



NOTICE OF MEETING AND AGENDA

Pursuant to the Massachusetts Open Meeting Law (G.L. c. 30A, §§ 18-25), and St. 2025, c. 2, notice is hereby given of a public meeting of the **Massachusetts Gaming Commission**. The meeting will take place:

Thursday | April 3, 2025 | 10:00 a.m.
VIA REMOTE ACCESS: 1-646-741-5292
MEETING ID/ PARTICIPANT CODE: 112 075 9948
All meetings are streamed live at www.massgaming.com.

Please note that the Commission will conduct this public meeting remotely utilizing collaboration technology. Use of this technology is intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public. If there is any technical problem with the Commission's remote connection, an alternative conference line will be noticed immediately on www.massgaming.com.

All documents and presentations related to this agenda will be available for your review on the morning of the meeting date by visiting our website and clicking on the News header, under the Meeting Archives drop-down.

PUBLIC MEETING - #550

1. Call to Order – Jordan Maynard, Chair

2. Sports Wagering Division – Carrie Torrisi, Director of Sports Wagering
 - a. Presentation of Sports Wagering Operators Q4 Quarterly Reports
 - I. FanDuel - Richard Cooper, VP, Regulatory; Keita Young, Sr. Director, DE&I; Jill Watkins, Sr. Director, Responsible Gaming Strategy and Operations; Ashley Cahill, Senior Director, Responsible Gaming and Community Impact
 - a) Executive Session **VOTE**

The Commission anticipates that it may meet in executive session in accordance with G.L. c. 30A, § 21(a)(7) and G.L. c. 4, § 7(26)(n) to review certain materials in connection with the sports wagering operators' policies and procedures, as approved by the Commission in accordance with 205 CMR 238.20 and/or 238.33, to prevent access by underage individuals as these matters relate to cyber security in the Commonwealth, and the discussion or public disclosure of which is likely to jeopardize public safety or cyber security.



Massachusetts Gaming Commission

- II. Bally's –Alexandra Whittaker, Responsible Gaming Manager; Kim McAllister, Director of Compliance
- a) Executive Session **VOTE**
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- III. BetMGM - Josh Wyseman, Director of Licensing; Sarah Brennan, Senior Director of Compliance, Richard Taylor, Director of Responsible Gaming; Jazmin Polite, Senior Director of DEI; Rich Ege, Senior Regulatory Analyst
- a) Executive Session **VOTE**
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- IV. Caesars Sportsbook – Curtis Lane Jr., Digital Compliance Manager; Lisa Rankin, VP of Compliance and Licensing; Greg Shinbur, Director of Diversity, Equity and Inclusion; Kierstin Flint, SVP of Corporate Social Responsibility and Internal Communications; Mike Miele, SVP of Procurement and Strategic Sourcing; Katie Pendergrass, VP of Strategic Sourcing; Carolene Layugan, Director of Responsible Gaming Program
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Massachusetts Gaming Commission

- V. DraftKings - Jake List, Sr. Director of Regulatory Operations; Cristina Ackas, VP, Inclusion Equity and Belonging; Julie Hynes, Senior Manager, Responsible Gaming; Jared Hess, Director, Communications
- a) Executive Session **VOTE**
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- VI. Fanatics Betting and Gaming - Michael Levine, Senior Regulatory Counsel; Stephanie Althouse, HR Director; Anthony D'Angelo, Responsible Gaming Sr. Manager
- a) Executive Session **VOTE**
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- VII. Penn Sports Interactive – Sam Haggarty, Deputy Chief Compliance Officer and Regulatory Affairs Counsel
- a) Executive Session **VOTE**
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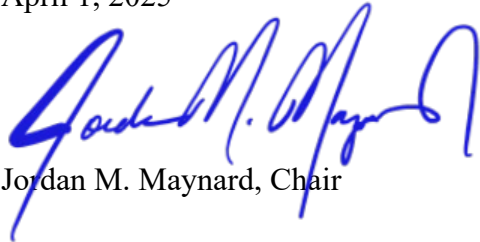
Massachusetts Gaming Commission

3. Commissioner Updates

4. Other Business - Reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that this Notice was posted as “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to regs@sec.state.ma.us. Posted to Website: April 1, 2025 | 10:00 a.m. EST

April 1, 2025



Jordan M. Maynard, Chair

*If there are any questions pertaining to accessibility and/or further assistance is needed,
please email Grace.Robinson@massgaming.gov.*



Massachusetts Gaming Commission



Q4 2024 Sports Wagering Report

February 2025

CONFIDENTIAL TREATMENT REQUESTED

Who you will hear from today

RICH COOPER

VP, Regulatory

KEITA YOUNG

VP, Diversity, Equity, & Inclusion

JILL WATKINS

Sr. Director, Responsible Gaming

ASHLEY CAHILL

Sr. Director, Responsible Gaming

AGENDA

1

Revenue

2

Compliance

3

Workforce Diversity

4

Supplier & Diversity Spend

5

Responsible Gaming

6

Community Impact

Q4 2024 Revenue

Month	Total SW Revenue	MA SW Taxes Collected	Margin %
October 2024	\$15,148,940.67	\$3,029,788.13	7.27%
November 2024	\$24,505,209.68	\$4,901,041.94	11.10%
December 2024	\$18,830,481.96	\$3,766,096.39	8.04%
TOTALS	\$58,484,632.31	\$11,696,926.46	8.81%

Compliance

Underage Report Metrics

Metric	October 2024	November 2024	December 2024	Total
Underage Registration Attempts	27	20	11	58
Suspected Underage Use of an Account	16	29	19	64
Confirmed Underage Use of an Account	7	5	1	13

DE&I Strategy

Primary Focus Areas



Workforce Enhancement



Implement intentional measures to increase and retain workforce diversity



Inclusion & Culture



Create an equitable work culture where EVERY individual feels valued and respected

Seeking to align DEI focus areas to FanDuel's business goals to ensure maximum impact



Business Alignment

Efforts are **strategically integrated into each vertical's aspirations**, maximizing relevance and impact



Empowered ERGs

Positions ERGs as **active contributors** to solving business challenges and driving innovation



Focused Collaboration

Facilitates a clear understanding of priorities, enabling tailored and impactful initiatives



Highlighted Impact of Projects/Initiatives During 4th Quarter



Workforce Enhancement

Manager Training Development

- Area of Focus - Inclusive Leadership

Business Unit Development

- Area of Focus - Neurodiversity Training

Launched 2nd Cohort of McKinsey Leadership Academy

Extended Developmental Training

- *Overtime Sessions*
 - 2nd Course – Perfecting Your Elevator Pitch
 - 3rd Course – Fueling Feedback



Inclusion & Culture

Internal Activations

- Native American Heritage Month Celebration
- *Huddle Roundtable - "Inclusive Language, Words Matter!"*
- Veterans Day Celebrations
 - Decorated Navy Seal / Seal Six Team Member
 - US Navy F/A-18 Super Hornet pilot

External Activations

- WISE Emerging Leaders Program Participation

**WISE Emerging Leaders Certificate Program,
FanDuel Fall 2024 Cohort**
Participated throughout October & November 2024

INVESTING
IN
OUR
EMPLOYEES

What is it?

WISE Emerging Leaders Certificate Program, Fall 2024 Cohort

Goal?

The program empowers women with the broad-based business and leadership skills they need to broaden their horizons, confidently position themselves for advancement, and “break out of the middle.”

Program Highlights

- Learners gain critical exposure to bigger picture topics outside such as business operations, strategic planning, and finance, using real-world case studies and examples.
- Designed around a robust six-week curriculum that is focused to maximize each learner's time. It is delivered in a constructive and supportive learning environment where women get the opportunity to build relationships with others in different facets of the business of sports across North America.
- Since its launch in 2021, more than 400 women have come through the program, representing more than 100 organizations across the sports landscape. This includes organizations such as CBS Sports, Coca-Cola, FOX Sports, MLB, MLS/SUM, NASCAR, NBA, NBC Sports, NFL, NHL, Under Armour, USGA, USTA, as well as major league teams.



Workforce Diversity

# of Employees in each Category	Minority	Women	Veteran	MA Resident	Total Number of employees
Executive VP+	15 15.6%	25 26.0%	0	1 1.1%	96
Sr. Director Director Sr. Manager Manager Supervisor	222 28.5%	226 30.0%	5 0.6%	3 0.4%	780
Non-Manager Entry Level	1,166 41.0%	915 32.2%	6 0.2%	17 0.6%	2,843
Totals	1,403 37.7%	1,166 31.4%	11 0.4%	21 0.6%	3,719

Data Information

- Employees as of 12/31/2024
- US, UK, and CAN employees
- Excludes Temps, Contract, Intern, Secondment

Supplier & Diversity Spend: Inclusion for Impact Program

Q3 2024 *	Spend (\$)
Total Diverse Spend	\$26,067,510
MA Diverse Spend	\$ 13,896

Q3 2024 MA Diverse Spend was driven by a Certified MBE providing Office Supplies/Consumables.



Program Initiation Complete



Embed & Elevate Program – In Progress

While we will always select supplier bids based on merit, we endeavor to encourage diverse suppliers to submit competing bids

Q4 2024 focus areas to embed and elevate our program.



**Internal Processes
& Communication**



**Reporting
Enhancements**



External Partnerships

* Note: Spend reporting data will be reflected one quarter behind on an ongoing basis

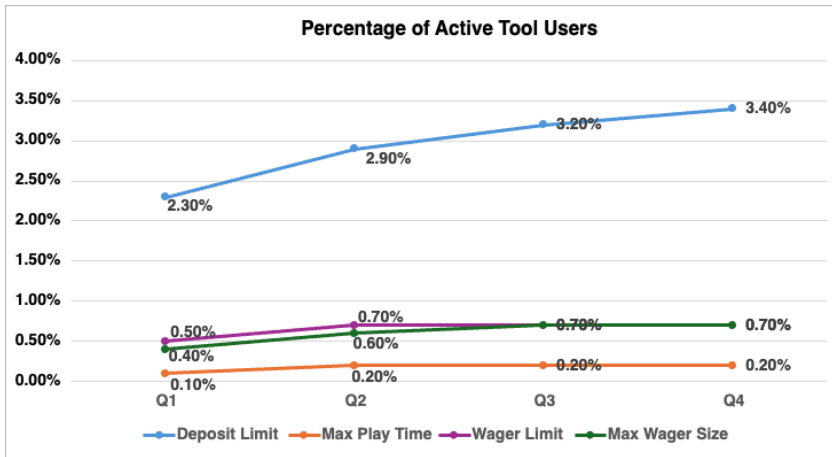
Responsible Gaming: RG Tool Usage in MA

MSC VSE Q4
120

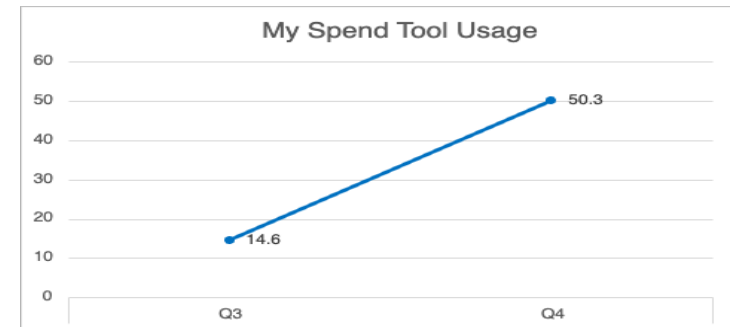
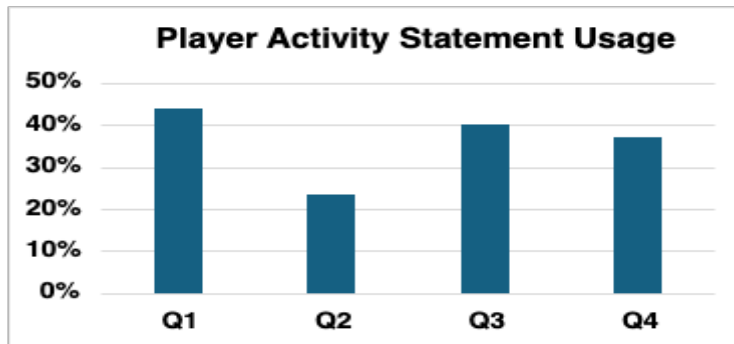
- 0.2% of registered MA accounts elected to take a timeout in Q4 with an average length of 255 days and a median length of 28 days.
- Within the FanDuel product we direct customers to the GameSense website to learn more about the VSE program

Timeouts are breaks from the user's FanDuel account that range in length from 3 to 365 days. Users can elect to take longer breaks through the form of self-exclusions. Users took a timeout at least once in the quarter and may not be in an active exclusion as of the end of the quarter.

Responsible Gaming: RG Tool Usage in MA



Tool Type	Q4 % Active Tool Users
Deposit Limit	3.4%
Max Play Time	0.2%
Wager Limit	0.7%
Max Wager Size	0.7%
Player Activity Statement	37.0%
My Spend	50.3%



*% of Active Tool Users is defined as quarterly paid actives with recorded tool usage as a percentage of registered MA accounts with paid activity in the given quarter. a. Deposit, max play time, wager, and max wager size limits are as of the end of the quarter (# of quarterly paid actives with active limit as of the end of the quarter / # of quarterly paid actives). b. PAS usage percentage includes unique users across the quarter (# of quarterly paid actives who used the tool in the quarter at least once / # of quarterly paid actives). Average monthly PAS usage in Q4 2024 is closer to ~20% for MA actives. The Average monthly My Spend engagement is closer to ~30% for MA actives.



