



NOTICE OF MEETING AND AGENDA

Pursuant to the Massachusetts Open Meeting Law (G.L. c. 30A, §§ 18-25), St. 2022, c. 107, and St. 2025, c. 2, notice is hereby given of a public meeting of the **Massachusetts Gaming Commission**. The meeting will take place:

Tuesday | September 9, 2025 | 10:00 a.m.
VIA REMOTE ACCESS: 1-646-741-5292
MEETING ID/ PARTICIPANT CODE: 112 000 6955
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 - #563

1. Call to Order – Jordan Maynard, Chair
2. Sports Wagering Division – Carrie Torrisi, Director of Sports Wagering; Andrew Steffen, Compliance Operations Manager; Tom Lam, Compliance Operations Manager
 - a. Presentation of Sports Wagering Operators Q2 Quarterly Reports
 - I. Bally's – Kim McAllister, Director of Compliance; Helen Giroux, Compliance Manager; Jenn Reagan, VP of Talent, Learning and Development; Tracey Wiley, Executive Director; Collin Bailey, VP of Global Procurement; Elia Trowbridge, Senior VP & Chief Compliance Officer; Frank Mosconi
 - 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



Massachusetts Gaming Commission

disclosure of which is likely to jeopardize public safety or cyber security.

II. BetMGM - Sarah Brennan, Senior Director of Compliance, Richard Taylor, Director of Responsible Gaming; Jazmin Polite, Senior Director of DEI

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III. 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; Carolene Layugan, Director of Responsible Gaming Program; Jeffery Hendricks, SVP, Regulatory and Compliance; David Schulte, VP of Procurement

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IV. 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

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Massachusetts Gaming Commission

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- V. Fanatics Betting and Gaming - Michael Levine, Senior Regulatory Counsel; Stephanie Althouse, HR Director; Anthony D'Angelo, Responsible Gaming Sr. Manager

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- VI. FanDuel - Richard Cooper, VP, Regulatory; Keita Young, Sr. Director, DE&I; JJ Jelks, Head of Inclusion, Learning & Engagement; Cameron Zuckert, Responsible Gaming Senior Manager; Josh Heister

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- VII. Penn Sports Interactive – Adam Kates, Senior Director, Partnerships and Business Development; Amanda Gaffney, Senior Partnership, Partnership Activation

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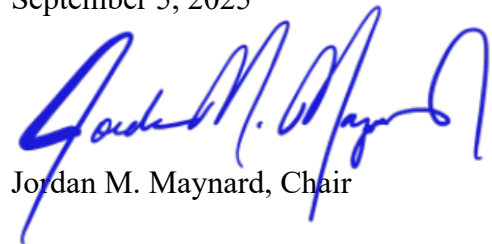
to prevent access by underage individuals as these matters relate to cyber security in the Commonwealth, and the discussion or public disclosure of which is likely to jeopardize public safety or cyber security.

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: September 5, 2025 | 10:00 a.m. EST

September 5, 2025

A handwritten signature in blue ink, appearing to read "Jordan M. Maynard", is written over the printed name.

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

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Bally's

Bally BET

SPORTSBOOK

MASSACHUSETTS GAMING COMMISSION

Q2 2025

SPORTS WAGERING QUARTERLY REPORT



REVENUE

MONTH	REVENUE	TAXES COLLECTED	HANDLE
January	\$493,996.36	\$98,799.27	2.1%
February	\$277,156.58	\$55,431.32	1.5%
March	\$179,585.66	\$35,917.13	0.7%
Totals Q1	\$950,738.59	\$190,147.72	1.4%
April	\$173,238.86	\$34,647.77	0.8%
May	\$211,172.81	\$42,234.56	0.9%
June	\$227,276.93	\$45,455.39	1.1%
Totals Q2	\$611,688.60	\$122,337.72	0.9%

WORKFORCE / WORKFORCE DIVERSITY

Q2	North America Interactive				MA (Including Retail)			
	Minorities	Women	Veterans	Total	Minority	Women	Veterans	Total
Executives	20.59%	14.71%	0%	34	0%	57.14%	0%	7
Managers	16.36%	41.82%	0%	55	8.33%	41.67%	0%	12
Entry/Non-Management	27.49%	34.60%	0%	211	30.42%	35%	2.08%	240
Total	24.67%	33.67%	0%	300	28.57%	35.91%	1.93%	259

Q2/Q1	Shift			
	Minorities	Women	Veterans	Total
Executives	0.59%	0.42%	0%	1
Managers	0.84%	-1.28%	0%	3
Entry/Non-Management	-0.49%	1.44%	0%	18
Total	0.20%	0.80%	0%	22

WORKFORCE DEVELOPMENT

Learning, Growing, Sharing, and Celebrating Across The Ballyverse

GROWTH AND DEVELOPMENT

- In Q2 we hosted multiple online events for employees across the Ballyverse to develop skills in Bridging Cultural Differences, Managing Up, Leading Change, and giving Feedback. Hundreds of employees participated across the country.

GLOW – GLOBAL LEAGUE OF WOMEN

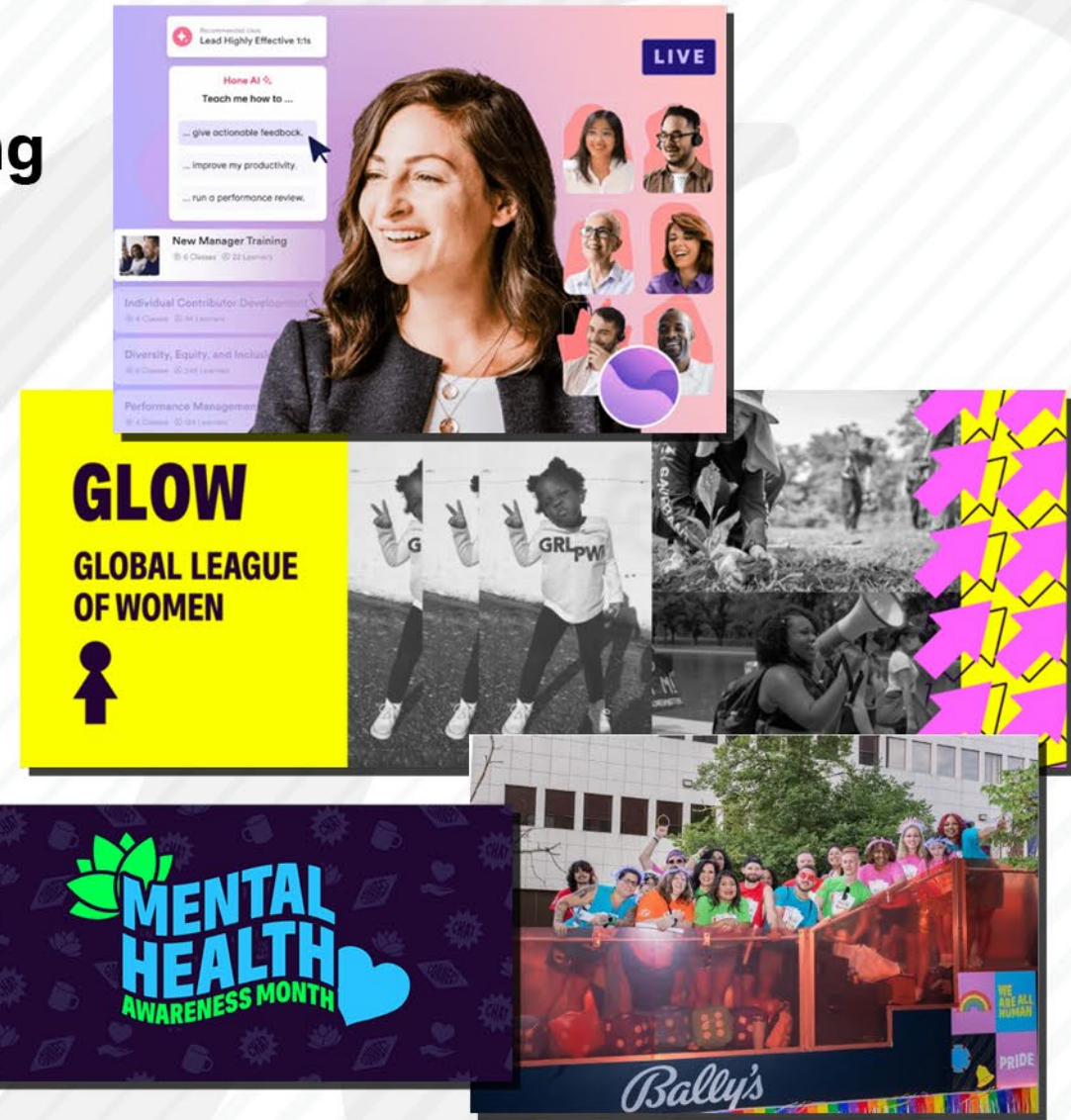
- Global Women Gaming - Lean in Circles
- Conversations with Monica De Davoye - Workplace Experience Management

MENTAL HEALTH AWARENESS MONTH

- Hosted 2 well attended companywide events in May, one addressing mental health at work, the other specifically diving into men's mental health.

PRIDE

- Employees across the Ballyverse showed their Bally's Pride at events and celebrations from coast to coast.



VENDOR / SUPPLIER SPEND / SUPPLIER DIVERSITY

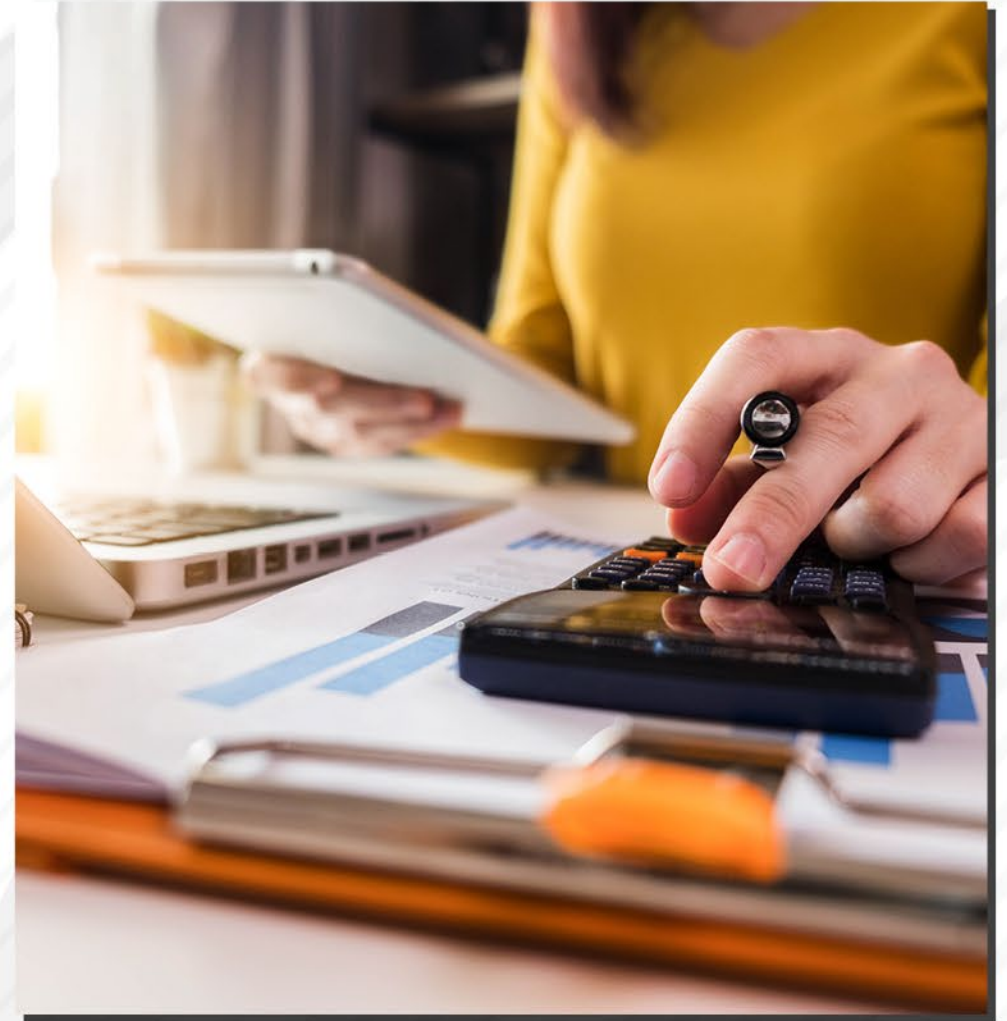
DIVERSITY CERTIFICATION	Q1	Q2**
MBE	\$569,447 2%	\$2,139,551 1.04%
WBE	\$3,327,212 10%	\$5948,825 2.90%
VBE	\$628,781 2%	\$413,009 0.20%
DOBE	\$527,104 2%	\$125,330 0.06%
SDVOB	\$1,151 0.003%	\$7,864 0.0038%
MA DIVERSE SPEND	\$2,992 0.003%	\$16,791 0.0082%
TOTAL DIVERSE SPEND	\$5,053,080 15%	\$8,634,579 4.21%
TOTAL ADDRESSABLE OPERATIONAL SPEND	\$33,090,899	\$205,274,792

** INTERACTIVE SPEND IS NOW INCLUDED AND TOTAL ADDRESSABLE SPEND HAS INCREASED 16%

VENDOR / SUPPLIER SPEND / SUPPLIER DIVERSITY

Q2 ADDRESSABLE SPEND BY CATEGORY

2.7%	\$5,645,716.28	Beverage
5.5%	\$11,283,674.72	Capital
5.2%	\$10,624,800.56	Food
6.6%	\$13,501,578.59	Gaming
0.3%	\$599,044.81	General
0.0%	\$48,763.89	Human Resources
2.8%	\$5,646,943.10	Licenses
21.5%	\$43,921,424.34	Marketing
12.6%	\$25,688,115.88	Operations
0.4%	\$795,875.73	People Costs
29.4%	\$59,895,325.12	Professional Services
2.3%	\$4,607,339.71	Racing
1.2%	\$2,436,898.31	Retail
5.0%	\$10,212,865.07	Supplies
4.8%	\$9,740,346.89	Technology
0.1%	\$188,948.46	Transportation
0.3%	\$617,130.79	Uniforms



COMPLIANCE

Underage Report Metrics

	Registration Attempts Underage	Suspected Underage Use of Account	Confirmed Underage Use of Account
January	1	0	0
February	0	0	0
March	1	0	0
Q1 TOTAL	2	0	0
April	2	0	0
May	0	0	0
June	0	0	0
Q2 TOTAL	2	0	0



Bally Bet Mobile App and Website does not allow proceeding with registration if the patron enters an underage date of birth; these instances are not currently captured for reporting.

