue-generating activities, including those costs that were originally capitalized for internally developed software, (iv) revenue share / market access arrangements, and (v) feed / provider services. The Company incurs payment processing fees on user deposits, withdrawals and deposit reversals from payment processors (“chargebacks”). Chargebacks have not been material to date. Cost of revenue also includes expenses related to the distribution of our services, amortization of intangible assets and compensation of revenue associated personnel.

Sales and Marketing

Sales and marketing expenses consist primarily of expenses associated with advertising, conferences, costs related to free to play contests, rent and facilities maintenance, and the compensation of sales and marketing personnel, including stock-based compensation expenses. Advertising costs are expensed as incurred and are included in sales and marketing expense in the consolidated statements of operations. Advertising costs include those costs associated with communicating with potential customers and generally use some form of media, such as internet, radio, print, television, or billboards. Advertising costs also include costs associated with strategic league and team partnerships. During the years ended December 31, 2021, 2020 and 2019, advertising costs in accordance with U.S. GAAP were \$831.1 million, \$430.4 million and \$152.2 million, respectively.

Product and Technology

Product and technology expenses consist primarily of research and development costs that are not capitalized and other costs not associated directly with revenue generating activities. Research and development costs primarily represent employee expenses (including stock-based compensation) for engineering product, design, analytical research and project management incurred for non-revenue generating activities. Other costs include related overhead for rent, facilities maintenance, third party software licenses and consulting services.

General and Administrative

General and administrative expenses consist of costs not related to sales and marketing, product and technology or revenue. General and administrative costs include professional services (including legal, regulatory, audit, accounting, lobbying and services related to acquisitions), rent and facilities maintenance, contingencies, insurance, allowance for credit losses, depreciation of leasehold improvements and furniture and fixtures and costs related to the compensation of executive and non-executive personnel, including stock-based compensation.

Benefit Plans

The Company maintains a defined contribution plan, which covers a majority of employees. The plan allows for employee salary deferrals, which are matched at our discretion. The Company contributions to these plans were \$6.7 million in 2021. These costs were not significant to the Company's consolidated financial statements in 2020 or 2019.

Stock-based Compensation

The Company measures compensation expense for stock options and other stock awards in accordance with ASC 718, *Compensation—Stock Compensation*. Stock-based compensation is measured at fair value on grant date and recognized as compensation expense over the requisite service period. Generally, the Company issues stock options and other stock awards to employees with service-based and/or performance-based vesting conditions. For awards with only service-based vesting conditions, the Company records compensation cost for these awards using the straight-line method less an assumed forfeiture rate. For awards with performance-based vesting conditions, the Company recognizes compensation cost on a tranche-by-tranche basis (the accelerated attribution method) less an assumed forfeiture rate.

Under the provisions of ASC 505-50, *Equity-Based Payments to Non-Employees*, the Company measures stock-based awards granted to non-employees at the earlier of: (i) the performance commitment date, or (ii) the date the services required under the arrangement have been completed. Compensation expense is recognized over the period during which services are

rendered by non-employees until service is completed. At the end of each financial reporting period, for share based payments issued in lieu of cash prior to completion of the service, the fair value of these awards is remeasured using the then-current fair value of the Company's common stock.

Income Taxes

The Company accounts for income taxes using the asset and liability method, which requires the recognition of deferred tax assets and liabilities for the expected future tax consequences of events that have been recognized in the consolidated financial statements or in the Company's tax returns. Deferred tax assets and liabilities are determined on the basis of the differences between U.S. GAAP treatment and tax treatment of assets and liabilities using enacted tax rates in effect for the year in which the differences are expected to reverse. Changes in deferred tax assets and liabilities are recorded in the provision for income taxes. The Company assesses the likelihood that its deferred tax assets will be recovered from future taxable income and, to the extent it believes, based upon the weight of available evidence, that it is more likely than not that all or a portion of the deferred tax assets will not be realized, a valuation allowance is established through a charge to income tax expense. Potential for recovery of deferred tax assets is evaluated by considering taxable income in carryback years, existing taxable temporary differences, prudent and feasible tax planning strategies and estimated future taxable profits.

The Company accounts for uncertainty in income taxes recognized in the consolidated financial statements by applying a two-step process to determine the amount of tax benefit to be recognized. First, the tax position must be evaluated to determine the likelihood that it will be sustained upon external examination by the taxing authorities. If the tax position is deemed more-likely-than-not to be sustained, the tax position is then assessed to determine the amount of benefit to recognize in the consolidated financial statements. The amount of the benefit that may be recognized is the largest amount that has a greater than 50% likelihood of being realized upon ultimate settlement. The provision for income taxes includes the effects of any resulting tax reserves, or unrecognized tax benefits, that are considered appropriate, as well as the related net interest and penalties.

Earnings (loss) per share

Basic earnings (loss) per share is calculated using the two-class method. Under the two-class method, basic earnings (loss) is computed by dividing net income (loss) available to common stockholders by the weighted-average number of common shares outstanding during the period excluding the effects of any potentially dilutive securities. The weighted-average number of common shares outstanding during the period includes Class A common stock but is exclusive of Class B common stock as these shares have no economic or participating rights. Diluted earnings (loss) per share is computed similar to basic earnings (loss) per share, except that the denominator is increased to include the number of additional common shares that would have been outstanding if potential common shares had been issued if such additional common shares were dilutive. Since the Company had net losses for all the periods presented, basic and diluted earnings (loss) per share are the same, and additional potential common shares have been excluded, as their effect would be anti-dilutive.

Recently Adopted Accounting Pronouncements

In August 2020, the Financial Accounting Standards Board ("FASB") issued ASU 2020-06, *Debt — Debt with Conversion and Other Options (Subtopic 470-20) and Derivatives and Hedging — Contracts in Entity's Own Equity (Subtopic 815-40)* ("ASU 2020-06") to simplify accounting for certain financial instruments. ASU 2020-06 eliminates the current models that require separation of beneficial conversion and cash conversion features from convertible instruments and simplifies the derivative scope exception guidance pertaining to equity classification of contracts in an entity's own equity. The new standard also introduces additional disclosures for convertible debt and freestanding instruments that are indexed to and settled in an entity's own equity. ASU 2020-06 amends the diluted earnings per share guidance, including the requirement to use the if-converted method for all convertible instruments. ASU 2020-06 is effective January 1, 2022 and should be applied on a full or modified retrospective basis, with early adoption permitted beginning on January 1, 2021. The Company elected to early adopt the new standard as of January 1, 2021 using the modified retrospective approach. In the first quarter of 2021, the Company issued convertible senior notes, whereby the entire proceeds from issuance were recognized as a liability, net of any lender fees and debt financing costs, on our condensed consolidated balance sheet. Please refer to Note 7 included herein for additional information.

In December 2019, the FASB issued ASU 2019-12, *Income Taxes—Income Taxes (Topic 740): Simplifying the Accounting for Income Taxes* ("ASU 2019-12"). ASU 2019-12 simplifies the accounting for income taxes by removing certain exceptions to the general principles in Topic 740. The amendments also improve consistent application of and simplify U.S. GAAP for other areas of Topic 740 by clarifying and amending existing guidance. ASU 2019-12 is effective for public business entities for fiscal years, and interim periods within those fiscal years, beginning after December 15, 2020. The Company adopted this

standard as of January 1, 2021. The adoption of this standard did not have a material impact on the Company's consolidated financial statements and related disclosures.

Recently Issued Accounting Pronouncements Not Yet Adopted

In October 2021, the FASB issued ASU 2021-08, *Business Combinations (Topic 805): Accounting for Contract Assets and Contract Liabilities from Contracts with Customers*, which requires an acquirer in a business combination to recognize and measure contract assets and contract liabilities in accordance with Accounting Standards Codification Topic 606. ASU 2021-08 is effective for fiscal years beginning after December 15, 2022 and early adoption is permitted. While the Company is continuing to assess the timing of adoption and the potential impacts of ASU 2021-08, it does not expect ASU 2021-08 to have a material effect, if any, on its consolidated financial statements.

3. Business Combinations

Vegas Sports Information Network, Inc. ("VSiN") Acquisition

On March 26, 2021, the Company acquired 100% of the equity of Vegas Sports Information Network, Inc. ("VSiN"). The following summarizes the consideration transferred at closing for the VSiN acquisition:

Cash consideration	\$	40,599
Share consideration (1)		29,399
Total consideration	\$	69,998

(1) Represents the issuance of 0.5 million shares of the Company's Class A common stock at a fair value of \$63.60 per share to the former stockholders of VSiN.

The acquired assets and assumed liabilities of VSiN were recorded at their estimated fair values. The purchase price allocation for the VSiN acquisition was finalized as of December 31, 2021 and reflects appropriate adjustments from the preliminary amounts previously reported. Goodwill recognized is not deductible for tax purposes.

The purchase price of the VSiN acquisition was allocated as follows:

Operating lease right-of-use assets	\$	6,120
Intangible assets		21,758
Other assets		4,516
Liabilities		(9,611)
Goodwill		47,215
Total	\$	69,998

Goodwill represents the excess of the gross considerations transferred over the fair value of the underlying net assets acquired and liabilities assumed. Goodwill associated with the VSiN acquisition is assigned as of the acquisition date to the Company's Media reporting unit.

The intangible assets acquired as part of the VSiN acquisition were as follows:

	Fair Value	Weighted-Average Useful Life (in years)
Developed technology - software	\$ 558	3.0
Customer relationships	1,200	3.0
Trademarks and trade names	20,000	5.0
Total	\$ 21,758	

As VSiN's financial results are not material to the Company's condensed consolidated financial statements, the Company has elected to not include pro forma results.

Blue Ribbon Software Ltd. (“Blue Ribbon”) Acquisition

On April 1, 2021, the Company acquired 100% of the equity of Blue Ribbon for \$17.8 million of cash and approximately \$3.8 million of the Company’s Class A common stock (the “Blue Ribbon Acquisition”). The acquired assets and assumed liabilities of Blue Ribbon were recorded at their estimated fair values. The purchase price allocation for the Blue Ribbon acquisition was finalized as of December 31, 2021.

SBTech Acquisition

As discussed in Note 1, on April 23, 2020 DEAC consummated the transactions contemplated by the Business Combination Agreement, dated December 22, 2019 as amended on April 7, 2020 and, in connection therewith, (i) DEAC merged with and into the Company, whereby the Company survived the merger (the “DK Merger”) and became the successor issuer to DEAC by operation of Rule 12g-3(a) promulgated under the Exchange Act, (ii) the Company changed its name to “DraftKings Inc.,” (iii) the Company acquired Old DK by way of a merger and (iv) the Company acquired all of the issued and outstanding share capital of SBTech (the “SBTech Acquisition”). Upon consummation of the foregoing transactions, Old DK and SBTech became wholly owned subsidiaries of the Company. Under ASC 805, Old DK was deemed the accounting acquirer based on the following predominant factors: its former owners have the largest portion of voting rights in the Company, the Board and Management have more individuals coming from Old DK than either DEAC or SBTech, Old DK was the largest entity by revenue and by assets at the time of the Business Combination, and the headquarters of the Company is Old DK’s headquarters which is located in Boston, Massachusetts.

The DK Merger was accounted for as a reverse recapitalization, in accordance with U.S. GAAP. Under this method of accounting, DEAC was treated as the “acquired” company for financial reporting purposes. Accordingly, for accounting purposes, the Reverse Recapitalization was treated as the equivalent of Old DK issuing stock for the net assets of DEAC, accompanied by a recapitalization. The net assets of DEAC are stated at historical cost with no goodwill or other intangible assets recorded. The consolidated assets, liabilities and results of operations prior to the Reverse Recapitalization are those of Old DK. Reported shares and earnings per share available to holders of the Company’s common stock, prior to the Business Combination, have been retroactively restated as shares reflecting the exchange ratio established in the Business Combination. Further, Old DK was determined to be the accounting acquirer in the SBTech Acquisition. As such, the SBTech Acquisition was treated as a business combination under ASC 805, and was accounted for using the acquisition method of accounting. DraftKings recorded the fair value of assets acquired and liabilities assumed from SBTech. The business combination agreement contains provisions that indemnifies DraftKings for various losses.

Operating results for SBTech are included in the consolidated statements of operations as of December 31, 2020 from the day of the acquisition.

The Company acquired 100% of the equity of SBTech pursuant to the Business Combination Agreement by issuing 45.0 million shares, options, and earnout shares of Class A common stock of the Company at a weighted average fair value of \$17.53 to the former stockholders and option holders of SBTech. The following summarizes the consideration transferred at Closing for the SBTech Acquisition (in thousands):

Cash consideration (1)	\$	184,688
Share consideration (2)		789,064
Other cash consideration (3)		3,615
Total SBTech consideration	\$	977,367

- (1) Includes the cash consideration, adjusted for the Net Debt Amount, the Working Capital Adjustment, and the Aggregate Strike Price Amount, as stipulated by the Business Combination Agreement, resulting in cash consideration of \$184.7 million.
- (2) Includes \$776.5 million for the share consideration for SBTech equity of 40.7 million shares and SBTech employees’ vested options of 3.6 million options, and \$12.6 million of contingent consideration, which has been paid out, for the 720 thousand earnout shares issued to former stockholders of SBTech as part of the Business Combination, recognized at their Acquisition Date fair value.

(3) Includes transaction costs incurred by SBTech shareholders to be borne by DraftKings, costs related to the SBTech restructuring transaction that were paid by DraftKings, and the tail liability insurance for SBTech’s directors and officers, as specified in the Business Combination Agreement.

The acquired assets and assumed liabilities of SBTech were recorded at their estimated fair values. The purchase price allocation for the Business Combination was finalized as of December 31, 2020.

The following table summarizes the consideration paid for SBTech and the final fair value of the assets acquired and liabilities assumed at the acquisition date on April 23, 2020.

Cash and cash equivalents	\$	9,639
Trade receivables		17,815
Other current assets		3,674
Property and equipment		10,677
Intangible assets		484,051
Operating lease right-of-use assets		27,696
Other non-current assets		1,017
Total identifiable assets acquired		554,569
Liabilities assumed:		
Accounts payable and accrued expenses		23,613
Current operating lease liabilities		3,583
Long-term income tax liability		63,575
Non-current operating lease liabilities		24,113
Other long-term liabilities		558
Total liabilities assumed		115,442
Net assets acquired (a)		439,127
Purchase consideration (b)		977,367
Goodwill (b) – (a)	\$	538,240

Goodwill represents the excess of the gross considerations transferred over the fair value of the underlying net assets acquired and liabilities assumed. Qualitative factors that contribute to the recognition of goodwill include certain intangible assets that are not recognized as separate identifiable intangible assets apart from goodwill. Intangible assets not recognized apart from goodwill consist primarily of benefits from securing buyer-specific synergies that increase revenue and profits and are not otherwise available to a marketplace participant, as well as acquiring a talented workforce and cost savings opportunities. Goodwill associated with the SBTech Acquisition is assigned as of the acquisition date to the Company’s B2C and B2B segments in the amounts of \$348.3 million and \$189.9 million respectively, which include the Company’s reporting units that are expected to benefit from the synergies of the combination. Goodwill recognized is not deductible for local tax purposes.

Intangible Assets

	Fair Value	Weighted-Average Useful Life (in years)	
Developed Technology	\$ 385,566		8.0
Customer relationships	93,699		5.0
Trademarks and trade names	4,308		3.0
Gaming License	478	2.0 -	3.0
Total	\$ 484,051		

The fair value of the developed technology was determined using the Multi-Period Excess Earnings Method (“MPEEM”), a form of the Income Approach. The MPEEM is a specific application of the Discounted Cash Flow Method. The principle behind the MPEEM is that the value of an intangible asset is equal to the present value of the incremental after-tax cash flows attributable only to the subject intangible asset after deducting contributory asset charges (“CAC”). The principle behind a CAC is that an intangible asset ‘rents’ or ‘leases’ from a hypothetical third party all the assets it requires to produce the cash flows resulting from its development, that each project rents only those assets it needs (including elements of goodwill) and not the ones that it does not need, and that each project pays the owner of the assets a fair return on (and of, when appropriate) the value of the rented assets. The fair value of the customer relationships was determined by using the With and Without Method, a form of the Income Approach. In this method, the present value of the after-tax cash flows of the business assuming that the intangible asset is in place is compared to the present value of the after-tax cash flows of the business assuming the absence of the intangible asset. This method isolates the impact of the intangible asset and provides the basis for an estimation of value. The fair value of the trademark and tradename was determined by using the Relief-from-Royalty Method, a form of the Income Approach. The basic tenet of the Relief-from-Royalty Method is that without ownership of the subject intangible asset, the user of that intangible asset would have to make a stream of payments to the owner of the asset in return for the rights to use that asset. By acquiring the intangible asset, the user avoids these payments.