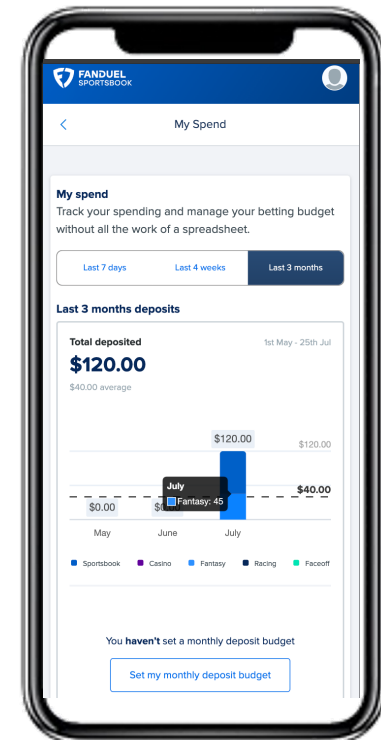
 **FANDUEL**

Gambling Problem? Call 1-800-GAMBLER. For NY, call 1-877-8-HOPENY or text HOPENY.

Must be 21+ (18+ in D.C.) and present in AZ, CO, CT, D.C., IA, IL, IN, KS (in affiliation with Kansas Star Casino), KY, LA (permitted parishes only), MA, MD, MI, NC, NJ, NY, OH, PA, TN, VA, VT, WV, or WY.

New campaign launched to promote My Spend, encouraging awareness and reflection on spend

- The new My Spend tool helps players easily track and review personal play activity and manage their budget.
- View play stats, including amount deposited and net winnings over the last seven days, four weeks or three months. *My Spend* dashboard also encourages customers to utilize tools, including deposit limits and wager limits.
- Developed based on research and customer insights demonstrating interest in personalized stats and insights.
- 3 out of 4 customers who saw the My Spend advertisement agreed that tools like My Spend are helpful for **all players** to track and manage their play.
- Significant marketing investment and **new TV commercial** launched in December in English and Spanish



Community Impact

Program updates:

- HOPE coaches continue to build strategic alliances (e.g., Medford Housing Authority, Dress for Success, etc.) with local community organizations to expand reach
- Operation HOPE coaches attending Boston Bruins games to promote program resources.

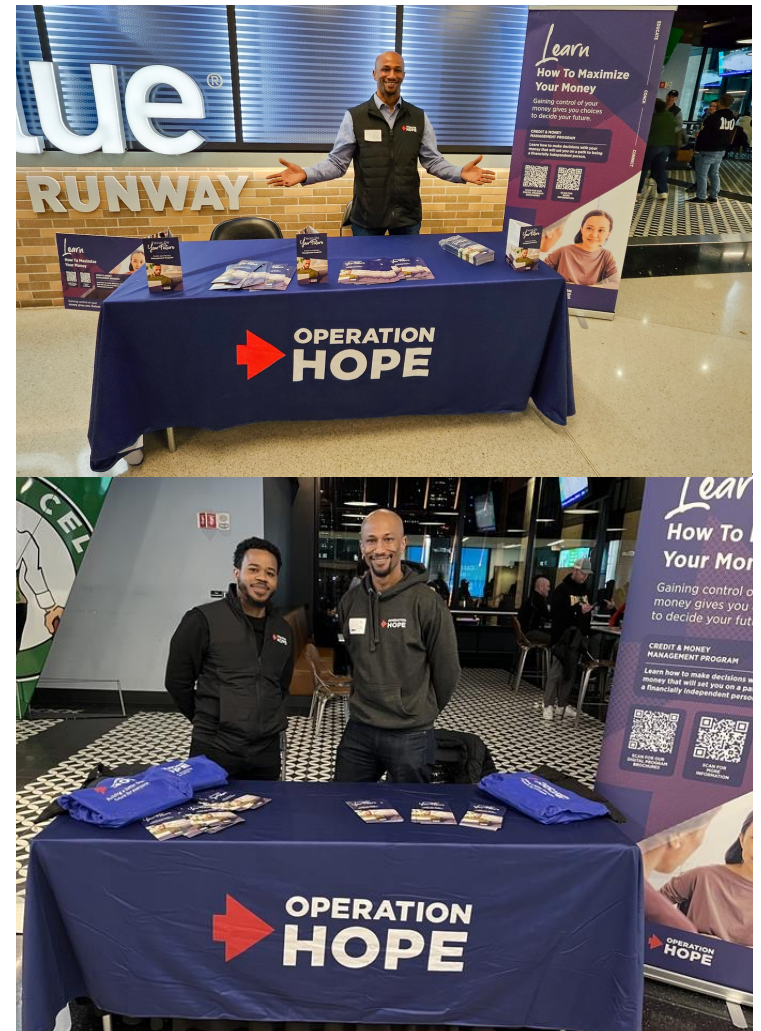
Key metrics:

Activity:

- 636 new clients
- 475 workshops
- 722 attendees
- 3,096 total activities

Impact:

- 62% have increased their credit score
- 46% reduced debt
- 64% increased savings



Bally's

BallyBet – Q4 2024

February 14, 2025

REVENUE

MONTH	REVENUE	TAXES COLLECTED	HANDLE
July	\$ 111,624.12	\$ 22,324.82	0.9%
August	\$ 222,371.65	\$ 44,474.33	1.8%
September	\$ 481,670.98	\$ 96,334.20	2.1%
Q3 TOTALS	\$ 815,666.75	\$ 163,133.35	
October	\$ 352,895.11	\$ 70,579.02	1.4%
November	\$ 541,352.83	\$ 108,270.57	1.9%
December	\$ 348,895.48	\$ 69,779.10	1.5%
Q4 TOTALS	\$ 1,243,143.42	\$ 248,628.68	



WORKFORCE / WORKFORCE DIVERSITY

Q-3	US				MA			
	Minority	Women	Veterans	Total	Minority	Women	Veterans	Total
Executives	14%	14%	0%	7	0%	0%	0%	0
Managers	19%	30%	0%	54	0%	0%	0%	1
Entry/Non-Management	43%	32%	0%	270	0%	0%	0%	1
Total	38%	31%	0%	331	0%	0%	0%	2

Q-4	US				MA			
	Minority	Women	Veterans	Total	Minority	Women	Veterans	Total
Executives	8%	2%	0%		0%	0%	0%	0
Managers	14%	8%	0%		0%	0%	0%	1
Entry/Non-Management	51%	22%	0%		0%	0%	0%	1
Total	73%	32%	0%		1%	0%	0%	2

VENDOR / SUPPLIER SPEND / SUPPLIER DIVERSITY

DIVERSITY CERTIFICATION	Q3	Q4
MBE	\$4,038,441 9.33%	\$3,335,745 8.44%
WBE	\$6,302,484 14.56%	\$6,043,937 15.21%
VBE	\$338,674 0.78%	\$400,745 1.01%
DBE	\$1250 0.0029%	\$186,870 0.47%
DOBE		\$56,319 0.14%
SDVOB	\$4265 0.01%	\$259,375 0.65%
MA DIVERSE SPEND	\$24,952 0.058%	\$11,004 0.028%
TOTAL DIVERSE SPEND	\$10,685,114 24.68%	\$10,302,991 25.92%
TOTAL ADDRESSABLE OPERATIONAL SPEND	\$43,289,507	\$39,747,814



COMPLIANCE

ACCOUNT REGISTRATION SNAPSHOT

	Registration Attempts Underage	Registration Attempts Known Employee	Registration Attempts VSE and Mandatory Excluded Patrons	Registration Attempts Other	Accounts Requiring Enhanced Identification / Verification During Registration
	<i>Reg. 238.33 / 250</i>	<i>Reg. 238.32 (1)</i>	<i>Reg. 238.33 (a), (c)</i>	<i>Reg. 248.04 (5)</i>	<i>Reg. 248.04 (5) and (6)</i>
JULY	4	0	15	8	71
AUGUST	34	0	4	11	72
SEPTEMBER	39	0	11	25	59
Q3 TOTAL	77	0	30	44	202
OCTOBER	17	0	11	24	49
NOVEMBER	13	0	18	18	45
DECEMBER	8	0	13	12	29
Q4 TOTAL	38	0	42	54	123



COMPLIANCE (cont.)

SECURITY AND ACCOUNT REVIEW

	Self-Reported Underage Access	Internal Review & Investigations: All	Internal Review & Investigations: Underage	Internal Review & Investigations: Underage Suspensions	Reportable Underage Incident: (MA)
	<i>Reg. 250</i>	<i>Reg. 238.32 / 238.33</i>	<i>Reg. 250</i>	<i>Reg. 250</i>	<i>Reg. 250</i>
JULY	0	0	0	0	0
AUGUST	0	0	0	0	0
SEPTEMBER	0	0	0	0	0
Q3 TOTAL	0	0	0	0	0
OCTOBER	0	0	0	0	0
NOVEMBER	0	0	0	0	0
DECEMBER	0	0	0	0	0
Q4 TOTAL	0	0	0	0	0



COMPLIANCE (cont.)

OTHER SECURITY AND IDENTIFICATION OVERVIEW

	Lockouts Due to Failed Authentication	Accounts Requiring Enhanced Identification/Verification	Duplicate Accounts	Sports/ Team/ Athlete Identification	Prohibited Person Identified	Proxy or Agents
	<i>Reg. 248.07 (5)</i>	<i>Reg. 248.04 (6)</i>	<i>Reg. 248.05</i>	<i>Reg. 238.32 (3)</i>	<i>Reg. 238.33</i>	<i>Reg. 238.33 (f)</i>
JULY	23	0	15	0	0	0
AUGUST	38	0	16	0	0	0
SEPTEMBER	25	0	15	0	0	0
Q3 TOTAL	86	0	46	0	0	0
OCTOBER	41	0	23	0	0	0
NOVEMBER	60	0	24	0	0	0
DECEMBER	43	0	27	0	0	0
Q4 TOTAL	144	0	74	0	0	0



RESPONSIBLE GAMING

- 34 VSE Enrollees in Q3
- 28 VSE Enrollees in Q4
- Here are some highlights from Play Management Reporting/Data
 - Our team engaged with participants to remind, and educate them, about the various responsible gambling tools available, as well as directing them to third-party responsible gaming resources.
 - Q3 – 159
 - Q4 – 213
 - Individuals utilized the various responsible gambling tools offered. Our records indicate that we set:

Q3:	Q4:
235 Deposit Limits	342 Deposit Limits
19 Wager Limits	34 Wager Limits
34 Spend Limits	36 Spend Limits
98 Self-Exclusions	249 Self-Exclusions
- There were no significant updates, modifications, or technical enhancements related to responsible gaming during this period.



LOTTERY

Q3

- **Intro meeting with the MA Lottery took place on June 27, 2024, with Bally's COO, North America Brett Calapp.**
- **A follow-up meeting with the MA Lottery took place on July 25, 2024, to introduce Bally's marketing team to them, and to better understand what collaboration opportunities might be available between the two organizations.**

Q4

- **No additional updates with the Lottery**

Massachusetts Responsible Gaming Outreach and Community Impact



PROBLEM GAMBLING
AWARENESS MONTH
→ AWARENESS+ACTION

YOU ARE INVITED TO THE 2025 PGAM LEADERS CHALLENGE

Join us for a 90-minute professional development session featuring key voices working together to ensure responsible and problem gambling programs are front and center for all gambling expansion in Rhode Island. This engaging discussion will feature individuals with lived experience and key stakeholders that will address the challenges of expansion while highlighting strategies to mitigate risks and promote safer play.

03|04|2025

RSVP HERE

11am - 1pm

CCRI - Lincoln Campus
1762 Old Louisquisset Pike
Lincoln, RI 02865



“Walk-Ins are Welcome”

Presented By:

RICPG
RHODE ISLAND
COUNCIL ON
PROBLEM GAMBLING



PGAM 2025 Summary

This campaign is structured around a series of challenges designed to engage target audiences and key stakeholders, empowering them to become champions for responsible gaming and setting a nationwide standard of excellence.

	Messaging Challenge	Limit Setting Challenge	Mentor Challenge	Leaders Challenge
Problem	The industry is increasingly focused on responsible gaming messaging; however, few studies have been conducted to measure effectiveness particularly amongst persons aged 18-25.	Research shows that limit setting tools have low uptake. It is theorized that customers only become aware of limits once they have a problem.	Parents, teachers, and coaches are influential in the lives of young people; however, data suggests that this population is relatively unaware of risks facing youth.	With the expansion of legalized gaming, there is a need to ensure that all professionals and stakeholders collaborate to set standards for consumer protection.
Solution	Host a contest for Rhode Island college students to submit an original work which explores a theme within responsible gaming, 'challenging' contestants to raise awareness.	Design, launch, and measure effectiveness of a promotional campaign to 'challenge' online users to explore limit setting tools.	Deliver a webinar for influential adults to provide them with information to look out for warning signs and 'challenge' them to speak to youth about gambling.	Host an event at Community College of Rhode Island to deliver critical information that 'challenges' regulators and industry leaders to further advance responsible gaming.
Key Partners	Providence College University of Rhode Island Bryant University Johnson and Wales Rhode Island College	Bally's	Governor McKee RI Interscholastic League Providence College Basketball Coach Kim English	Regulators Lawmakers Treatment providers Responsible gaming advocates CCRI

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



Campaign: Launch “Game in Good Hands”, a responsible brand promise.