CUSTOMER SATISFACTION – OUR NEW RG JOURNEY

- In Q2, Bally's began tracking CSAT scores for RG for the first time and observed the below results.
- Bally's is currently reviewing the CSAT outcomes and patron comments to transform the survey feedback into actionable items.
- The goal is to enhance RG pages across all jurisdictions.

CSAT Topic	Customers Rating (%)	Customers Rating (%)	Customers Rating (%)
	Rating 1-6	Rating 7-8	Rating 9-10
Responsible gambling	23%	23%	54%
I felt safe and protected	21%	25%	55%
Range and variety of Responsible Gambling tools	21%	25%	54%
Ease of finding and understanding Responsible Gambling tools	21%	25%	54%
It was clear and easy to understand information on Responsible Gambling	20%	22%	58%

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RESPONSIBLE GAMING OUTREACH AND COMMUNITY IMPACT

- In Q2, Bally's underwent internal restructuring, bringing Responsible Gaming back to North America to support a more localized, hands-on approach.
- The new RG management team is collaborating with various external partners to develop an enhanced community outreach program.
- New initiatives under consideration include more targeted RG interactions with our player base and exploring opportunities to host responsible and problem gaming events at community centers, colleges, universities, and land-based casinos.



RESPONSIBLE GAMING OUTREACH AND COMMUNITY IMPACT

One initiative Bally's is particularly excited about involves aligning Bally's Interactive's Sportsbooks and iCasinos alerts and triggers with clinical diagnoses of gambling disorder criteria (as shown to the right). This will enable tailored interactions that offer resources based on the number of criteria met.

Clinical diagnosis of Gambling Disorder 9-item assessment criteria

- Gambling with increasing amounts of money in order to achieve the desired excitement.
- Restless or irritable when attempting to cut down or stop gambling.
- Has made repeated unsuccessful efforts to control, cut back, or stop gambling.
- Is often preoccupied with gambling (e.g., having persistent thoughts of past gambling experiences, handicapping or planning the next bet, thinking of ways to get money to gamble).
- Often gambles when feeling distressed (e.g., helpless, guilty, anxious, depressed).
- After losing money gambling, often returns to try to get even ("chasing" one's losses).
- Lies to conceal the extent of involvement with gambling.
- Has jeopardized or lost a significant relationship, job, or educational or career opportunity because of gambling.
- Relies on others to provide money to relieve desperate financial situations caused by gambling.

Number of above criteria within a 12-month period:

4–5 behaviors = **MILD** Gambling Disorder

6–7 behaviors = **MODERATE** Gambling Disorder

8–9 behaviors = **SEVERE** Gambling Disorder

RESPONSIBLE GAMING TOOL STATS

Deposit Limits				Spend Limits			Wager Limits		
States	Q1	Q2	Increase	Q1	Q2	Increase	Q1	Q2	Increase
Arizona	376	464	23%	58	77	33%	-	-	-
Colorado	277	347	25%	43	50	16%	-	-	-
Iowa	99	119	20%	16	18	13%	-	-	-
Indiana	442	513	16%	50	62	24%	-	-	-
Massachusetts	594	798	34%	76	99	30%	51	65	27%
Maryland	228	304	33%	22	32	45%	13	17	31%
New Jersey	11,468	12,935	13%	195	387	98%	-	-	-
New York	1,405	1,777	26%	202	245	21%	-	-	-
Ohio	2,662	2,843	7%	222	244	10%	-	-	-
Ontario	3,847	4,483	17%	-	-	-	-	-	-
Pennsylvania	22,339	23,797	7%	737	958	30%	350	443	27%
Rhode Island	2,055	2,635	28%	287	373	30%	90	116	29%
Tennessee	76	118	55%	6	8	33%	8	10	25%
Total	45868	51133	11%	1914	2553	33%	512	651	27%

Bally's does not offer wager limits in the jurisdictions noted with a hyphen.

THANK YOU

Bally's



BETMGM

Sports Wagering Report

2nd Quarter 2025

Presented to:
Massachusetts Gaming Commission



Revenue

Revenue (Online)

Month		Revenue		Taxes Collected	Handle
January	\$	5,456,707	\$	1,091,341	1.7%
February	\$	4,704,618	\$	940,924	1.7%
March	\$	4,081,055	\$	816,211	1.1%
Q1	\$	12,631,128	\$	2,526,226	1.5%
April	\$	3,931,035	\$	786,207	1.4%
May	\$	4,901,527	\$	980,305	2.0%
June	\$	5,161,059	\$	1,032,212	2.3%
Q2	\$	13,993,622	\$	2,798,724	1.9%



Vendor Utility

Total Vendor Utility

Spend Type	Q1		Q2		YTD	
	Dollars	% *	Dollars	% *	Dollars	% *
Total Vendor Spend	\$ 264,045,292	100.0%	\$ 194,545,121	100.0%	\$ 458,590,412	100.0%
Diverse Vendor Spend	\$ 1,281,641	0.5%	\$ 802,579	0.4%	\$ 2,084,220	0.5%
Diversity Type	Q1		Q2		YTD	
	Dollars	% **	Dollars	% **	Dollars	% **
Diverse & Small	\$ 507,535	39.6%	\$ 151,443	18.9%	\$ 658,977	31.6%
Small Only	\$ 258,750	20.2%	\$ 395,612	49.3%	\$ 654,362	31.4%
Diverse Only	\$ 517,106	40.3%	\$ 255,525	31.8%	\$ 772,630	37.1%
Minority Business Enterprise	\$ 244,008	19.0%	\$ 51,753	6.4%	\$ 295,761	14.2%
Veteran Business Enterprise	\$ 27,844	2.2%	\$ 18,410	2.3%	\$ 46,254	2.2%
Women Business Enterprise	\$ 613,005	47.8%	\$ 268,725	33.5%	\$ 881,730	42.3%

* Of Total Vendor Spend

** Of Diverse Vendor Spend



Human Resources

Resource Diversity

Q1

Employee Level	All	Minority		Veteran		Woman*		MA Residents	
	Count	Count	%	Count	%	Count	%	Count	%
Executive	23	4	17%	1	4%	4	17%	0	0%
Supervisor/Manager	315	94	30%	5	2%	121	38%	2	1%
Non-Manager	1,246	615	49%	6	0%	459	37%	10	1%
Total	1,584	713	45%	12	1%	584	37%	12	1%

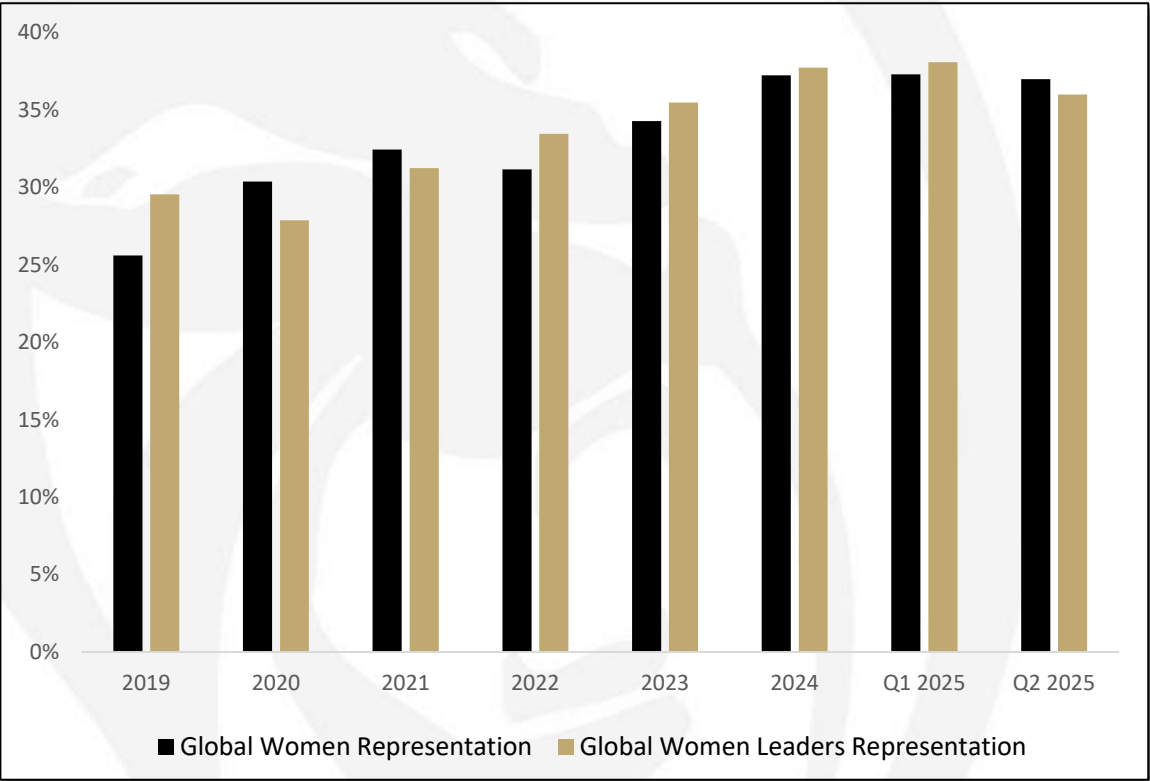
Q2

Employee Level	All	Minority		Veteran		Woman*		MA Residents	
	Count	Count	%	Count	%	Count	%	Count	%
Executive	23	4	17%	1	4%	4	17%	0	0%
Supervisor/Manager	305	87	29%	5	2%	114	37%	2	1%
Non-Manager	1,131	555	49%	4	0%	419	37%	10	1%
Total	1,459	646	44%	10	1%	537	37%	12	1%

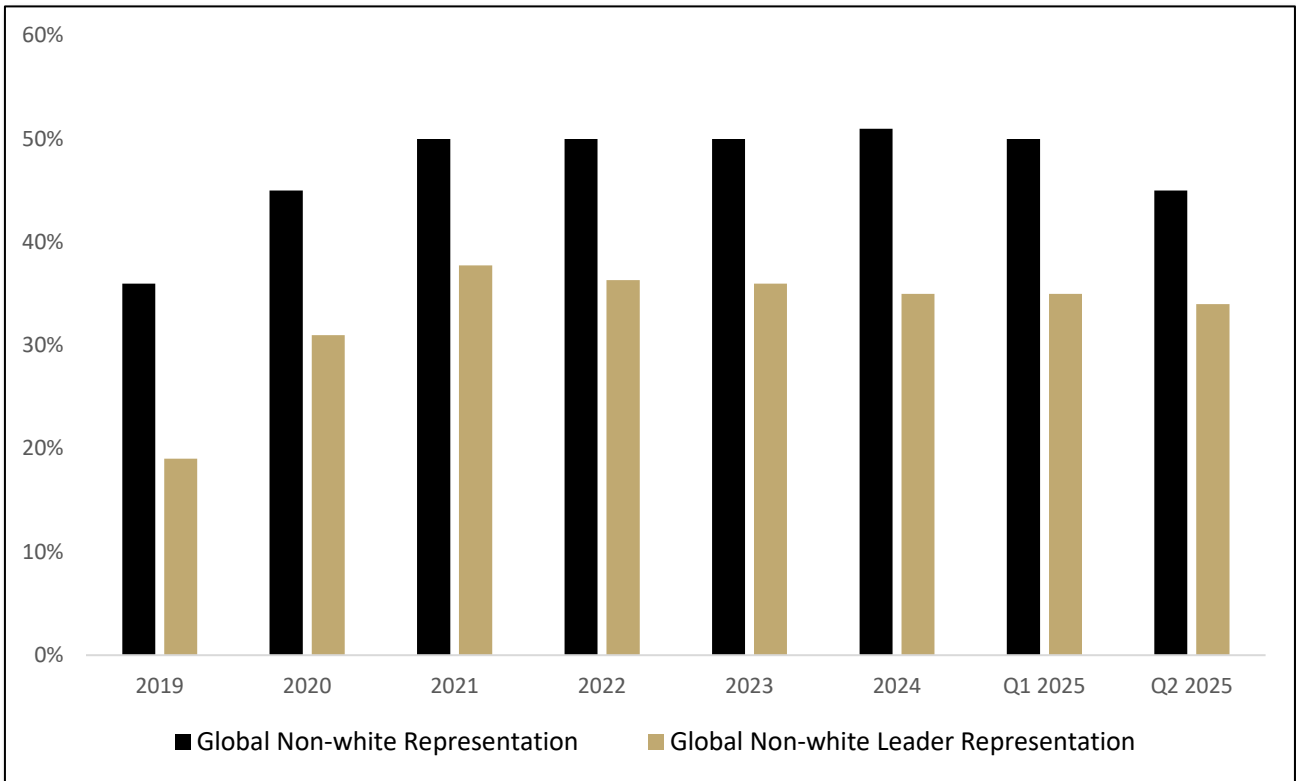
* Non-Binary included in this total
NOTE: % figures are of "Total Employees"

Resource Diversity

Representation of Women Employees



Representation of Non-white Employees



NOTES:

- Non-Binary included in “women” total
- Leaders are defined as Managers – CEO
- % figures exclude “Decline to Identify”

Strategy Update

- Launched quarterly meetings with ERG executive sponsors. Held our first annual ERG summit to discuss the future of our ERGs and the ways we can ensure we're aligned to member and business needs
- Continued building out our 3-level recognition program which includes peer-to-peer, leader, and cross-functional recognition methods
- Built a Community Relations and Partnerships Framework to provide guidance to the teams on the best ways to meaningfully engage with the community based on their needs and goals
- Began partnering with Internal Comms to build out the intranet pages and resources for the rebranded Culture & Belonging team which includes who we are, how to partner with us, an overview of our programs, and a library of resources and best practices
- Partnered with FranklinCovey, a leadership coaching company, to build out the content for our annual Take the Lead summer learning series for people leaders. Workshop topics include "Leading with Empathy," "Inclusive Leadership," and "Unleash Your Team's Potential Through Coaching and Feedback"
- Launched our twice-annual Workplace Experience Survey to employees at the end of Q2. Identified priorities areas for the company while functional team leaders continue to identify their priorities through mid-Q3.