Transaction Costs

The Company incurred \$30.9 million, for the year ended December 31, 2020, in advisory, legal, accounting and management fees in conjunction with the Business Combination, which are included in general and administrative expenses on the consolidated statement of comprehensive loss.

Direct and incremental transaction costs related to the Business Combination and additional equity offerings that would not otherwise have been incurred are treated as a reduction of the cash proceeds and are deducted from the Company’s additional paid-in capital. Accordingly, \$63.7 million was incurred related to equity issuance costs for the year ended December 31, 2020.

Unaudited Pro-Forma Information

The financial information in the table below summarizes the combined results of operations of Old DK and SBTech, on a pro forma basis, as though the companies had been combined as of the beginning of the periods presented. The pro forma financial information is presented for informational purposes only and is not indicative of the results of operations that would have been achieved if the acquisition had taken place on January 1, 2019 or of results that may occur in the future.

The following pro forma financial information for years ended December 31, 2020 and 2019 combines the historical results for Old DK for the years ended December 31, 2020 and 2019 and the historical results of SBTech, as converted to U.S. GAAP, for the respective periods:

	Year Ended December 31,	
	2020 Pro Forma	2019 Pro Forma
Revenue	\$ 643,502	\$ 431,834
Net loss	\$ (1,232,651)	\$ (219,829)

These pro forma results were based on estimates and assumptions, which the Company believes are reasonable. The pro forma results include adjustments primarily related to purchase accounting adjustments. Acquisition costs and other non-recurring charges incurred are included in the earliest period presented.

Acquisition of Golden Nugget Online Gaming, Inc. (“GNOG”)

On August 9, 2021, the Company and GNOG entered into a definitive agreement for the Company to acquire GNOG in an all-stock transaction with an implied equity value of approximately \$1.56 billion (the “GNOG Transaction”). As part of the GNOG Transaction, the Company will undergo a holding company reorganization whereby a new holding company (“New DraftKings”) will become the going-forward public company for both DraftKings and GNOG. It is expected that New DraftKings will be renamed DraftKings Inc. at the closing of the GNOG Transaction. Under the terms of the agreement and subject to certain exclusions contained therein, GNOG stockholders would receive a fixed ratio of 0.365 shares of New DraftKings’ Class A common stock for each share of GNOG that they hold on the record date. As part of the GNOG Transaction, New DraftKings will also acquire that portion of LHGN Holdco, LLC, the operating subsidiary of GNOG, that is

not currently owned by GNOG from Landry's Fertitta, LLC in exchange for shares of New DraftKings' Class A common stock. The GNOG Transaction was subject to (i) approval by GNOG stockholders, which was obtained through the delivery of a written consent on September 8, 2021 and (ii) approval by DraftKings stockholders, which was obtained through the delivery of a written consent on August 10, 2021, and is subject to the receipt of required regulatory approvals and other customary closing conditions and is anticipated to close in the first quarter of 2022.

4. Property and Equipment

Property and equipment, net consists of the following:

	December 31, 2021	December 31, 2020
Computer equipment and software	\$ 48,200	\$ 25,824
Furniture and fixtures	8,057	7,754
Leasehold improvements	30,166	24,687
Property and Equipment	86,423	58,265
Accumulated depreciation	(40,404)	(17,438)
Property and Equipment, net	\$ 46,019	\$ 40,827

During the years ended December 31, 2021, 2020, and 2019 the Company recorded depreciation expense on property and equipment of \$13.8 million, \$9.3 million, and \$4.1 million, respectively.

5. Intangible Assets and Goodwill

Intangible Assets

As of December 31, 2021, intangible assets, net consists of the following:

	Weighted-Average Remaining Amortization Period	Gross Carrying Amount	Accumulated Amortization	Net
Amortized intangible assets:				
Developed technology	6.4	\$ 422,900	\$ (87,089)	\$ 335,811
Internally developed software	2.6	117,953	(52,607)	65,346
Gaming licenses	7.3	54,442	(13,466)	40,976
Trademarks, tradenames and other	4.5	30,639	(5,952)	24,687
Customer relationships	3.3	99,728	(33,526)	66,202
		725,662	(192,640)	533,022
Indefinite-lived intangible assets:				
Digital assets	Indefinite-lived	1,995	—	1,995
Intangible assets, net		\$ 727,657	\$ (192,640)	\$ 535,017

As of December 31, 2020, intangible assets, net consists of the following:

	Weighted-Average Remaining Amortization Period	Gross Carrying Amount	Accumulated Amortization	Net
Developed technology	7.3	\$ 439,624	\$ (37,704)	\$ 401,920
Internally developed software	2.3	72,268	(33,179)	39,089
Gaming licenses	3.5	23,685	(6,354)	17,331
Trademarks and tradenames	2.8	6,537	(1,123)	5,414
Customer relationships	4.3	106,836	(14,660)	92,176
Intangible assets, net		\$ 648,950	\$ (93,020)	\$ 555,930

During the years ended December 31, 2021, 2020, and 2019 the Company recorded amortization expense on intangible assets of \$107.3 million, \$68.1 million, and \$9.5 million, respectively

The table below shows expected amortization expense for the next five years acquired intangible assets, net recorded as of December 31, 2021:

Year ending December 31,	Estimated Amortization
2022	\$ 115,359
2023	107,128
2024	98,584
2025	69,141
2026	57,148

Goodwill

The changes in the carrying amount of goodwill for the year ended December 31, 2021 by reporting unit are:

	B2C	B2B	Media	Total
Balance as of December 31, 2020	\$ 353,083	\$ 216,520	\$ —	\$ 569,603
Goodwill resulting from acquisitions	7,673	8,300	47,215	63,188
Cumulative translation adjustment	—	(17,136)	—	(17,136)
Balance as of December 31, 2021	\$ 360,756	\$ 207,684	\$ 47,215	\$ 615,655

No impairment of goodwill was recorded in the years ended December 31, 2021, 2020 and 2019.

6. Accounts Payable and Accrued Expenses

Accounts payable and accrued expenses consist of the following:

	December 31, 2021	December 31, 2020
Accounts payable	\$ 52,537	\$ 28,076
Accrued compensation and related expenses	63,803	48,449
Accrued marketing	55,275	51,436
Accrued professional fees	18,400	10,640
Accrued operating taxes	50,813	19,509
Accrued partnership fees	72,736	21,112
Accrued other expenses	74,173	44,411
Total	\$ 387,737	\$ 223,633

7. Current and Long-term Liabilities

Revolving Line of Credit

In October 2016, the Company entered into an amended and restated loan and security agreement with Pacific Western Bank, which was most recently amended in September 2020 (as amended, the “Credit Agreement”). The Credit Agreement provides a revolving line of credit of up to \$60.0 million. The Credit Agreement has a maturity date of March 1, 2022.

Borrowings under the Credit Agreement bear interest at a variable annual rate equal to the greater of (i) 1.00% above the prime rate then in effect and (ii) 6.50%, and the Credit Agreement requires monthly, interest-only payments. In addition, the Company is required to pay quarterly in arrears a fee equal to 0.25% per annum of the unused portion of the revolving line of credit. As of December 31, 2021 and December 31, 2020, the Credit Agreement provided a revolving line of credit of up to \$60.0 million. There was no principal outstanding under the Credit Agreement as of December 31, 2021 and December 31, 2020. Net facility available from the Credit Agreement as of December 31, 2021 and December 31, 2020 totaled \$55.8 million, which excludes the letters of credit outlined in Note 16. The Company is also subject to certain affirmative and negative covenants until maturity. In connection with the issuance of the Convertible Notes and the entry into the Capped Call Transactions, the Company obtained a waiver from Pacific Western Bank for any breach of the credit agreement that would have resulted from entering into these financing transactions. The Company also obtained a waiver from Pacific Western Bank for any breach of the credit agreement that would have resulted from exceeding a capital expenditure limitation for 2021 and the amendments to its Annual Report on Form 10-K for the year ended December 31, 2020 and Quarterly Reports on Form 10-Q for the quarters ended March 31, 2021 and June 30, 2021 for the previously identified material weakness that has since been remediated as noted in Item 9A. Controls and Procedures.

Convertible Notes and Capped Call

In March 2021, the Company issued zero-coupon convertible senior notes in an aggregate principal amount of \$1,265.0 million, which includes proceeds from the full exercise of the over-allotment option (collectively, the “Convertible Notes”). The Convertible Notes will mature on March 15, 2028, subject to earlier conversion, redemption or repurchase. In connection with the issuance of the Convertible Notes, the Company incurred \$17.0 million of lender fees and \$1.7 million of debt financing costs which are being amortized through the maturity date. The Convertible Notes represent senior unsecured obligations of the Company.

The Convertible Notes are convertible at an initial conversion rate of 10.543 shares of the Company’s Class A common stock per \$1,000 principal amount of Convertible Notes, which is equivalent to an initial conversion price of approximately \$94.85 per share of Class A common stock. The conversion rate is subject to adjustment upon the occurrence of certain specified events and includes a make-whole adjustment upon early conversion in connection with a make-whole fundamental change (as defined within the indenture agreement).

Prior to September 15, 2027, the Convertible Notes will be convertible only upon satisfaction of certain conditions and during certain periods, and thereafter, at any time until the close of business on the second scheduled trading day immediately preceding the maturity date. The Company will satisfy any conversion election by paying or delivering, as the case may be,

cash, shares of Class A common stock or a combination of cash and shares of Class A common stock. During 2021, the conditions allowing holders of the Convertible Notes to convert their Convertible Notes were not met.

In connection with the pricing of the Convertible Notes and the exercise of the option to purchase additional notes, the Company entered into a privately negotiated capped call transaction (“Capped Call Transactions”). The Capped Call Transactions have a strike price of \$94.85 per share, subject to certain adjustments, which corresponds to the initial conversion price of the Convertible Notes. The Capped Call Transactions have an initial cap price of \$135.50 per share, subject to certain adjustments. The Capped Call Transactions are expected generally to reduce potential dilution to the Company’s Class A common stock upon any conversion of Convertible Notes. As the transaction qualifies for equity classification, the net cost of \$124.0 million incurred in connection with the Capped Call Transactions was recorded as a reduction to additional paid-in capital on the Company’s consolidated balance sheet.

As of December 31, 2021, the Company’s convertible debt balance was \$1,248.5 million, net of debt issuance costs of \$16.5 million. Although recorded at amortized cost on the Company’s consolidated balance sheet, the estimated fair value of the Convertible Notes was \$953.8 million as of December 31, 2021 which was calculated using the estimated or actual bids and offers of the Convertible Notes in an over-the-counter market on the last business day of the period.

Indirect Taxes

Taxation of e-commerce is becoming more prevalent and could negatively affect the Company’s business as it pertains to DFS and its users. The ultimate impact of indirect taxes on the Company’s business is uncertain, as is the period required to resolve this uncertainty. The Company’s estimated contingent liability for indirect taxes represents the Company’s best estimate of tax liability in jurisdictions in which the Company believes taxation is probable. The Company frequently reevaluates its tax positions for appropriateness.

Indirect tax statutes and regulations are complex and subject to differences in application and interpretation.

Tax authorities may impose indirect taxes on Internet-delivered activities based on statutes and regulations which, in some cases, were established prior to the advent of the Internet and do not apply with certainty to the Company’s business. The Company’s estimated contingent liability for indirect taxes may be materially impacted by future audit results, litigation and settlements, should they occur. The Company’s activities by jurisdiction may vary from period to period, which could result in differences in the applicability of indirect taxes from period to period.

As of December 31, 2021, and December 31, 2020, the Company’s estimated contingent liability for indirect taxes was \$47.5 million and \$45.9 million, respectively. The estimated contingent liability for indirect taxes is recorded within other long-term liabilities on the consolidated balance sheets and general and administrative expenses on the consolidated statements of operations.

Warrant Liabilities

As part of DEAC’s initial public offering on May 14, 2019, DEAC issued 13.3 million warrants each of which entitles the holder to purchase one share of Class A common stock at an exercise price of \$11.50 per share (the “Public Warrants”). Simultaneously with the closing of the IPO, DEAC completed the private sale of 6.3 million warrants to DEAC’s sponsor (the “Private Warrants”). As of December 31, 2021, there were no Public Warrants outstanding. As of December 31, 2021, 1.6 million Private Warrants remained outstanding at a fair value of \$26.9 million. Due to fair value changes, the Company recorded a gain on remeasurement of warrant liabilities of \$30.1 million and a loss on remeasurement of warrant liabilities of \$387.6 million during 2021 and 2020, respectively. During 2021, 0.3 million Private Warrants were exercised, resulting in a reclassification to additional paid-in-capital in the amount of \$9.2 million, reflecting the reclassification of the warrant liabilities of \$8.5 million and proceeds upon exercise of \$0.7 million. During 2020, 17.7 million Private Warrants were exercised, resulting in a reclassification to additional paid-in-capital in the amount of \$649.1 million, reflecting the reclassification of the warrant liabilities of \$447.1 million and proceeds upon exercise of \$202.0 million.

8. Fair Value Measurements

Certain assets and liabilities are carried at fair value under U.S. GAAP. Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. Valuation techniques used to measure fair value must maximize the use of observable inputs and minimize the use of unobservable inputs. Financial assets

and liabilities carried at fair value are to be classified and disclosed in one of the following three levels of the fair value hierarchy, of which the first two are considered observable and the last is considered unobservable:

- Level 1 — Quoted prices in active markets for identical assets or liabilities.
- Level 2 — Observable inputs (other than Level 1 quoted prices), such as quoted prices in active markets for similar assets or liabilities, quoted prices in markets that are not active for identical or similar assets or liabilities, or other inputs that are observable or can be corroborated by observable market data.
- Level 3 — Unobservable inputs that are supported by little or no market activity and that are significant to determining the fair value of the assets or liabilities, including pricing models, discounted cash flow methodologies and similar techniques.

The following tables set forth the fair value of the Company's financial assets and liabilities measured at fair value as of December 31, 2021 and December 31, 2020 based on the three-tier fair value hierarchy:

	December 31, 2021			
	Level 1	Level 2	Level 3	Total
Assets				
Cash equivalents:				
Money market funds ⁽¹⁾	\$ 550,169	\$ —	\$ —	\$ 550,169
Other non-current assets:				
Equity securities ⁽²⁾	27,200	—	—	27,200
Put options in Vivid Seats, Inc. ⁽²⁾	—	—	3,850	3,850
Total	\$ 577,369	\$ —	\$ 3,850	\$ 581,219
Liabilities				
Private Warrants ⁽³⁾	\$ —	\$ 26,911	\$ —	\$ 26,911
Total	\$ —	\$ 26,911	\$ —	\$ 26,911

	December 31, 2020			
	Level 1	Level 2	Level 3	Total
Liabilities				
Private Warrants ⁽³⁾	\$ —	\$ 65,444	\$ —	\$ 65,444
Total	\$ —	\$ 65,444	\$ —	\$ 65,444

(1) The Company measures its money market funds at fair value. The Company classifies its money market funds as Level 1 because the Company values these assets using quoted market prices.

(2) The Company measures its marketable equity securities at fair value. The Company classifies its marketable equity securities as Level 1 because the Company values these assets using quoted market prices. As of December 31, 2021, these marketable equity securities include the Company's investment of 2.5 million shares of Class A Common Stock in Vivid Seats Inc. During the fourth quarter of 2021, the Company also obtained the option to sell its 2.5 million shares of Class A Common Stock in Vivid Seats, Inc., at a price of \$9.77 per share to a third party. The change in the fair value of these put options between the acquisition date in the fourth quarter of 2021 and December 31, 2021 was not significant. During 2021, the Company recorded \$6.1 million of unrealized gains between the equity securities and the related options. The Company measures its put options in Vivid Seats, Inc. at fair value using a Black-Scholes model and accordingly classifies these put options as Level 3. The following table provides qualitative information regarding the assumptions used to fair value the instrument:

	December 31, 2021
Class A common stock price	\$ 10.88
Repurchase price	\$ 9.77
Term to repurchase date (in years)	0.71 years
Volatility	60.0 %
Risk-free rate	0.3 %
Dividend yield	0.0 %

- (3) The Company measures its Private Warrants at fair value using a binomial lattice model with the significant assumptions being observable inputs and accordingly classifies these liabilities as Level 2.

