



Bally's

AUGUST
2023

2023 INVESTOR PRESENTATION

DISCLAIMER

Forward-Looking Statements

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Non-GAAP Financial Measures

To supplement the financial information presented on a U.S. generally accepted accounting principles ("GAAP") basis, Bally's has included in this presentation certain non-GAAP financial measures, including Adjusted EBITDA and Adjusted EBITDAR. Reconciliations of these non-GAAP financial measures to the most directly comparable financial measure calculated and presented in accordance with GAAP are included in this presentation.

Bally's management has historically used Adjusted EBITDA when evaluating operating performance because Bally's believes that this metric is necessary to provide a full understanding of Bally's core operating results and as a means to evaluate period-to-period performance. Management also believes that Adjusted EBITDA is a measure that is widely used for evaluating operating performance of companies in Bally's industry and a principal basis for valuing such companies as well. Adjusted EBITDAR is used outside of Bally's financial statements solely as a valuation metric. Management believes Adjusted EBITDAR is an additional metric traditionally used by analysts in valuing gaming companies subject to triple net leases since it eliminates the effects of variability in leasing methods and capital structures. Adjusted EBITDA should not be construed as an alternative to GAAP net income as an indicator of Bally's performance. In addition, Adjusted EBITDA or Adjusted EBITDAR as used by Bally's may not be defined in the same manner as other companies in Bally's industry, and, as a result, may not be comparable to similarly titled non-GAAP financial measures of other companies.

BALLY'S CORPORATION WHO WE ARE



20+ Years of Retail Casino and Global online operational experience



17 Casinos & Resorts across 11 States once all announced projects are completed



High Awareness of Bally's brand that is growing with our content partnerships across the Globe



National & Global Database connecting customers across our omni channel offering

EXECUTIVE LEADERSHIP

THE RIGHT PEOPLE - THE RIGHT PLACE



ROBESON REEVES
CEO

- CEO of Bally's since March 2023 and is a member of the Board of Directors.
- Previously served as:
 - President of Bally's Interactive Division from October 2021 - March 2023.
 - Chief Operating Officer of Gamesys from July 2015 - October 2021
 - Director of Gaming Operations, May 2010 - July 2015
 - Member of the Gamesys Board of Directors since August 2010.
- Graduated in 2005 with a BSc in Statistics, Operations Research and Management Studies from University College, London.



GEORGE PAPANIER
President

- President of Bally's since February 2023 and is a member of the Board of Directors.
- Previously served as:
 - President Retail, Bally's land-based casino business from October 2021 - February 2023
 - President and CEO, Bally's February 2011 - October 2021
 - Chief Operating Officer from 2004 - 2011
- Mr. Papanier has 30+ years serving in an executive capacity in the gaming industry.
- Graduated from Rowan University with a B.A. in Business Administration and Accounting.



MARCUS GLOVER
CFO

- CFO of Bally's since May 2023
- Most recently, Mr. Glover served as Chief Strategy Officer for QPSI LLC, a supply chain solutions and contract packaging company
- Prior, Mr. Glover has 20+ years in the hospitality and gaming industry serving in property level leadership positions for:
 - MGM Resorts
 - Caesars Entertainment
- Graduated with a B.A. in Business Administration, Finance from Morehouse College, and an MBA from The Duke University Fuqua School of Business.



Casinos and Resorts regional leadership team with vast experience in gaming, hospitality, growth projects and digital adoption.



Interactive leadership team with in-depth expertise in gaming, online player retention, data analytics and marketing optimization.