Markets: This will be launched in March 2025 to align with Problem Gambling Awareness Month (PGAM), and will then remain across BallyBet Casino & Sportsbook, Monopoly Casino in the US & Ontario.

Objective: Use Game in Good Hands (GIGH) in North America to promote our safer gambling tools and resources to our interactive sports and casino players.

Goals:

- Increase awareness of safer gambling tools (I.e. limits, timeouts, self-exclusion)
- Drive engagement with safer gambling resources on the platform
- Enhance brand reputation by demonstrating a commitment to responsible gambling via the GIGH brand promise
- Dedicated emails to players introducing GIGH as part of PGAM
- Additional email specifically for 21–25-year-olds
- Updated RG pages Social Media Assets
- In-App Messaging
- Push notifications and banners highlighting safer gambling options.
- A dedicated page or section featuring educational resources, links to support services, and tutorials
- FAQs

Deployed New Employee Training for more than 8,000 Casinos and Resorts Employees

Responsible Gaming (Module 1) External Only 241208

Updated by Matt Mason • Current Version

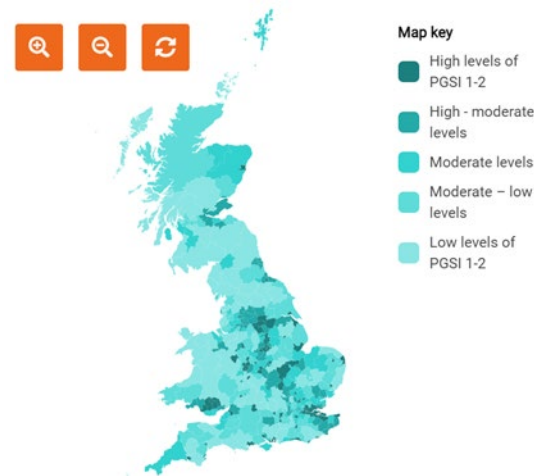


Responsible Gaming

Bally's

Welcome to this module on responsible gaming. Bally's recognizes our responsibility to supporting our guests that may struggle to control their gambling.

- 4 Lived Experience Awareness Sessions
- 1 Senior Leadership Masterclass
- 1 Responsible Marketing Training
- 1 Casino Back of House Awareness Video
- More than 500 UK Youth Served through the Youth Education Initiative



Launched Anti Human Trafficking awareness program at Bally's Chicago

OUR PLEDGE AGAINST HUMAN TRAFFICKING

B—RESPONSIBLE

Trafficking is a serious social issue, and we will work together to reduce its presence in our casino and our community

B—EDUCATED

We will actively identify and report any suspected trafficking activity that might be present within our operations

B—DILIGENT

This will help ensure our business is not used for illegal activities and keep our property, our employees and our customers safe

Bally's

YOU MAKE THE DIFFERENCE

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Bally's

YOU MAKE THE DIFFERENCE

WHERE TRAFFICKING MIGHT OCCUR

Every day, traffickers rely on legitimate businesses to conduct their illegal activities, and the gaming and hospitality industry is a prime target. Some of the ways traffickers might try to leverage our business operations to exploit their victims include:

- Targeting our customers for the sale of sex acts or using our property as a meeting point for sex trafficking arranged for online or via social media
- Traffickers might disguise labor trafficking victims as legitimate contract workers for housekeeping, convention support or landscaping services
- Traffickers might use their victims to launder money on the gaming floor or in our retail shops
- They might also use their victims to steal items from our shops or customers
- Traffickers could use nearby hotel rooms for sex trafficking or for the live streaming of illegal sex acts
- They could also use our parking garages as another venue for sex trafficking or for the solicitation of customers

WHAT'S EXPECTED OF EACH EMPLOYEE

- Follow our anti-human trafficking policy and be aware of what to do if you suspect trafficking activity is occurring
- Learn the different signs of potential trafficking activity you might encounter during your daily shift
- Be diligent in watching for signs of potential trafficking activity
- Use your best judgment to escalate potential trafficking activities following the procedures outlined in the anti-human trafficking policy and further guidelines established at your location

If you believe you may have information about a trafficking situation, contact your shift supervisor and on-site security. Help is also available by calling the National Human Trafficking Hotline toll free at 1-888-373-7888



B committed to making a difference in our fight against trafficking by identifying and reporting any suspected activity that might be happening in our casino. To learn more about human trafficking, visit the Department of Homeland Security Blue Campaign website by scanning the QR code.

HUMAN TRAFFICKING

involves the use of force, fraud, or coercion to obtain some type of labor or commercial sex act.

TRAFFICKING IS A CRIME and can happen in any community.

Bally's has a zero tolerance policy for trafficking activity happening on our properties.

Because it's often hidden in plain sight, we need your help to identify and report suspected trafficking activity.



Our HUMAN TRAFFICKING AWARENESS and reporting Initiative

As one of the world's fastest growing criminal enterprises, human trafficking creates significant risk for casinos and has long-lasting negative consequences for communities. Because trafficking can hide within Bally's operations, ignoring its presence can negatively impact our business, reputation, regulatory standing and shareholder value.

To counter these threats, all Bally's employees will learn how to identify and report any suspected trafficking activity you might encounter. We'll accomplish this by:

- Establishing clear policies and procedures that indicate what to do trafficking activity is suspected
- Educating all employees about what trafficking is and where it might be present in our operations
- Increasing awareness about the signs and behaviors that could indicate trafficking activity
- Creating a culture of responsibility and accountability

SEX TRAFFICKING victims are manipulated or forced against their will to engage in sex acts.

- Victims can be found in a wide range of businesses including casinos, hotels, bars, massage parlors and even parking garages
- Many victims are also forced to commit other crimes like theft
- Victims can be any age, race, gender or nationality
- They can be from any socio-economic group



Many individuals who appear to be willing prostitutes are actually sex trafficking victims



They can be exploited online or used to create child sex abuse material and pornography



In North America, 69% of trafficking victims are exploited for commercial sex

Under U.S. federal law, anyone under the age of 18 who is induced to perform a commercial sex act is a victim of human trafficking, regardless of whether he or she is forced or coerced.



LABOR TRAFFICKING victims are forced to work for little to no pay in a wide range of situations including:

- Agriculture, manufacturing or similar industries
- Restaurants, bars and hotels
- Retail stores or in private homes
- Drug trafficking operations or other illicit businesses
- As contract workers disguised as legitimate employees



U.S. citizens, foreign nationals, women, men and children can all be victims of forced labor



They often experience verbal or physical abuse, are made to work in unsafe conditions, and / or are forced to meet daily quotas



They rarely seek help because of language barriers or their movement may be restricted and monitored by their employer

Traffickers frequently target vulnerable populations like children, individuals without lawful immigration status, those with debts, and those who are isolated, impoverished or disabled.



There are numerous other ways that traffickers exploit their victims including:

- Trafficking for organ removal or illegal adoption
- Exploitative begging
- Forced marriage
- Forced criminal activity
- Online scams and cyberfraud



Many trafficking victims are forced to engage in more than one type of trafficking activity



Forced criminality includes shoplifting, pickpocketing, theft, drug trafficking and different forms of fraud



Girls and women are more likely to experience explicit or extreme violence at the hands of their trafficker

Over the past five years, the number of human trafficking victims being exploited for forced criminality and mixed forms of exploitation has grown rapidly.



Bally's

YOU MAKE THE DIFFERENCE

If you believe you may have information about a trafficking situation, contact your shift supervisor and on-site security. Help is also available by calling the National Human Trafficking Hotline toll free at 1-888-373-7888

THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU



Sports Wagering Report

4th Quarter 2024

Presented to:
Massachusetts Gaming Commission



Revenue

Revenue

REVENUE & TAXES*

QUARTERLY

Month	Revenue	Taxes Collected	Handle
July	\$ 2,760,116	\$ 552,023	2.0%
August	\$ 2,274,818	\$ 454,964	1.5%
September	\$ 5,458,571	\$ 1,091,714	2.4%
Totals	\$ 10,493,506	\$ 2,098,701	2.0%
October	\$ 3,581,255	\$ 716,251	1.4%
November	\$ 5,007,584	\$ 1,001,517	1.7%
December	\$ 4,042,288	\$ 808,458	1.2%
Totals	\$ 12,631,128	\$ 2,526,226	1.5%

ANNUAL

Quarter	Revenue	Taxes Collected	Handle
Q1	\$ 10,127,132	\$ 2,025,426	1.7%
Q2	\$ 7,741,803	\$ 1,548,361	1.4%
Q3	\$ 10,493,506	\$ 2,098,701	2.0%
Q4	\$ 12,631,128	\$ 2,526,226	1.5%
ANNUAL	\$ 40,993,569	\$ 8,198,714	1.6%

* Online wagering only



BETMGM

Vendor Utility

Vendor Utility

GLOBAL VENDOR UTILITY

Spend Type	Q3		Q4		ANNUAL	
	Dollars	% *	Dollars	% *	Dollars	% *
Total Vendor Spend	\$ 183,550,721	100.0%	\$ 278,167,400	100.0%	\$ 919,739,419	100.0%
Diverse Vendor Spend	\$ 1,902,400	1.0%	\$ 1,951,263	0.7%	\$ 6,731,391	0.7%
Diversity Mix	Dollars	% **	Dollars	% **	Dollars	% **
Diverse & Small	\$ 944,215	49.6%	\$ 681,763	48.6%	\$ 2,702,468	40.1%
Small Only	\$ 919,935	48.4%	\$ 710,900	50.7%	\$ 3,286,410	48.8%
Diverse Only	\$ 38,250	2.0%	\$ 558,601	39.8%	\$ 675,579	10.0%
Minority Business Enterprise	\$ 791,026	41.6%	\$ 563,445	40.2%	\$ 2,103,718	31.3%
Veteran Business Enterprise	\$ 54,510	2.9%	\$ 26,342	1.9%	\$ 136,107	2.0%
Women Business Enterprise	\$ 333,905	17.6%	\$ 794,874	56.7%	\$ 1,519,969	22.6%

* Of Total Vendor Spend

** Of Diverse Vendor Spend

Vendor Utility

LOCAL VENDOR UTILITY

Spend Type	Q3		Q4		2024	
	Dollars	% *	Dollars	% *	Dollars	% *
Total Vendor Spend	\$ 1,266,688	100.0%	\$ 988,918	100.0%	\$ 4,047,295	100.0%
Diverse Vendor Spend	\$ 49,250	3.9%	\$ 46,231	4.7%	\$ 182,573	4.5%
Diversity Mix	Dollars	% **	Dollars	% **	Dollars	% **
MBE	\$ 31,250	63.5%	\$ 42,531	92.0%	\$ 145,873	79.9%
Small	\$ 18,000	36.5%	\$ 3,700	8.0%	\$ 36,700	20.1%

* Of Total Vendor Spend

** Of Diverse Vendor Spend



Human Resources

Human Resources

RESOURCE DIVERSITY

2024 Q4

Employee Level	All		Minority		Veteran		Woman*		MA Residents	
	Count	%	Count	%	Count	%	Count	%	Count	%
Executive	22		3	14%	1	5%	3	14%	0	0%
Supervisor/Manager	318		91	29%	5	2%	118	37%	4	1%
Non-Manager	1,273		621	49%	6	0%	471	37%	19	1%
Total	1,613		715	44%	12	1%	592	37%	23	1%

2023 Q4

Employee Level	All		Minority		Veteran		Woman*		MA Residents	
	Count	%	Count	%	Count	%	Count	%	Count	%
Executive	18		2	11%	1	6%	3	17%	0	0%
Supervisor/Manager	294		89	30%	4	1%	101	34%	2	1%
Non-Manager	1,020		544	53%	14	1%	354	35%	9	1%
Total	1,332		635	48%	19	1%	458	34%	11	1%

2024 CHANGE

Employee Level	Change Total		Minority		Veteran		Woman*		MA Residents	
	Count	% ¹	Count	% ²	Count	% ²	Count	% ²	Count	% ²
Executive	4	16%	1	25%	0	0%	0	0%	0	0%
Supervisor/Manager	24	8%	2	8%	1	4%	17	71%	2	8%
Non-Manager	253	4%	77	30%	-8	-3%	117	46%	10	4%
Total	281	5%	80	28%	-7	-2%	134	48%	12	4%

* Non-Binary included in this total

¹ based on 2023 Q4 vs. 2024 Q4 'All' count

² based on 'Change Total'