9. Stockholders' Equity (Deficit)

The consolidated statements of changes in equity reflect the Reverse Recapitalization and SBTech Acquisition as defined in Note 1 as of April 23, 2020. As Old DK was deemed the accounting acquirer in the Reverse Recapitalization with DEAC, all periods prior to the consummation date reflect the balances and activity of Old DK. The consolidated balances as of December 31, 2019 from the audited consolidated financial statements of Old DK as of that date, share activity (convertible redeemable preferred stock and common stock) and per share amounts in these consolidated statements of equity were retroactively adjusted, where applicable, using the recapitalization exchange ratio of 0.353628. All convertible redeemable preferred stock classified as mezzanine was retroactively adjusted, converted into Class A common stock, and reclassified to permanent as a result of the Reverse Recapitalization. Redeemable convertible preferred Series E-1 stock converted into shares of Old DK common stock at a share conversion factor of 1.40 whereas Series F converted into shares of Old DK common stock at a share conversion factor of 1 and both were immediately exchanged for Class A common stock of the Company using the recapitalization exchange ratio of 0.353628 as a result of the Reverse Recapitalization.

Immediately prior to the Business Combination, Old DK issued 393.0 million shares of Class B common stock to Jason Robins (the Chief Executive Officer of Old DK and of the Company) which converted into 393.0 million shares of Class B common stock of the Company as a result of the Business Combination and is recorded as stock-based compensation for the year ended December 31, 2020. Such shares carry 10 votes per share and allow Jason Robins to have as of the closing of the Business Combination, approximately 90% of the voting power of the capital stock of DraftKings on a fully-diluted basis. As these shares have no economic rights and are non-participating, they are allocated no earnings or losses when calculating earnings per share pursuant to the two-class method.

Upon the consummation of the Business Combination, the mandatory conversion feature was triggered for the Company's convertible notes then outstanding. As a result, all outstanding principal of \$109.2 million and unpaid accrued interest of \$3.4 million was collectively converted to equity securities at \$10 per share. The noteholders received 11.3 million shares of Class A common stock in New DraftKings as result of the conversion.

As part of the Business Combination \$542.3 million of Class A common stock and Additional Paid in Capital was recorded, net of transaction costs of \$10.6 million, in relation to DEAC shares being recapitalized. The Company then used \$188.3 million as cash consideration in its acquisition of SBTech and \$7.2 million for the buyout of unaccredited investors. Net cash proceeds to the Company were \$484.0 million.

In June 2020, we issued 16.0 million new shares of our Class A common stock in a public offering for net proceeds (net of underwriting fees) of \$620.8 million.

In October 2020, the Company issued 20.8 million shares of its Class A common stock in a public offering for net proceeds (net of underwriting fees) of \$1,059.3 million.

As of December 31, 2021, the Company had 300.0 million shares authorized of preferred stock, \$0.0001 par value, of which none were issued and outstanding as of December 31, 2021 or December 31, 2020.

10. Revenue Recognition

Deferred Revenue

The Company included deferred revenue within accounts payable and accrued expenses and liabilities to users in the consolidated balance sheets. The deferred revenue balances were as follows:

	Year Ended December 31,	
	2021	2020
Deferred revenue, beginning of the period	\$ 30,627	\$ 20,760
Deferred revenue, end of the period	\$ 91,554	\$ 30,627
Revenue recognized in the period from amounts included in deferred revenue at the beginning of the period	\$ 28,319	\$ 11,221

Deferred revenue primarily represents contract liabilities related to the Company's obligation to transfer future value in relation to in period transactions in which the Company has received consideration. Such obligations are recognized as liabilities when awarded to users and are recognized as revenue when those liabilities are later resolved.

Revenue Disaggregation

Disaggregation of revenue for years ended December 31, 2021, 2020 and 2019 are as follows:

	Year Ended December 31,		
	2021	2020	2019
Online gaming	\$ 1,145,539	\$ 517,632	\$ 308,177
Gaming software	97,415	75,629	—
Other	53,071	21,271	15,233
Total Revenue	\$ 1,296,025	\$ 614,532	\$ 323,410

Online gaming includes DFS, iGaming and Sportsbook which have certain similar attributes and pattern of recognition.

The following table presents the Company's revenue by geographic region for the periods indicated:

	Year ended December 31,		
	2021	2020	2019
United States	\$ 1,198,748	\$ 544,463	\$ 318,144
International	97,277	70,069	5,266
Total Revenue	\$ 1,296,025	\$ 614,532	\$ 323,410

SBTech has offered its services through a reseller model in Asia. The agreement with the reseller was terminated as of April 1, 2021, with a transition period that has already ended. As of December 31, 2021, we no longer had agreements with any resellers.

11. Stock-Based Compensation

In 2012, the Board of Directors adopted the 2012 Stock Option and Restricted Stock Incentive Plan (the "2012 Plan"), which provides for the granting of incentive and nonqualified stock options, shares of restricted stock and other equity interests or awards in the Company. The Company only issued time-based vesting awards under the 2012 Plan.

In 2017, the Board approved the 2017 Equity Incentive Plan (the "2017 Plan"). No new awards have been issued under the 2012 Plan following the approval of the 2017 Plan. The 2017 Plan provides for the granting of incentive and nonqualified stock options, shares of restricted stock and other equity interests or awards in the Company. The Company issued time-based and

performance-based vesting awards under the 2017 Plan. As of December 31, 2021, the total combined number of shares available for grant under the 2012 Plan and 2017 Plan was 10.4 million.

In 2020, the Board approved the 2020 Incentive Award Plan (the “2020 Plan”, together with the 2012 Plan and the 2017 Plan, the “Plans”). The 2020 Plan provides for the granting of incentive and nonqualified stock options, restricted stock units (“RSUs”) and other equity interests or awards in the Company. As of December 31, 2021, the total number of shares available for grant under the 2020 Plan was 44.5 million shares. The Company issued time-based and performance-based vesting awards under the 2020 Plan. As of December 31, 2021, a share reserve established that the aggregate number of shares may not exceed 900.0 million shares under the Plans.

The Company has historically issued three types of stock-based compensation: time-based awards, long term incentive plan (“LTIP”) awards and performance-based stock compensation plan (“PSP”) awards. LTIP awards are performance-based equity awards that are used to establish longer-term performance objectives and incentivize management to meet those objectives. PSP awards are short-term performance-based equity awards which establish performance objectives related to one or two particular fiscal years. All stock-based compensation awards expire seven to ten years after the grant date.

Time-based awards generally vest over a four-year period in annual and/or quarterly installments and expire no later than ten years from the date of grant. Time-based options are valued using the Black-Scholes option-pricing model with the assumptions noted in the table below. The fair value of time-based RSUs is estimated on the grant date using the underlying share price.

LTIP awards that were granted as RSUs in 2021 vest based on long-term revenue targets and used the underlying share price on the grant date to estimate their fair value. LTIP awards that were granted as RSUs in 2020 vested based on reaching specific share price targets and used a Monte Carlo Simulation with the assumptions noted in the table below to estimate their fair value. Prior to 2020, LTIP awards were granted as stock options and were valued using the Black-Scholes option-pricing model with the assumptions noted in the table below.

PSP awards granted in 2021 and 2020 vest based on meeting both revenue and EBITDA targets. As these awards are performance-based RSUs, the fair value is estimated on the grant date using the underlying share price. Prior to 2020, PSP awards were granted as stock options and were valued using the Black-Scholes option-pricing model with the assumptions noted in the table below.

The fair value of each option is estimated on the grant date using the Black-Scholes option-pricing model and the assumptions noted in the table below. The fair value is recognized over the requisite service period of the awards, which is generally the vesting period. For awards with only service-based vesting conditions, the Company recognizes compensation cost using the straight-line method. Expected volatility is based on average volatility for a representative sample of comparable public companies. Stock options are generally granted with an exercise price equal to the fair value of the common stock at the grant date with a 10-year contractual term.

The expected term represents the period of time that the options are expected to be outstanding. The expected term is estimated using the average of the vesting term and the original contractual term of the option. The risk-free interest rate is estimated using the rate of return on U.S. treasury notes with a life that approximates the expected life of the option. The fair value of the stock options issued was measured using the following assumptions:

	Year ended December 31,		
	2021	2020	2019
Risk free interest rate	1.1 %	0.4 %	2.0 %
Expected term (in years)	5.8	6.1	6.0
Expected volatility	43.0 %	42.5 %	41.5 %
Expected dividend yield	0.0 %	0.0 %	0.0 %

For grants with market-based conditions, the fair value of each award was determined using a Monte Carlo Simulation. No awards with market-based conditions were granted in 2021. The model uses multiple input variables that determined the probability of satisfying the market condition requirements as follows:

	Year ended December 31, 2020
Risk free interest rate	1.7 %
Expected volatility	38.9 %
Expected dividend yield	0.0 %

The following table shows stock option activity for the year ended December 31, 2021, 2020, and 2019:

	Time-based		PSP		LTIP		Total	Weighted Average Exercise Price of Options	Weighted Average FMV of RSUs	Weighted Average Remaining Term of Options (Years)	Aggregate Intrinsic Value of Options
	Options	RSUs	Options	RSUs	Options	RSUs					
Outstanding at December 31, 2019	27,853	—	3,972	—	16,201	—	48,026	\$ 2.86	\$ —	7.64	\$ 203,431
Granted	4,781	3,816	—	907	—	28,354	37,858	4.11	34.63	—	—
Exercised options / vested RSUs	(11,621)	(149)	(932)	—	(2,347)	(15,554)	(30,603)	1.28	21.03	—	—
Forfeited	(494)	(119)	(17)	—	—	—	(630)	5.24	33.72	—	—
Outstanding at December 31, 2020	20,519	3,548	3,023	907	13,854	12,800	54,651	3.57	47.01	7.05	1,607,562
Granted	1,100	2,466	—	600	—	6,744	10,910	50.60	52.97	—	—
Exercised options / vested RSUs	(6,571)	(1,523)	(667)	—	(2,183)	—	(10,944)	3.33	37.64	—	—
Forfeited	(353)	(296)	(2)	(19)	—	(201)	(871)	4.30	44.20	—	—
Outstanding at December 31, 2021	14,695	4,195	2,354	1,488	11,671	19,343	53,746	\$ 5.46	\$ 49.94	6.34	\$ 662,108

The following table provides additional information for stock option awards outstanding as of December 31, 2021:

	Awards Outstanding	Weighted Average Remaining Term of Options (Years)	Aggregate Intrinsic Value	Weighted Average Exercise Price of Options
Stock options exercisable	25,276	6.13	\$ 605,212	\$ 3.86
Stock option expected to vest	3,444	7.87	\$ 56,896	\$ 17.05

As of December 31, 2021, total unrecognized stock-based compensation expense of \$742.0 million related to granted and unvested share-based compensation arrangements is expected to be recognized over a weighted-average period of 1.8 years. The following table shows stock compensation expense for the years ended December 31, 2021, 2020 and 2019:

	Year ended December 31, 2021			Year ended December 31, 2020			Year ended December 31, 2019		
	Options	RSUs	Total	Options	RSUs	Total	Options	RSUs	Total
Time Based ⁽¹⁾	\$ 14,654	\$ 61,085	\$ 75,739	\$ 8,176	\$ 21,286	\$ 29,462	\$ 7,065	\$ —	\$ 7,065
PSP ⁽²⁾	—	82,089	82,089	1,633	21,275	22,908	5,222	—	5,222
LTIP ⁽²⁾	—	525,465	525,465	9,552	255,116	264,668	5,326	—	5,326
B Shares ⁽³⁾	—	—	—	8,000	—	8,000	—	—	—
Total	\$ 14,654	\$ 668,639	\$ 683,293	\$ 27,361	\$ 297,677	\$ 325,038	\$ 17,613	\$ —	\$ 17,613

(1) Time-based awards vest and are expensed over a defined service period.

(2) PSP and LTIP awards vest based on defined performance criteria and are expensed based on the probability of achieving such criteria.

(3) Related to the Business Combination; Class B shares have no economic rights.

The weighted-average grant-date fair values of options granted during the years ended December 31, 2021, 2020 and 2019 were \$19.53, \$2.00 and \$2.00 per share, respectively.

During the years ended December 31, 2021, 2020 and 2019 the Company received proceeds from the exercise of stock options of \$31.5 million, \$27.6 million and \$1.1 million respectively, and the aggregate intrinsic value of those stock options exercised was \$473.4 million, \$1,256.0 million and \$3.4 million respectively. The total grant date fair value of stock options that vested during the years ended December 31, 2021, 2020 and 2019 were \$14.0 million, \$35.1 million and \$9.8 million, respectively.

12. Income Taxes

Loss before income tax provision (benefit) for the years ended December 31, 2021, 2020 and 2019 consists of the following:

	Year ended December 31,		
	2021	2020	2019
United States	\$ (1,391,154)	\$ (1,168,482)	\$ (142,198)
Foreign	(126,490)	(63,409)	1
Loss before income tax provision (benefit)	\$ (1,517,644)	\$ (1,231,891)	\$ (142,197)

The components of the provision (benefit) for income taxes consists of the following:

	Year Ended December 31,		
	2021	2020	2019
Current:			
Federal	\$ 90	\$ (49)	\$ —
State	514	250	—
Foreign	23,174	1,456	4
Total current provision	23,778	1,657	4
Deferred:			
Federal	(5,523)	(442)	—
State	(2,075)	31	54
Foreign	(7,911)	(1,868)	—
Total deferred provision	(15,509)	(2,279)	54
Total income tax provision (benefit)	\$ 8,269	\$ (622)	\$ 58

The reconciliation between income taxes computed at the U.S. statutory income tax rate to our provision for income taxes for the years ended December 31, 2021, 2020 and 2019 are as follows:

	Year ended December 31,		
	2021	2020	2019
Benefit for income taxes at 21% rate	\$ (318,705)	\$ (258,697)	\$ (29,863)
Prior year provision true-ups	(16,878)	(5)	3,164
State taxes, net of federal benefit	(142,119)	(13,328)	(7,522)
Internal restructurings	(167,692)	—	—
Stock-based compensation (benefit) expense	(70,150)	(190,766)	2,412
Non-deductible lobbying expenses	9,938	2,072	1,885
Non-deductible acquisition expenses	455	4,041	2,068
Change in valuation allowance	575,225	243,352	19,988
Net operating loss write-off	—	998	7,246
Non-deductible executive compensation	117,849	118,423	—
(Gain) loss on remeasurement of warrant liabilities	(6,301)	81,388	—
Foreign rate differential	16,588	13,456	—
Foreign currency adjustments	8,265	(2,086)	—
Income tax reserves	5,098	1,676	—
Other	(3,304)	(1,146)	680
Total income tax provision (benefit)	\$ 8,269	\$ (622)	\$ 58

Significant components of the Company's deferred tax assets (liabilities) as of December 31, 2021 and 2020 are as follows:

	Year ended December 31,	
	2021	2020
Deferred tax assets:		
Net operating loss carryforwards	\$ 778,989	\$ 459,508
Intangible assets	163,242	—
Accrual and other temporary differences	42,381	19,432
Operating lease	17,141	15,002
Stock-based compensation	88,650	8,618
Gross deferred tax assets	1,090,403	502,560
Valuation allowance	(1,053,892)	(478,667)
Net deferred tax assets	\$ 36,511	\$ 23,893
Deferred tax liability:		
Capitalized software costs	\$ (12,724)	\$ (8,469)
Fixed assets	(554)	(1,351)
Operating lease	(15,581)	(11,251)
Other deferred tax liabilities	(221)	—
Total net deferred tax assets	\$ 7,431	\$ 2,822

The Company records its deferred tax assets in deposits and other non-current assets and its deferred tax liabilities in other long-term liabilities in the consolidated balance sheets. The Company has provided a valuation allowance for the U.S. deferred tax assets as of December 31, 2021. For the year ended December 31, 2021, the U.S. valuation allowance increased by \$575.2 million primarily based on the current year operating loss and intangible assets.