Compliance

Prohibited Patrons ('25 Q2)

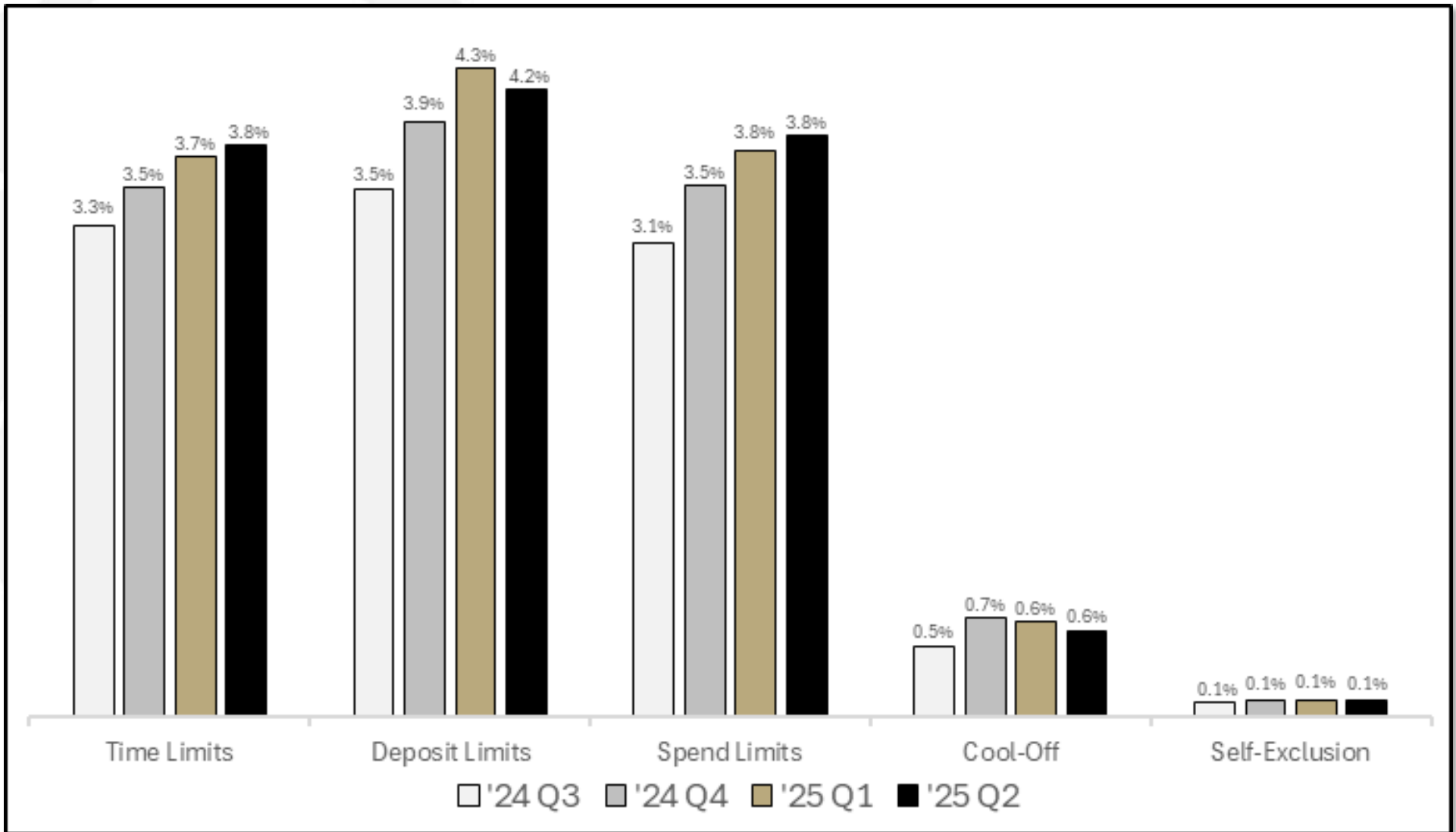
Month	Attempted Underage Registration	Suspected Underage Use of Account	Confirmed Underage Use of Account
January	0	1	0
February	1	4	2
March	0	1	0
Q1	1	6	2
April	1	1	0
May	0	1	0
June	1	1	1
Q2	3	1	1

NOTE: BetMGM MA digital product only. MGM Springfield oversees the retail sportsbook as the licensed Category 1 Sports Wagering Operator.



Responsible Gambling

Tool Usage (MA Only)



Cool-Off Data

Timeframe	Total Days	Average
'24 Q3	195,488	121
'24 Q4	332,586	137
'25 Q1	305,130	123
'25 Q2	270,233	112

RGEM 2025 Overview

Responsible Gaming Education Month (“RGEM”) is the American Gaming Association’s (AGA’s) nationwide campaign dedicated to raising public awareness about responsible play.

The 2025 theme is *Play Smart from the Start*.

This year, BetMGM is taking a unique approach, focusing on education, empowerment, and engagement to inspire responsible play. BetMGM will also launch it’s first-ever RGEM giveaway to help spur engagement.

Campaign Initiatives

- Press Release
- LinkedIn quotes from CEO, CCO and Director of RG
- CRM emails and push notifications featuring GameSense and AGA resources
- Play Smart from the Start giveaway promoting RG engagement (GameSense video, RG survey)
- In-App and Website Banners across all BetMGM operated labels
- Weekly social media posts and paid campaigns
- EPIC Global Solutions employee education sessions



Industry Engagement

BetMGM's Responsible Gambling Engagement

- RG Director Richard Taylor attended the 18th Annual Nevada State Conference on Problem Gambling
- BetMGM's Partnership with Kindbridge Behavioral Health



Problem Gambling Therapy



Employee Engagement

BetMGM's VIP Responsible Gambling Training Refresher

- The BetMGM RG team conducted three RG Training Refresher courses, attended by 191 employees
- The trainings covered the following topics:
 - An overview of the current responsible gambling and problem gambling landscape
 - Practical tips and tools for promoting responsible gambling.
 - Guidance on available problem gambling resources and how to direct customers to them.
 - Techniques for identifying potentially concerning language and appropriate response protocols.
 - Real-life case demonstrations and role-play exercises reinforce best practices and ensure VIP agents are equipped to handle sensitive situations effectively.



Community, Outreach & Charitable Impacts

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



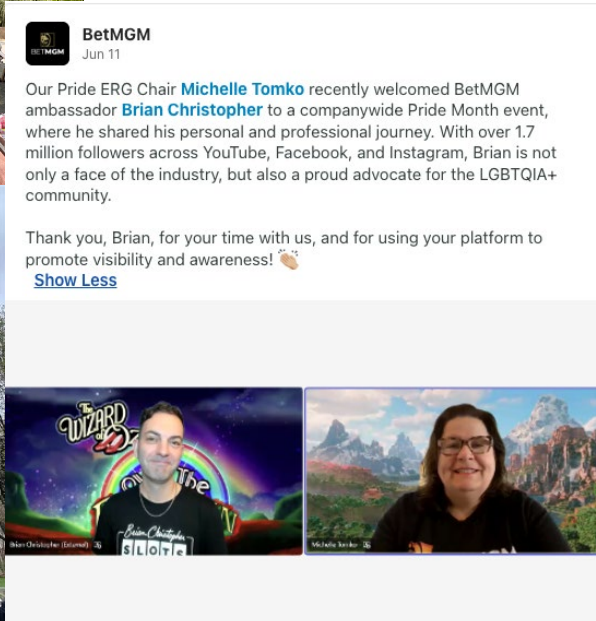
- Providing networking and Development opportunities
- Internal Community building



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

Initiatives and Community Engagement

- To give back to the Jersey City community, the **People Team** painted benches at Van Vorst Park in downtown Jersey City
- **BetMGM** sponsored the annual Cherry Blossom Festival Parade in Washington DC.
- The **Pride @ BetMGM ERG** held a discussion with slot machine influencer and BetMGM ambassador Brian Christopher to share his personal and professional journey.
- The **API ERG** hosted a game night which included Asian and Pacific Islander trivia and bingo