Compliance

Compliance

DIGITAL UNDERAGE USE*

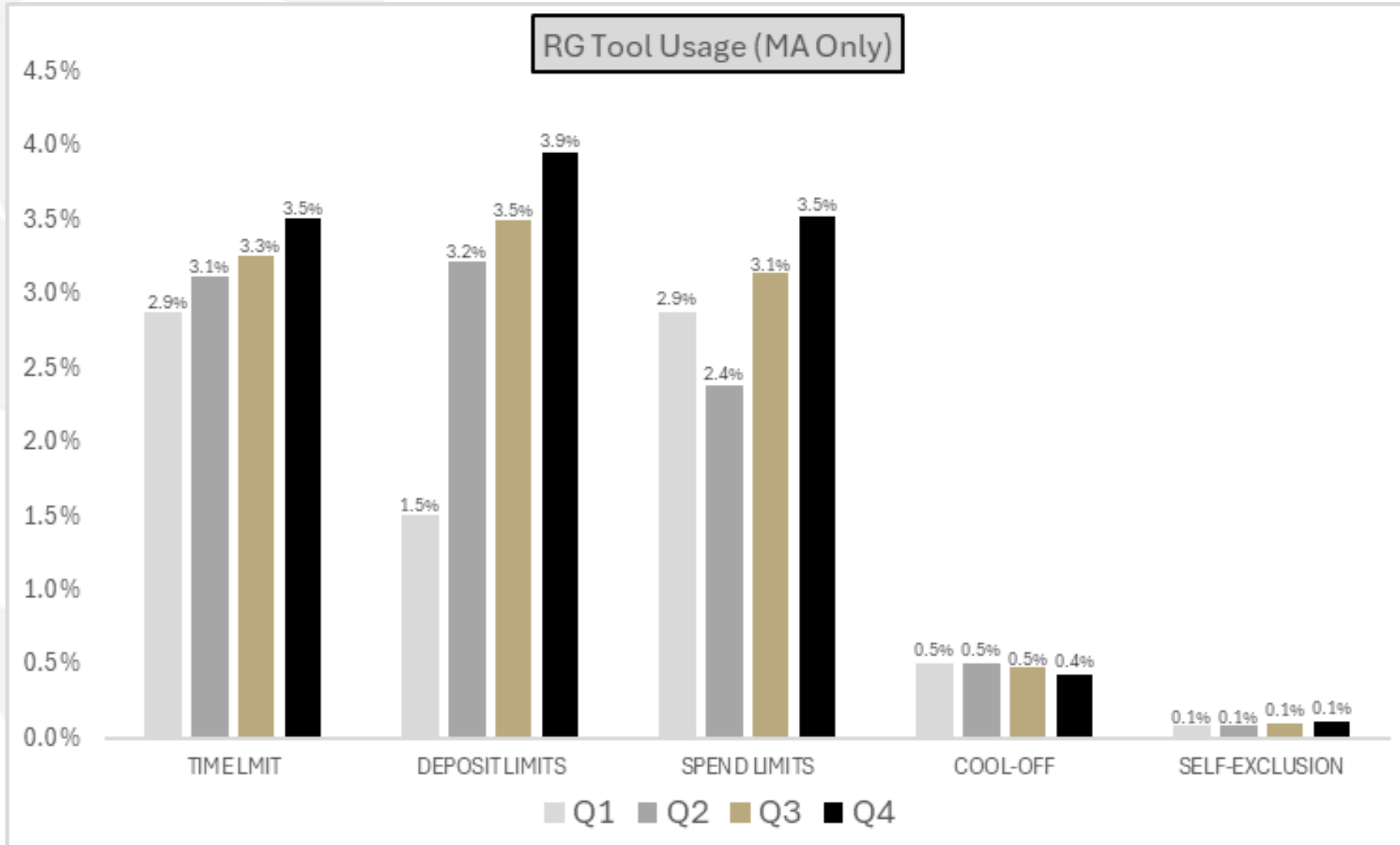
Timeframe	Underage Patrons
Q1	1
Q2	0
Q3	0
Q4	0
TOTALS	1

*BetMGM digital product only. MGM Springfield oversees the retail sportsbook as the licensed Operator.



Responsible Gambling

Responsible Gambling



Responsible Gambling

COOL-OFF STATS

Timeframe	Total Days	Average
Q1	204,408	131
Q2	196,024	128
Q3	195,488	121
Q4	332,586	137



Lottery

Lottery

- BetMGM continues to engage in discussion with the Massachusetts Lottery to explore a future partnership. No formal partnership has been entered into at this time.
- MGM Springfield offers on-property lottery engagement



Community, Outreach & Charitable Impacts

Strategy Update

- Employee engagement survey launched in Q4. Partnered with Talent Management and People Business Partners to support leaders in understanding the wins and opportunities for their employee populations
- Began the process of updating our career development tools and resources by redefining the inclusive leadership success behaviors in our Leadership Competency Framework. This framework describes the proven success behaviors for all employees by level that are needed to lead themselves, the work, and the business to optimum outcomes.
- Updated Inclusive Performance Management training and integrated inclusive behaviors and checkpoints throughout the year-end review process
- Partnered with MGM National Harbor for their annual supplier diversity event and successfully engaged 30+ potential new diverse vendors

ERG Strategic Pillars



- Internal Community building
- Business-vertical Education



- Allyship and Amplification of other ERGs
- Neurodiversity Awareness
- Disability Awareness



- Veteran Recruitment to the business
- Engagement with local communities
- Support for military spouses



- Community engagement
- Professional Development for Latinx Employees



- Upskilling women in the business
- Internal Community building



- Providing networking and Development opportunities
- Internal Community building



- LGBTQ+ education and advocacy
- Internal Community building
- External Community development

Initiatives and Community Engagement (1/3)

Q4 ERG engagement efforts include:

Exploring Cultural Awareness, Sensitivity, and Allyship Workshop

- Hosted by Pride@BetMGM in partnership with Destination Tomorrow
- Through self-exploration and activities, participants learned ways to be aware, sensitive, and an ally in a culturally conscious manner



PFLAG + BetMGM: Leading with Love Workshop

- Hosted by Pride@BetMGM, participants learned common LGBTQIA+ terminology and the issues youth face as well as how parents and caregivers can lead with love



Native American Heritage Month Guest Panel

- Featuring Tribal partners, Trilogy Group, BetMGM learned more about our Tribal partnerships and the history of Tribal gaming in the US



Initiatives and Community Engagement (2/3)

Q4 community engagement efforts include:

Adopt-a-Family Program

- Company-wide initiative, in partnership with Volunteers of America, to provide employees with the opportunity to make donations of gifts or meals to disadvantaged families in the NY/NJ area
- \$6,500 raised by BetMGM employees

Annual Charity Golf Event

- Annual suicide prevention and mental health awareness event to raise money for Vibrant Health, which funds the 988 Suicide & Crisis Lifeline
- 70+ employees participated and \$4,600 raised



Initiatives and Community Engagement (3/3)

Q4 community engagement efforts include:

Salute the Troops

- In partnership with MGM and the USO, BetMGM employees provided breakfast to 154 service members before they were flown to Las Vegas for a gratitude ceremony and other activities hosted by MGM.



DMV Turkeypalooza

- Provided more than 11,000 meals to DMV residents across 6 locations.
- Meal kits included a turkey, fresh produce, shelf-stable food items, and winter hats and gloves





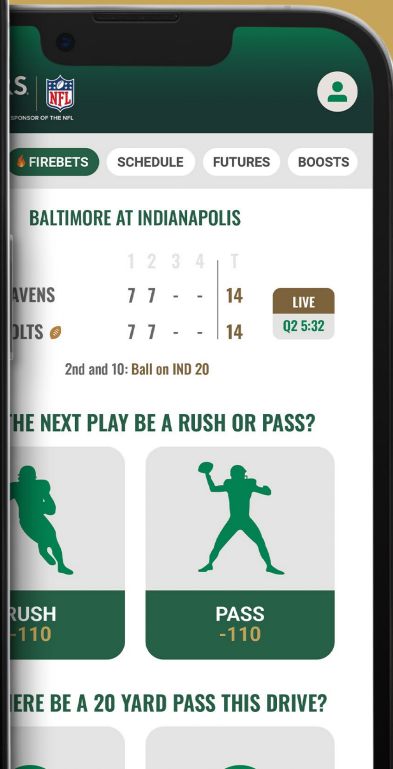
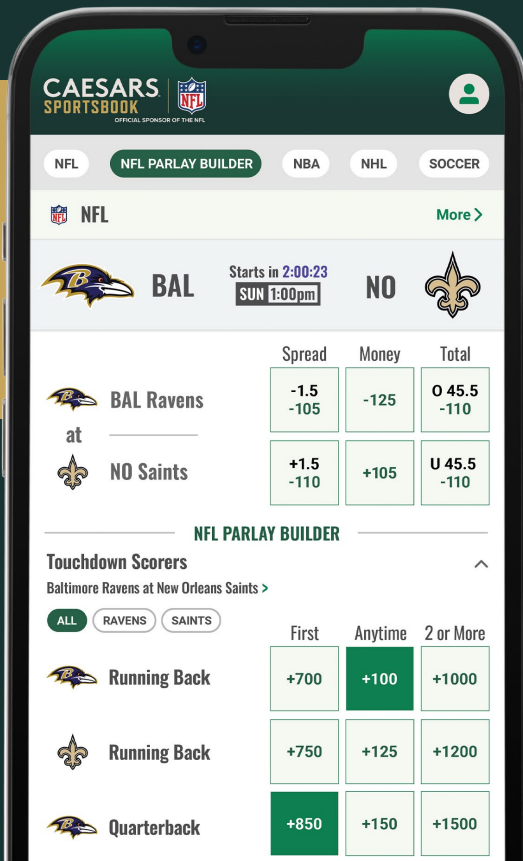
BETMGM
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CAESARS
ENTERTAINMENT®



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SPORTSBOOK



Massachusetts Gaming Commission Q4 2024 Meeting Sports Wagering Quarterly Report

Q4 2024 Sports Wagering Quarterly Report



REVENUE

Q3 2024			
Month	Total SW Revenue	MA SW Taxes Collected	Handle
July	964,044.53	182,944.55	7%
August	713,939.11	134,855.82	5%
September	1,447,380.31	279,816.96	7%
TOTALS	3,125,364.45	597,617.33	6%

Q4 2024			
Month	Total SW Revenue	MA SW Taxes Collected	Handle
October	1,268,475.11	243,213.82	6%
November	1,429,470.67	274,300.13	6%
December	1,061,799.62	200,198.32	4%
TOTALS	3,759,745.40	717,712.28	5%

YE 2024			
Period	Total SW Revenue	MA SW Taxes Collected	Handle
Q1	3,129,923.29	593,347.66	5%
Q2	2,326,974.34	435,952.67	4%
Q3	3,125,364.45	597,617.33	6%
Q4	3,759,745.40	717,712.28	5%
2024 TOTALS	12,342,007.48	2,344,629.94	5%

WORKFORCE/WORKFORCE DIVERSITY

# of Team Member in Each Category	Minority #	Minority %	Women #	Women %	Veteran #	Veteran %	MA resident #	MA Resident %	Total Team Members
Executive	101	24%	45	10%	4	1%	4	1%	429
Manager & Supervisor	261	37%	169	24%	14	2%	0	0%	698
Entry Level	180	45%	138	34%	7	2%	0	0%	402
Totals	542	35%	352	23%	25	2%	4	0%	1529

VENDOR / SUPPLIER / DIVERSE SPEND

Q4 2024 Overview of Total Spend, Including any MA Spend/Impacts

The below statistics are anticipated company-wide vendor spend statistics for Q4 2024, which are not yet validated. The prior three quarters have been validated and updated accordingly. This data is reflective of the company's total spend at all properties, while the subsequent Diversity spend percentages are based on total addressable spend dollars.

Quarter	Total Spend	Diverse Spend	Diversity %
24Q1	\$1,020,933,524	\$22,747,294	8.10%
24Q2	\$985,404,259	\$27,759,327	11.51%
24Q3	\$1,077,855,261	\$34,834,467	11.67%
24Q4	\$1,065,369,613	\$28,307,862	10.34%
2024 Total	\$4,149,752,031	\$113,372,416	10.34%

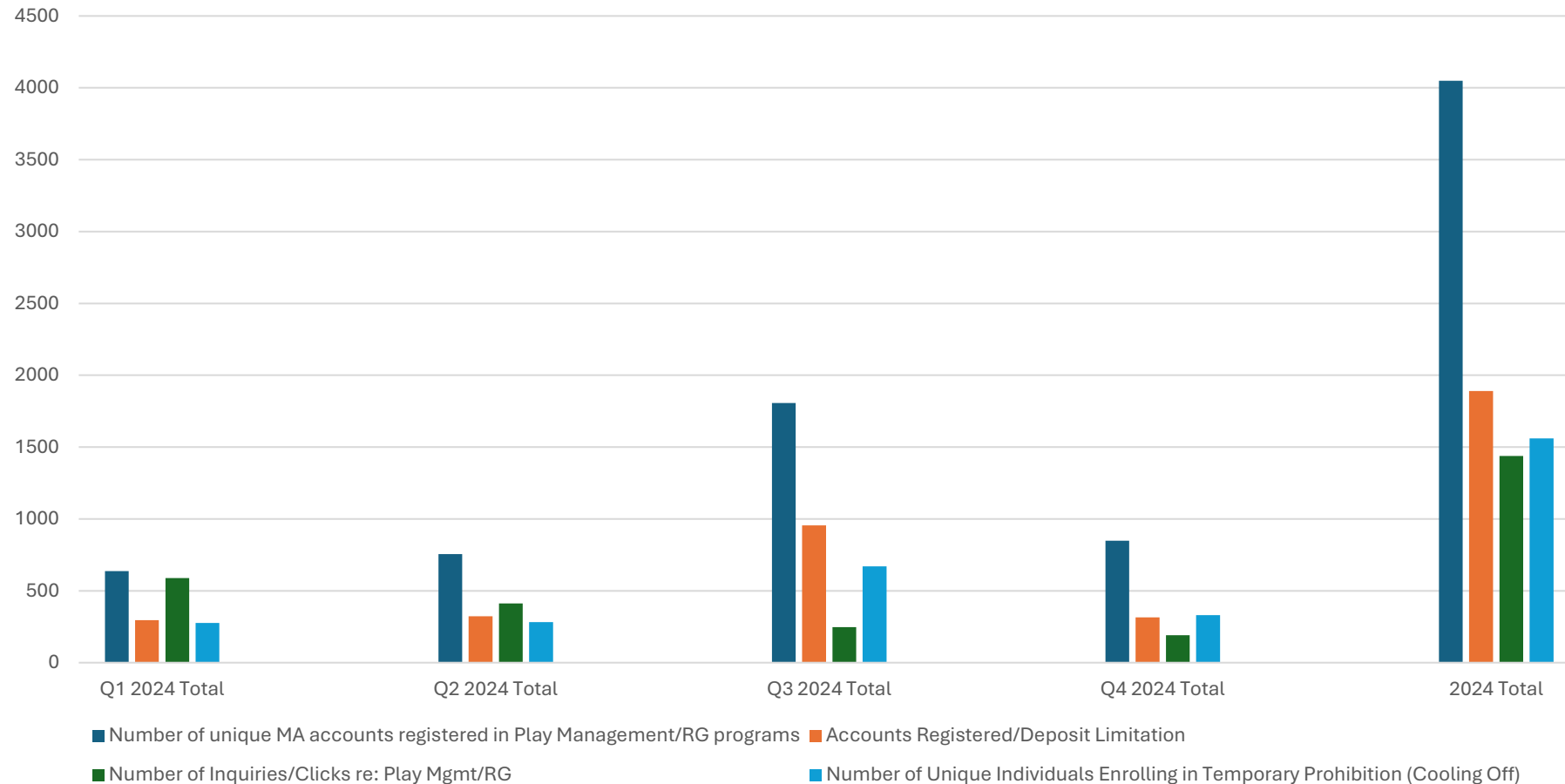
For the first time this year, our Diversity percentage decreased slightly compared to prior quarter. However, the total dollars for diverse spend outperformed both 24Q1 & 24Q2. The team continues to focus on improving our diversity inclusion in our non-regulated states, in an effort to boost our supplier diversity requirements in our regulated states.