As of December 31, 2021, the Company had U.S. federal and state tax net operating loss carryforwards of \$2,722.0 million and \$2,996.0 million, respectively, which may be available to offset future income tax liabilities. Of the federal net operating loss carryforward, \$676.2 million expires at various dates beginning in 2032 through 2037 and \$2,045.8 million does not expire. Of the state net operating loss carryforward, \$2,875.3 million expires at various dates beginning in 2022 through 2041 and \$120.7 million does not expire.

Utilization of the NOL carryforwards may be subject to limitation under Section 382 of the Internal Revenue Code of 1986 based on ownership changes that have occurred previously or that could occur in the future. These ownership changes may limit the amount of NOL and tax credit carryforwards that can be utilized annually to offset future taxable income and tax, respectively. There could be additional ownership changes in the future, which may result in additional limitations on the utilization of the NOL and tax credit carryforwards. The Company has analyzed the impact of these limitations on its attributes and included the impact of these limitations in its U.S. deferred tax assets.

As of December 31, 2021, foreign earnings of \$9.7 million have been retained by the Company's foreign subsidiaries for indefinite reinvestment. Upon repatriation of those earnings, in the form of dividends or otherwise, the Company could be subject to withholding taxes payable to the various foreign countries. Determination of the amount of unrecognized deferred income tax liability related to these outside basis differences is not practicable.

In addition to filing federal income tax returns, the Company files income tax returns in numerous states and foreign jurisdictions that impose an income tax. The Company is subject to U.S. federal, state and local income tax examinations by tax authorities for the years beginning in 2012. Tax years after 2012 remain open in certain major foreign jurisdictions and are subject to examination by the taxing authorities.

The following table presents a reconciliation of the total amounts of unrecognized tax benefits, excluding interest and penalties, included in long-term income tax liabilities on the Company's consolidated balance sheets:

	Year ended December 31,		
	2021	2020	2019
Unrecognized tax benefits at the beginning of the year	\$ 70,341	\$ —	\$ —
Additions for tax positions of prior years	—	70,341	—
Foreign currency adjustments	2,066	—	—
Unrecognized tax benefits at the end of the year	\$ 72,407	\$ 70,341	\$ —

If the unrecognized tax benefit balance as of December 31, 2021 were recognized, it would decrease the Company's effective tax rate. The Company does not anticipate any material changes to its unrecognized tax benefits within the next 12 months.

The Company recognizes interest and penalties accrued related to unrecognized tax benefits as income tax expense. During the years ended December 31, 2021, 2020 and 2019 the Company recognized \$5.0 million, \$1.7 million and \$0.0 million in interest and penalties. The Company had \$6.7 million, \$1.7 million and \$0.0 million of interest and penalties accrued at December 31, 2021, 2020 and 2019, respectively.

13. Segment Information

The Company operates its business and reports its results through two operating and reportable segments: B2C and B2B, in accordance with ASC Topic 280, *Segment Reporting*. The B2C segment provides users with DFS, Sportsbook and iGaming products, as well as media and other online consumer product offerings. The B2B segment is involved in the design, development and licensing of sports betting and casino gaming software for its Sportsbook and casino gaming products, which is primarily comprised of SBTech.

Operating segments are components of the Company for which separate discrete financial information is available to and evaluated regularly by the chief operating decision maker ("CODM"), who is the Company's Chief Executive Officer, in making decisions regarding resource allocation and assessing performance. The CODM assesses a combination of metrics such as revenue and Adjusted EBITDA to evaluate the performance of each operating and reportable segment.

The accounting policies of our two segments are the same as those described in Note 2, “Summary of Significant Accounting Policies and Practices.” Any intercompany revenues or expenses are eliminated in consolidation. All of the Company’s operating revenues and expenses, other than those excluded from Adjusted EBITDA as detailed below, are allocated to the Company’s reportable segments. We define and calculate Adjusted EBITDA as net loss before the impact of interest income or expense, income tax expense and depreciation and amortization, and further adjusted for the following items: stock-based compensation, transaction-related costs, litigation, settlement and related costs and certain other non-recurring, non-cash and non-core items, as described in the reconciliation below.

A measure of segment assets and liabilities has not been currently provided to the Company’s CODM and therefore is not shown below. Summarized financial information for the Company’s segments is shown in the following table:

	Year ended December 31,		
	2021	2020	2019
Revenue:			
B2C	\$ 1,198,610	\$ 538,903	\$ 323,410
B2B	97,415	75,629	—
Total revenue	1,296,025	614,532	323,410
Adjusted EBITDA:			
B2C	(654,432)	(393,461)	(98,640)
B2B	(21,701)	1,542	—
Total adjusted EBITDA	(676,133)	(391,919)	(98,640)
Adjusted for:			
Depreciation and amortization	121,138	77,410	13,636
Interest expense (income), net	(1,957)	1,070	(1,348)
Income tax (benefit) provision	8,269	(622)	58
Stock-based compensation	683,293	325,038	17,613
Transaction-related costs	25,316	36,406	10,472
Litigation, settlement and related costs	10,392	6,839	3,695
Advocacy and other related legal expenses	40,415	—	—
(Gain) loss on remeasurement of warrant liabilities	(30,065)	387,565	—
Other non-recurring, special project and non-operating (income) costs	(9,739)	6,210	(32)
Net Loss attributable to common shareholders	\$ (1,523,195)	\$ (1,231,835)	\$ (142,734)

Due to the timing of the Business Combination, the year ended December 31, 2020 reflects B2B/SBTech activity beginning April 24, 2020 and the year ended December 31, 2019 does not reflect B2B/SBTech activity.

14. Loss Per Share

The computation of loss per share and weighted-average shares of the Company’s Class A common stock outstanding for the periods presented are as follows:

	Year ended December 31,		
	2021	2020	2019
Net loss	\$ (1,523,195)	\$ (1,231,835)	\$ (142,734)
Basic and diluted weighted-average common shares outstanding	402,492	305,593	184,603
Loss per share attributable to common stockholders:			
Basic and diluted	\$ (3.78)	\$ (4.03)	\$ (0.77)

There were no preferred or other dividends declared for the period. For the periods presented, the following securities were not required to be included in the computation of diluted shares outstanding:

	Year ended December 31,		
	2021	2020	2019
Warrants	1,613	2,061	182
Stock options and RSUs	53,746	54,651	48,026
Convertible notes	13,337	—	7,409
Total	68,696	56,712	55,617

15. Related-Party Transactions

Media Purchase Agreement (“MPA”)

In July 2015, Old DK entered into an MPA with a related party for various media placements from 2015 through 2018. The MPA was amended to extend through 2021. The annual commitment for calendar years 2017 through 2021 was \$15.0 million per year, plus an additional contingent commitment of \$5.0 million per year. The contingent commitment relates to the Company’s allocation of its non-integration advertising with other advertisers. Effective January 2019, the future minimum commitments related to the MPA were reduced to \$15.0 million in aggregate through December 31, 2021 (\$5.0 million per year) and the contingent commitment was removed. As the Company satisfied the \$15.0 million commitment, the MPA has expired. The Company recorded expense of \$0.0 million, \$25.8 million and \$8.4 million related to the MPA for the years ended December 31, 2021, 2020, and 2019, respectively, in sales and marketing expenses in the consolidated statements of operations.

Financial Advisor and Private Placement Agent

Old DK entered into an engagement letter with a related party (the “Financial Advisor”) in August 2019, as amended in December 2019. Pursuant to the engagement letter, the Financial Advisor acted as the Private Placement Agent to Old DK, and Old DK agreed to pay certain acquisition and financing fees in connection with the Business Combination with SBTech and DEAC. In addition, this Financial advisor was also engaged to assist with the GNOG Transaction. For the years ended December 31, 2021, 2020, and 2019, the Company incurred \$2.5 million, \$12.3 million, and \$0.0 million, respectively, of fees. For the \$12.3 million of fees incurred during the year ended December 31, 2020, approximately \$7.0 million were charged against additional paid in capital in the accompanying consolidated balance sheet with the remainder included in general and administrative expenses in the accompanying consolidated statement of operations.

Receivables from Equity Method Investment

The Company provides office space and general operational support to DKFS, LLC, an equity-method affiliate. The operational support is primarily general and administrative services. As of December 31, 2021, and 2020, the Company had \$0.6 million and \$1.1 million, respectively, of receivables from the entity related to those services and expenses to be reimbursed to the Company, which are included within non-current assets in the consolidated balance sheets.

Transactions with a Shareholder and their Immediate Family Members

As of December 31, 2021 and December 31, 2020, the Company had \$3.8 million and \$1.9 million respectively, of receivables due from former shareholders of SBTech, which includes a current director and shareholder of the Company. During 2021 and 2020, the Company had \$4.5 million and \$2.7 million in sales to entities related to an immediate family member of the director. The Company had an associated accounts receivable balance of \$0.2 million and \$0.5 million as of December 31, 2021 and December 31, 2020, respectively, included in accounts receivable in its consolidated balance sheets.

16. Leases, Commitments and Contingencies

Leases

The Company leases corporate office facilities, data centers, and motor vehicles under operating lease agreements. Some of the Company’s leases include one or more options to renew. For a majority of our leases, we do not assume renewals in our determination of the lease term as the renewals are not deemed to be reasonably assured. Our lease agreements generally do not contain any material residual value guarantees or material restrictive covenants. As of December 31, 2021, the Company’s lease agreements typically have terms not exceeding ten years.

Payments under the Company's lease arrangements may be fixed or variable, and variable lease payments primarily represent costs related to common area maintenance and utilities. The components of lease expense are as follows:

	December 31, 2021	December 31, 2020
Operating lease cost	\$ 16,551	\$ 14,968
Short term lease cost	3,273	2,538
Variable lease cost	4,261	3,652
Sublease income	(774)	(1,382)
Total lease cost	\$ 23,311	\$ 19,776

Other information related to leases are as follows:

	December 31, 2021	December 31, 2020
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	\$ 17,162	\$ 11,586
Right-of-use assets obtained in exchange for new operating lease liabilities	\$ 3,329	\$ 42,673
Weighted-average remaining lease term (in years):		
Operating leases	5.8	
Weighted-average discount rate:		
Operating leases	6.5 %	

The Company calculated the weighted-average discount rates using incremental borrowing rates, which equal the rates of interest that it would pay to borrow funds on a fully collateralized basis over a similar term.

Maturity of lease liabilities are as follows:

	December 31, 2021
2022	\$ 16,593
2023	15,518
2024	13,018
2025	11,277
2026	9,855
Thereafter	18,340
Total undiscounted future cash flows	84,600
Less: Imputed interest	(14,445)
Present value of undiscounted future cash flows	\$ 70,155

As of December 31, 2021, the Company has an additional corporate office lease that has not yet commenced with lease obligations of approximately \$33.7 million that are not included in the table above. These operating leases will commence in 2022 with lease a term of approximately 11 years.

As of December 31, 2021, the Company had long-lived assets, which consists of operating lease right-of-use assets and property and equipment, net, of \$77.2 million and \$32.6 million located in the United States and internationally, respectively. As of December 31, 2020, the company had long-lived assets of \$68.9 million and \$40.1 million located in the United States and internationally, respectively.

Other Contractual Obligations and Contingencies

The Company is a party to several non-cancelable contracts with vendors where the Company is obligated to make future minimum payments under the terms of these contracts as follows:

	Year ending December 31,
2022	\$ 404,300
2023	384,029
2024	326,418
2025	277,186
2026	165,414
Thereafter	336,905
Total	\$ 1,894,252

Contingencies

From time to time, and in the ordinary course of business, the Company may be subject to certain claims, charges and litigation concerning matters arising in connection with the conduct of the Company's business activities.

In Re: Daily Fantasy Sports Litigation (Multi-District Litigation)

Between late 2015 and early 2016, certain individuals who allegedly registered and competed in daily sports fantasy contests on our and FanDuel's websites, and their family members, filed numerous actions (primarily purported class actions) against us, FanDuel, and other related parties in courts across the United States. In February 2016, these actions were consolidated in a multi-district litigation in the U.S. District Court for the District of Massachusetts. The plaintiffs asserted 27 claims arising under both state and federal law against the DFS defendants. The plaintiffs' claims against us generally fall into four categories: (1) the Company's online daily fantasy sports contests constitute illegal gambling; (2) the Company promulgated false or misleading advertisements that emphasized the ease of play and likelihood of winning; (3) the Company induced consumers to lose money through a deceptive bonus program; and (4) the Company allowed our employees to participate in competitors' fantasy sports contests using non-public information, which gave such employees an unfair advantage over other contestants. The plaintiffs seek money damages, equitable relief, and disgorgement of gains against the Company.

On October 6, 2021, the court entered judgment and an order approving a settlement and dismissing the claims with prejudice brought by all plaintiffs except the family members plaintiffs and one plaintiff asserting claims against the DFS defendants as a concerned citizen of the State of Florida. This settlement agreement became effective on November 5, 2021; as a result, the only remaining plaintiffs are the family member plaintiffs and the plaintiff who asserted the concerned citizen claims. On January 21, 2022, DraftKings and the family member plaintiffs filed a joint motion for preliminary approval of a proposed settlement; the court heard the motion on January 25, 2022 but has not yet preliminarily approved the proposed settlement. Once the family member settlement agreement becomes effective, the only remaining plaintiff will be the plaintiff who filed the concerned citizen claims.

The Company intends to vigorously defend this case. If the plaintiffs obtain a judgment in their favor in this matter, the Company could be subject to substantial damages and it could be restricted from offering DFS contests in certain states. The Company established an accrual for this matter, but it cannot provide any assurance as to the outcome of this lawsuit.

Despite the potential for significant damages, the Company does not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on DraftKings' financial condition, although the outcome could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

1,000 Mass Arbitration Demands Filed by One Law Firm

On October 21, 2019, a law firm filed 1000 "mass arbitrations" against the Company with the American Arbitration Association ("AAA") on behalf of purported DraftKings users that assert claims similar to those in the multi-district litigation

described above. After the law firm filed the 1000 “mass arbitrations,” the AAA informed DraftKings in writing that it would close their files on, and decline to administer, the 1000 “mass arbitrations” unless the Company waived two provisions in its terms of use and that the parties would then be free to bring their claims in court. The Company elected not to waive the subject terms of use provisions. On November 6, 2020, the same law firm filed a complaint against DraftKings in Massachusetts Superior Court (Suffolk County), entitled *Aaron Abramson, et al. v. DraftKings*. In *Abramson*, the law firm sought, among other things, to compel arbitration against DraftKings on behalf of nine hundred ninety-nine (999) individuals. The Company established an accrual for this matter.

On August 7, 2021, DraftKings entered into a settlement agreement which, among other things, resolved the *Abramson* lawsuit. On or about September 8, 2021, the plaintiffs and DraftKings filed a joint dismissal (without prejudice) of the *Abramson* lawsuit.

Interactive Games LLC

On June 14, 2019, Interactive Games LLC filed suit against the Company in the U.S. District Court for the District of Delaware, alleging that our Daily Fantasy Sports product infringes two patents and the Company’s Sportsbook product offering infringes two different patents. DraftKings intends to vigorously defend this case. In the event that a court ultimately determines that the Company is infringing the asserted patents, it may be subject to substantial damages, which may include treble damages and/or an injunction that could require the Company to modify certain features that we currently offer.

The Company cannot predict with any degree of certainty the outcome of the suit or determine the extent of any potential liability or damages. The Company also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, the Company does not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on DraftKings’ financial condition, although the outcome could be material to DraftKings’ operating results for any particular period, depending, in part, upon the operating results for such period.

Winview Inc.

On July 7, 2021, Winview Inc., a Delaware Corporation filed suit against the Company in the U.S. District Court for the District of New Jersey, which was subsequently amended on July 28, 2021, alleging that our Sportsbook product infringes two patents, our Daily Fantasy Sports product infringes one patent, and that our Sportsbook product and Daily Fantasy Sports product infringes another patent. On November 15, 2021, Winview filed a second amended complaint (the “SAC”), adding as defendants DraftKings Inc., a Delaware Corporation, and Crown Gaming Inc., a Delaware Corporation. The SAC largely repeats the allegations of the first amended complaint.

DraftKings intends to vigorously defend this case. In the event that a court ultimately determines that the Company is infringing the asserted patents, it may be subject to substantial damages, which may include treble damages and/or an injunction that could require the Company to modify certain features that we currently offer.

The Company cannot predict with any degree of certainty the outcome of the suit or determine the extent of any potential liability or damages. The Company also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company’s operations and cash flows.