2023

— QUARTERLY HIGHLIGHTS

1

2Q23 EARNINGS HIGHLIGHTS

- ✓ Casinos & Resorts Revenues and EBITDAR increased by 11% y/y & 12% y/y respectively driven by strength at our Rhode Island and Kansas City properties
- ✓ International Interactive remains firm with UK revenue growth of 12% y/y in 2Q and is up over 11% in 1H23 in GBP
- ✓ North America Interactive iGaming continues growth momentum with New Jersey gaining market share and a successful launch in Pennsylvania

2

2Q23 BUSINESS DEVELOPMENTS

- ✓ Received preliminary suitability from the Illinois Gaming Board for our Temporary Casino in Chicago. On schedule to open in September 2023
- ✓ Smoking ban in Shreveport, LA repealed beginning in June
- ✓ Agreement with Kambi and White Hat to rollout Bally Bet OSB later this summer – variable expense model affords better margin performance

3

LONG TERM VALUE CREATION

- ✓ Flagship Permanent Chicago Casino is on schedule for a 2026 opening
- ✓ Announced deal with the Oakland A's and GLPI for the A's to relocate onto 9 acres of our LV Tropicana site increasing value/optionality
- ✓ Rhode Island legalized iGaming, with Bally's being the sole provider. Launch expected in March 2024.
- ✓ UK White Paper released. Positioned to continue improving market share



BALLY'S

ATTRIBUTES

SUMMARY

- 1 Geographic diversity and global footprint with strong brand recognition
- 2 Resilient and highly profitable core Casinos & Resorts and International Interactive businesses generate stable cash flows
- 3 Well-positioned to take advantage of iGaming opportunities as additional States come online
- 4 Track record of deploying expansion capital in Casinos & Resorts leading to higher revenues and cash flows
- 5 Strong business outlook while continuing to seek and invest in growth projects & opportunities

BALLY'S CORE BUSINESSES PROVIDE **SIGNIFICANT CASH FLOW ...**

1 CASINOS & RESORTS

- ✓ #3 regional casino operator in US with geographically diverse portfolio of 17 casinos across 11 states (including growth projects)
- ✓ Growth capex for existing portfolio tapers off through 2023, refreshed properties lead to lower maintenance in the future
- ✓ Chicago Temporary Casino opening in September, Kansas City redevelopment expected mid-September and full benefit of Lincoln expansion

2 INTERNATIONAL INTERACTIVE

- ✓ A leading iGaming operator in the UK Market with an estimated 15%⁽¹⁾ share & a leader in Asia iCasino
- ✓ 90% free cash flow conversion
- ✓ Global development team provides economy of scale in growing digital omni-channel environment
- ✓ White Paper released, UK rationalization and continued consolidation on the horizon

FOR GROWTH AND INVESTMENT IN STRATEGIC OPPORTUNITIES

3 NORTH AMERICA INTERACTIVE

- ✓ Profitable iGaming operation in New Jersey and live in Ontario. Pennsylvania iGaming launched in June 2023 with promising early results
- ✓ Rhode Island iGaming expected to launch in March 2024 + other States expected to launch in the future
- ✓ Partnership with Kambi & White Hat to relaunch Bally Bet OSB with rollout beginning in Summer 2023 and ramping through 2H23 and into 1Q24