*Addressable spend does not include taxes, utilities and some highly regulated gaming trade sectors defined as addressable.

COMPLIANCE

Play Management Responsible Gaming Reporting

YE 2024



COMPLIANCE

Prohibited Player (Underage Monitoring) – Q4 2024

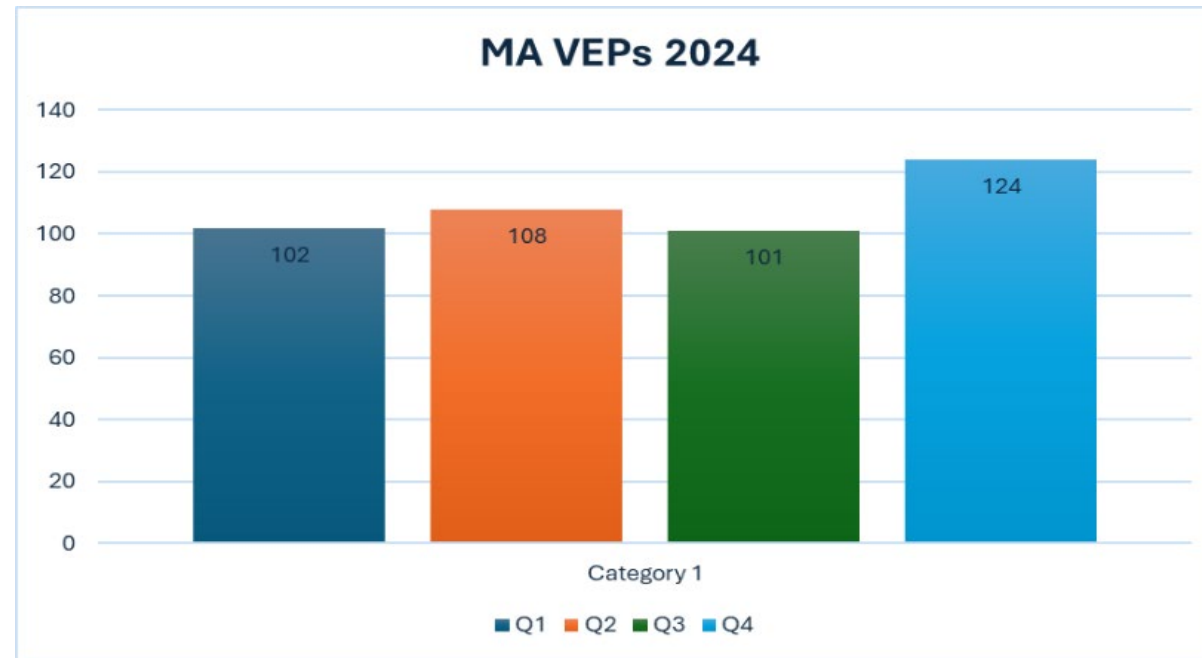
Q4	
Number accounts flagged for review under the suspicion of prohibited or restricted persons.	Number of investigations from the previous column which resulted in a review for/related to suspicious underage activity
4	4

YE 2024	
Number accounts flagged for review under the suspicion of prohibited or restricted persons.	Number of investigations from the previous column which resulted in a review for/related to suspicious underage activity
15	7

Responsible Gaming

- Massachusetts VEPs suppressed and entered into the RG Application:

-Q4 2024: 124



- Self-Limits and Cool Off

Responsible Gaming

-Training

-Responsible Gaming Chair (RG Program Leader with oversight of policies and procedures):

- November 7, 2024
- December 13, 2024
- December 23, 2024

-Responsible Gaming Administrator (RG Program administrative and technology support)

- October 4, 2024
- November 20, 2024

-Responsible Gaming Ambassador (Advanced conversational skill training)

- November 7, 2024
- November 15, 2024
- December 18, 2024

-Responsible Gaming Annual Refresher (Mandatory for all front of house/customer facing, Caesars Digital, and Corporate Team Members)

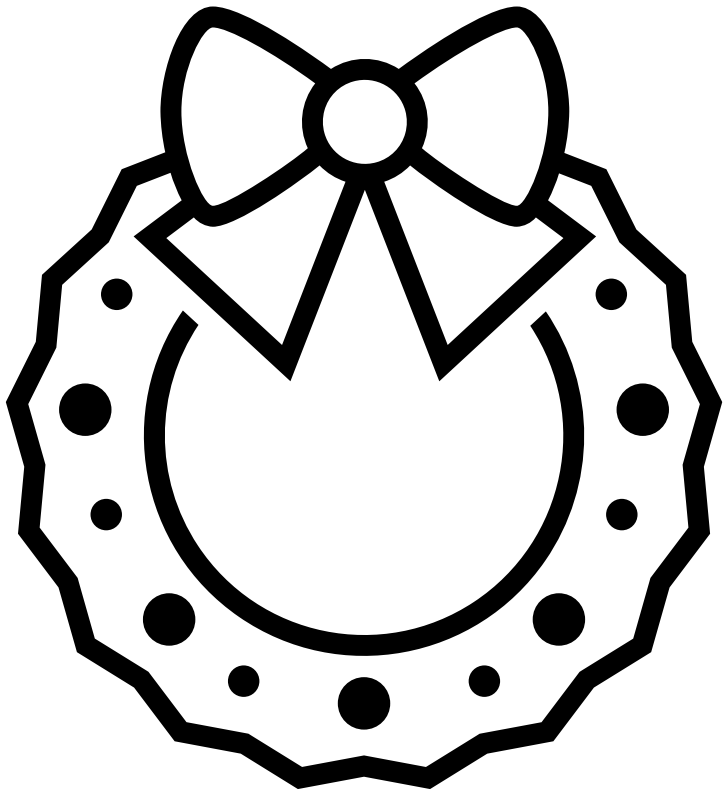
- Must be completed by October 31, 2024

-Conference

- Attendance at the ICRG 2024 Conference on Gambling and Addiction, October 6-7, 2024



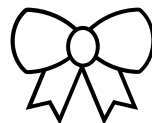
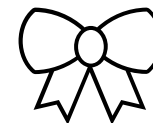
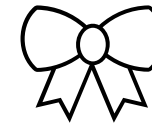
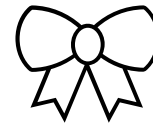
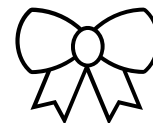
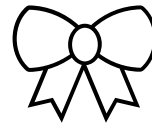
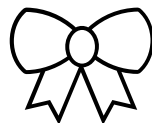
LOTTERY ENGAGEMENT



Caesars partnered with the Massachusetts Lottery in Q4 2024 to promote the Merry & Bright Scan to Enter Holiday Promotion.

Merry & Bright Scan to Enter Holiday Promotion runs through Q1 2025.

Caesars continues to look forward to working with the Massachusetts Lottery on additional marketing strategies and promotional opportunities for Q2 2025.



Community Outreach / Charitable Giving

- Our Caesars Makes Change program, initially piloted at one property in 2021, has now expanded to nearly 40 Caesars Entertainment destinations across the nation. When guests redeem their slot tickets at our casinos, they are prompted by our ticket redemption program to donate a portion of their cash payout to charitable organizations.
- Participating properties offer up to three charity options on the NRT machines. One of those charities is the enterprise-wide charity selected by CSR and the other two are selected by the property
- Since 2021, CSR has selected two national organizations as the CSR selected charity that are rotated on a bi-annual basis. Those charities are the Boys and Girls Clubs of America and Meals on Wheels
- In 2024, our guests generously donated over \$2 million through this program. These funds were distributed not only to our national partners, MOWA and BGCA
- Caesars Makes Change life to date for Meals on Wheels and Boys and Girls Club of America is \$1.47M and BGCA is \$1.37M



**BOYS & GIRLS CLUBS
OF AMERICA**



**MEALS on WHEELS
AMERICA**

QUESTIONS & COMMENTS – CAESARS TEAM

Questions and comments can be sent to:

- **Kiersten Flint**, SVP of Corporate Social Responsibility and Internal Communications, kflint@caesars.com
- **Lisa Rankin**, VP of Compliance & Licensing, lrarkin@caesars.com
- **Kate Pendergrass**, VP of Strategic Sourcing, KPendergrass@caesars.com
- **Carolene Layugan**, Responsible Gaming Program Director, CLAYUGAN@Caesars.com
- **Greg Shinbur**, Dir of Diversity, Equity and Inclusion, GEShinbur@caesars.com
- **Curtis Lane Jr.**, Digital Compliance Manager, curtis.lane@caesars.com



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DRAFTKINGS

SPORTS WAGERING QUARTERLY REPORT Q4 2024



AGENDA

-  Revenue
-  Workforce & Workforce Diversity
-  Vendor/Supplier Spend & Supplier Diversity
-  Compliance
-  Responsible Gaming
-  Community, Outreach & Charitable Impacts





THE CROWN
IS YOURS



REVENUE

Q4 2024

REVENUE

Q4 2024

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
October	\$25,402,537	\$4,893,099	6.6%
November	\$45,127,702	\$8,837,820	11.7%
December	\$30,493,408	\$5,921,507	8.4%
TOTALS	\$ 101,023,647	\$19,652,426	8.9%

Q3 2024

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
July	\$20,809,675	\$4,062,661	10.3%
August	\$16,805,264	\$3,247,904	7.3%
September	\$39,642,237	\$7,758,705	11.2%
TOTALS	\$77,257,176	\$15,069,270	9.8%

REVENUE

Q2 2024

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
April	\$24,477,109	\$4,747,476	8.0%
May	\$29,085,189	\$5,665,642	9.7%
June	\$19,983,523	\$3,869,770	7.6%
TOTALS	\$73,518,821	\$14,282,888	8.5%

Q1 2024

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
January	\$36,921,642	\$7,232,585	11.9%
February	\$31,465,543	\$6,164,300	11.7%
March	\$23,468,356	\$4,534,648	7.3%
TOTALS	\$91,855,541	\$17,931,533	10.2%



THE CROWN
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WORKFORCE & WORKFORCE DIVERSITY

Q4 2024



WORKFORCE DIVERSITY- FY2024

Throughout 2024, DraftKings recruitment efforts had a positive impact on diversity in hiring. Hiring rates for women and non-White employees matched or exceeded current representation levels, with 31.6% of new hires globally self-identifying as female and 41.9% of new U.S. hires self-identifying as non-White.

Year over year we have increased the overall headcount of women and non-white employees, but due to global growth across DraftKings this past year, representation levels slightly declined. Compared to 2023, global female representation dropped from 27.2% to 26.9% and non-White U.S. representation dropped from 35.1% to 21.7%. Global veteran headcount grew and representation maintained at 1.1% year over year.