Despite the potential for significant damages, the Company does not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on DraftKings’ financial condition, although the outcome could be material to DraftKings’ operating results for any particular period, depending, in part, upon the operating results for such period.

Securities Matters

On July 2, 2021, the first of two substantially similar federal securities law putative class actions was filed in the U.S. District Court for the Southern District of New York against the Company and certain of its officers. The actions allege

violations of Sections 10(b) and 20(a) of the Exchange Act on a behalf of a putative class of persons who purchased or otherwise acquired DraftKings stock between December 23, 2019 and June 15, 2021. The allegations relate to, among other things, allegedly false and misleading statements and/or failures to disclose information about the Company's business and prospects, based primarily upon the allegations concerning SBTech that were contained in a report published about the Company on June 15, 2021 by Hindenburg Research (the "Hindenburg Report"). The Company intends to vigorously defend against these claims. On November 12, 2021, the Court consolidated the two actions under the caption *In re DraftKings Securities Litigation* and appointed a lead plaintiff. The lead plaintiff filed a consolidated amended complaint on January 11, 2022.

On July 9, 2021, the Company received a subpoena from the SEC seeking documents concerning certain of the allegations raised in the Hindenburg Report. The Company intends to comply with the related requests and is cooperating with the SEC's ongoing inquiry.

The Company cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities. The Company also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, the Company does not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on DraftKings' financial condition, although the outcome could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

Shareholder Derivative Litigation

On October 21, 2021, the first of four substantially similar putative shareholder derivative actions was filed in Nevada by alleged shareholders of the Company. The actions purport to assert claims on behalf of the Company against certain current and former officers and/or members of the Board of Directors of the Company and DEAC. Two actions were filed in the U.S. District Court for the District of Nevada, and two actions were filed in Nevada state District Court in Clark County. The actions purport to assert claims on behalf of the Company for, among other things, breach of fiduciary duty and corporate waste based primarily upon the allegations concerning SBTech that were contained in the Hindenburg Report. The two federal court actions also contend that certain individuals are liable to the Company for any adverse judgment in the federal securities class actions described above under Sections 10(b) and 21D of the Exchange Act. The complaint seeks unspecified compensatory damages, changes to corporate governance and internal procedures, equitable and injunctive relief, restitution, costs and attorney's fees.

The Company cannot predict with any degree of certainty the outcome of these matters or determine the extent of any potential liabilities. The Company also cannot provide an estimate of the possible loss or range of loss. Because these actions allege claims on behalf of the Company and purport to seek a judgment in favor of the Company, the Company does not believe, based on currently available information, that the outcome of these proceedings will have a material adverse effect on DraftKings' financial condition, although the outcome could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

AG 18, LLC d/b/a/ Arrow Gaming

On August 19, 2021, AG 18, LLC d/b/a/ Arrow Gaming ("Arrow Gaming") filed a complaint against DraftKings in the United States District Court for the District of New Jersey alleging that DraftKings' DFS and Casino products infringe four patents. On October 12, 2021, Arrow Gaming filed an amended complaint to add one additional patent. On December 20, 2021, Arrow Gaming filed a second amended complaint adding new allegations with respect to alleged willful infringement.

The Company cannot predict with any degree of certainty the outcome of the suit or determine the extent of any potential liability or damages. The Company also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, the Company does not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on DraftKings' financial condition, although the outcome

could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

Beteiro, LLC

On November 22, 2021, Beteiro, LLC filed a complaint against the Company in the United States District Court for the District of New Jersey alleging that the Company's Sportsbook and Casino products infringe four patents.

The Company cannot predict with any degree of certainty the outcome of the suit or determine the extent of any potential liability or damages. The Company also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, the Company does not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on DraftKings' financial condition, although the outcome could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

Diogenes Ltd. & Colossus(IOM) Ltd.

On December 1, 2021, Diogenes Ltd. & Colossus (IOM) Ltd. ("Colossus"), filed a complaint against the Company in the United States District Court for the District of Delaware alleging that the Company's Sportsbook products infringe seven patents. Colossus amended its complaint on February 7, 2022, to, among other things, add one additional patent.

The Company cannot predict with any degree of certainty the outcome of the suit or determine the extent of any potential liability or damages. The Company also cannot provide an estimate of the possible loss or range of loss. Any adverse outcome in these matters could expose the Company to substantial damages or penalties that may have a material adverse impact on the Company's operations and cash flows.

Despite the potential for significant damages, the Company does not believe, based on currently available information, that the outcome of this proceeding will have a material adverse effect on DraftKings' financial condition, although the outcome could be material to DraftKings' operating results for any particular period, depending, in part, upon the operating results for such period.

Internal Revenue Service

The Company is currently under Internal Revenue Service audit for prior tax years, with the primary unresolved issues relating to excise taxation of fantasy sports contests and informational reporting and withholding. The final resolution of that audit, and other audits or litigation, may differ from the amounts recorded in these consolidated financial statements and may materially affect the Company's consolidated financial statements in the period or periods in which that determination is made.

Letters of Credit

In connection with the Credit Agreement with Pacific Western Bank, the Company has entered into several letters of credit totaling \$4.2 million as of December 31, 2021 and December 31, 2020 for the Company's leases of office space.

Exhibit Index

(b) *Exhibits.* The following exhibits are being followed herewith:

Exhibit No.	Description
2.1†	Business Combination Agreement, dated as of December 22, 2019, among DraftKings Inc., SBTech (Global) Limited, SBTech’s shareholders, Diamond Eagle Acquisition Corp., DEAC NV Merger Corp. and a wholly-owned subsidiary of DEAC (incorporated by reference to Exhibit 2.1 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
2.2	Agreement and Plan of Merger, dated as of March 12, 2020, by and among Diamond Eagle Acquisition Corp. and DEAC NV Merger Corp. (incorporated by reference to Exhibit 2.3 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
2.3	Amendment to Business Combination Agreement, dated as of April 7, 2020, among DraftKings Inc., SBTech (Global) Limited, SBTech’s shareholders, Diamond Eagle Acquisition Corp., DEAC NV Merger Corp. and a wholly-owned subsidiary of DEAC (incorporated by reference to Exhibit 2.4 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
2.4***	Agreement and Plan of Merger, by and among DraftKings Inc., New Duke Holdco, Inc., Golden Nugget Online Gaming, Inc., Duke Merger Sub, Inc. and Gulf Merger Sub, Inc., dated as of August 8, 2021 (incorporated by reference to Exhibit 2.1 of the Company’s Current Report on Form 8-K, filed with the SEC on August 10, 2021).
3.1	Amended and Restated Articles of Incorporation of DraftKings Inc. (incorporated by reference to Exhibit 3.1 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020)
3.2	Amended and Restated Bylaws of DraftKings Inc. (incorporated by reference to Exhibit 3.2 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
4.1	Specimen Class A Common Stock Certificate of DraftKings (incorporated by reference to Exhibit 4.1 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
4.2	Form of Warrant Certificate of DraftKings Inc. (incorporated by reference to Exhibit 4.2 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
4.3	Warrant Agreement, dated May 10, 2019, by and between Diamond Eagle Acquisition Corp. and Continental Stock Transfer & Trust Company, as warrant agent (incorporated by reference to Exhibit 4.1 of Diamond Eagle Acquisition Corp.’s Current Report on Form 8-K filed on May 14, 2019).
4.4	Assignment and Assumption Agreement, dated April 23, 2020, by and among DraftKings Inc., DEAC, Continental Stock Transfer & Trust Company, Computershare Trust Company, N.A. and Computershare Inc. (incorporated by reference to Exhibit 4.4 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
4.5	Indenture, dated as of March 18, 2021, between the Company and Computershare Trust Company, N.A., as trustee (including Form of 0% Convertible Senior Notes due 2028) (incorporated by reference to Exhibit 4.1 of the Company’s Current Report on Form 8-K, filed with the SEC on March 18, 2021).
4.6	Description of Registered Securities (incorporated by reference to Exhibit 4.5 of the Company’s Amended Annual Report on Form 10-K/A, filed with the SEC on May 3, 2021).
10.1+	DraftKings Inc. 2020 Incentive Award Plan (incorporated by reference to Exhibit 10.1 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.2	Form of Subscription Agreement, dated December 22, 2019, by and between Diamond Eagle Acquisition Corp. and the undersigned subscriber party thereto (incorporated by reference to Exhibit 10.2 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.3+	Executive Employment Agreement, dated April 23, 2020, between DraftKings Inc. and Matt Kalish (incorporated by reference to Exhibit 10.2 the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.4+	Executive Employment Agreement, dated April 23, 2020, between DraftKings Inc. and Paul Liberman (incorporated by reference to Exhibit 10.3 the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.5+	Executive Employment Agreement, dated April 23, 2020, between DraftKings Inc. and Jason Robins (incorporated by reference to Exhibit 10.4 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.6+	Executive Employment Agreement, dated May 30, 2019, between DraftKings Inc. and Jason Park (incorporated by reference to Exhibit 10.3 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.7+	DraftKings Inc. Employee Stock Purchase Plan (incorporated by reference to Exhibit 10.5 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).

Exhibit No.	Description
10.8	Form of Indemnification Agreement (incorporated by reference to Exhibit 10.7 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.9	Earnout Escrow Agreement, dated April 23, 2020, by and among DraftKings Inc., Shalom Meckenzie, in his capacity as SBT Sellers’ Representative, Eagle Equity Partners LLC, Jeff Sagansky, Eli Baker, Harry Sloan, I.B.I. Trust Management, the trustee, and Computershare Trust Company, N.A., as escrow agent (incorporated by reference to Exhibit 10.8 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.10	Stockholders Agreement, dated April 23, 2020, by and among DraftKings Inc., the DK Stockholder Group, the SBT Stockholder Group and the DEAC Stockholder Group (incorporated by reference to Exhibit 10.9 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.11	Amendment to Stockholders Agreement, dated October 5, 2020, by and among DraftKings Inc., the DK Stockholder Group, the SBT Stockholder Group and the DEAC Stockholder Group (incorporated by reference to Exhibit 10.1 of the Company’s Current Report on Form 8-K, filed with the SEC on October 5, 2020).
10.12	Share Exchange Agreement, dated April 23, 2020, by and among DraftKings Inc., a Delaware corporation, Jason Robins and DEAC NV Merger Corp. (incorporated by reference to Exhibit 10.10 of the Company’s Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.13 †**	Agreement for the Provision of a Sports Betting Solution (“License Agreement”), between Sports Information Services Limited and Crown Gaming Inc., dated as of June 19, 2018 (incorporated by reference to Exhibit 10.5 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.14 †**	Addendum to License Agreement, between Sports Information Services Limited and Crown Gaming Inc., dated as of August 22, 2019 (incorporated by reference to Exhibit 10.6 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.15 †**	Addendum, dated as of July 23, 2020 to the Agreement for the Provision of a Sports Betting Solution between Sports Information Services Limited and Crown Gaming Inc., dated as of June 19, 2018 (incorporated by reference to Exhibit 10.1 to DraftKings Inc.’s Current Report on Form 8-K (File No. 001-38908), filed with the SEC on July 23, 2020).
10.16	Amended and Restated Loan and Security Agreement (the “LSA”), dated October 21, 2016, by and between DraftKings Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.7 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.17	First Amendment to the LSA, dated July 28, 2017, by and between DraftKings Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.8 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.18	Second Amendment to the LSA, dated December 28, 2017, by and between DraftKings Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.9 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.19	Third Amendment and Joinder to the LSA, dated July 3, 2018, by and among DraftKings Inc., Crown Gaming Inc., Crown DFS Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.10 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.20	Fourth Amendment to the LSA, dated December 19, 2018, by and among DraftKings Inc., Crown Gaming Inc., Crown DFS Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.11 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.21	Fifth Amendment to the LSA, dated March 28, 2019 by and among DraftKings Inc., Crown Gaming Inc., Crown DFS Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.12 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).
10.22	Sixth Amendment to the LSA, dated August 15, 2019, by and among DraftKings Inc., Crown Gaming Inc., Crown DFS Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.13 of DEAC NV Merger Corp.’s Registration Statement on Form S-4 (Reg. No. 333-235805), filed with the SEC on April 14, 2020).

Exhibit No.	Description
10.23	Seventh Amendment to the LSA, dated April 23, 2020, by and among DraftKings Inc. (a Nevada corporation), DraftKings Inc. (a Delaware corporation), Crown Gaming Inc., Crown DFS Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.20 of the Company's Current Report on Form 8-K, filed with the SEC on April 29, 2020).
10.24	Eighth Amendment to the LSA, dated June 30, 2020, by and among DraftKings Inc. (a Nevada corporation), DraftKings Inc. (a Delaware corporation), Crown Gaming Inc., Crown DFS Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.11 of the Company's Quarterly Report on Form 10-Q, filed with the SEC on August 14, 2020).
10.25	Ninth Amendment to the LSA, dated September 14, 2020, by and among DraftKings Inc. (a Nevada corporation), DraftKings Inc. (a Delaware corporation), Crown Gaming Inc., Crown DFS Inc. and Pacific Western Bank (incorporated by reference to Exhibit 10.25 of the Company's Registration Statement on Form S-1 (No. 333-249299), filed with the SEC on October 6, 2020).
10.26+	DraftKings Inc. 2017 Equity Incentive Plan, as amended from time to time (incorporated by reference to Exhibit 10.22 of the Company's Registration Statement on Form S-1 (No. 333-238051), filed with the SEC on May 6, 2020).
10.27+	DraftKings Inc. 2012 Stock Option & Restricted Stock Incentive Plan, as amended from time to time (incorporated by reference to Exhibit 10.23 of the Company's Registration Statement on Form S-1 (No. 333-238051), filed with the SEC on May 6, 2020).
10.28+	SBTech (Global) Limited 2011 Global Share Option Plan (incorporated by reference to Exhibit 10.24 of the Company's Registration Statement on Form S-1 (No. 333-238051), filed with the SEC on May 6, 2020).
10.29+	Form of Stock Option Award Agreement (incorporated by reference to Exhibit 10.10 of the Company's Quarterly Report on Form 10-Q, filed with the SEC on May 15, 2020).
10.30+	Form of Restricted Stock Award Agreement (incorporated by reference to Exhibit 10.11 of the Company's Quarterly Report on Form 10-Q, filed with the SEC on May 15, 2020).
10.31	Form of Base Capped Call Transaction Confirmation (incorporated by reference to Exhibit 10.1 of the Company's Current Report on Form 8-K, filed with the SEC on March 18, 2021).
10.32	Form of Additional Capped Call Transaction Confirmation (incorporated by reference to Exhibit 10.2 of the Company's Current Report on Form 8-K, filed with the SEC on March 18, 2021).
10.33	Executive Employment Agreement, dated August 5, 2021, between DraftKings Inc. and R. Stanton Dodge (incorporated by reference to Exhibit 10.1 of the Company's Quarterly Report on Form 10-Q, filed with the SEC on August 6, 2021).
10.34	Executive Employment Agreement, dated August 5, 2021, between DraftKings Inc. and Jason Park (incorporated by reference to Exhibit 10.2 of the Company's Quarterly Report on Form 10-Q, filed with the SEC on August 6, 2021).
10.35	Support Agreement, by and among DraftKings Inc., Tilman J. Fertitta, Fertitta Entertainment, Inc., Landry's Fertitta, LLC, Golden Landry's LLC, Golden Fertitta, LLC and New Duke Holdco, Inc., dated as of August 8, 2021 (incorporated by reference to Exhibit 10.1 of the Company's Current Report on Form 8-K, filed with the SEC on August 10, 2021).
14.1	Code of Business Ethics of the Company, dated April 23, 2020 (incorporated by reference to Exhibit 14.1 of the Company's Amended Annual Report on Form 10-K/A, filed with the SEC on May 3, 2021).
21.1*	List of Subsidiaries
23.1*	Consent of BDO USA, LLP, independent registered public accounting firm.
31.1*	Certification of Chief Executive Officer pursuant to Rules 13a-14 and 15d-14 promulgated under the Securities Exchange Act of 1934.
31.2*	Certification of Chief Financial Officer pursuant to Rules 13a-14 and 15d-14 promulgated under the Securities Exchange Act of 1934.
32.1*	Certification of Chief Executive Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
32.2*	Certification of Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
101.INS*	XBRL Instance Document
101.SCH*	XBRL Taxonomy Extension Schema Document
101.CAL*	XBRL Taxonomy Extension Calculation Linkbase Document
101.DEF*	XBRL Taxonomy Extension Definition Linkbase Document
101.LAB*	XBRL Taxonomy Extension Label Linkbase Document
101.PRE*	XBRL Taxonomy Extension Presentation Linkbase Document
104.1	Cover Page Interactive Data File (Embedded within the Inline XBRL document and included in Exhibit).