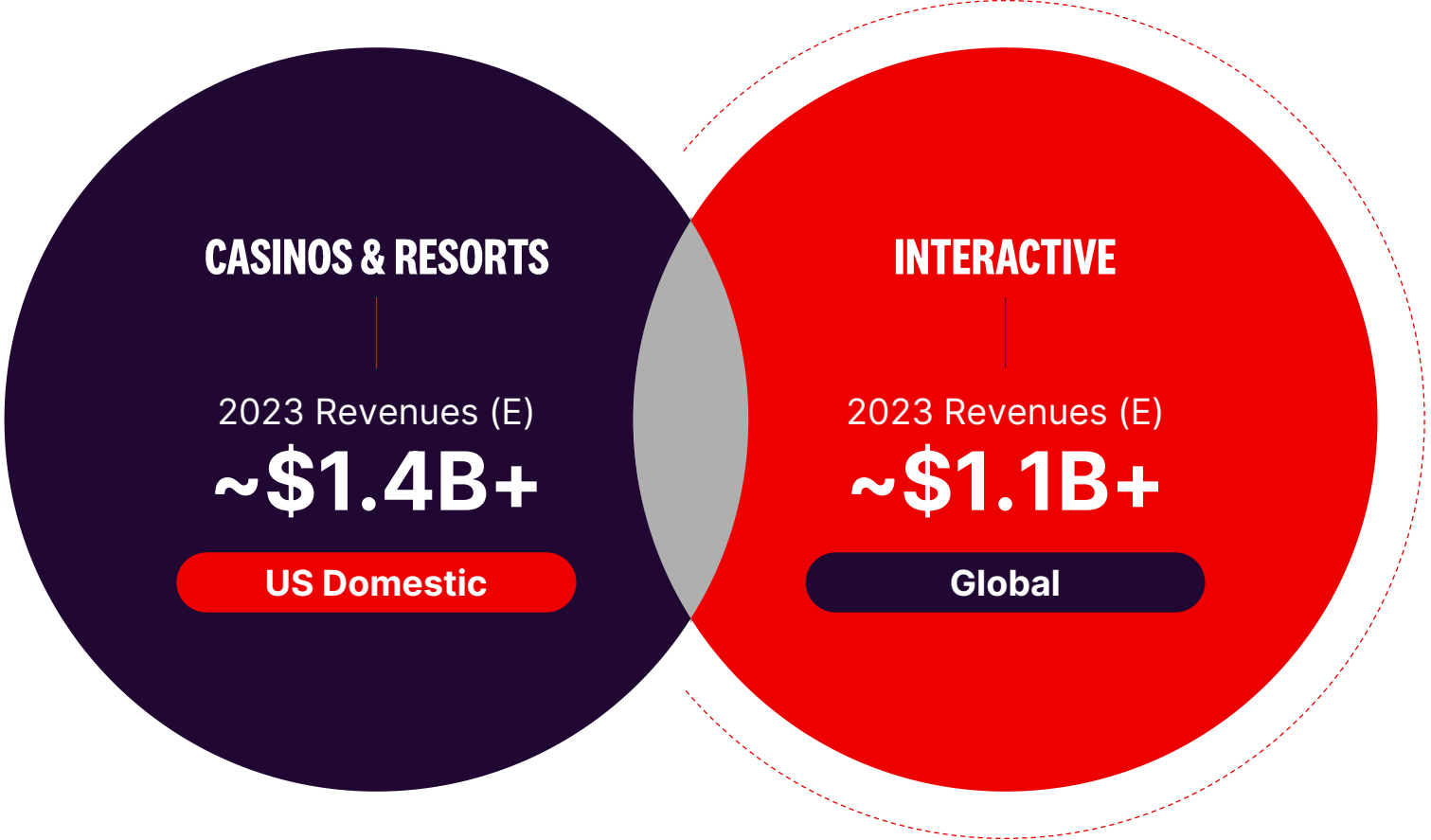
Bally
CASINO

Bally
BET

Bally
LIVE



OMNI-CHANNEL CONVERGENCE IN GAMING



- ❖ Strong portfolio of 17 Casinos & Resorts (including 2 in development) and solid International Interactive business
- ❖ Management attentiveness to improve Casinos & Resorts operations and growth
- ❖ Capital allocation to invest in Casinos & Resorts expansion & operational improvement and new game development in International
- ❖ Leverage these assets where the two converge to support our omni-channel growth
- ❖ Interactive iGaming is engine for accelerated organic growth
- ❖ Leverage iGaming and Casinos & Resorts convergence as licensing expands domestically
- ❖ Cross-sell player database from land-based Casinos & Resorts to cross-promote and accelerate online iGaming

STRONG ECONOMIC ATTRIBUTES **IN BOTH SEGMENTS**

	Casinos & Resorts	International Interactive
Adjusted EBITDAR %	▶ ~33% ⁽¹⁾	▶ ~33%
Adjusted EBITDA %	▶ ~24%	▶ ~33%
Maintenance CAPEX/SDC	▶ ~4%-6%	▶ ~3%-5%
ROIC Expansion/Acquisition	▶ ~20%/15%	▶ *