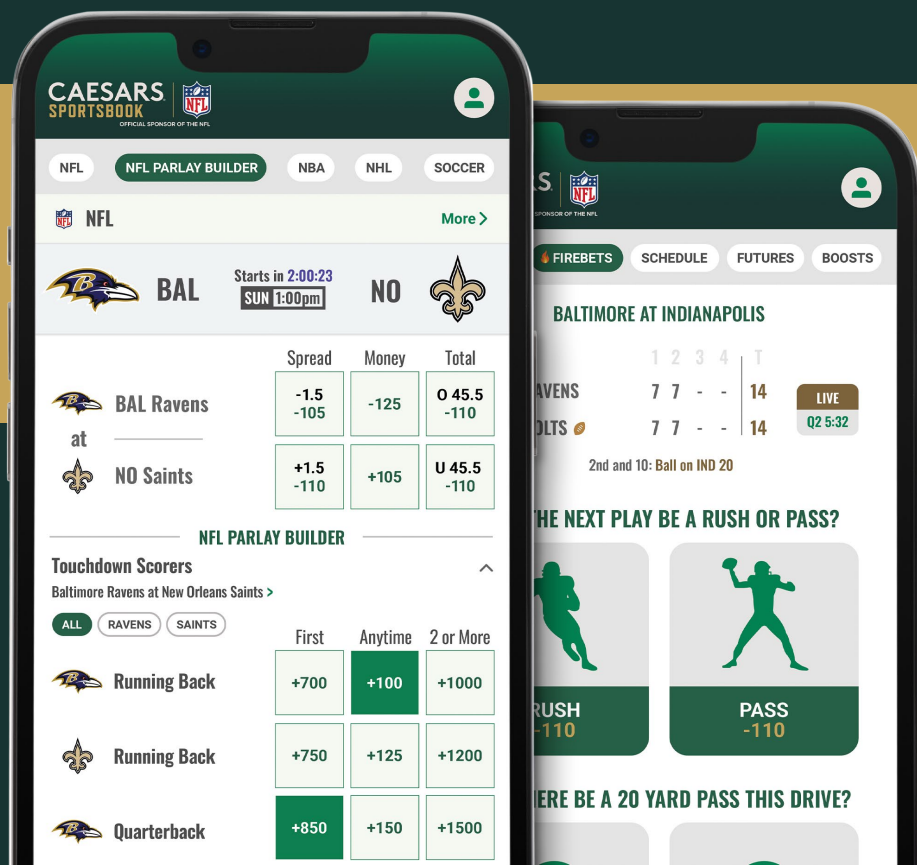
BETMGM
BELIEVE IN YOUR GAME



CAESARS
ENTERTAINMENT®



CAESARS®
SPORTSBOOK



Massachusetts Gaming Commission Q2 2025 Meeting Sports Wagering Quarterly Report

Q2 2025 Sports Wagering Quarterly Report



REVENUE

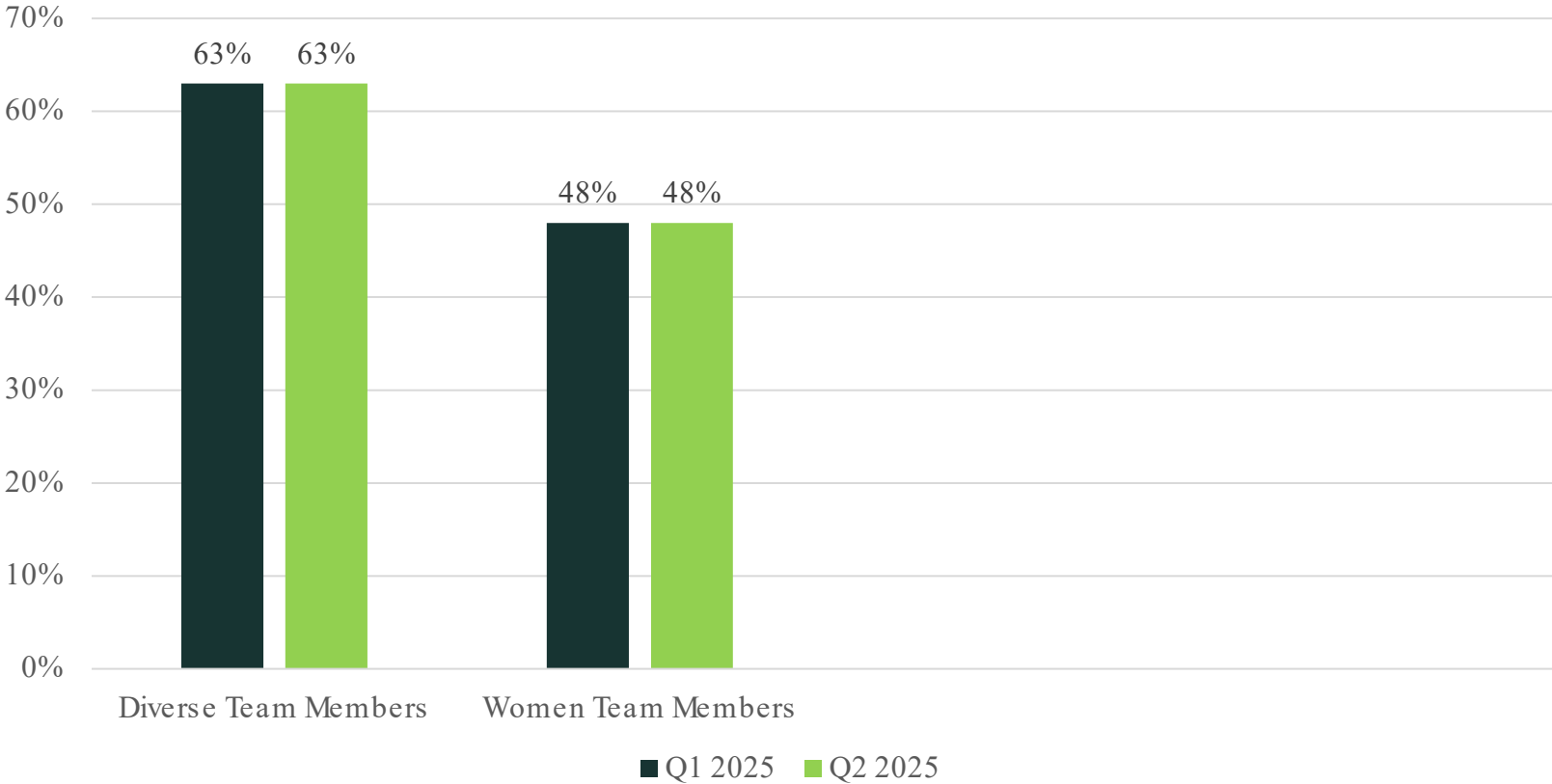
Q1 2025			
Month	Total SW Revenue	MASW Taxes Collected	Handle
January	1,277,556.61	244,060.32	6%
February	639,848.51	117,530.90	3%
March	1,766,526.14	340,259.43	7%
TOTALS	3,683,931.26	701,850.65	5%

Q2 2025			
Month	Total SW Revenue	MASW Taxes Collected	Handle
April	752,304.53	139,918.31	4%
May	1,755,610.18	340,831.44	9%
June	1,251,710.83	241,569.17	7%
TOTALS	3,759,625.54	722,318.91	6%

WORKFORCE/WORKFORCE DIVERSITY – CAESARS DIGITAL

# of Team Member in Each Category	Minority #	Minority %	Women #	Women %	Veteran #	Veteran %	MAresident #	MA Resident %	Total Team Members
Senior Leadership (Director+)	75	22%	39	11%	5	1%	4	1%	347
Manager & Supervisor	244	36%	170	25%	14	2%	0	0%	675
Entry Level	169	45%	132	35%	6	2%	0	0%	372
Totals	488	35%	341	24%	25	2%	4	0%	1,394

WORKFORCE DIVERSITY REPRESENTATION – Q2 2025



*HR Data represents all Caesars Entertainment US Direct Team Members and Global Team Members supporting US operations. Q1 2025 provided as a benchmark.

PEOPLE PLANET PLAY



Commitment to the Wellbeing of Our Team Members

Caesars is committed to providing Team Members with the tools needed to create their best self; mentally, emotionally, physically, interpersonally, and financially.

Team Members can enjoy best-of-class perks & benefits including a robust personal wellness program, 24/7 Employee Assistance Program, health & wellness app, and mental health resources through benefits providers.



AUGUST IS NATIONAL WELLNESS MONTH

Let's take time to focus on our mental, physical and emotional wellbeing. Small steps, like movement and mindfulness can make a big impact.

YOUR WELLBEING MATTERS RESOURCES AVAILABLE TO YOU

- 24/7 access to wellbeing and mental health resources for all Team Members
- Medical plans with wellness resources
- Wellhub app to support health and wellbeing for Team Members on the Caesars Medical Plan

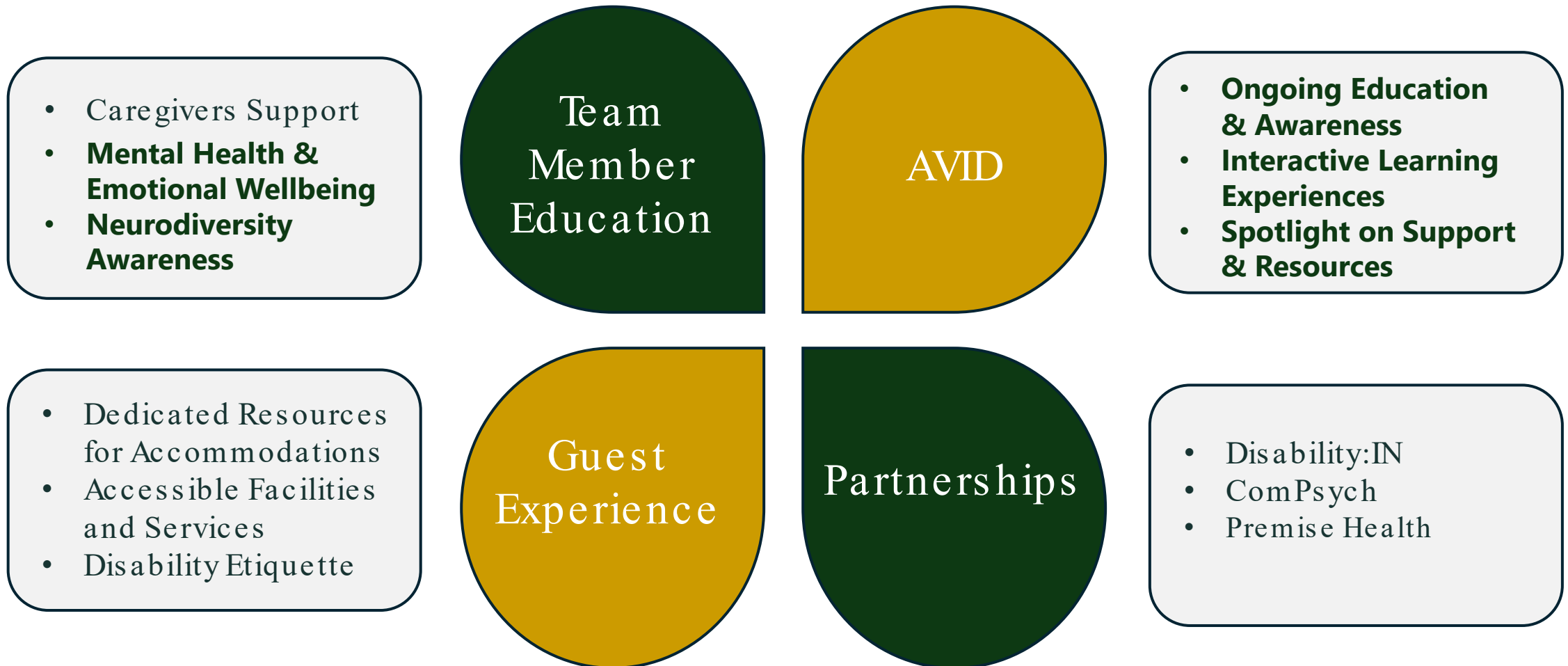
Scan the QR code below to learn more on Empire Wire!



Wanda Ortiz,
Harrah's Pompano Beach



Creating Inclusive Environments for Guests and Team Members



Business Impact Group Spotlight: AVID



Promotes inclusion for individuals with disabilities. Open to all Team Members, AVID fosters a welcoming, accessible workplace through networking, community service and a virtual forum for collaboration among Team Members and caregivers.

Community for Sharing

Education and Awareness

Caregiver Support & Resources

Empowering Team Members

A summary of your current progress towards achieving those goals and benchmarks

Q2 2025 Overview of Total Spend, Including any MA Spend/Impacts

The below statistics are anticipated company-wide vendor spend statistics for Q2 2025, which are not yet validated. The prior three quarters have been validated and updated accordingly. Please notice that Q1 2025 Engagement Spend increased from 9.19% to 9.91%, after going through the auditing process. The Total Spend data is reflective of the company's total spend at all properties, while the subsequent Supplier Engagement spend and percentages are based on total addressable spend dollars.

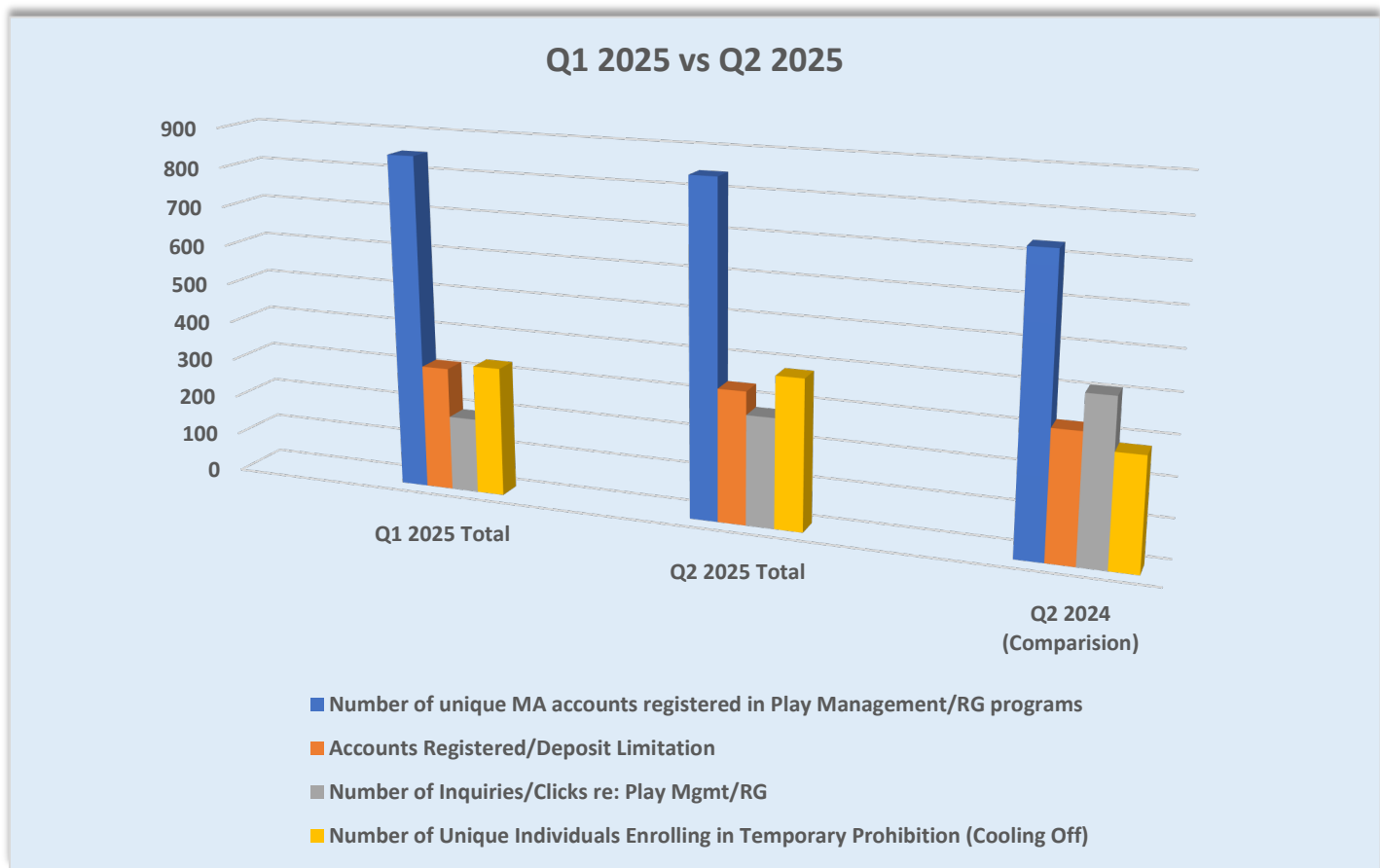
Quarter	Total Spend*	Engagement Spend	Engagement %
24Q3	\$1,077,855,251	\$34,834,467	11.68%
24Q4	\$1,085,369,613	\$28,307,862	10.23%
25Q1	\$1,063,806,899	\$28,682,442	9.91%
25Q2	\$1,064,584,752	\$28,385,049	10.81%

Our Supplier Engagement percentage increased nearly one percentage point compared to the prior quarter. The 2nd QTR results also outperformed the previous two (2) quarters reported in Engagement percentage. The team continues to focus on improving our supplier inclusion in our non-regulated states, in an effort to boost our Supplier Engagement requirements in our regulated states. Las Vegas and Reno are examples of areas of opportunity.