* Filed herewith.

** Certain portions of this exhibit have been omitted pursuant to Regulation S-K Item 601(b)(10)(iv). The Registrant agrees to furnish an unredacted copy of the exhibit to the SEC upon its request.

*** Annexes, schedules and/or exhibits have been omitted pursuant to Item 601(b)(2) of Regulation S-K. The Company agrees to furnish supplementally a copy of any omitted attachment to the SEC on a confidential basis upon request.

† Certain of the exhibits and schedules to this Exhibit have been omitted in accordance with Regulation S-K Item 601(a)(5). The Registrant agrees to furnish a copy of all omitted exhibits and schedules to the SEC upon its request.

+ Management contract or compensatory plan or arrangement.

Item 16. Form 10-K Summary.

None.

Signatures

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: February 18, 2022

By: /s/ Jason K. Park
Name: Jason K. Park
Title: Chief Financial Officer

POWER OF ATTORNEY

Each person whose individual signature appears below hereby authorizes and appoints Jason D. Robins, R. Stanton Dodge, and Jason K. Park, and each of them, with full power of substitution and resubstitution and full power to act without the other, as his or her true and lawful attorney-in-fact and agent to act in his or her name, place and stead and to execute in the name and on behalf of each person, individually and in each capacity stated below, and to file any and all amendments to this annual report on Form 10-K and to file the same, with all exhibits thereto, and other documents in connection therewith, with the Securities and Exchange Commission, granting unto said attorneys-in-fact and agents, and each of them, full power and authority to do and perform each and every act and thing, ratifying and confirming all that said attorneys-in-fact and agents or any of them or their or his or her substitute or substitutes may lawfully do or cause to be done by virtue thereof.

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated.

Name	Position	Date
<u>/s/ Jason D. Robins</u> Jason D. Robins	Chief Executive Officer and Chairman (Principal Executive Officer)	February 18, 2022
<u>/s/ Jason K. Park</u> Jason K. Park	Chief Financial Officer (Principal Financial Officer)	February 18, 2022
<u>/s/ Erik Bradbury</u> Erik Bradbury	Chief Accounting Officer (Principal Accounting Officer)	February 18, 2022
<u>/s/ Harry Evans Sloan</u> Harry Evans Sloan	Vice Chairman	February 18, 2022
<u>/s/ Matthew Kalish</u> Matthew Kalish	Director	February 18, 2022
<u>/s/ Woodrow H. Levin</u> Woodrow H. Levin	Director	February 18, 2022
<u>/s/ Paul Liberman</u> Paul Liberman	Director	February 18, 2022
<u>/s/ Shalom Meckenzie</u> Shalom Meckenzie	Director	February 18, 2022
<u>/s/ Jocelyn Moore</u> Jocelyn Moore	Director	February 18, 2022
<u>/s/ Ryan R. Moore</u> Ryan R. Moore	Director	February 18, 2022
<u>/s/ Valerie Mosley</u> Valerie Mosley	Director	February 18, 2022
<u>/s/ Steven J. Murray</u> Steven J. Murray	Director	February 18, 2022
<u>/s/ Hany M. Nada</u> Hany M. Nada	Director	February 18, 2022
<u>/s/ John S. Salter</u> John S. Salter	Director	February 18, 2022
<u>/s/ Marni M. Walden</u> Marni M. Walden	Director	February 18, 2022

DRAFTKINGS INC.
LIST OF SUBSIDIARIES
(as of February 18, 2022)

Name of Subsidiary	Country (State)	Percent Ownership
DraftKings Inc.	United States (Delaware)	100%
DK Player Reserve LLC	United States (Delaware)	100%
DK Security Corporation	United States (Massachusetts)	100%
Crown DFS Inc.	United States (Delaware)	100%
Crown Gaming Inc.	United States (Delaware)	100%
Crown PA DFS Inc.	United States (Delaware)	100%
Crown MS Gaming Inc.	United States (Delaware)	100%
Crown NJ Gaming Inc.	United States (Delaware)	100%
Crown NV Gaming Inc.	United States (Delaware)	100%
Crown NY Gaming Inc.	United States (Delaware)	100%
Crown PA Gaming Inc.	United States (Delaware)	100%
Crown WV Gaming Inc.	United States (Delaware)	100%
DK-FH Inc.	United States (Delaware)	100%
Crown Europe Malta Limited	Malta	100%
Crown Gaming Malta Limited	Malta	100%
Crown DFS Malta Limited	Malta	100%
DraftKings Australia PTY Limited	Australia	100%
DK UK Services LTD	United Kingdom	100%
Crown IA Gaming LLC	United States (Delaware)	100%
Crown MA Gaming LLC	United States (Delaware)	100%
Crown IN Gaming LLC	United States (Delaware)	100%
Crown Gaming Ireland Limited	Ireland	100%
Crown NH Gaming LLC	United States (Delaware)	100%
Crown CO Gaming LLC	United States (Delaware)	100%
Crown TN Gaming LLC	United States (Delaware)	100%
Crown IL Gaming LLC	United States (Delaware)	100%
Crown MI Gaming LLC	United States (Delaware)	100%
Crown VA Gaming LLC	United States (Delaware)	100%
Crown AZ Gaming LLC	United States (Delaware)	100%
Crown Gaming RT LLC	United States (Delaware)	100%
DKDI LLC	United States (Delaware)	100%
SB Tech (Global) Limited	Isle of Man	100%
Gaming Tech Ltd	Israel	100%
SB Tech Subsidiary Bulgaria (branch)	Bulgaria	100%
SB Tech (Gibraltar) Limited	Gibraltar	100%
Sky Star Eight Limited	United Kingdom	100%
SB Tech US Inc.	United States (Delaware)	100%
Lucrative Green Leaf Limited	Ireland	100%
Software Co-Work LLC	Ukraine	100%
Software Co-Work Cyprus Limited	Cyprus	100%
SBTech Malta Limited	Malta	100%

Vegas Sports Information Network, LLC	United States (Nevada)	100%
GUS I LLC	United States (Delaware)	100%
GUS II LLC	United States (Delaware)	100%
Crown OR Gaming LLC	United States (Delaware)	100%
Crown CT Gaming LLC	United States (Delaware)	100%
Crown WY Gaming LLC	United States (Delaware)	100%
Crown WA Gaming LLC	United States (Delaware)	100%
Crown DK CAN Ltd.	Canada (Alberta)	100%
Scarcity Labs Inc.	Canada (Alberta)	100%
New Duke Holdco, Inc.	United States (Nevada)	100%
Duke Merger Sub, Inc.	United States (Nevada)	100%
Gulf Merger Sub, Inc.	United States (Delaware)	100%
Crown KS Gaming LLC	United States (Delaware)	100%
Crown LA Gaming LLC	United States (Delaware)	100%
Crown MD Gaming LLC	United States (Delaware)	100%
Crown ME Gaming LLC	United States (Delaware)	100%
Crown OK Gaming LLC	United States (Delaware)	100%
Crown AL Gaming LLC	United States (Delaware)	100%
Crown PR Gaming LLC	United States (Delaware)	100%
DK II Security Corporation	United States (Massachusetts)	100%
Crown FL Gaming LLC	United States (Delaware)	100%
Crown SD Gaming LLC	United States (Delaware)	100%
Blue Ribbon Software Ltd.	Israel	100%
Blue Ribbon Holding Limited	Malta	100%
Blue Ribbon Software Malta Limited	Malta	100%

Consent of Independent Registered Public Accounting Firm

DraftKings Inc.
Boston, Massachusetts

We hereby consent to the incorporation by reference in the Registration Statements on Form S-3 (No. 333-237693-01 and No. 333-238051) and Form S-8 (No. 333-239516) of DraftKings Inc. of our reports dated February 18, 2022, relating to the consolidated financial statements and the effectiveness of DraftKings Inc.'s internal control over financial reporting, which appears in this Form 10-K.

/s/ BDO USA, LLP
Boston, Massachusetts

February 18, 2022

**Certification of Principal Executive Officer Pursuant to Exchange Act Rule 13a-14(a)/15d-14(a)
as Adopted Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002**

I, Jason D. Robins, certify that:

1. I have reviewed this Annual Report on Form 10-K of DraftKings Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 18, 2022

/s/ Jason D. Robins

Jason D. Robins

Chief Executive Officer and Chairman of the Board
(Principal Executive Officer)

**Certification of Principal Financial Officer Pursuant to Exchange Act Rule 13a-14(a)/15d-14(a)
as Adopted Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002**

I, Jason K. Park, certify that:

1. I have reviewed this Annual Report on Form 10-K of DraftKings Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 18, 2022

/s/ Jason K. Park

Jason K. Park

Chief Financial Officer

(Principal Financial Officer)

**Certification of Principal Executive Officer Pursuant to 18 U.S.C. Section 1350 as Adopted
Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**

Pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, I, Jason D. Robins, Chief Executive Officer and Chairman of the Board of DraftKings Inc. (the "Company"), hereby certify, that, to my knowledge:

1. The Annual Report on Form 10-K for the year ended December 31, 2021 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: February 18, 2022

/s/ Jason D. Robins

Jason D. Robins

Chief Executive Officer and Chairman of the Board
(Principal Executive Officer)

**Certification of Principal Financial Officer Pursuant to 18 U.S.C. Section 1350 as Adopted
Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**

Pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, I, Jason K. Park, Chief Financial Officer of DraftKings Inc. (the "Company"), hereby certify, that, to my knowledge:

1. The Annual Report on Form 10-K for the year ended December 31, 2021 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: February 18, 2022

/s/ Jason K. Park

Jason K. Park
Chief Financial Officer
(Principal Financial Officer)



SECTION G.4 - COMPLIANCE



G.4-a

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission**
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

Not applicable. None of Crown MA Gaming LCC's Key Persons have ever been employed by the Massachusetts Gaming Commission.



G.4-b

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license**
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

Please find a copy of all gaming licenses held by the affiliates of Crown MA Gaming LLC along with information regarding suitability for each of the designated Key Persons attached as “G.4-b Licenses and Suitability”.



G.4-b Licenses and Suitability



ARIZONA

ARIZONA DEPARTMENT OF GAMING

ISSUES State Certification PCA# EW236
TO

Crown AZ Gaming, LLC

as a

Event Wagering Designee

And authorizes this vendor to provide service in accordance with the
Arizona Revised Statutes for Event Wagering and Fantasy Sports

Date of Issue: Aug 23, 2021

Date of Expiration: Aug 31, 2026



Arizona Department of Gaming

A handwritten signature in black ink, appearing to read 'Brian Jacobsen', is written over a horizontal line.

Brian Jacobsen, Manager

Vendor Certification Unit





COLORADO

STATE OF COLORADO DEPARTMENT OF REVENUE

DIVISION OF GAMING
1707 Cole Blvd. Suite 300
Lakewood, Colorado 80401

CROWN CO GAMING LLC
D/B/A DRAFTKINGS
222 BERKELEY STREET, 5TH FLOOR
BOSTON MA 02116

SPORTS BETTING LICENSE

Account Number	94433846
License Type	Internet Sports Betting Operator
License Expires at Midnight	February 17, 2024

This license is issued subject to the laws of the State of Colorado and especially under the provisions of Title 44, Article 30, C.R.S. 2019, as amended. This license is nontransferable and shall be conspicuously posted in the place above described. This license is only valid through the expiration date shown above. Any questions concerning this license should be addressed to: Colorado Division of Gaming, 1707 Cole Blvd., Suite 300, Lakewood, CO 80401.

In testimony whereof, I have hereunto set my hand.



Division Director



Executive Director

STATE OF COLORADO DEPARTMENT OF REVENUE

DIVISION OF GAMING
1707 Cole Blvd. Suite 300
Lakewood, Colorado 80401

CROWN CO GAMING LLC
D/B/A DRAFTKINGS
222 BERKELEY STREET, 5TH FLOOR
BOSTON MA 02116

SPORTS BETTING LICENSE

Account Number
94442434

License Type
Sports Betting Operator

License Expires at Midnight
February 18, 2024

This license is issued subject to the laws of the State of Colorado and especially under the provisions of Title 44, Article 30, C.R.S. 2019, as amended. This license is nontransferable and shall be conspicuously posted in the place above described. This license is only valid through the expiration date shown above. Any questions concerning this license should be addressed to: Colorado Division of Gaming, 1707 Cole Blvd., Suite 300, Lakewood, CO 80401.

In testimony whereof, I have hereunto set my hand.



Division Director



Executive Director



CONNECTICUT

STATE OF CONNECTICUT DEPARTMENT OF CONSUMER PROTECTION

This is your registration certificate. This certificate shall be shown to any properly interested person on request. Do not attempt to make any changes or alter this certificate in any way. This registration is not transferable.

In an effort to be more efficient and Go Green, the department asks that you keep your email information with our office current to receive correspondence. Questions can be emailed to dcp.gaming@ct.gov.

Mailing address:

Crown NJ Gaming Inc.
222 Berkeley Street
5th Floor
Boston, MA 02116

Email on file to be used for receiving all notices from this office:

CTLaunch@draftkings.com

STATE OF CONNECTICUT ♦ DEPARTMENT OF CONSUMER PROTECTION

Be it known that
Pursuant to Public Act 21-23 of the Connecticut General Statutes

CROWN NJ GAMING INC.

222 Berkeley Street
5th Floor
Boston, MA 02116

has been certified by the Department of Consumer Protection as a holder of a

ONLINE GAMING OPERATOR

FYI | License #: OGO.000003

Effective Date: 09/28/2022

Expiration Date: 09/27/2023

[verify online at www.elicense.ct.gov](http://www.elicense.ct.gov)

APPROVED GAMES: ONLINE CASINO GAMES, ONLINE FANTASY GAMES, ONLINE SPORTS WAGERING



Michelle Seagull, Commissioner



IOWA

State of Iowa

This is To Acknowledge That

CROWN IA GAMING LLC

has been licensed by the

IOWA RACING AND GAMING COMMISSION

to conduct Advanced Deposit Sports Wagering pursuant to Iowa Code §99F.9(4)(b) at Wild Rose Clinton, L.L.C., Wild Rose Jefferson, L.L.C., Wild Rose Emmetsburg, L.L.C. from January 01, 2022 to expire on December 31, 2022.





Brian J. Ohorilko, Administrator





ILLINOIS



ILLINOIS GAMING BOARD

JB Pritzker • Governor Charles Schmadeke • Chairman Marcus D. Fruchter • Administrator

160 North LaSalle ♠ Suite 300 ♣ Chicago, Illinois 60601 ♥ Tel: 312/814-4700 ♦ Fax: 312/814-4602

July 17, 2020

Via Email

Mr. Jason Robins
Crown IL Gaming LLC d/b/a DraftKings
222 Berkeley Street, 5th Floor
Boston, Massachusetts 02116

RE: Management Services Provider Temporary Operating Permit

Dear Mr. Robins:

The Illinois Gaming Board has received Crown IL Gaming LLC's ("DraftKings") application for a management services provider license and request for a Temporary Operating Permit pursuant to Board Rule 1900.790.

After reviewing the information DraftKings submitted, I have determined that issuing a Temporary Operating Permit to DraftKings is in the best interests of the Illinois sports wagering industry and would not pose a threat to public confidence and trust in Illinois gaming.

Accordingly, I am pleased to inform you that I am granting DraftKings' request for a Temporary Operating Permit.

Please be aware that a Temporary Operating Permit issued pursuant to Board Rule 790 is subject to rescission for just cause. All applicants and Temporary Operating Permit holders are required to comply with all Board Rules and statutory provisions.

The request by Crown IL Gaming LLC d/b/a DraftKings for a Temporary Operating Permit pursuant to 11 Ill. Admin. Code 1900.790 is hereby GRANTED.

Regards,

A handwritten signature in blue ink that reads "Marcus D. Fruchter".