(1) ~500bps dilution due to Bally's AC and the Tropicana LV in segment reporting

Both C&R And International Interactive are Attractive Businesses Offering Solid Margins and Strong Economic Returns – Invest Prudently in NAI

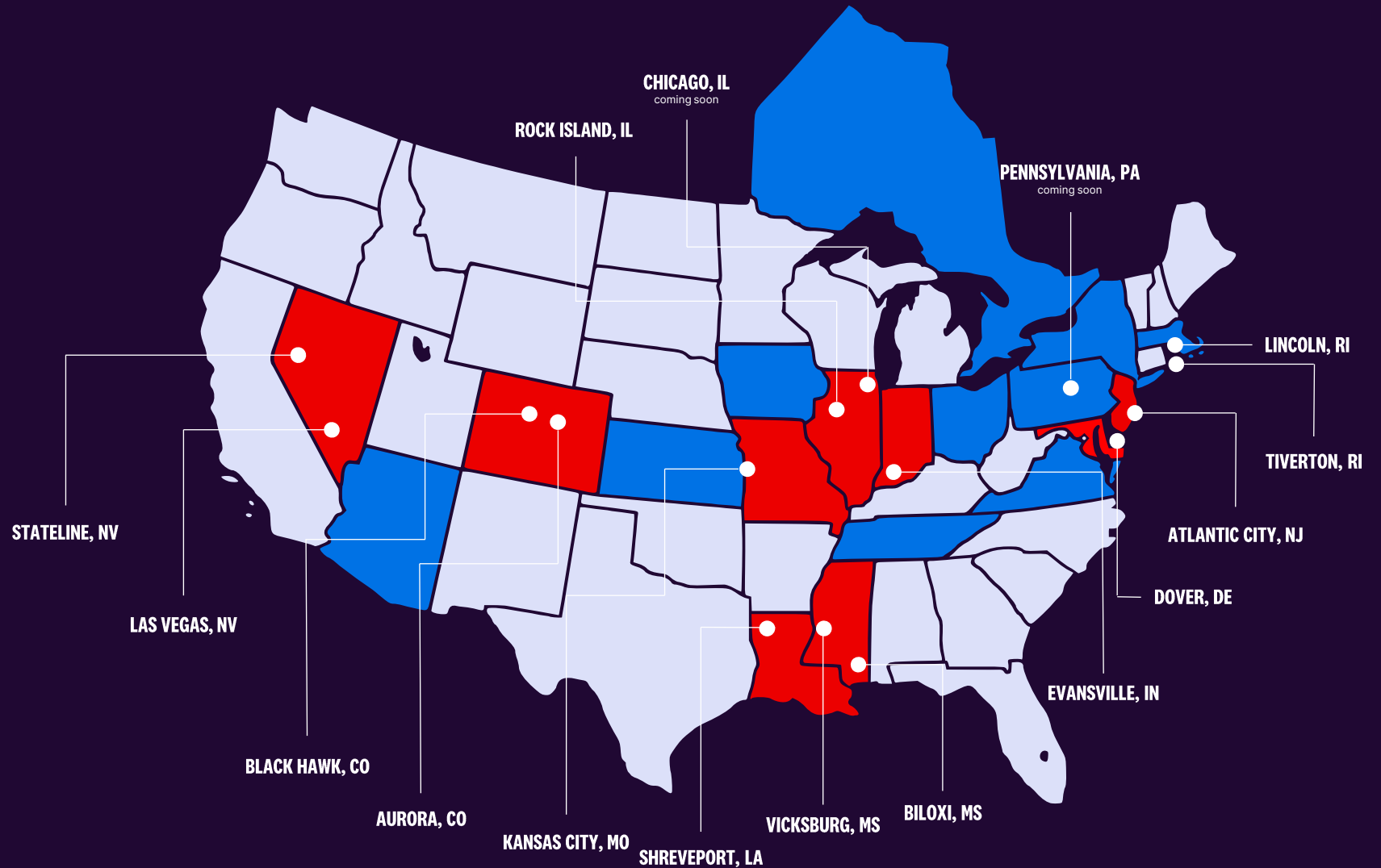
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CASINOS & RESORTS