2025 REPRESENTATION GOALS

Global Female Representation: 35%



Global Female Leaders: 25%



US non-White: 40%



US non-White Leaders: 20%



GLOBAL

	NON-WHITE*	WOMEN	VEETERAN
SR LEADERS	9.00%	23.1%	3.6%
MANAGERS	14.40%	25.6%	1.1%
PROFESSIONALS	24.70%	27.5%	10%
TOTAL	21.70%	26.9%	1.1%

*Global percentage of non-White employees reflects U.S. employees only

US

	NON-WHITE	WOMEN	VEETERAN
SR LEADERS	12.0%	25.7%	4.2%
MANAGERS	20.0%	29.2%	1.1%
PROFESSIONALS	35.2%	29.9%	10%
TOTAL	30.7%	29.6%	12%

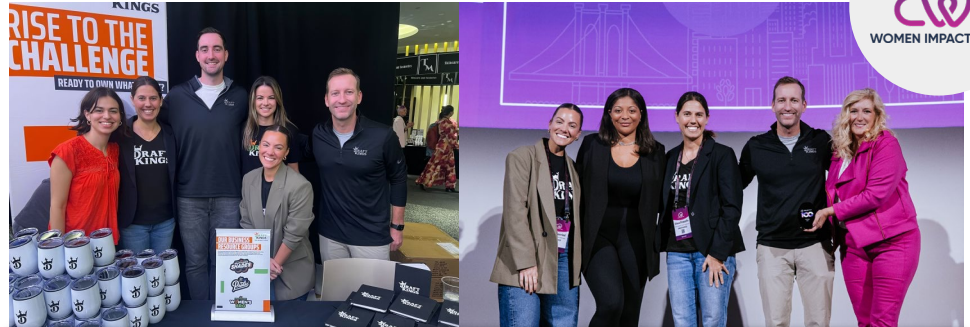
MA

	NON-WHITE	WOMEN	VEETERAN
SR LEADERS	4.4%	27.8%	5.6%
MANAGERS	17.6%	32.9%	0.9%
PROFESSIONALS	22.3%	29.4%	0.1%
TOTAL	19.6%	30.3%	0.8%

WORKFORCE- RECRUITMENT

In Q4, DraftKings continued to focus on diversifying our workforce through recruitment efforts at conferences such as Women Impact Tech and recruitment marketing campaigns that continue to highlight our culture, benefits, and commitment to a culture of belonging.

Our efforts have been recognized by the Boston Globe, BuiltIn and Sports Business Journal as a top place to work based on our continued commitment to producing a high performing company culture.



DraftKings has a longstanding partnership with Women Impact Tech whose mission is to inspire, empower, and advance gender equity so that women can thrive in their careers. DraftKings was a sponsor for the 2024 Accelerator Conference in NYC and recognized as Women Impact Tech's 2024 list of progressive companies empowering women in tech award.



WORKFORCE- DEVELOPMENT

DraftKings designed and executed internal development programs and tools to continue to help develop and empower our employees. DraftKings also arranged for employees to attend conferences focused on fostering diversity in tech.

Textio

DraftKings now offers the power of AI to assist in writing high quality, actionable feedback year round through our Textio integration.



Women's Summits

DraftKings hosted our second annual Global Product & Tech Women's summit, driving professional development and networking for over 100 of our female tech employees.



AfroTech

Our DK Shades BRG sponsored 16 team members to attend AfroTech with the mission to connect and celebrated diversity while having meaningful conversations about growth and belonging at DraftKings.



WORKFORCE CONNECTIONS

In 2024, DraftKings relaunched its three Business Resource Groups (BRGs), DK Pride, DK Shades, and DK Women, with improved structure and support to create greater community, socialization, resources, and networking.

In Q4, our BRGs hosted cultural celebrations, industry event outings and in-office gatherings to promote employee networking, relationship building and engagement.

We also launched our DK Veterans BRG which will focus on supporting recruitment, professional development and employee engagement programming.

Thanksgiving Potluck



WISE Boston's Women of Inspiration event



London Belonging Council @ NFL London game





THE CROWN
IS YOURS

VENDOR/SUPPLIER SPEND & SUPPLIER DIVERSITY

Q4 2024



SUPPLIER DIVERSITY

Supplier Diversity efforts have focused on the tracking, reporting and identification of key areas of opportunities for the business to drive impact. DraftKings continues to focus efforts on local recurring spending such as F&B, Industry Associations focused on diversity efforts, and partner organizations for cultural events & speakers.

	US		MA	
	Q4	FY 2024	Q4	FY 2024
TOTAL SPEND	\$814,188,171	\$2,441,402,056	\$28,154,713	\$90,338,817
MBE	\$1,853,199	\$8,812,334	\$0	\$6,102,817
WBE	\$10,140,113	\$15,168,473	\$0	\$2,385
VBE	\$0	\$500,000	\$0	\$0
DIVERSITY SPEND	\$11,993,311 (1.5%)	\$24,480,807 (1.0%)	\$0 (0.0%)	\$6,105,202 (6.8%)

Data through December 17, 2024



THE CROWN
IS YOURS

COMPLIANCE

Q4 2024



UNDERAGE/MINOR ACCESS

Q4 2024

MONTH	USER ACCOUNTS SUSPENDED DUE TO CLAIMS OF UNDERAGE ACTIVITY*	USER ACCOUNTS REPORTED TO THE COMMISSION
October	20*	*20
November	21*	21*
December	28*	28*

Q3 2024

MONTH	USER ACCOUNTS SUSPENDED DUE TO CLAIMS OF UNDERAGE ACTIVITY*	USER ACCOUNTS REPORTED TO THE COMMISSION
July	7*	7*
August	16*	16*
September	16*	16*

* These users have made claims that an underage individual, usually a family member, placed the wager on the site.

14 DraftKings Inc. evidence to support that the account was being operated by an underage individual who was not the account holder.

UNDERAGE/MINOR ACCESS

Q2 2024

MONTH	USER ACCOUNTS SUSPENDED DUE TO CLAIMS OF UNDERAGE ACTIVITY*	USER ACCOUNTS REPORTED TO THE COMMISSION
April	14*	14*
May	12*	12*
June	9*	9*

Q1 2024

MONTH	USER ACCOUNTS SUSPENDED DUE TO CLAIMS OF UNDERAGE ACTIVITY*	USER ACCOUNTS REPORTED TO THE COMMISSION
January	7*	7*
February	7*	7*
March	7*	1*

* These users have made claims that an underage individual, usually a family member, placed the wager on the site.

draftkings.com
evidence to support that the account was being operated by an underage individual who was not the account holder.



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RESPONSIBLE GAMING

Q4 2024



SELF-EXCLUSIONS, LIMITS & COOL-OFF UTILIZATION - MA ACTIVE USERS

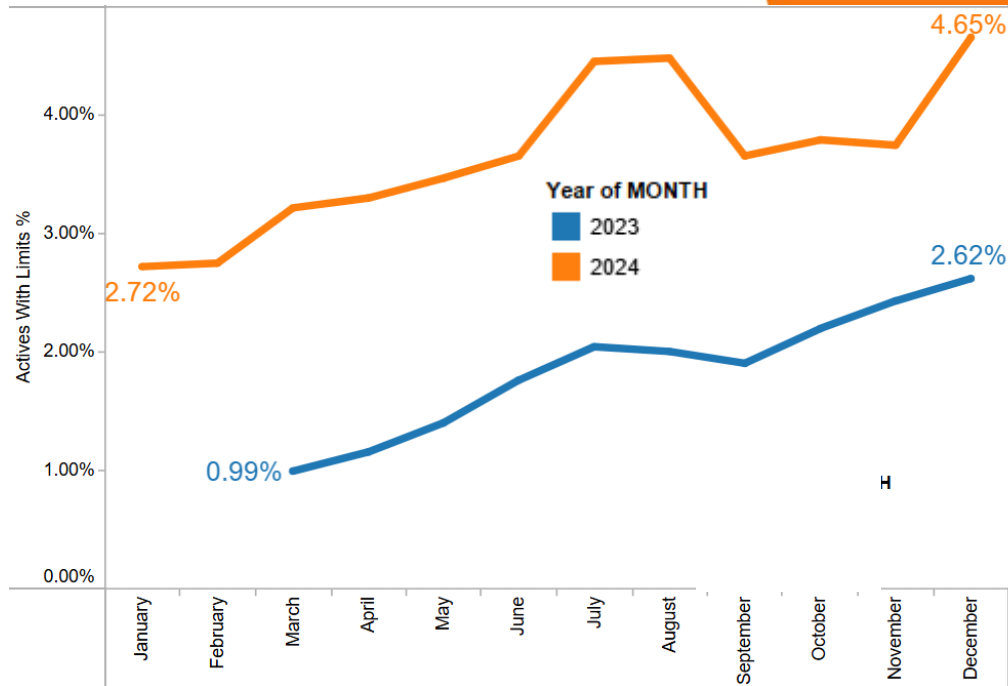
LIMITS BY TYPE
Q4 2024

MCCVSE App Exclusions Q4 2024
418

All DraftKings players are routed from our platform Self Exclusion page to the Massachusetts state self-exclusion list.

Limit	% of MA Players (Average, Q4 2024)
Time Limit	0.079%
Deposit Limit	0.57%
Spend Limit	0.39%
Max Single Wager Limit	0.37%
Cool Off	0.48%

ACTIVE LIMIT USAGE Y/Y % OF ACTIVE TRENDS MA



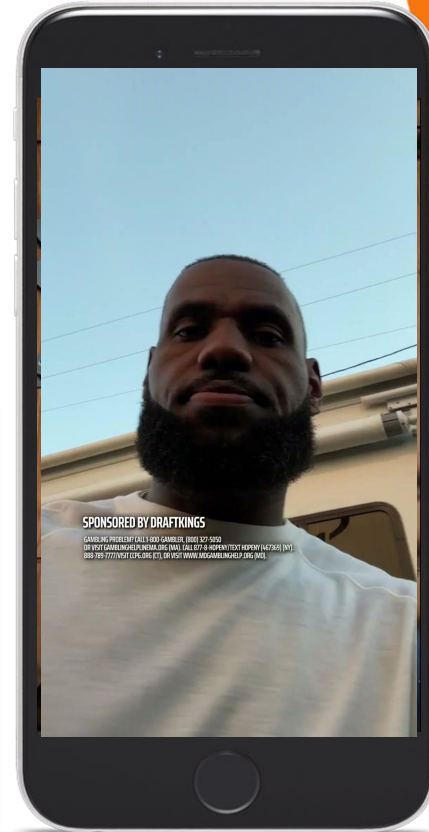
Limits includes active players (those who had the limit set for a value > 0 at any point during the period and also had a paid action on OSB/CAS/DFS during that period).

TALENT PROMOTION OF FRG

- Talent:

- LeBron James
- Kevin Hart
- Larry Fitzgerald
- Forrest Griffin
- Shawn Porter
- Matthew Berry
- Jon Anik
- Neil Patrick Harris

- Promotion of My Stat Sheet and RGCenter



RG TOOLS SWEEPSTAKES

DECEMBER 2024

Context:

Players with an active limit set were eligible to opt into a promo to be entered to win Shaq signed basketballs.

Next Steps: Further experimentation on promos related to limit setting and RG tooling.





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COMMUNITY, OUTREACH & CHARITABLE IMPACTS

Q4 2024



DRAFTKINGS TRAINS 1,000TH VETERAN

DRAFTKINGS TECH FOR HEROES

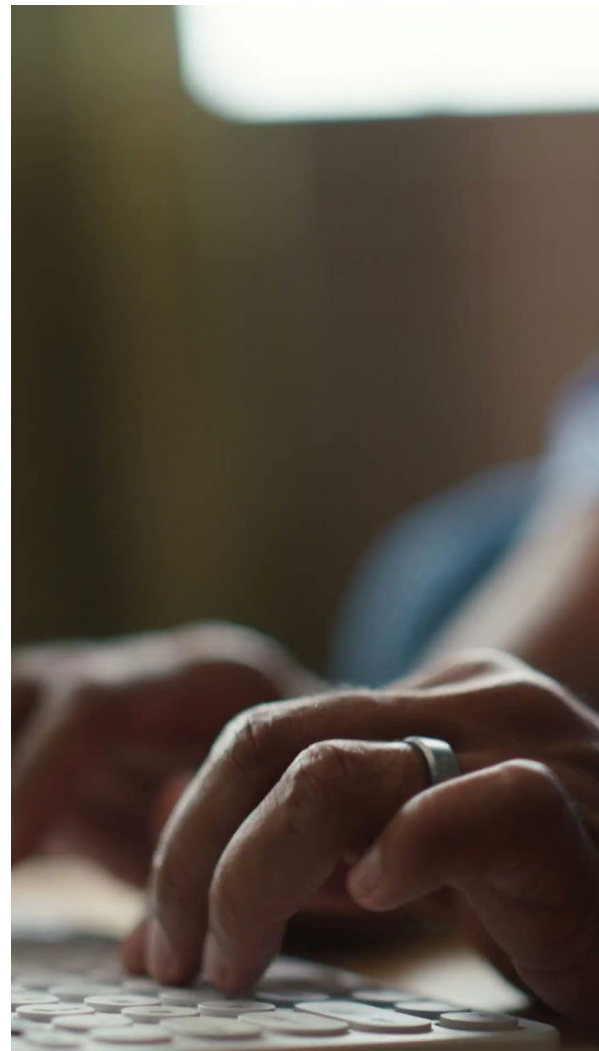
- Throughout 2024, DraftKings continued its Tech for Heroes initiative in collaboration with VetsinTech to train veterans and their spouses in high-demand tech skills, from cybersecurity to web development and more.
- **On Veteran's Day, DraftKings announced that it had reached the milestone of training over 1,000 veterans and military spouses through the Tech for Heroes program.**
- Since the inception of the Tech for Heroes program in 2018, DraftKings has donated over \$3M to empower veterans and their spouses in education and entrepreneurship, focusing on today's ever-changing technology spaces.