Marcus D. Fruchter
Administrator



INDIANA

VENDOR'S LICENSE

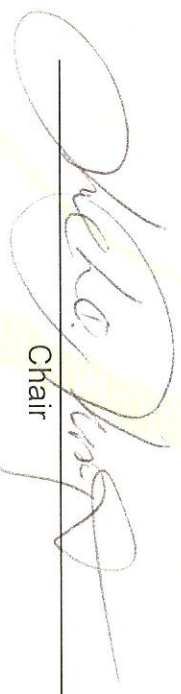
STATE OF INDIANA

The Indiana Gaming Commission

in accordance with and subject to IC 4-38 and 68 IAC issues to

Crown IN Gaming d/b/a DraftKings

a vendor's license to operate as a sports wagering vendor on behalf of a certificate of authority holder licensed by the Indiana Gaming Commission from October 3, 2022 through October 2, 2023.



Chair



Executive Director

AS-VEN-001-DKS



KANSAS

Eisenhower State Office Building
700 SW Harrison, Suite 500
Topeka, KS 66603



Phone: (785) 296-5800
Fax: (785) 296-0900
krgc@krgc.ks.gov
krgc.ks.gov

Don Brownlee, Executive Director

Laura Kelly, Governor

August 30, 2022

Greetings,

Please accept this correspondence notifying you that Crown KS Gaming, LLC d/b/a DraftKings has been granted a Sports Wagering Provisional Certification (#5000541). This Provisional Certification allows for Crown KS Gaming, LLC d/b/a DraftKings to offer sports wagering in the State of Kansas starting September 1, 2022.

This correspondence is a correction of the entity name to the previous notification sent out.

The provisional certification is valid for one (1) year from today's date (8/24/2022) or until presented to the Kansas Racing and Gaming Commission for approval. Once the commission has granted final approval of the certification, it will be valid for a period of two (2) years from the date of commission approval.

If you should have any questions regarding provisional certification/licensing, please direct them to me.

Thank you !



D.J. Lopez
Regional Security Manager *Security/Licensing Division*
Kansas Racing and Gaming Commission
700 SW Harrison Suite 500
Topeka, Kansas 66603
Office: (785) 296-4365
Cell: (785) 438-0107
Fax: (785) 291-3196
Email: dj.lopez@ks.gov



LOUISIANA



STATE OF LOUISIANA LOUISIANA GAMING CONTROL BOARD

The Louisiana Gaming Control Board hereby approves the Sports Wagering Platform Provider Permit of **DraftKings, Inc. d/b/a DraftKings**, for a term of five (5) years commencing November 10, 2021.

Awarded this 18th day of April 2022.

Permit No. **B016503468**

Expiration Date: November 10, 2026

A handwritten signature in blue ink, appearing to read "Ronnie S. Johns".

Ronnie S. Johns, Chairman



MARYLAND



State of Maryland
State Lottery and Gaming Control Commission
Sports Wagering Facility Operator License

Issued to

Crown MD Gaming, LLC

Effective on the 25th day of August, 2022

License Expires: August 24, 2027



John Martin, Director

8/29/22

Date



State of Maryland
State Lottery and Gaming Control Commission
Online Sports Wagering Operator License

Issued to

Crown MD Online Gaming, LLC
d/b/a DraftKings

Effective on the 27th day of October, 2022

License Expires: October 26, 2027



John Martin, Director

10/31/22

Date



MICHIGAN

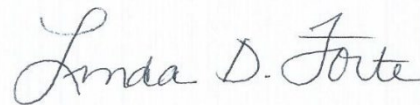
Michigan Gaming Control Board

This is to Certify that
Crown MI Gaming LLC
Boston, Massachusetts 02116
is Hereby Issued an

Internet Gaming Supplier License

This license authorizes Crown MI Gaming LLC to conduct business with an Internet gaming operator when done in accordance with the provisions of the Lawful Internet Gaming Act.

Issued October 12, 2021
Valid Until October 11, 2026



LINDA D. FORTE
Board Chair



HENRY L. WILLIAMS, JR.
Executive Director

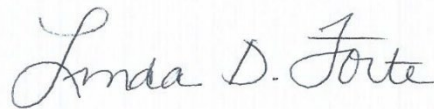
Michigan Gaming Control Board

This is to Certify that
Crown MI Gaming LLC
Boston, Massachusetts 02116
is Hereby Issued a

Sports Betting Supplier License

This license authorizes Crown MI Gaming LLC to conduct business with an Internet sports betting operator when done in accordance with the provisions of the Lawful Sports Betting Act.

Issued October 12, 2021
Valid Until October 11, 2026



LINDA D. FORTE
Board Chair



HENRY L. WILLIAMS, JR.
Executive Director



MISSISSIPPI



State of Mississippi
MISSISSIPPI GAMING COMMISSION
Gaming License

License No. **No** 1229

This Gaming License entitles Crown MS Gaming Inc., located at

222 Berkeley Street, 5th Floor
Boston, MA 02116

to engage in gaming as a(n) Manufacturer/Distributor.
This license is subject to Mississippi Gaming Control Act and the Rules and Regulations adopted thereunder. This authorizes the holder of the license to conduct gaming pursuant to the type of license issued by the Mississippi Gaming Commission. This license is non-transferable or assignable and must be conspicuously displayed in an area visible to the public.


CHAIRMAN
Mississippi Gaming Commission

November 15, 2021
DATE ISSUED


EXECUTIVE DIRECTOR
Mississippi Gaming Commission

November 14, 2024
EXPIRATION DATE



NEW JERSEY

GURBIR GREWAL
Attorney General of New Jersey
State of New Jersey
Department of Law and Public Safety
Division of Gaming Enforcement
1300 Atlantic Avenue
Atlantic City, New Jersey 08401

STATE OF NEW JERSEY
DIVISION OF GAMING ENFORCEMENT
ORDER NO.: TSB-FI-018-003

IN THE MATTER OF THE AUTHORIZATION FOR)
FULL IMPLEMENTATION OF THE)
DRAFTKINGS INTERNET GAMING PLATFORM IN)
CONJUNCTION WITH RESORTS DIGITAL GAMING)
LLC)

ORDER


Resorts Digital Gaming, LLC (hereinafter "Resorts Digital"), a New Jersey casino licensee that holds an Internet gaming permit and a sports wagering license, has partnered with Crown NJ Gaming Inc, d/b/a DraftKings, to operate an Internet gaming platform. The Platform will operate the DraftKings website for online gaming and an online sports pool for New Jersey customers. DraftKings and Resorts Digital were granted permission to commence "soft play" operations as of August 1, 2018.

DraftKings has demonstrated to the satisfaction of the Division of Gaming Enforcement (Division) that the Internet gaming website it intends to operate through its partnership with Resorts Digital meets the requirements of the Casino Control Act, *N.J.S.A. 5:12-1 et seq.*, and attendant rules of the Division.

Having reviewed the results of "soft play" operations, I hereby **AUTHORIZE** "soft play" operations to terminate and full time operations to commence on or after August 6, 2018 at 12:01 PM, subject to the terms and conditions imposed by the Division's

Technical Services Bureau, Service Industry Licensing Bureau and Regulatory Enforcement Bureau.

Dated: August 6, 2018


David Rebeck
Director



NEW YORK



Gaming Commission

One Broadway Center, P.O. Box 7500, Schenectady, NY 12301-7500
www.gaming.ny.gov

August 20, 2019

Karanja Augustine, Esq
VP Legal Affairs & Compliance
Del Lago Resort & Casino
Email: Karanja.Augustine@dellagoresort.com

Re: **Crown NY Gaming Inc. (Draft Kings Inc)
Casino Vendor Temporary License**

The New York State Gaming Commission has completed its initial review of the above applicant's Casino Vendor and Ancillary Casino Vendor License application. As a result of this review, the applicant is hereby granted a temporary casino vendor license to conduct business related to sports wagering at Del Lago Resort & Casino.

The applicant's New York State Gaming Commission temporary license number is: **G3090**.

You will be notified when the applicant's permanent vendor license has been issued. Until then, the applicant's temporary license shall remain in effect unless it is suspended or revoked, or if the application has been permissively withdrawn.

Please be informed that the New York State Gaming Commission will forward the Crown NY Gaming Inc, Crown Gaming Inc, and Draft Kings Inc, vendor applications, principle applications for Jason Park, Jason Robins, Matthew Kalish, Paul Liberman, Stanton Dodge, Timothy Dent, Hany Nada, John Salter, Marni Walden, Richard Rosenblatt, Ryan Moore, Steven Murray, Woodrow Levin, and any other related materials to the New York State Police who will conduct a background investigation and report the results of the investigation to the New York State Gaming Commission for action.

Please notify the applicant of their responsibility to cooperate when contacted by the New York State Police to conduct the background investigation, and to also notify the New York State Gaming Commission of any changes since the filing of their application.

Danielle Holmes
Director, Bureau of Licensing



Gaming Commission

One Broadway Center, P.O. Box 7500, Schenectady, NY 12301-7500
www.gaming.ny.gov

January 6, 2022

SENT VIA ELECTRONIC MAIL TO ekucharz@draftkings.com

Ezra Kucharz
Chief Business Officer
DraftKings
222 Berkeley Street, 5th Floor
Boston, MA 02116

Dear Ezra Kucharz,

On November 8, 2021, the New York State Gaming Commission (Commission), accepted the recommendation by the Evaluation Committee for licensure of Crown NY Gaming Inc., dba DraftKings (DraftKings) to administer Mobile Sports Wagering as a Platform Provider and an Operator and further conditionally licensed such entity. As a result of DraftKings having met all statutory and regulatory thresholds to be able to conduct Mobile Sports Wagering as a Platform Provider and Operator, the Commission hereby removes the conditional status of the license.

With the granting of full licensure, DraftKings may launch Mobile Sports Wagering on its platform as set forth herein. Based on the consensus of operators that 24 to 48 hours' notice allows for final configuration of software, integration of third-party systems onto the platform and deploying staff essential to launch, DraftKings is permitted to launch Mobile Sports Wagering no sooner than January 8, 2022 at 9:00AM Eastern Time, with only wager types that the Commission has approved. The ability for DraftKings to launch after January 8, 2022 at 9:00AM Eastern Time is solely dependent on business capacity to do so and is not dependent on further Commission action. Please provide the Commission's Division of Gaming at least six hours' notice of launch timing by sending an email to jim.googas@gaming.ny.gov.

Sincerely,

Kristen M. Buckley
Acting Secretary to the Commission

cc: Robert Williams
Thomas Anapolis
Ed Burns
Jim Googas



OHIO

OHIO CASINO CONTROL COMMISSION

RESOLUTION 2022-78

CONSIDERATION OF FIVE MOBILE MANEGEMENT SERVICES PROVIDERS AND SIX MANAGEMENT SERVICES PROVIDERS LICENSE APPLICATIONS

WHEREAS, Article XV, Section 6(C) of the Ohio Constitution created the Ohio Casino Control Commission (“Commission”);

WHEREAS, R.C. 3775.02 grants the Commission jurisdiction over all persons conducting or participating in the conduct of sports gaming authorized by R.C. Chapters 3770, 3772, and 3775;

WHEREAS, R.C. 3775.03 prohibits any person from operating, conducting or assisting in operating or conducting sports gaming without first being licensed by the Commission;

WHEREAS, R.C. 3775.02, 3775.03, 3775.041, 3775.05, 3775.051, and 3775.09, as well as Ohio Adm.Code 3775-4-01, 3775-4-05, and 3775-4-06 describe the requirements for persons seeking a mobile management services provider or management services provider license, as applicable, and the criteria the Commission uses when evaluating those applicants for licensure;

WHEREAS, R.C. 3775.03 and Ohio Adm.Code 3775-4-01 only permits the Commission to grant a mobile management services provider or management services provider license to an applicant once it has determined that each person in control of the applicant has met the qualifications of licensure;

WHEREAS, those entities listed in Exhibit A submitted a Mobile Management Services Provider or Management Services Provider License Application (“Application”), as applicable, and paid the nonrefundable application fee in compliance with the requirements under R.C. Chapter 3775 and the rules adopted thereunder;

WHEREAS, those entities listed in Exhibit A and their Persons in Control, submitted the information and documentation required of such individuals or entities;

WHEREAS, the Commission’s Division of Licensing and Investigations (“Division”) reviewed the Applications and other materials and information and conducted a thorough investigation of those entities listed in Exhibit A;

WHEREAS, the Division has filed investigative reports for those entities listed in Exhibit A (“Reports”);

WHEREAS, the Reports conclude that the Division’s investigations did not uncover any material derogatory information that would render the entities or their Persons in Control not suitable or not qualified and that those entities are eligible for licensure;

WHEREAS, based on the above, the Division recommends that the Commission grant

mobile management services provider or management services provider licenses, as applicable, and as described in Exhibit A, to those entities;

WHEREAS, the Commission has reviewed the Reports and considered this matter at its public meeting held on November 2, 2022.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the entities listed in Exhibit A are **SUITABLE** and **ELIGIBLE** for licensure.

BE IT FURTHER RESOLVED that the Applications are **APPROVED** and that the licenses listed in Exhibit A are **GRANTED** for a period of 5 years, effective upon the designated Universal Start Date of January 1, 2023, subject to continued compliance with R.C. Chapter 3775 and the rules adopted thereunder and the following conditions:

- (A) These entities must ensure the payment of all fees required by the Commission, including the first installment of the nonrefundable license fees outlined in R.C. 3775.05 or 3775.051 and required by Ohio Adm.Code 3775-4-05 or 3775-4-06, as applicable, by December 1, 2022, with each subsequent installment fee paid by the anniversary date of the effective date of the license;
- (B) These entities must ensure a surety bond is posted as required by and in the amount required by Ohio Adm.Code 3775-4-05 or 3775-4-06, as applicable, by December 1, 2022;
- (C) These entities must provide a complete and executed contract with their application-specified sports gaming proprietor partner that meets the requirements in R.C. 3775.05 or 3775.051 and Ohio Adm.Code 3775-4-05 or 3775-4-06, as applicable, by December 1, 2022;
- (D) These entities must provide to the Commission final and approved versions of the regulatory compliance documents referenced in Question 5 of the Application at least sixty calendar days before launching any applicable type of sports gaming and prepare all equipment or systems for Commission verification, as described in that Question, at least thirty calendar days before launching the applicable type of sports gaming;
- (E) These entities' current Persons in Control must obtain provisional or plenary key sports gaming licenses prior to January 1, 2023; and
- (F) The failure to comply with conditions (A), (B), (C), (D), or (E) of this paragraph within the specified time periods, unless extended by the Commission's Executive Director, will render these application approvals null and void.

BE IT FURTHER RESOLVED that Resolution 2022-78 does not in any way affect, negate, or otherwise absolve any entity or its Persons in Control from their duties to update information in accordance with R.C. 3775.03 and Ohio Adm.Code 3772-4-

01.

BE IT FURTHER RESOLVED that Resolution 2022-78 does not restrict or limit the Commission's future exercise of authority and discretion with respect to imposing additional conditions or taking further action upon any entity or its Persons in Control under R.C. Chapter 3775 and the rules adopted thereunder.

Adopted: November 2, 2022

Exhibit A

1. BetMGM, LLC – One Mobile Management Services Provider License; Three Management Services Provider Licenses.
2. Crown Ohio Gaming, LLC (DraftKings) – One Mobile Management Services Provider License.
3. Seminole Hard Rock Digital, LLC – One Mobile Management Services Provider License; One Management Services Provider License.
4. Tipico Ohio, LLC – One Mobile Management Services Provider License; One Management Services Provider License.
5. RSI OH, LLC (BetRivers) – One Mobile Management Services Provider License; One Management Services Provider License.



ONTARIO



Alcohol and Gaming Commission of Ontario
90 Sheppard Avenue East, Suite 200
Toronto ON M2N 0A4
Tel.: 416-326-8700
Toll free in Ontario: 1-800-522-2876
Inquiries: www.agco.ca/iagco • Website: www.agco.ca

Registration No.: OPIG1238029

Expiry Date: May 12, 2024

Certificate of Registration - Supplier **Class: Operator**

Issued under the *Gaming Control Act, 1992*

Issued to	Crown DK CAN Ltd.
Gaming Site	www.draftkings.com
Related Gaming Site Domain Name(s)	https://casino.draftkings.com/ https://sportsbook.draftkings.com/
Mobile App Name(s)	DraftKings Sportsbook & Casino DraftKings Casino

To be prominently displayed





Commission des alcools et des jeux de l'Ontario
90, avenue Sheppard Est, bureau 200
Toronto (Ontario) M2N 0A4
Tél. : 416-326-8700
Interurbains sans frais en Ontario : 1-800-522-2876
Demande de renseignements : www.agco.ca/fr/icaajo
Site Web : www.agco.ca/fr

N° d'inscription : OPIG1238029

Date

d'expiration : 12 mai 2024

Certificat d'inscription - Fournisseur **Catégorie : Exploitant**

Délivré en vertu de la
Loi de 1992 sur la réglementation des jeux

Délivré à	Crown DK CAN Ltd.
Site de jeu	www.draftkings.com
Noms de domaine associés au site de jeu	https://casino.draftkings.com/ https://sportsbook.draftkings.com/
Applications mobiles	DraftKings Sportsbook & Casino DraftKings Casino

À afficher en évidence.