Bally's

Properties	17 ⁽¹⁾
Active Employees	10,700
# of Slot Machines/VLTs	14,700
# of Gaming Tables (total)	500
# of Hotel Rooms	5,350

- States with Casino
- States with iGaming/OSB access



* (1) Property count includes 3 Blackhawk, CO properties and excludes Arapahoe Park Racetrack in Aurora, CO



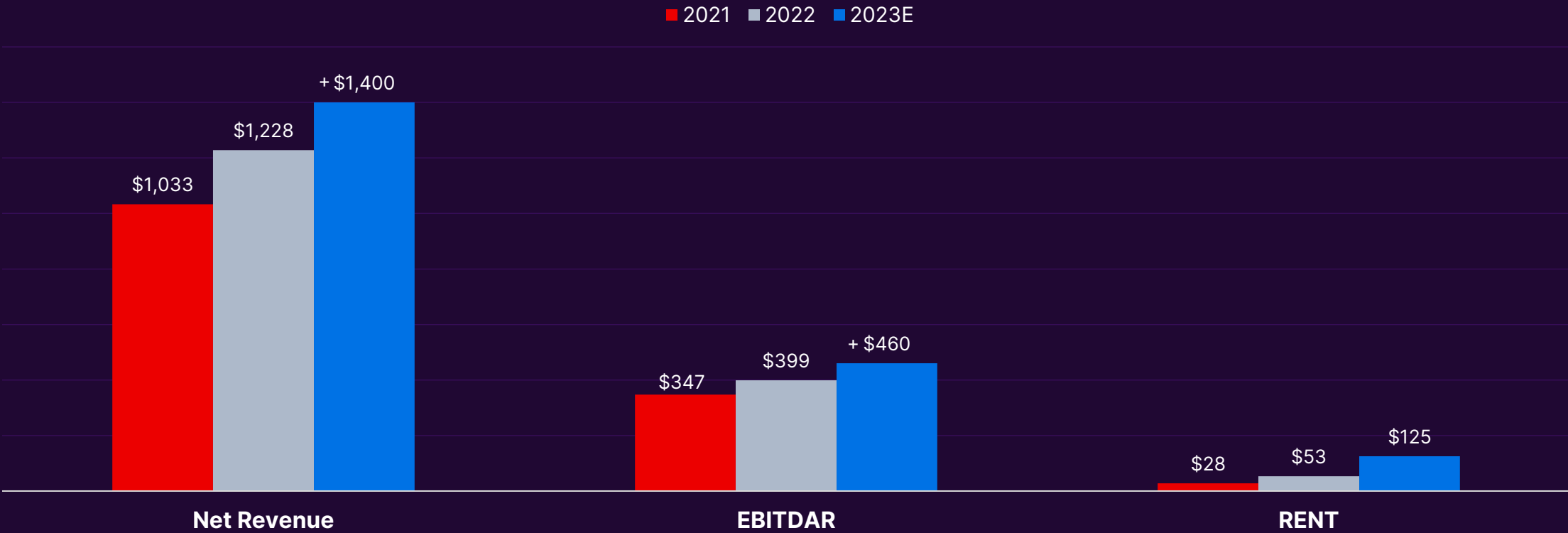
CONTINUED GROWTH ACROSS MARKETS

Strong Organic & Acquisition Fueled Growth 2021-2023E
 Announced Growth Projects Should Continue the Trend

LTM Pro Forma SSS EBITDAR Growth is +18%
 Since 2021

Property	2021	2023E
Total Property EBITDAR	\$394	+\$460

(1) Pro-Forma results as some properties were not owned by Bally's in 2021



GROWTH & EXPANSION OPPORTUNITIES IN CASINOS

- ❖ Invest Capital Prudently in our Existing Portfolio
- ❖ Continue Building our Geographic Footprint
- ❖ Develop World Class Properties Where Unique Opportunities Exist