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

COMPLIANCE

Play Management Responsible Gaming Reporting



COMPLIANCE

Prohibited Player (Underage Monitoring) – Q2 2025

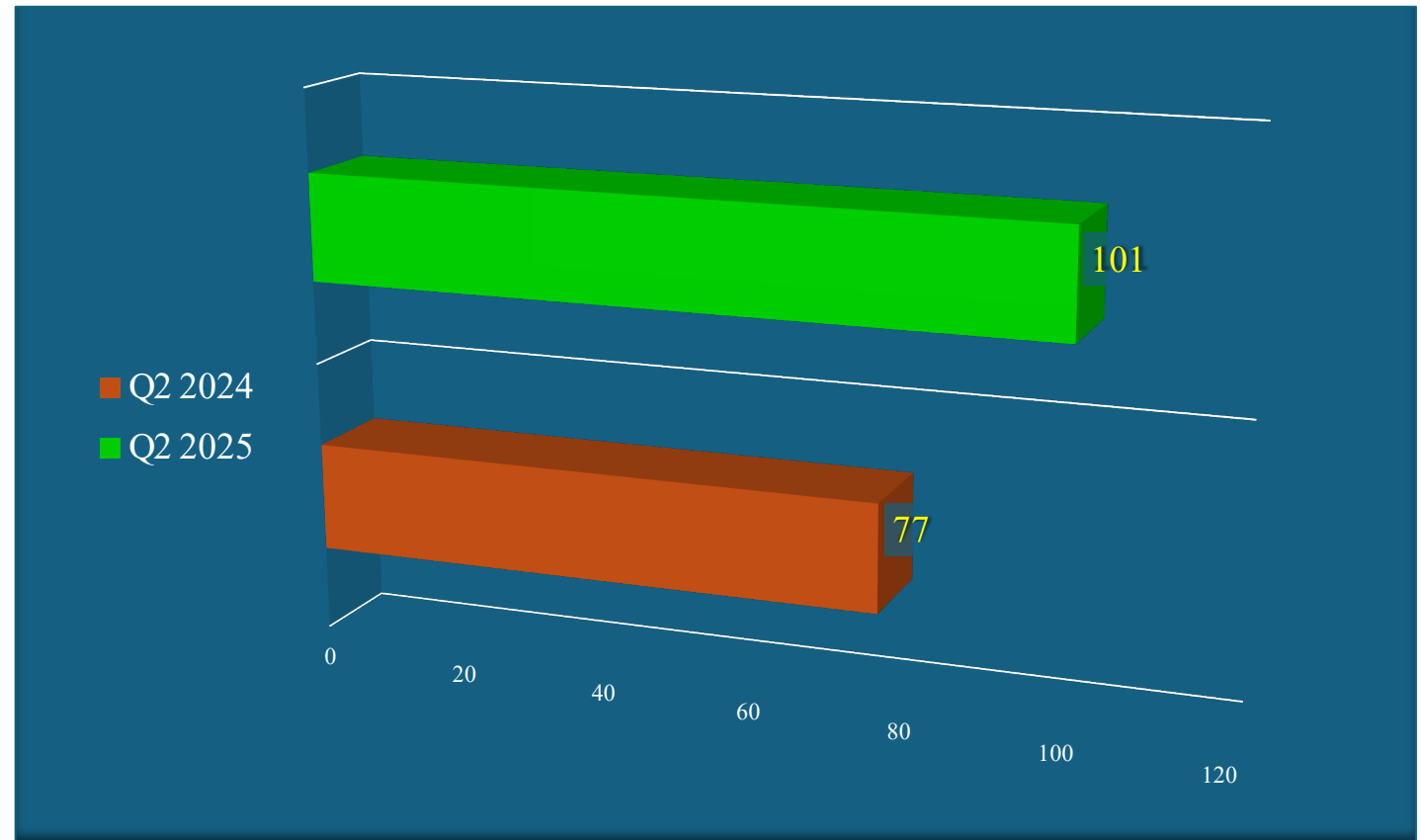
	April	May	June	Q2 2025 Total
Underage Registration Attempts	0	0	0	0
Suspected Underage Use of Account	1	1	4	6
Confirmed Underage Use of Account	0	0	0	0

Responsible Gaming

Massachusetts VEPs suppressed (B/M and online gambling products) and entered into the RG application:

- ❑ Q2 2024: 77
- ❑ Q2 2025: 101
- ❑ 31% increase YoY

MA VEPs Q2 2024 – 2025 YoY



Responsible Gaming

-Responsible Gaming Ambassadors:

Team members who receive advance RG training to facilitate conversations with customers regarding a Responsible Gaming incident or inquiry.

-2,016 as of March 31, 2025

-2,033 as of June 30, 2025

-RG Conference Sponsorships and Participation

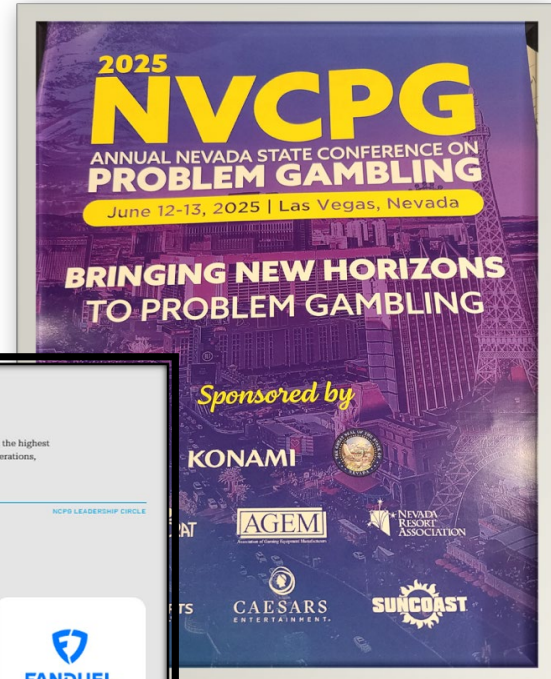
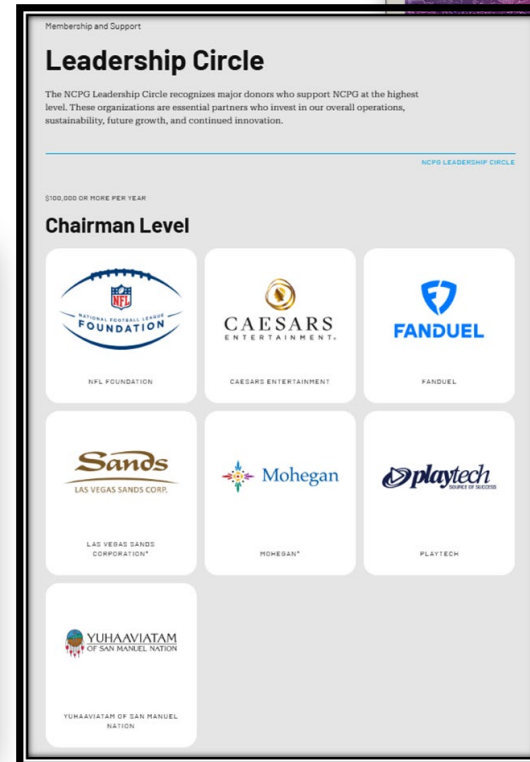
-18th Annual Nevada State Conference on Problem Gambling, June 12-13, 2025

-Recommitment to Memberships

-Leadership Circle Member, NCPG

-Platinum Member, Virginia Council on
Problem Gambling

-Kentucky Council on Problem Gambling



Q2 2025 Sports Wagering Quarterly Report



Responsible Gaming (Follow Up to Commissioner O'Brien's Inquiry)

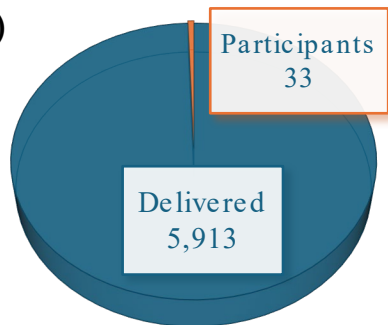
2024 RGEM (Sept) Survey Participation

Collaboration with MA Gaming Commission

Survey Questions:

- 1) When wagering on a football game, what does it mean to bet on the Money Line?
- 2) When Wagering on parlays in sports betting, I must win every "leg" of my parlay for my bet to win.
- 3) If I've been gambling for hours and haven't won, odds say if I bet longer, I should get most of my money back.

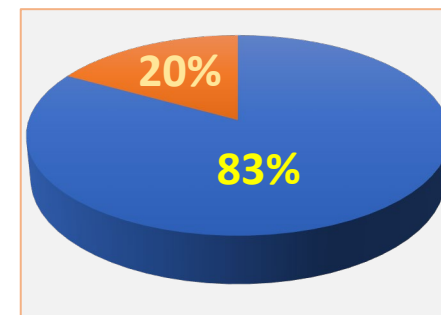
-Survey delivered to 5,913 active accounts (last 30 days)
-1% participation rate (33 participants (2 started/not completed; 31 completed))



2025 PGAM (March) Participation and Engagement

Co-branded PGAM email communication sent to active online customers in Massachusetts:

- Collaborative campaign with MA Gaming Commission and MA Council on Gaming and Health
 - Purpose was to inform customers of PGAM, GameSense Advisor contact information, and advise of Gambling Disorder Screening Day (March 11)
- Email delivered to over 10,000 active accounts (last 90 days)
- Approx 20% emails opened



Delivered Opened

Delivered: 10,021
Opened: 2,048

LOTTERY ENGAGEMENT



Caesars partnered with the Massachusetts Lottery in Q2 2025 to promote two instant ticket promotions:

The Giant Winnings Promotion ran through April 2025.

\$25,000,000 MEGA MONEY instant ticket Promotion launched in May 2025.

Caesars continues to look forward to working with the Massachusetts Lottery on additional marketing strategies and promotional opportunities for Q3 2025.

QUESTIONS & COMMENTS – CAESARS TEAM

Questions and comments can be sent to:

- Kiersten Flint, SVP of Corporate Social Responsibility and Internal Communications, kflint@caesars.com
- Jeffrey Hendricks, SVP & Assistant General Counsel, Regulatory Compliance
- Lisa Rankin, VP of Compliance & Licensing, lrarkin@caesars.com
- David Schulte, VP of Procurement, dschulte@caesars.com
- Carolene Layugan, Responsible Gaming Program Director, CLAYUGAN@Caesars.com
- Greg Shinbur-Copley, 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 Q2 2025



AGENDA



Revenue



Workforce & Workforce Diversity



Vendor/Supplier Spend & Supplier Diversity



Compliance



Responsible Gaming



Community, Outreach & Charitable Impacts





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REVENUE
Q2 2025



REVENUE

Q2 2025

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
April	\$38,608,177	\$7,557,288	11.3%
May	\$42,425,523	\$8,324,475	12.8%
June	\$32,062,557	\$6,284,733	12.0%
TOTALS	\$113,096,257	\$22,166,496	12.0%

Q1 2025

MONTH	TOTAL SW REVENUE	MA SW TAXES COLLECTED	HOLD %
January	\$52,686,176	\$10,355,372	14.0%
February	\$36,781,044	\$7,205,645	11.6%
March	\$29,354,745	\$5,687,066	7.8%
TOTALS	\$118,821,965	\$23,248,083	11.1%



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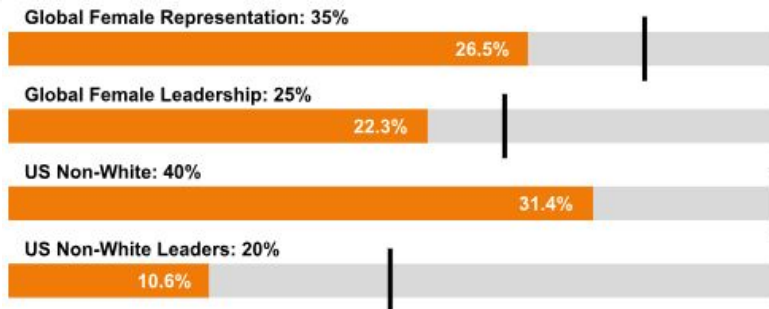
WORKFORCE & WORKFORCE DIVERSITY

Q2 2025



WORKFORCE DIVERSITY - Q2 2025

2025 REPRESENTATION GOALS



GLOBAL

	NON-WHITE*	WOMEN	VETERAN
SR. LEADERS	8.9%	22.3%	5.0%
MANAGERS	14.5%	26.5%	0.9%
PROFESSIONALS	24.9%	26.7%	1.2%
TOTAL	22.1%	26.5%	1.3%

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

US

	NON-WHITE	WOMEN	VETERAN
SR. LEADERS	10.6%	25.2%	4.6%
MANAGERS	20.1%	30.2%	0.9%
PROFESSIONALS	36.0%	29.0%	1.3%
TOTAL	31.4%	29.1%	1.3%

MA

	NON-WHITE	WOMEN	VETERAN
SR. LEADERS	3.7%	27.2%	6.2%
MANAGERS	18.4%	33.8%	0.9%
PROFESSIONALS	22.3%	29.1%	0.2%
TOTAL	20.0%	30.2%	0.8%

**Data updated as of 07/01/2025*

WORKFORCE - RECRUITMENT & DEVELOPMENT

DraftKings recently participated in RenderATL, one of the nation's most dynamic technology conferences, bringing together leaders in code. The company's presence was marked by a series of impactful engagements, including a welcome reception hosted with DraftKings board member Jocelyn Moore, a highly attended booth showcasing its innovative products, and a mainstage presentation featuring Chief Technology Officer Zach Maybury and Senior Software Manager LaDarius Owens. This event allowed DraftKings to reinforce its commitment to being a destination for top technology professionals.