TESTIMONIAL SPOT DURING NFL “SALUTE TO SERVICE”

DRAFTKINGS TECH FOR HEROES

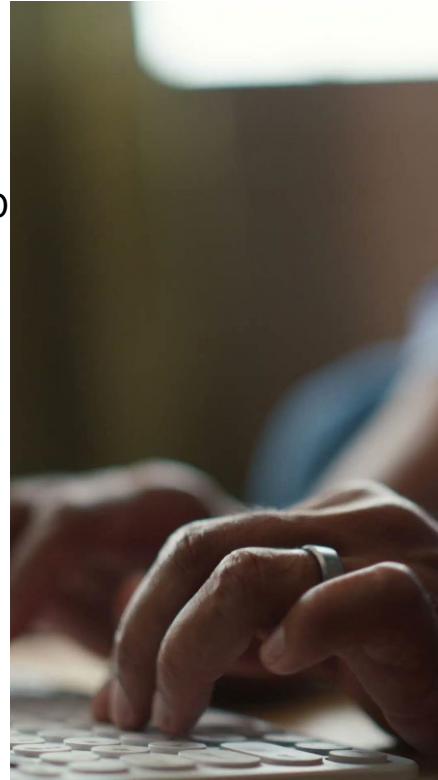
- In honor of Veteran’s Day and the NFL’s “Salute to Service” games, DraftKings produced a national spot highlighting testimonials from veterans who participated in DraftKings’ technical skills training program with VetsinTech.
- The spot aired nationwide during the Fox broadcast of Sunday NFL games on November 10 - the day before Veteran’s Day.



FREE-TO-PLAY POOL BENEFITING VETSINTECH

DRAFTKINGS TECH FOR HEROES

- For the Sunday Night Football game on Veteran's Day weekend, DraftKings hosted a free-to-play pool in which free entries were matched with a \$5 donation to VetsinTech.
- Through this free contest for customers, DraftKings donated \$500K to VetsinTech.
- DraftKings aired an additional national spot on Fox to bring more attention to the work of VetsinTech and to encourage sports fans to join the cause for free.



“PINK‘EM’ WITH THE LARRY FITZGERALD FOUNDATION

- This October, DraftKings continued its annual “Pink ‘Em” campaign in support of the Larry Fitzgerald Foundation. Established in 2005, The Larry Fitzgerald Foundation has worked to provide equitable access and new pathways for women, men and families affected by breast cancer.
- Each NFL week in October, DraftKings hosts a free-to-play pick ‘em style contest for fans to choose winners of each game. DraftKings donates \$1 for the first 20,000 free entries each week. This year we saw record participation in the “Pink ‘Em.”
- For the 2024 ‘Pink ‘Em’ campaign, DraftKings donated \$100,00 to the Larry Fitzgerald Foundation. Since the inception of the ‘Pink ‘Em’ program in 2019, DraftKings has donated over \$600K to the Larry Fitzgerald Foundation.



“SERVE WITH DKS, SERVES” - EMPLOYEE VOLUNTEER TREE PLANTING EVENTS

Over the last two years, DraftKings has hosted 16 volunteer tree planting days across all of its offices (Boston, NYC, Houston, Atlantic City, Las Vegas, London, Dublin, Sofia, Plovdiv) where employees come together to plant trees and revitalize local neighborhoods.

The benefits of these volunteer events include heat and flood mitigation, strengthened tree canopies, carbon sequestration, water quality improvements, and overall environmental enhancements to the community.

1,200

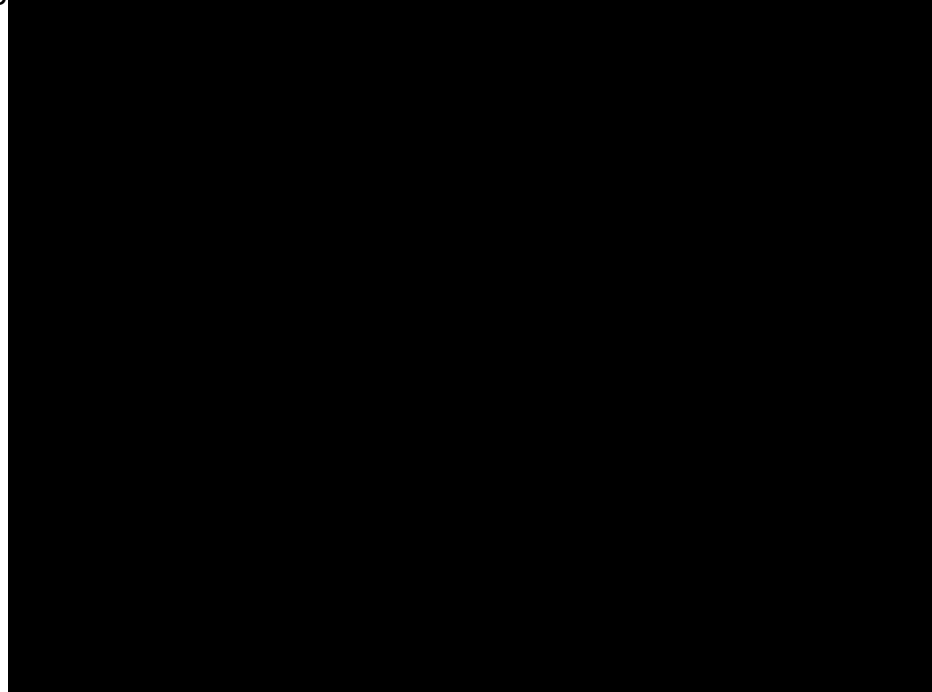
VOLUNTEER HOURS

3,000

**TREES PLANTED
ACROSS 8 LOCATIONS
GLOBALLY**



**Arbor Day
Foundation®**





BOSTON VOLUNTEER TREE PLANTING EVENTS

- In October, DraftKings hosted two employee volunteer tree planting events in Boston to support the local community and make a positive impact on the environment.
- In partnership with the Arbor Day Foundation and Tree Eastie - a Boston-area nonprofit, **over 100 DraftKings employees** volunteered to plant large trees around Constitution Beach.
- Constitution Beach is comprised of 84 acres and due to its dangerous lack of shade, the area suffers from heat mitigation issues. This, along with the significant impact of noise and air pollution from Logan Airport (located in East Boston) makes East Boston very vulnerable from an environmental standpoint. As part of a greater revitalization effort across the East Boston community, our work helped to increase tree canopy.



CAM NEELY FOUNDATION

COMICS COME HOME

- In November 2024, DraftKings served as the presenting sponsor of Comics Come Home, the longest-running comedy fundraiser in the country.
- One hundred percent of the proceeds from Comics Come Home go directly to the Cam Neely Foundation, dedicated to addressing the most immediate needs of cancer patients and their families.
- DraftKings donation of \$100,000 supports this critical work being done by the foundation.



EMPLOYEE DONATIONS FOR THE HOLIDAYS

DRAFTKINGS' "HOLIDAY GIVE-BACK" PROGRAM

- Each December, DraftKings S.E.R.V.E.S. holds its annual "Give-Back" program to give employees an opportunity to decide where the company's philanthropic efforts are directed, with nearly \$200K having been donated to local nonprofits.
- Employees in every DraftKings office are given an opportunity to nominate and vote on a local nonprofit organization to receive a \$10,000 donation.
- **In December 2024, Boston DraftKings employees nominated and selected the Testicular Cancer Society to receive a \$10,000 donation.**
 - TSC raises awareness for the most common form of cancer in men 15-35, with a goal of providing education about the disease and supporting fighters, survivors, and caregivers.





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THANK YOU





Fanatics

Betting & Gaming

Q4 2024 Massachusetts Sports Wagering Quarterly Report



Agenda

- FBG Introductions
- Revenue
- Workforce / Workforce Diversity
- Diverse & Massachusetts Vendor Spend
- Compliance
- Responsible Gaming
- Lottery
- Community / Outreach / Charitable Impacts



FBG Introductions

- Michael Levine, Senior Regulatory Counsel
- Stephanie Althouse, HR Director
- Anthony D'Angelo, Responsible Gaming Senior Manager



MA Revenue Year to Date

Month	Total MA SW Revenue	Monthly Hold %	MA SW Taxes Collected
January 2024	\$1,098,715.59	7.08%	\$212,043.35
February 2024	\$1,097,094.27	7.73%	\$212,596.77
March 2024	\$952,650.52	4.02%	\$178,986.35
April 2024	\$1,229,290.71	5.40%	\$234,726.94
May 2024	\$1,762,959.98	8.89%	\$342,822.54
June 2024	\$1,740,673.03	8.63%	\$338,291.91
July 2024	\$2,284,521.84	10.90%	\$446,618.32
August 2024	\$1,615,665.20	6.25%	\$310,345.66
September 2024	\$1,926,747.87	5.08%	\$367,173.59
October 2024	\$2,089,214.71	5.93%	\$400,746.95
November 2024	\$1,789,979.90	4.79%	\$339,824.19
December 2024	\$2,583,119.81	5.50%	\$493,861.10
2024 Total	\$20,170,633.43	N/A	\$3,878,037.67



Level	Minority		Women		Veteran		MA Resident		Total Number of Employees
Executive	1	9%	3	27%	0	0%	0	0%	11
Manager, Supervisor	41	18%	65	27%	3	1%	7	3%	241
Entry Level, Non-Manager	250	37%	141	20%	4	1%	11	2%	683
Total	292	31%	209	22%	7	1%	18	2%	935

MA Residents	Level	Minority	Women
	Executive	0	0
	Manager, Supervisor	0	2
	Entry Level, Non-Manager	5	1
	Total	5 (28% of population)	3 (17% of population)



Level	Minority		Women		Veteran		MA Resident		Total Number of Employees
Executive	1	11%	3	33%	0	0%	0	0%	9
Manager, Supervisor	41	20%	59	29%	3	1%	7	3%	203
Entry Level, Non-Manager	246	41%	132	22%	4	1%	11	2%	596
Total	288	36%	194	24%	7	1%	18	2%	808

MA Residents	Level	Minority	Women
	Executive	0	0
	Manager, Supervisor	0	2
	Entry Level, Non-Manager	5	1
	Total	5 (28% of population)	3 (17% of population)



At Fanatics, we value diverse sets of experience, viewpoints, socioeconomic status, race, national origin, religion, age, gender identification and expression, sexual orientation, ethnicity, disabilities, veteran status and much more.

- **Inclusion:** Belonging, a welcoming culture that recognizes and accepts all.
- **Diversity:** Representation, what makes each of us unique (identities, perspectives, life experiences and more).
- **Equity:** Ensuring fairness by removing systemic barriers so everyone has a chance to contribute their perspectives and talents.
- **Allyship:** Advocacy in action for others to gain visibility, validity, and credibility for their work and contributions.



INCLUSION
DIVERSITY
EQUITY
ALLYSHIP



People, Culture and Accountability will inform our approach to building a world class employee experience, IDEA framework and pillars to optimize our impact.

FANs are voluntary, employee -led, executive sponsored groups who join together to bring a sense of community to the workplace based on shared interests or life experiences.

They are designed to help build an inclusive workplace, provide leadership in how we celebrate and honor cultural moments, drive business goals forward, and support recruiting efforts. FANs are open and available for any and all Fanatics employees to participate in and help build an inclusive workplace.

Two new FANs Groups!



Fanatics Veterans



Global Black Alliance



Fanatics WIN



Fanatics Family First



Fanatics Multicultural



Fanatics Pride



ACE



LatinX



K9s for Warriors

A nonprofit dedicated to ending veteran suicide by providing highly trained service dogs to veterans with PTSD, traumatic brain injury, or military sexual trauma



Fanatics Community Impact Grants

Community Engagement program aimed to help amplify your impact and champion the causes you care about in our global communities.

Winners of this cycle included organization such as Boys & Girls Club of North San Mateo County and Tribe Rehabilitation



Make - A - Wish

Fanatics, in partnership with the Philadelphia Eagles, created a once-in-a-lifetime wish madness event for four Make-A-Wish kids ahead of the December 8th Carolina Panthers vs. Philadelphia Eagles game



Vendor: Q4 Diverse and Massachusetts-Specific Spend

Q4 Total Vendor Spend Overall: \$123,514,222

Q4 Total Diverse Vendor Spend %: 0.78%

Q4 Massachusetts Vendor Spend: \$545,499

Q4 Massachusetts Vendor Spend %: 0.44%

Diversity Certification	Q1 2024 \$ Amount	Q1 2024 Percent	Q2 2024 \$ Amount	Q2 2024 Percent	Q3 2024 \$ Amount	Q3 2024 Percent	Q4 2024 \$ Amount	Q4 2024 Percent	2024 Total \$ Amount	2024 Total Percent
MBE	\$131,160	0.18%	\$251,500	0.32%	\$251,500	0.27%	\$474,625	0.38%	\$1,108,785	0.30%
WBE	\$0	0%	\$0	0%	\$48,291	0.05%	\$41,044	0.03%	\$89,335	0.02%
MWBE	\$993,663	1.40%	\$860,535	1.09%	\$714,278	0.78%	\$453,596	0.37%	\$2,161,537	0.59%
VBE	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%
Total Diverse Spend	\$1,124,823	1.58%	\$1,122,035	1.41%	\$1,014,069	1.10%	\$969,265	0.78%	\$3,359,657	0.92%



Month	Underage Account Creation Blocks	Internal Underage Investigations Conducted	Confirmed Underage
October 2024	1	1	0
November 2024	4	4	0
December 2024	9	1	0
Q4 Total	14	6	0



Month	VSE Enrollees
January 2024	11
February 2024	8
March 2024	4
April 2024	6
May 2024	4
June 2024	0
July 2024	8
August 2024	34
September 2024	13
October 2024	37
November 2024	13
December 2024	29
Total YTD	167



As of December 31, FBG had **93,591 active** Massachusetts sports wagering accounts

Tool Type	ME Total Usage (as of 12/31/24)	% Total Enrollment MA Users (as of 12/31/24)
Time Limit	893	1%
Deposit Limit	3,384	3.6%
Overall Spend Limit	2,451	2.6%
Single Wager (Max Stake) Limit	1,615	1.7%
Cooldown Period (Timeout)	54	.06%

Cooldown Periods	
72 hours	20%
73 hours to 1 month	78%
1 month to 6 months	2%
> 6 months	0%



+





Fanatics and Make-A-Wish have joined together to form a first-of-its-kind, game-changing partnership to support sports-related wishes.