2023

Property / Project	Expected Opening	Comments
Rhode Island	FY23	~\$10M incremental EBITDAR
Bally's Chicago (Temp Facility)	September 2023	Partial year ~\$15M - \$25M EBITDAR
Bally's Kansas City	4Q23	Land based redevelopment – Estimated EBITDAR lift of 5-10%
Bally's Atlantic City	FY23	Margin improvements throughout the year leading to positive FY23 EBITDAR

2024 – 2026+

Bally's Chicago (Temp Facility)	FY24	Full year +\$50M - \$60M EBITDAR
Bally's Pennsylvania	TBD	Estimated run rate of ~\$20M+ EBITDAR. Subject to Regulatory Approval
Bally's Chicago (Permanent Facility)	2026	Estimated run rate of ~\$250M+ EBITDAR
Tropicana Las Vegas	2028	TBD – Exploring all Options Following Enhanced Land Valuation Given A's Relocation
Bally's NYC	TBD	Currently in RFA Process

Bally's

**CHICAGO – TEMPORARY
& PERMANENT FACILITIES**

BALLY'S CHICAGO TEMPORARY FACILITY

Temporary facility opens Summer '23

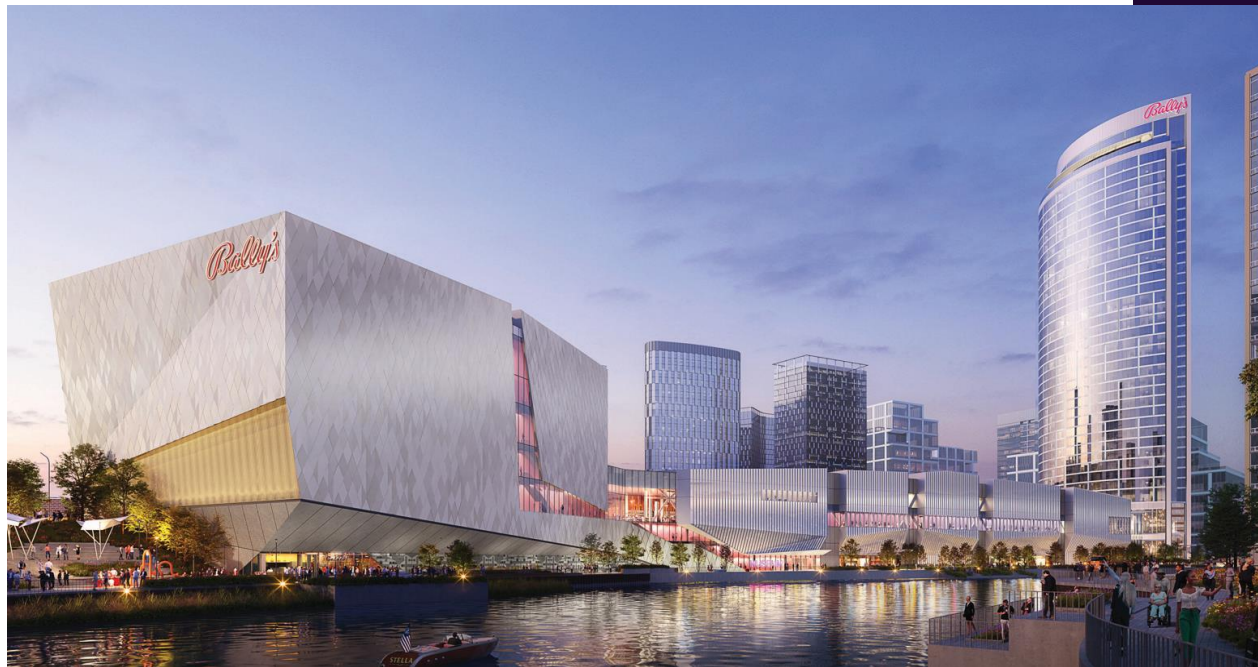


- ✓ **Gaming Positions**
 - ~791 slot machines
 - ~56 table games
- ✓ ~34,000 sq ft gaming space
- ✓ ~134,000 sq ft interior over 3 levels
- ✓ **F&B Offerings:**
 - Cafe, Grab & Go, Asian Cuisine, and 2 Casino Bars
- ✓ Partnerships with parking garages and hotels
- ✓ Temporary facility develops customer database for permanent facility
- ✓ Potential for slots at airports with ~85M passengers annually