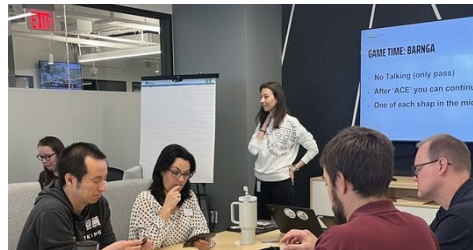
RENDER ATL



WORKFORCE - DEVELOPMENT

DraftKings launched a global training program dedicated to enhancing communication effectiveness for employees across its international offices delivering sessions across Bulgaria, Ukraine, the US, Ireland, and London, with 150 participants to date. Through interactive workshops, real-world case studies, and guided discussions, employees explored how unique communication styles and workplace norms influence collaboration, and learned strategies to navigate these nuances with confidence.

GLOBAL CROSS-CULTURAL COMMUNICATIONS TRAINING



WORKFORCE - CONNECTIONS

DraftKings celebrated its 4th annual Gather on the Green charitable golf fundraiser in Boston. This continues to serve as a day for teammates to gather on the golf course, where we raise awareness for a local charitable organization and create meaningful connections with our colleagues.

Produced by leaders of our Women's, SHADES, Veterans and Pride Business Resource Groups (BRGs), they have grown the event to over 500 attendees, vs 200 in our first year of 2022.





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VENDOR/SUPPLIER SPEND & SUPPLIER DIVERSITY

Q2 2025



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 - GOAL: 5%		MA	
	Q2 2025	YTD 2025	Q2 2025	YTD 2025
TOTAL SPEND	\$1,106,754,892	\$1,980,400,031	\$49,401,157	\$89,358,085
MBE	\$734,506	\$7,343,162	\$75,000	\$75,000
WBE	\$1,514,127	\$13,191,960	\$0	\$7,560
VBE	\$0	\$0	\$0	\$0
DIVERSITY SPEND	\$2,248,633 (0.2%)	\$20,535,122 (1%)	\$75,000 (0.2%)	\$82,560 (0.1%)

Data through June 30, 2025



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COMPLIANCE

Q2 2025



UNDERAGE/MINOR ACCESS

Q2 2025

METRIC	April	May	June	Total
Underage Registration Attempts (Did Not Pass KYC)	372	363	369	1104
Suspected Underage Use of Account	26	8	13	47
Confirmed Underage Use of Account	1	0	1	2



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RESPONSIBLE GAMING

Q2 2025



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

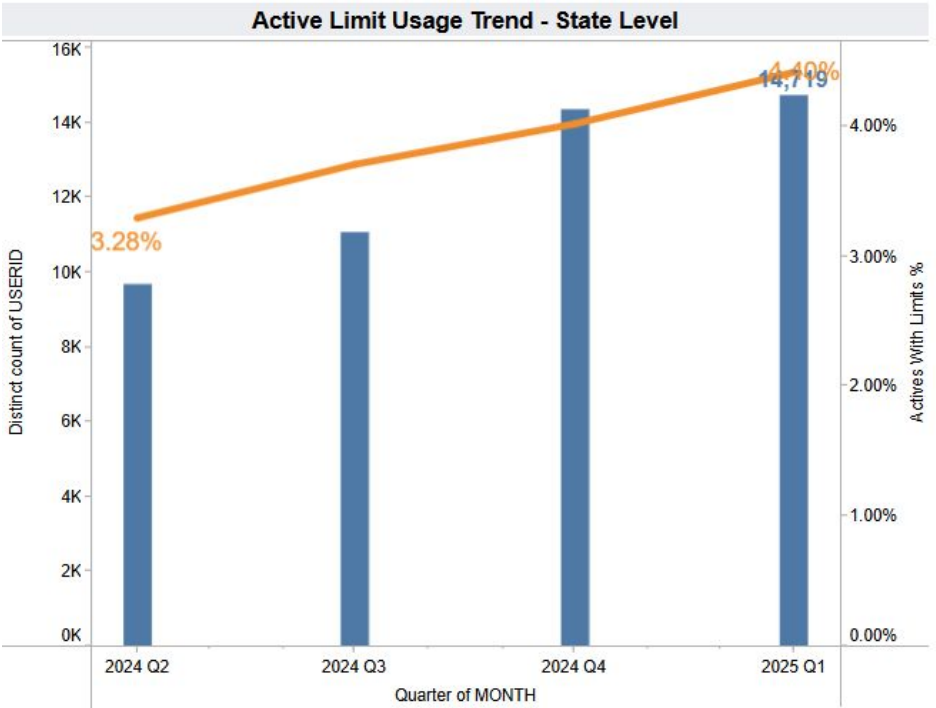
LIMITS BY TYPE

MGC VSE App Exclusions Q2 2025	
111	

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

Limit Type	% of MA Players (Average, Q2 2025)
Time Limit	0.25%
Deposit Limit	2.08%
Spend Limit	0.30%
Max Single Wager Limit	0.69%
TOTAL	4.40%
Cool Off (#)	1,277 total

ACTIVE LIMIT USAGE TREND - MASSACHUSETTS

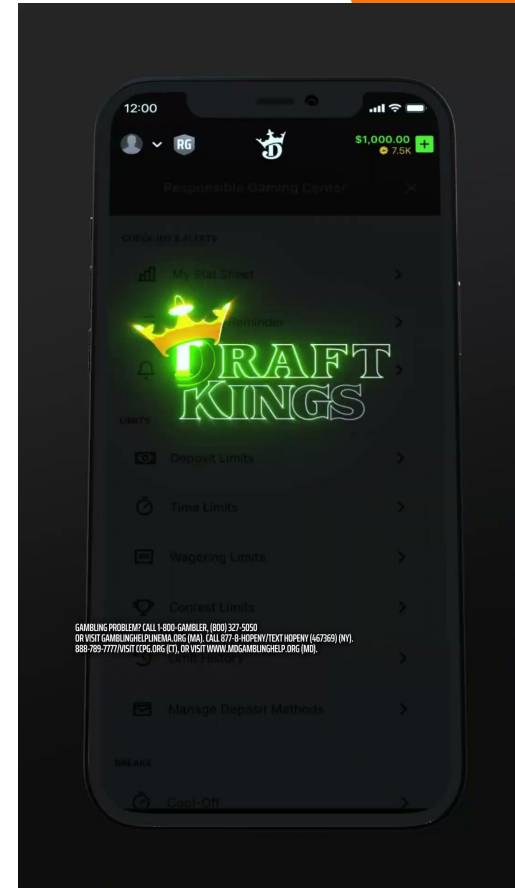


Limits includes active players (those who had the limit set for a value > 0 at any point during the period and also had a paid action on OSB/CAS/DFS during that period).

MY BUDGET BUILDER TOOL LAUNCH

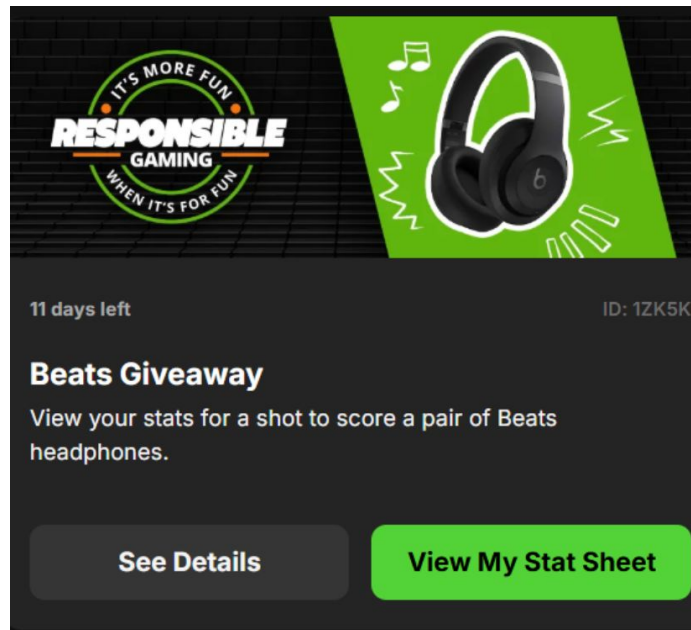
My Budget Builder, launched in June 2025, is a new RG tool that players can use to set customized limits and reminders through a guided, easy-to-use experience. My Budget Builder is a tool that players can use to help manage their entertainment budgets across DraftKings platforms.

My Budget Builder is found directly within the DraftKings Responsible Gaming Center.



JUNE 2025 BEATS HEADPHONE GIVEAWAY

- **Goal:** Drive further awareness and engagement of RG tools and resources by incentivizing participation through prize opportunities.
- **Eligibility:** No play necessary; Customers who viewed their "My Stat Sheet" during the giveaway period and who did not opt out.
- **Outcome:** The average number of unique customers visiting My Stat Sheet increased by **47%** during the giveaway period





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COMMUNITY, OUTREACH & CHARITABLE IMPACTS

Q2 2025



OPERATION GRATITUDE

ONBOARDING VOLUNTEER EVENT FOR ALL U.S. NEW HIRES

- DraftKings is proud to support Operation Gratitude by creating paracord lanyards and personalized letters for service members and first responders at DK Immersion, our monthly onboarding program for all U.S. new hires.
- These critical paracord tools and letters are sent to active service members and first responders, demonstrating DraftKings' support and appreciation for those serving our country.
- Operation Gratitude is a nonprofit organization founded in 2003, to honor the service of military and first responders by providing opportunities to express gratitude. To date, Operation Gratitude has delivered over 4 million care packages to military and first responders.



4th Annual Gather on the Green Charity Golf Outing

- DraftKings hosted its 4th Annual Gather on the Green charity golf outing on May 19th in Canton, MA. 500 employees came together to raise funds and awareness for this year's beneficiary - The Boston Foundation.
- The Boston Foundation is committed to serving those in need in the region. Through their resources and relationships we work to open pathways to opportunity and build and sustain vital and prosperous communities.
- As a result of this year's event, DraftKings donated \$88,803 to The Boston Foundation.



THE GAVIN FOUNDATION

- DraftKings served as a major sponsor of The Gavin Foundation Road to Recovery Gala, held in Boston on May 1, 2025. DraftKings supported this impactful event with a donation of \$25,000.
- The Gavin Foundation is a nonprofit multi-service agency providing comprehensive, community-based substance use disorder education, prevention and treatment since 1963. They provide a range of services to more than 10,000 individuals and families in recovery each year.



JOE ANDRUZZI & FRIENDS GOLF TOURNAMENT

- DraftKings was a major sponsor of the 17th Annual Joe Andruzzi & Friends Golf Tournament, held in Hingham, MA on June 9, 2025.
- The tournament is held annually to raise funds and awareness for the Joe Andruzzi Foundation mission to provide help and hope for New England cancer patients and their families.
- The Foundation helps alleviate financial and emotional stress by providing grants to assist with rent/mortgage payments, utilities, and other household expenses so families can focus on their fight against cancer and not on the financial distress that comes with it.



ONE COMMONWEALTH

- In June, DraftKings made a \$50,000 donation to the One Commonwealth initiative, established by Governor Maura Healey and her administration to increase the availability of homes in Massachusetts by creating more housing options.
- This program supports first-time homebuyers, seniors struggling to keep up with housing costs and those who serve our communities, including teachers, nurses, first responders and firefighters.



ST. LOUIS TORNADO RELIEF & RECOVERY

- In response to the devastating tornado that impacted St. Louis in May 2025, DraftKings donated \$25,000 to the City of St. Louis Tornado Response Fund, a component fund of the St. Louis Community Foundation.
- These funds supported critical resources needed in the storms aftermath and aided in the restoration and rebuilding phase for the city of St. Louis.



DRAFTKINGS CONTINUES TRAINING VETERANS

DRAFTKINGS TECH FOR HEROES

- In Q2 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.
- In June, DraftKings supported VetsinTech by attending their Quarterly Employer Meet-Up and sharing career advice and job search support for veterans and military spouses.
- 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.





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THANK YOU





Fanatics Betting & Gaming

Q2 2025 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

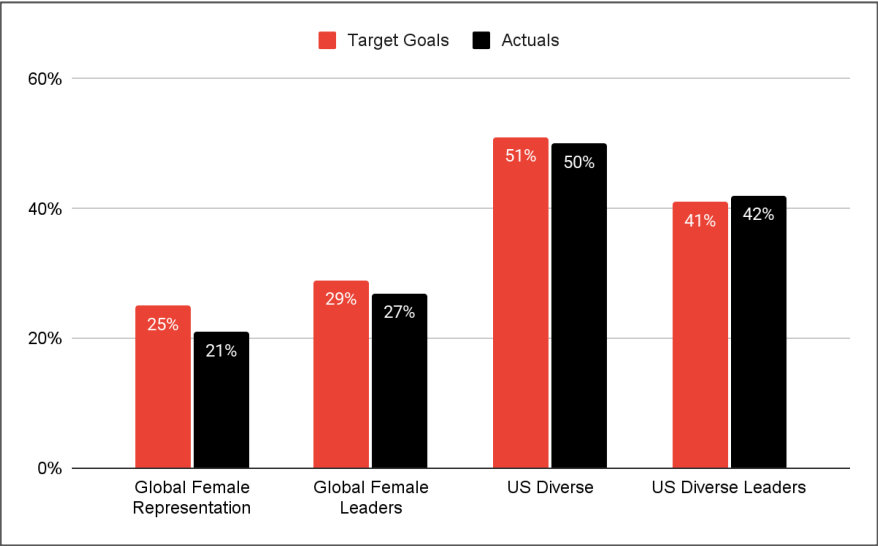
- Michael Levine, Senior Regulatory Counsel
- Stephanie Althouse, Senior Director, People Operations
- Anthony D'Angelo, Responsible Gaming Senior Manager



Month	Total MA SW Revenue	Monthly Hold %	MA SW Taxes Collected
April 2025	\$3,254,693.89	6.60%	\$627,224.24
May 2025	\$5,898,428.36	12.73%	\$1,157,579.95
June 2025	\$4,708,865.30	12.44%	\$923,529.59
Q2 2025 Total	\$13,861,987.55	N/A	\$2,708,333.78



	Global Employees			US Employees			MA Employees			Total Number of Employees
Level	Minority	Women	Veteran	Minority	Women	Veteran	Minority	Women	Veteran	FBG
Executive	8%	23%	0%	9%	27%	0%	0%	0%	0%	13
Manager, Supervisor	19%	28%	1%	22%	30%	1%	0%	29%	0%	243
Entry Level, Non-Manager	36%	19%	0.4%	41%	21%	0.5%	45%	9%	0%	733





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 strengthen Fanatics' commitment to an inclusive culture and engaging talent through:

- Events (cultural, development, speakers, etc.)
- Support our ability to recruit new talent
- Community outreach
- Drive business insights

Open to all global employees, each group sets its own agenda with support from the Global Inclusion team. We value the talent, voices, and perspectives they bring to drive positive change and business improvements.