Fanatics, a leading global digital sports platform, is now the "Official Sports Partner" for Make-A-Wish. Through the partnership, sports-related wishes in the U.S., will be granted under the co-brand of Fanatics Make-A-Wish.



PENN SPORTS INTERACTIVE

Q4 2024 REPORT



01

REVENUE

REVENUE

Month	Total Sports Wagering Revenue	Massachusetts Sports Wagering Taxes Collected	Handle
October	\$1,527,071.65	\$305,414.33	\$25,013,308.94
November	\$2,272,850.82	\$454,570.16	\$29,222,137.60
December	\$1,149,381.00	\$229,876.20	\$29,797,959.98
Q4 Total	\$4,949,303.47	\$989,860.69	\$84,033,406.52

02

WORKFORCE DIVERSITY

WORKFORCE DIVERSITY

	Minority	Women	Veteran	MA Resident	Total Employees
All Employees					
Employees	290	247	25	27	703
Percentage	41%	35%	4%	4%	
Manager & Above					
Employees	17	22	2	8	109
Percentage	16%	20%	2%	7%	
Non-Manager					
Employees	273	225	23	19	594
Percentage	46%	38%	4%	3%	

03

VENDOR / SUPPLIER DIVERSITY

VENDOR / SUPPLIER DIVERSITY

Diversity Certification	Q4 (2023)	Q1 (2024)	Q2 (2024)	Q3 (2024)	Q4 (2024)
MBE	\$12,303.09	\$2,098.79	\$388,502.52	\$262,054.76	\$478,496.76
VBE	\$0	\$0	\$0	\$0	\$0
WBE	\$685,067.47	\$811,051.89	\$605,054.98	\$712,037.41	\$28,649.04
WMBE	\$0	\$14,110.00	\$0	\$25,963.39	\$20,000.00
Total Diversity Spend	\$697,370.56	\$827,251.68	\$993,557.50	\$1,000,055.56	\$527,145.80

04

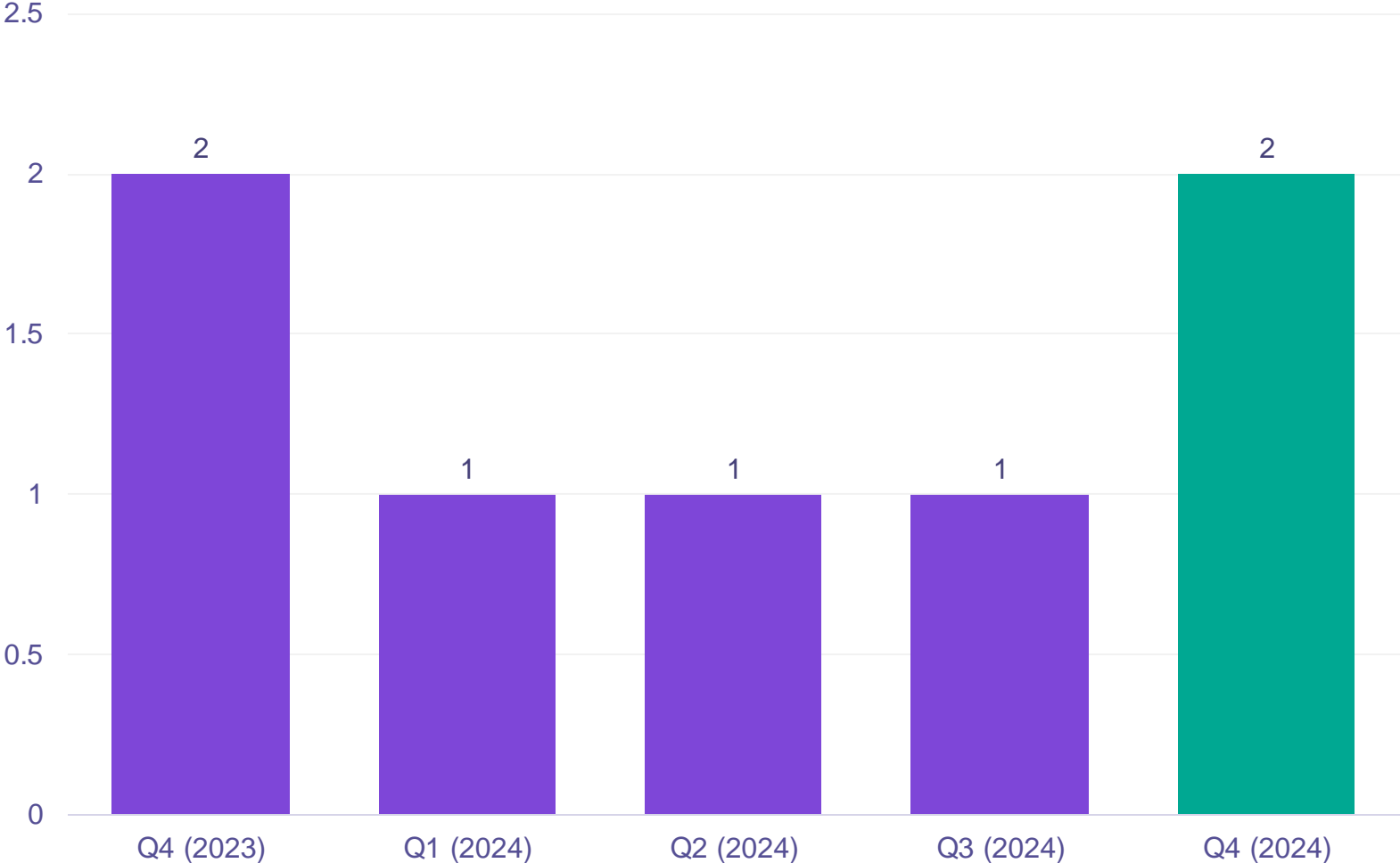
COMPLIANCE

UNDERAGE ACTIVITY

Found / Attempted **2** (5 YTD)

Previous Quarter **100%**

Quarterly Average **1**



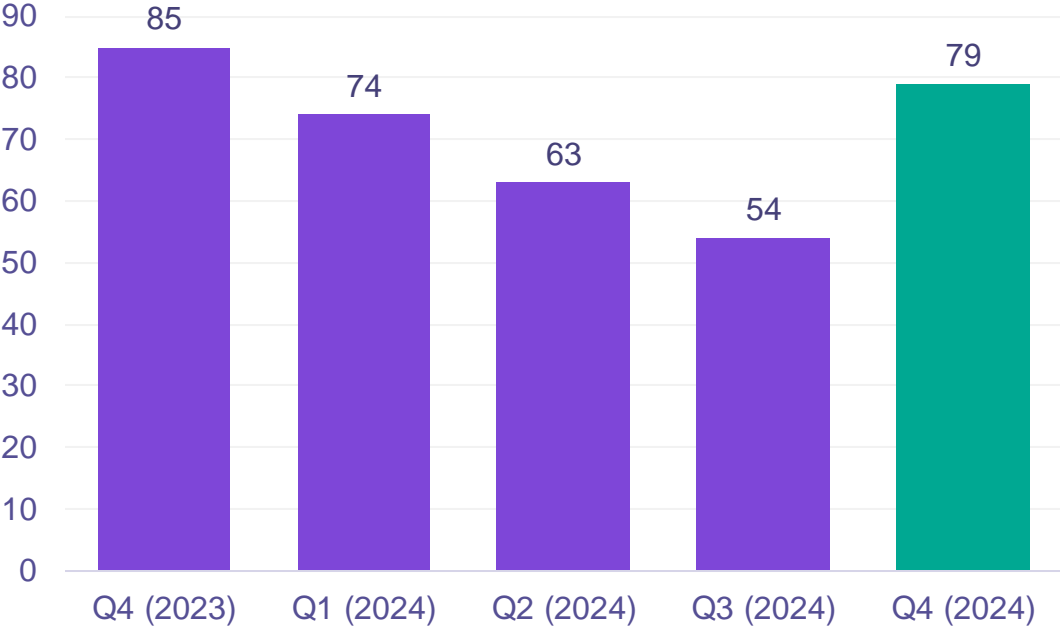
05

RESPONSIBLE GAMING

RESPONSIBLE GAMING

Voluntary Self-Exclusions (“VSE”)

Quarterly VSE’s **54** (270 YTD)

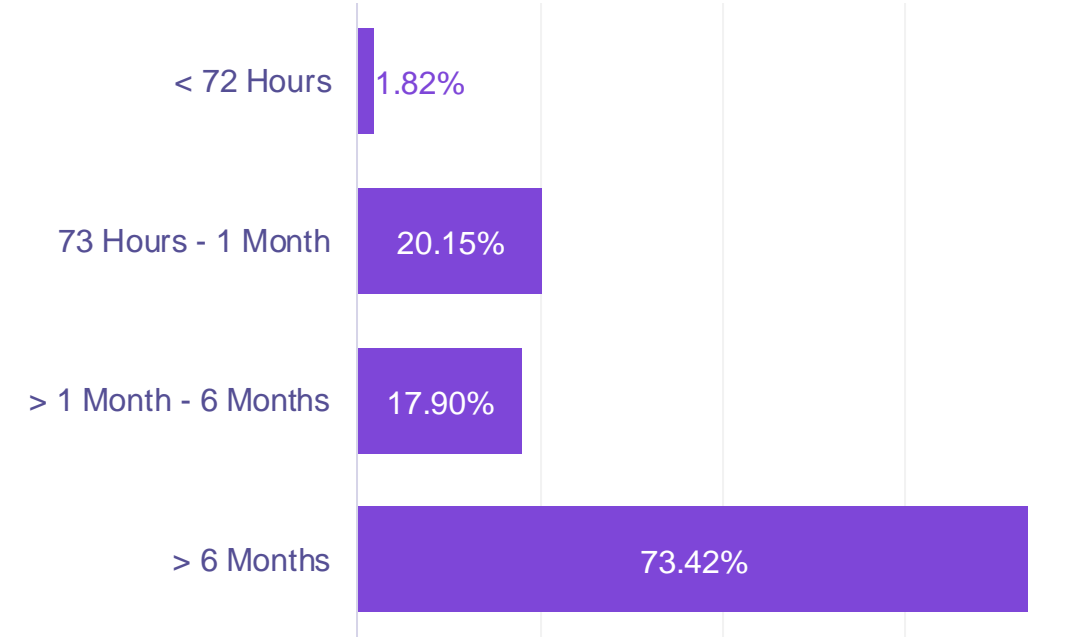


Previous Quarter **46%** ▲ Quarterly Average **68**

Time Out Tools

Unique MA Accounts Utilizing At Least One RG Tool **7.2%**

Unique MA Accounts Utilizing a Time Out **0.9%**

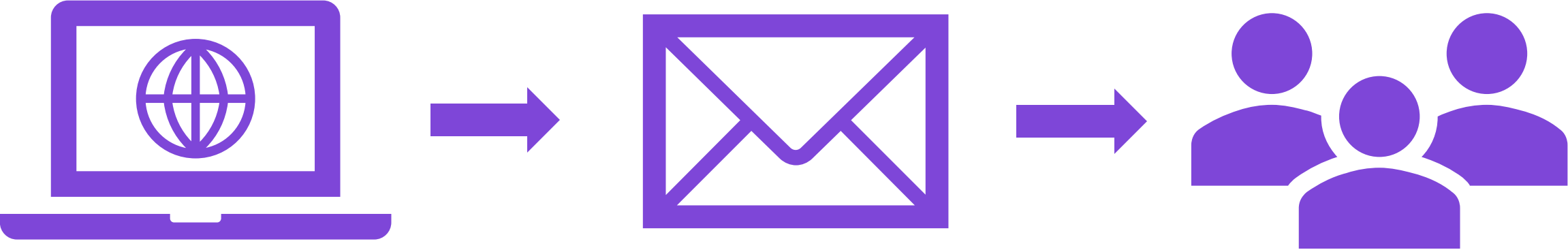


06

LOTTERY

LOTTERY

Online customers were emailed an offer to receive free MA Lottery tickets which could be redeemed at PPC



07

COMMUNITY, OUTREACH, CHARITABLE IMPACTS

COMMUNITY OUTREACH

In Q4, we supported communities where we maintain offices via the Purple Bag Project. Team members in several of our offices packed kits of personal items and essentials to be distributed to families in need and shipped to active-duty military stationed overseas.

In December, we gave back to two Massachusetts organizations nearby our Greenfield office – The Food Bank of Western Mass and The Literacy Project – with monetary donations during the Holiday Season.

Additionally, we continued our support for the Robert Irvine Foundation, which aids veterans, active-duty military and their families, as a sponsor of the annual Robert Irvine Foundation Beats ‘n Eats Fundraiser in November.