BALLY'S CHICAGO

PERMANENT FACILITY

Chicago will be the flagship
Permanent facility opens 2026



- ✓ Bally's flagship casino in third largest city in US with ~55M visitors
- ✓ ~3,600 Gaming Positions
- ✓ ~10 Food & Beverage Venues
- ✓ Hotel Tower with Rooftop Bar
- ✓ ~3,000 seat / ~70,000 sq ft - Entertainment Center
- ✓ ~20,000 sq ft of Meeting Space
- ✓ State of the art facility with an expected 4.5M admissions annually

BALLY'S - FUTURE DEVELOPMENT PROJECTS

01

Bally's State College



02

Tropicana Las Vegas



PROJECT IDENTIFICATION

TROPICANA LAS VEGAS **MEETS MLB**

Project Overview

Potential Redevelopment as Part of Broader Transaction; Timing TBD

- ❖ 2022 – Bally’s acquired property from Penn Entertainment for \$150M
- ❖ 2023 – Announced stadium deal with Oakland A’s as a part of new master site plan
- ❖ Legislation passed in early June 2023 to provide \$393M of public funding
- ❖ Significant flexibility for an array of strategic options for the site
- ❖ Transformational impact for the evolution of Bally's database
- ❖ Ballpark expects ~2.5M fans and visitors annually
- ❖ Potential for global brands to partner at one of the busiest intersections in the country (>7M impressions/mo.)
- ❖ Bally's intends to continue operations at the Tropicana Las Vegas while evaluating all available options for a broader redevelopment