Fanatics Veterans



Global Black Alliance



Fanatics WIN



Fanatics Family First



Fanatics Multicultural



Fanatics Pride



ACE



LatinX

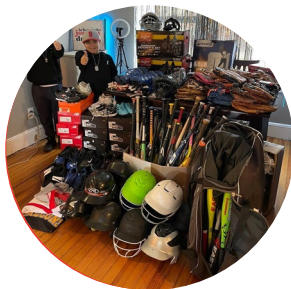




Pride

FAN Talk: Pride, Power & Progress

As part of PRIDE month programming, the PRIDE FAN Group recently hosted a session with New Orleans Saints 2x Superbowl Champion, Khalen Saunders, and NBA Referee, Che Flores.



Spring 2025 Fanatics Community Impact Grants

Each of the ten employee-nominated organizations are chosen based on the strength of their impact, the quality of the nomination, and alignment with Fanatics' four strategic philanthropic pillars. Organizations include Minds Matter Southern California, Special Olympics New Jersey, Team New England Youth Academy



Inclusive Leadership Development Program

The Fanatics IDEA team recently hosted the Inclusive Leadership Development Program (ILDP) in New York City bringing together 33 current and emerging leaders from each of our Fanatics businesses



Q2 Total Vendor Spend Overall: \$83,485,464
Q2 Total Diverse Vendor Spend %: 1.61%

Q2 Massachusetts Vendor Spend: \$515,838
Q2 Massachusetts Vendor Spend %: 0.62%

Diversity Certification	Q2 2025 \$ Amount	Q2 2025 Percent
MBE	\$40,000	0.05%
WBE	\$53,409	0.06%
MWBE	\$1,249,906	1.50%
VBE	\$0	0%
Total Diverse Spend	\$1,343,315	1.61%



Month	Underage Registration Attempts	Suspected Underage Use of Account	Confirmed Underage Use of Account
April 2025	11	7	0
May 2025	8	7	1
June 2025	5	2	0
Q2 Total	24	16	1



Month	VSE Enrollees
July 2024	8
August 2024	34
September 2024	13
October 2024	37
November 2024	13
December 2024	29
January 2025	8
February 2025	13
March 2025	20
April 2025	15
May 2025	8
June 2025	15
Total YTD	213



As of June 30, FBG had **115,033 active** Massachusetts sports wagering accounts

Tool Type	ME Total Usage (as of 6/30/25)	% Total Enrollment MA Users (as of 6/30/25)
Time Limit	1033	.9%
Deposit Limit	4398	3.8%
Overall Spend Limit	3080	2.7%
Single Wager (Max Stake) Limit	2019	1.8%
Cooldown Period (Timeout)	65	.06%

Cooldown Periods	
72 hours	17%
73 hours to 1 month	80%
1 month to 6 months	3%
> 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.



Q2 2025 Sports Wagering Report

August 2025

Who you will hear from today

RICH COOPER

Vice President, Regulatory

KEITA YOUNG

Vice President, Community Impact

CAMERON ZUCKERT

Senior Manager, Responsible Gaming

J.J. JELKS

Vice President, Inclusion

AGENDA

1

Revenue

2

Compliance

3

Responsible Gaming

4

Community Impact

5

Supplier Relations

6

Workforce Diversity

Q2 2025 Revenue

Month	Total SW Revenue	MA SW Taxes Collected	Margin %
April 2025	\$17,921,219.53	\$3,584,243.91	9.88%
May 2025	\$23,051,595.42	\$4,610,319.08	13.65%
June 2025	\$17,443,468.56	\$3,488,693.71	12.80%
TOTALS	\$58,416,283.51	\$11,683,256.70	12.00%

Underage Report Metrics

Metric	April 2025	May 2025	June 2025	Total
Underage Registration Attempts	10	4	12	26
Suspected Underage Use of an Account	41	4	4	49
Confirmed Underage Use of an Account	7	11	9	27

Responsible Gaming: RG tool usage in MA

MSC VSE Q2
91

0.2% of registered MA accounts elected to take a timeout in Q2 '25 with a median length of **28 days**.

Within the FanDuel product we direct customers to the GameSense website to learn more about the VSE program

Responsible Gaming: RG tool usage in MA

Tool Type	Q2 % Active Tool Users
Deposit Limit	3.8%
Max Play Time	0.2%
Wager Limit	0.7%
Max Wager Size	0.7%
Player Activity Statement	19.2%
My Spend	30.6%

Callouts / Definition Footnotes

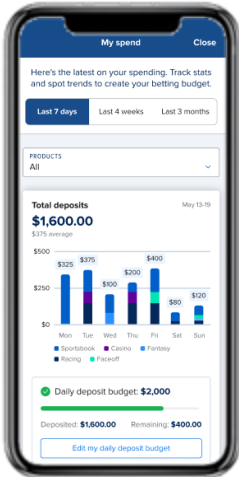
- % of Active Tool Users is defined as quarterly paid actives with recorded tool usage as a percentage of registered MA accounts with paid activity in Q2.
- PAS usage percentage includes unique users across the quarter (# of quarterly paid actives who used the tool in the quarter at least once / # of quarterly paid actives). Average monthly PAS usage in Q2 2025 is closer to ~10% for MA actives.
- My Spend engagement is similarly defined to include unique users across the quarter. Average monthly My Spend usage in Q2 2025 is closer to ~18% for MA actives.

Q2 Responsible Gaming Education and Advocacy



RG Tool Promotion

Promotion of MySpend through Ambassador Sweepstakes



- Launched a MySpend sweepstakes with RG Ambassador Tom Kim, with social media promotion on FanDuel and PGA channels in May
- Developed a post-sweepstakes survey to understand participation drivers, attitudinal shifts
- 350k opt-ins, with 20k+ new MySpend users
- Survey: 72% plan to use MySpend again



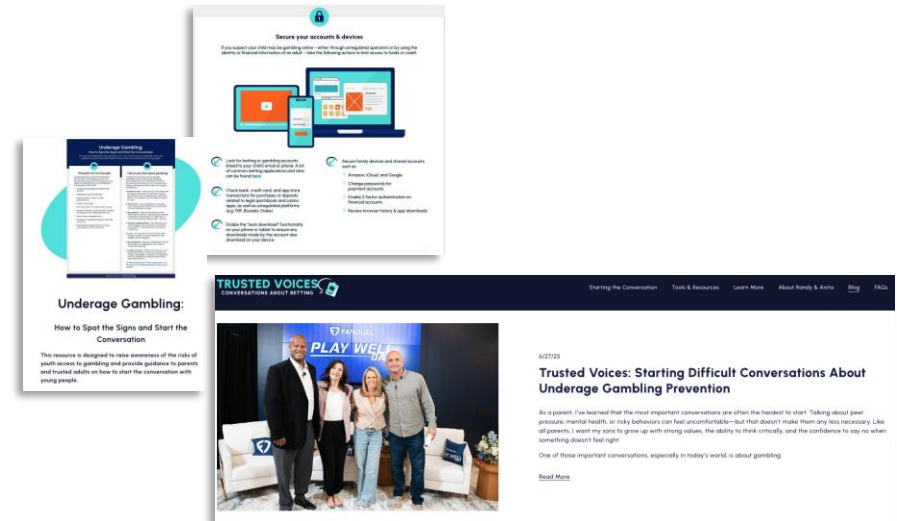
Advocacy & Awareness Efforts

Continued Airings of Problem Gambling Recovery TV Show



- Aired 3 episodes of 'The Comeback with Craig Carton', a show focused on problem gambling recovery, on YouTube and FanDuel TV.
- The 3 episodes totaled over **2.5k views** on YouTube and **15K views** on FanDuel TV.
- The show was promoted across FanDuel social channels, with **150k+ views** across platforms on social.

Parent-Focused Gambling Prevention Campaign



- New resources were added to the Conversations About Betting site including a toolkit around underage gambling prevention.
- Added a blog to the site, with the inaugural post from **FanDuel CEO Amy Howe** on her role as a parent and industry leader.
- Coordinated a **panel at SBC Americas** with Randy and Anita, EPIC, and the MA Council on Gaming and Health called Trusted Voices: Shared Goals.



GOAL

Create meaningful impact in the communities where we operate
&

demonstrate FanDuel's commitment as a responsible corporate entity through philanthropy,
volunteerism, and strategic engagement.

Driving Community Impact through Philanthropy, Volunteerism & Engagement



Financial Literacy

Supporting individuals with financial empowerment

- Empowering individuals with the knowledge and skills needed to make informed decisions to achieve financial independence
 - In 2024 launched the HOPE Inside program in Massachusetts.
 - Funded salaries of 3 dedicated financial coaches (Boston, Fall River/New Bedford, and Springfield)
- 



Sports Access

Supporting Communities through Sports Engagement & Access

- Expanding equitable access to sports & community-based experiences that promote physical wellness, teamwork, social connection, and community pride
 - Partnering with Next 18 & Red White & Blue to assist Veterans and military families with mental health and wellness assistance through sports and physical activity
- 



Local Community Development

Empowering Individuals & Communities

- Improving the economic, social, and environmental well-being of neighborhoods and cities where we operate, live and work
 - Supported disaster relief (St. Louis & Los Angeles) & hunger relief (provided one million meals in North Carolina)
- 
- Together We CAN End Hunger

FanDuel's commitment to community impact through volunteerism and charitable donations



Supplier Relations

At FDG, we are committed to promoting economic inclusion and supporting the growth of local and small businesses in the states where we operate. Our goal is to engage with local and small businesses through the following actions:

- Procurement-Led Sourcing:** Ensuring that suppliers are identified and included in addressable procurement-led opportunities where qualified suppliers are available.
- Community Engagement:** Building partnerships with local chambers of commerce, small business associations, and similar organizations to increase awareness of procurement opportunities and provide training on business development and core operational topics.
- Supplier Development:** Investing in the growth of our current supplier base by offering feedback, fostering opportunities, and supporting capacity-building initiatives.

FDG’s approach is focused on sustained local and small business supplier inclusion and development, driving meaningful economic impact within the communities we serve.

Q2 2025	Spend (\$)
Total Company Small & Diverse Spend	\$34,348,525
Total In State MA Spend	\$2,883,130

*No Q2 2025 MA Small Business Spend or MA Diverse Spend



FanDuel Inclusion Principles in Action



Attract

Sourcing top talent by expanding reach and access

E.g., Collaborating with Talent Acquisition to build partnerships that create pipelines for qualified candidates



Elevate

Empowering homegrown talent through intentional development and sustained career support

E.g., Positioning ERGs as talent pipelines by tracking growth and providing learning opportunities



Retain

Creating a culture where people feel connected and supported

E.g., Hosting culture-building experiences that foster connection, learning, and belonging

Updated Initiatives Q2 2025

Purposeful Partnerships

Employee Development

- Career Coaching (*EZRA*)
- WISE/R Symposium + Multiplier Summit (*Women in Sports & Events*)
- Power Poker – Strategic Thinking (*Power Poker*)

ERG Development

- Foundational reassessment and metrics tooling (*Cockerham & Associates*)
- ERG Leadership Training (*Team RWB*)
- General ERG development (*Aerodei*)

Investing in representation

- People of Color in Tech (*POCIT*)
- Athlete Ally
- BANFF Advisors
- Re-Writing The Code
- RENDER

Impactful Programming

ERG Programming

- *ERG Summit* – ERG Lead training & yearly planning
- *ERG Ambassador Adaptive Communication Training*

Workforce Learning & Development

- *McKinsey Connected Leaders Academies* – Academy for strengthening business acumen, deepening self-awareness, leading teams, and building a powerful network
- Managerial Inclusion Training
- WISE Women's Emerging Leaders Program + Women's Executive Leadership Institute

Culture Building

- Celebration of heritage months & cultural moments (*Lunar New Year, Black History Month, Women's History Month, International Women's Day, AAHNPI*)
- Hosting keynote speakers for employee enrichment (*Elaine Lin Hering, Gina Rippon, Mike Chuthakieo*)
- *People Team Culture Club* – Internal, voluntary group committed to creating meaningful moments and building deeper connections across the People Team

Investing in Our People



Team RWB Leadership Training Series

Who: ERG Leads from all 7 ERGs (BOLD, WIN, SPEAK, HOLA!, THE OUTFIELD, FAME, SHIELD)

What: A 4-part series on intentional leadership, self reflection, relationships, and shaping ERG culture