PENNSYLVANIA

Commonwealth of Pennsylvania



This license expires on April 28, 2025

License No. 117645-1

Pennsylvania Gaming Control Board
CROWN PA GAMING, INC. DBA: DRAFTKINGS

On the 29th day of April, 2020, having established the qualifications set forth in the Pennsylvania Race Horse Development and Gaming Act, as amended, and the regulations of this Board, the above-named party is approved for an

INTERACTIVE GAMING OPERATOR LICENSE

and is authorized by the Pennsylvania Gaming Control Board to operate interactive gaming or an interactive gaming system, through the provision of an interactive gaming platform, on behalf of an interactive gaming certificate holder for use in this Commonwealth for gaming purposes as established by the Act.

PENNSYLVANIA GAMING CONTROL BOARD

WITNESS THE SIGNATURES AND SEAL OF THE PENNSYLVANIA GAMING CONTROL BOARD

ATTEST:



David M. Barasch
Chairman

Sean Logan
Commissioner

Merritt C. Reitzel
Commissioner

Denise J. Smyler
Commissioner

Obra S. Kernodle, IV
Commissioner

T. Mark Mustio
Commissioner

Bante Santoni, Jr.
Commissioner

Susan Hensel
Director, Bureau of Licensing

A license issued by the Pennsylvania Gaming Control Board is a grant of a revocable privilege to conduct business in this Commonwealth and is not transferable.

Commonwealth of Pennsylvania



Pennsylvania Gaming Control Board

This license expires on April 28, 2025

License No. 117645-2

CROWN PA GAMING, INC. DBA: DRAFTKINGS

SPORTS WAGERING OPERATOR LICENSE

On the 29th day of April 2020, having established the qualifications set forth in the Pennsylvania Race Horse Development and Gaming Act, as amended, and the regulations of this Board, the above-named party is approved for a sports wagering certificate holder in this Commonwealth for sports wagering purposes as established by the Act.

WITNESS THE SIGNATURES AND SEAL OF THE PENNSYLVANIA GAMING CONTROL BOARD

PENNSYLVANIA GAMING CONTROL BOARD

ATTEST:

David M. Barasch
David M. Barasch
Chairman

Sean Logan
Sean Logan
Commissioner

Merritt C. Reitzel
Merritt C. Reitzel
Commissioner

Denise J. Smylkr
Denise J. Smylkr
Commissioner

Obra S. Kernodle, IV
Obra S. Kernodle, IV
Commissioner

T. Mark Mustio
T. Mark Mustio
Commissioner

Igante Santoni, Jr.
Igante Santoni, Jr.
Commissioner

Susan Hensel
Susan Hensel
Director, Bureau of Licensing



A license issued by the Pennsylvania Gaming Control Board is a grant of a revocable privilege to conduct business in this Commonwealth and is not transferable.



TENNESSEE



TENNESSEE SPORTS GAMING OPERATOR

LICENSE

Crown TN Gaming LLC

LICENSEE OFFICIAL NAME

DraftKings

LICENSEE DBA

10/24/2022

EFFECTIVE DATE

10/23/2023

EXPIRATION DATE

20-10003

LICENSE NUMBER

This License is granted by the Tennessee Sports Wagering Advisory Council pursuant to the Tennessee Sports Gaming Act, §§ 4-49-101 et seq., and is granted subject to Licensee's continued compliance with the Act and Rules of the Sports Wagering Advisory Council. This License shall not be assignable or transferable except as set forth in SWAC Rule 1350-01-14 and is only valid through the expiration period as provided above.

A handwritten signature in blue ink that reads "Mary Beth Thomas". The signature is written in a cursive style and is positioned above a horizontal red line.

Mary Beth Thomas
Executive Director

10/24/2022

DATE



VIRGINIA

THE VIRGINIA LOTTERY

This certifies that

Crown Virginia Gaming, LLC

has been issued sports betting permit P-#005.

Date of Issuance: January 24, 2021

Date of Expiration: January 24, 2024



Kevin Hall

Kevin Hall, Executive Director





WASHINGTON



WASHINGTON STATE



GAMBLING COMMISSION

LICENSE FOR: 10-00071

LICENSE # TYPE

81-00008 Major Sports Wagering Vendor

EFFECTIVE DATE EXPIRATION DATE

08/11/2022 06/30/2023

DISPLAY AT:

DRAFTKINGS

222 BERKELEY ST 5TH FLOOR

BOSTON MA 02116

ISSUED TO:

DRAFTKINGS

CROWN WA GAMING LLC

222 BERKELEY ST

BOSTON MA 02116

Director

**** ATTENTION ****

See important notices on reverse side.



WEST VIRGINIA



Sports Wagering Management Services Provider License

Crown WV Gaming, Inc.

dba: Crown Gaming/Draft Kings

*is fully licensed under the provisions of West Virginia Code §29-22D-1 et seq. is
therefore permitted to provide services thereunder.*

Valid from August 22, 2022 to August 22, 2023

A handwritten signature in blue ink that reads "John A. Myers".

John A Myers, Director

License No. **SWP 003**



i-Gaming Management Services Provider License

Crown WV Gaming, Inc.

dba: Draft Kings

*is fully licensed under the provisions of West Virginia Code §29-22E et seq. is
therefore permitted to provide services thereunder.*

Valid from July 07, 2022 to July 07, 2023

A handwritten signature in black ink that reads "John A. Myers".

John A Myers, Director

License No. IGP 001



WYOMING

State of Wyoming

Wyoming Pari-Mutuel Commission

Governor
Mark Gordon



Executive Director
Charles E. Moore

Crown WY Gaming LLC dba DraftKings

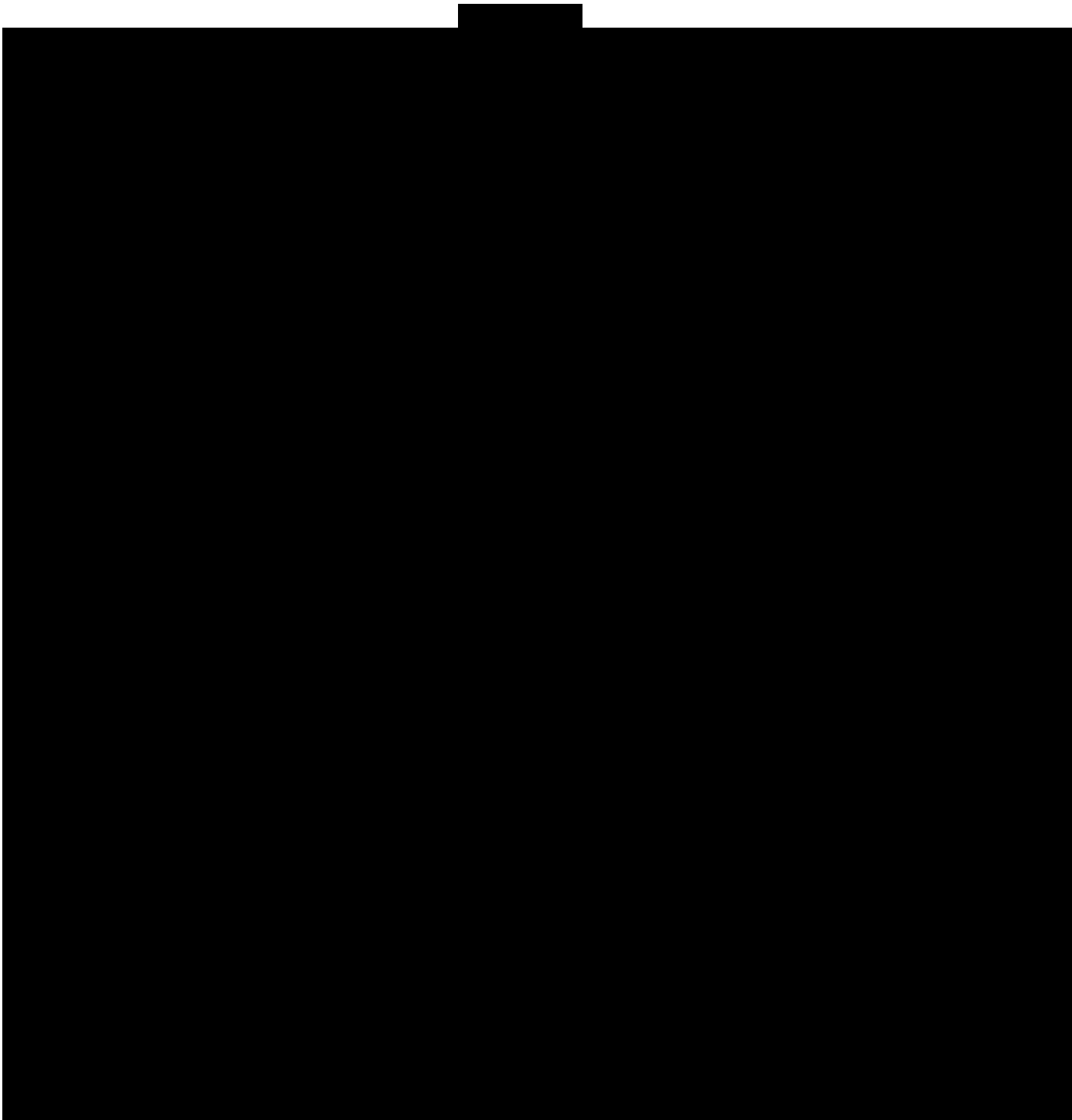
Permit No. 21-002

This is to certify that Crown WY Gaming LLC dba DraftKings, of Boston, MA, is hereby granted an Online Sports Wagering Operator permit, specifically authorized by the Commission, in accordance with Wyoming Laws and Wyoming Pari-Mutuel Commission Rules governing Online Sports Wagering, made effective September 1, 2021.

Expiration Date: August 31, 2026

A handwritten signature in blue ink that reads "Charles E. Moore".

Charles E. Moore – Executive Director

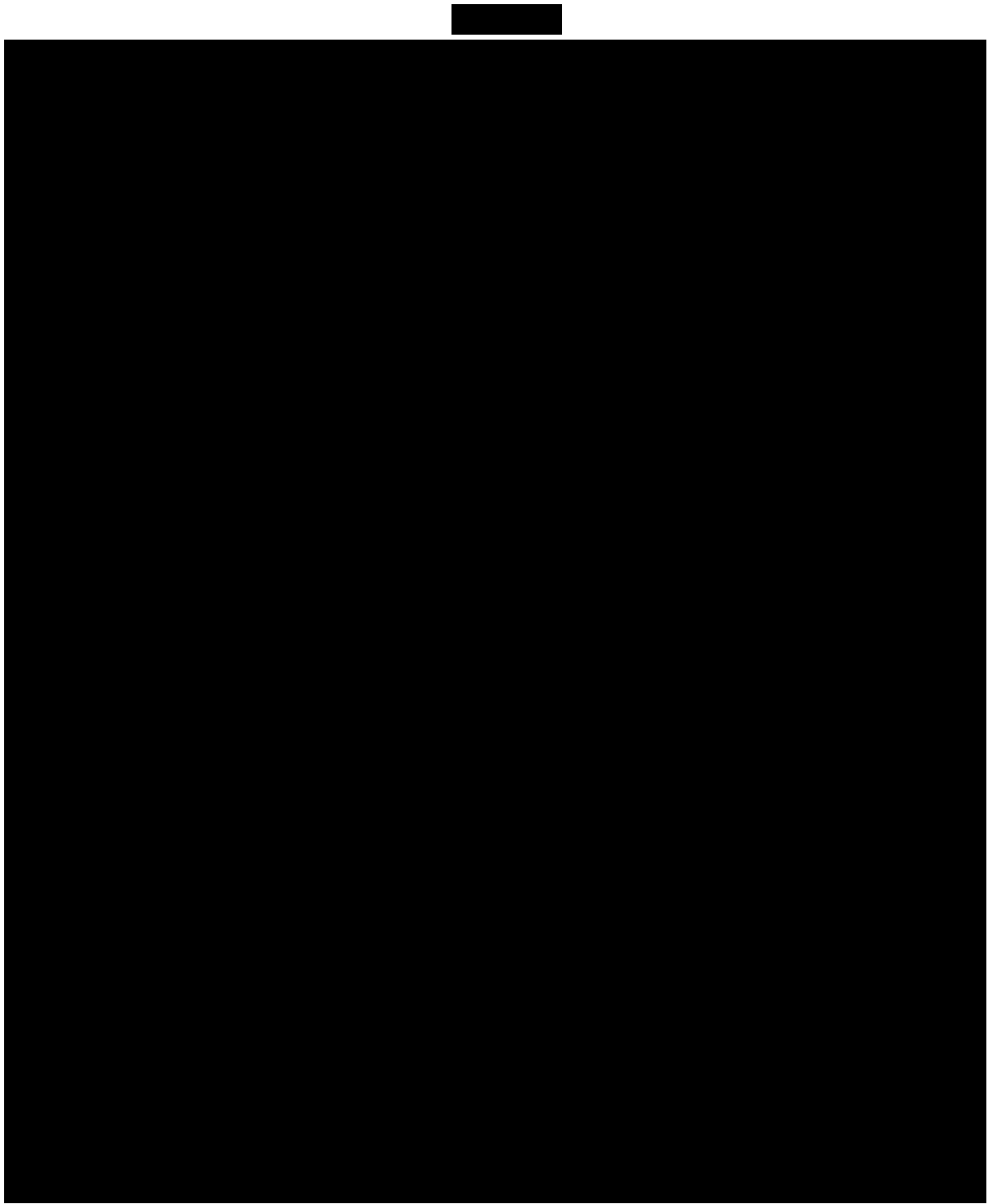


[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]





G.4-c

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth**
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

All Key Person applicants have a direct financial interest in DraftKings Inc., which is the parent company of the applicant, Crown MA Gaming LLC.



G.4-d

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal**
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

Neither Crown MA Gaming LLC nor its Key Persons have withdrawn a license application in any jurisdiction.



G.4-e

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings**
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

Neither Crown MA Gaming LLC nor its Key Persons have been denied a gaming-related license or finding of suitability in any jurisdiction.



G.4-f

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension**
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

Neither Crown MA Gaming LLC nor its Key Persons have had a gaming license suspended in any jurisdiction.



G.4-g

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated**
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

Neither Crown MA Gaming LLC nor its Key Persons have had a gaming license revoked, in any jurisdiction, nor had disciplinary action initiated to revoke a license.



G.4-h

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances**
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances

Neither Crown MA Gaming LLC nor its Key Persons have had a gaming license non-renewed or considered for non-renewal in any jurisdiction.



G.4-i

SECTION G.4 - COMPLIANCE

Provide the following information on whether the applicant or its Key Persons has ever:

- a. Been employed by the Massachusetts Gaming Commission
- b. Possessed a gaming license (casino, video gaming, charitable games, lottery, pari-mutuel, sports wagering, etc.) issued by any jurisdiction – if so, please provide a copy of each license
- c. Held or holds a direct, indirect, or attributed interest in any business that intends to apply for a license with the Commonwealth
- d. Withdrawn a gaming license application, in any jurisdiction – if so, please submit a detailed description of each withdrawal
- e. Been denied a gaming-related license or finding of suitability, in any jurisdiction – if so, submit a detailed statement describing the denial and/or related findings
- f. Had a gaming license suspended, in any jurisdiction – if so, include a detailed statement regarding each suspension
- g. Had a gaming license revoked, in any jurisdiction, or has had disciplinary action initiated to revoke a license – if so, submit a detailed description of each revocation or action initiated
- h. Had a gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances
- i. Been found unsuitable gaming license non-renewed or considered for non-renewal, in any jurisdiction – if so, provide a detailed description of the circumstances**

Neither Crown MA Gaming LLC nor its Key Persons have been found unsuitable for a gaming license, non-renewed, or considered for non-renewal in any jurisdiction.