Where: Virtual

Why: To provide our ERG Leads with a space to connect, plan, collaborate, and prepare for the upcoming year



Fireside Chat with Mike Chuthakio

Who: SPEAK (AANHPI ERG) hosted Mike Chuthakio, CCO of Dick Clark Productions

What: A fireside chat about identity and leadership, at the intersection of media and representation

Where: FanDuel's New York office

Why: Learning from Mike's unique perspective on elevating underrepresented voices & building global cultural impact



McKinsey Leadership Academy Expansion

Who: High-potential professionals at all career stages preparing for greater leadership roles

What: Expanding program offerings to include middle managers for the first time, bringing higher-level professional development to a broader range of employees & re-engaging program alumni

Where: All FanDuel locations

Why: To support growth at every stage and ensure our people have the tools and community they need to thrive

Workforce Diversity: Metrics Q2 2025

# of Employees in each Category	Minority	Women	Veteran	MA Resident	Total Number of employees
Executive VP+	17 18.7%	26 28.6%	1 1.1%	1 1.1%	91
Sr. Director Director Sr. Manager Manager Supervisor	222 26.9%	255 30.9%	5 0.6%	4 0.5%	825
Non-Manager Entry Level	1118 40.9%	910 33.3%	9 0.3%	13 0.5%	2735
Totals	1357 37.2%	1191 32.6%	15 0.4%	18 0.5%	3651

Data Information

- Employees as of 06/30/2025
- US, UK, and CAN employees
- Excludes Temps, Contract, Intern, Secondment



PENN SPORTS INTERACTIVE

Q2 2025 REPORT

01

REVENUE

REVENUE

Month	Total Sports Wagering Revenue	Massachusetts Sports Wagering Taxes Collected	Handle
April	\$1,806,878.15	\$361,375.63	\$21,712,478.75
May	\$2,623,744.81	\$524,748.96	\$21,938,884.17
June	\$1,473,852.46	\$294,770.49	\$15,199,129.23
Q2 Total	\$5,904,475.42	\$1,180,895.08	\$58,850,492.15

02

WORKFORCE DIVERSITY

WORKFORCE DIVERSITY

	Minority	Women	Veteran	MA Resident	Total Employees
All Employees					
Employees	219	185	10	14	582
Percentage	38%	32%	2%	4%	
Manager & Above					
Employees	31	33	1	7	147
Percentage	21%	22%	1%	5%	
Non-Manager					
Employees	188	152	9	14	435
Percentage	43%	35%	2%	3%	

03

VENDOR / SUPPLIER DIVERSITY

VENDOR / SUPPLIER DIVERSITY

Diversity Certification	Q2 (2024)	Q3 (2024)	Q4 (2024)	Q1 (2025)	Q2 (2025)
MBE	\$388,502.52	\$262,054.76	\$478,496.76	\$36,314.70	17,156.98
VBE	\$0	\$0	\$0	\$0	\$1,513.00
WBE	\$605,054.98	\$712,037.41	\$28,649.04	\$135,409.19	\$29,523.00
WMBE	\$0	\$25,963.39	\$20,000.00	\$0	\$0
Total Diversity Spend	\$993,557.50	\$1,000,055.56	\$527,145.80	\$171,723.89	\$48,192.98

04

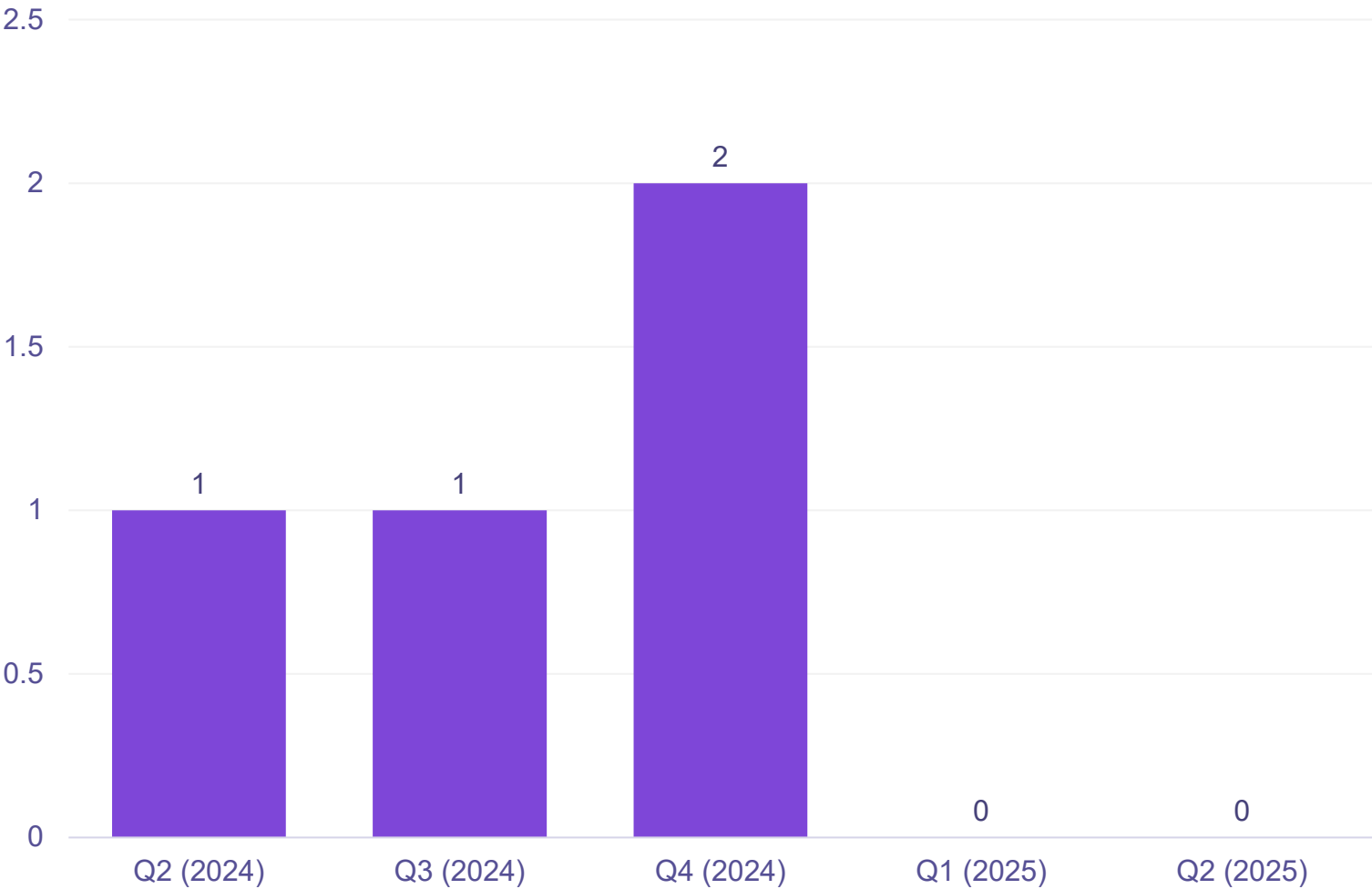
COMPLIANCE

UNDERAGE ACTIVITY

Underage
Registration
Attempts 31

Suspected
Underage
Use of
Account 0

Confirmed
Underage
Use of
Account 0



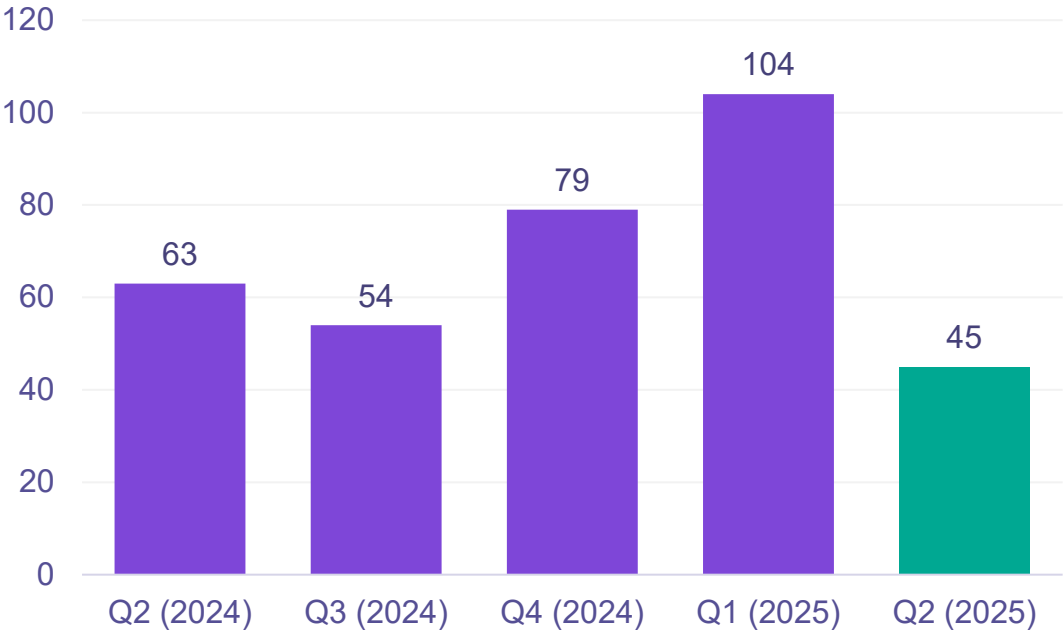
05

RESPONSIBLE GAMING

RESPONSIBLE GAMING

Voluntary Self-Exclusions (“VSE”)

Quarterly VSE’s **45** (149 YTD)



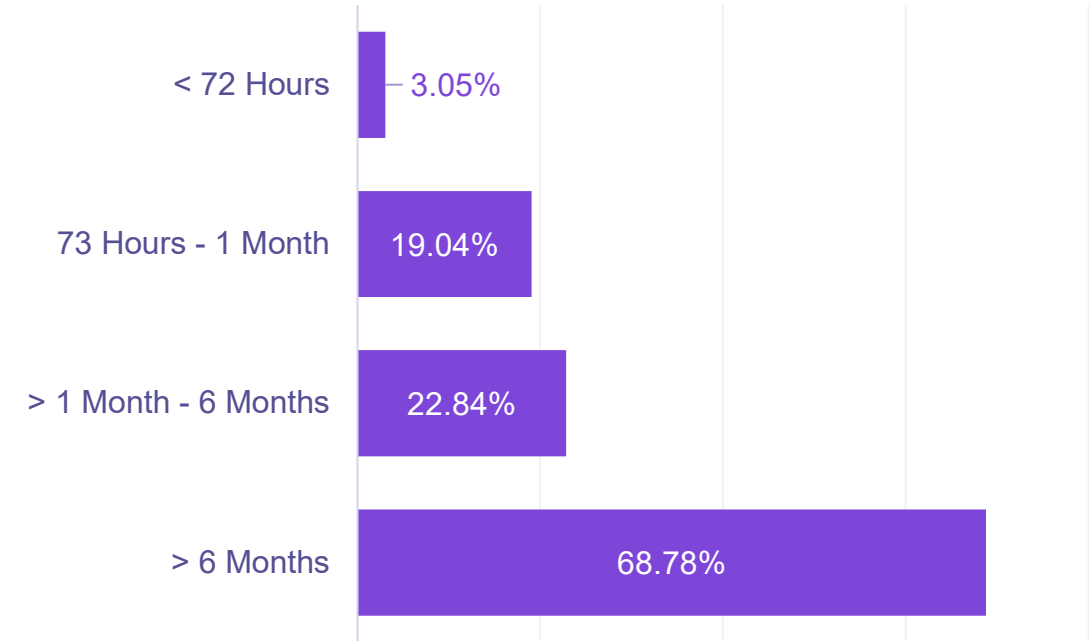
Previous Quarter **-57% ▼**

Quarterly Average **70**

Time Out Tools

Unique MA Accounts Utilizing At Least One RG Tool **3.31%**

Unique MA Accounts Utilizing a Time Out **0.64%**

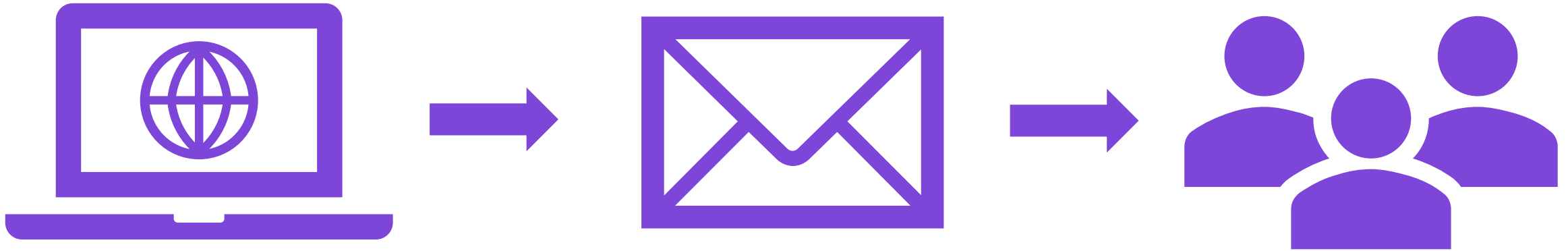


06

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 Q2, we supported Franklin County Pride with a monetary donation, and team members from our Penn Game Studios office in Greenfield participated in the Franklin County Pride Parade.



We also contributed a monetary donation to the Connecticut River Conservancy to support their mission of restoring the river and advocating for clean water and healthy communities.



Connecticut River
Conservancy

In June, PENN Entertainment published its annual Corporate Responsibility Report, highlighting various programs and initiatives that care for our people, the communities where we operate, and our planet.