Project Timeline

Evaluating development projects with our Partners,
MLB & the Las Vegas A’s
+2026



Bally's

INTERNATIONAL INTERACTIVE

DATA AND DECISION-MAKING

Highest EBITDA Margin of Our Peers

1

Our players generate 250M data points a day

2

Feeding self-learning algorithms

3

Enables execution of millions of personalized player interactions per day

4

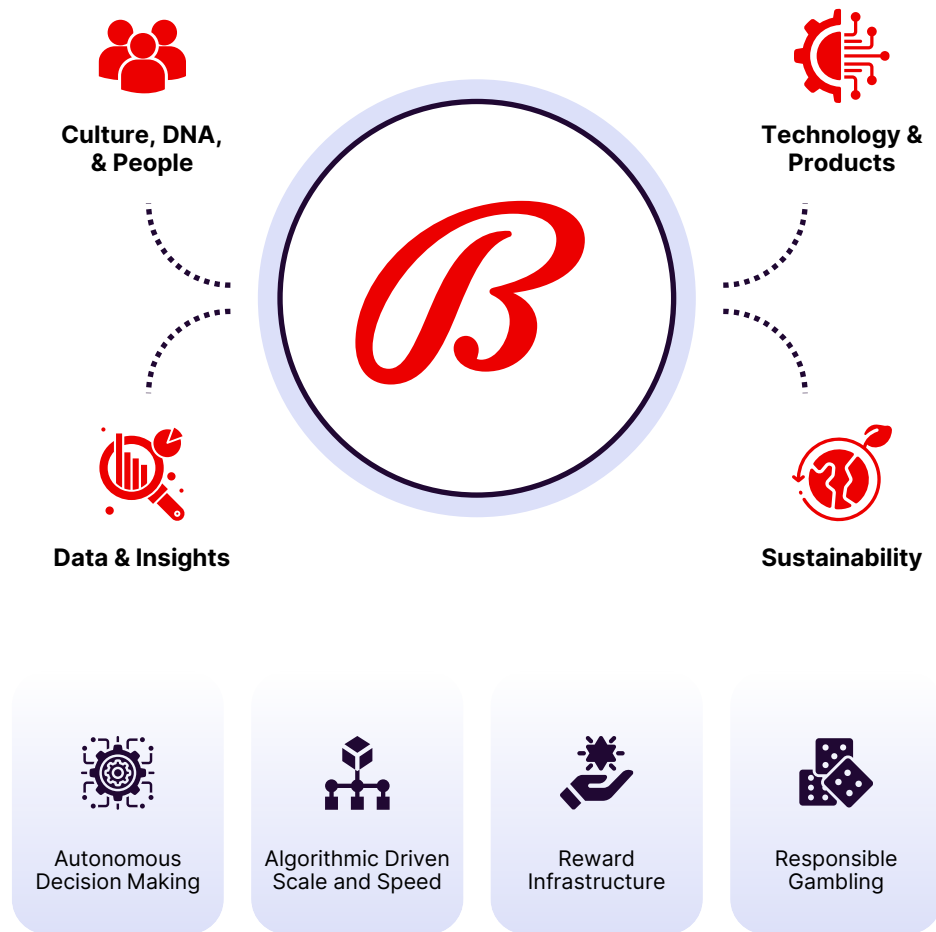
Generates a unique casino experience for each player

5

Drives higher player retention

OUR COMPETITIVE ADVANTAGE

Bally's International Interactive unit, has developed a player-centric approach with a singular focus on enhancing the player journey across its product lifecycle. The current database stands at over 8M accounts

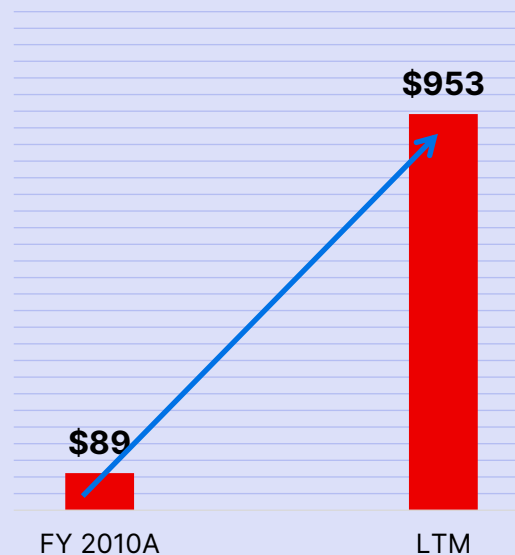


GAMESYS REVENUE EVOLUTION

2010A – LTM

CAGR **+21%**

(millions)

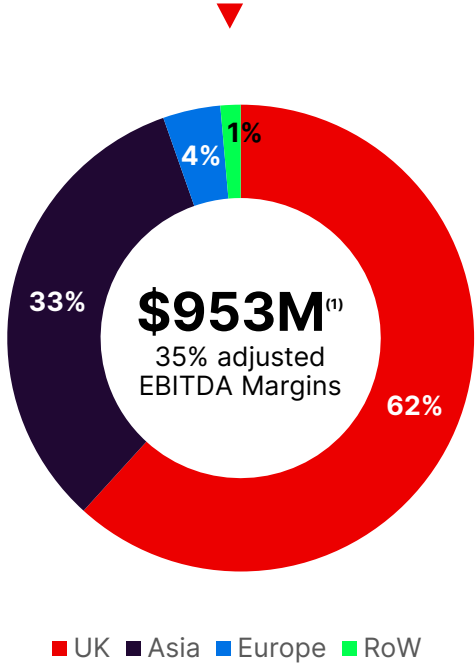


KEY MARKETS WITH LEADERSHIP POSITIONS

Bally's Interactive has successfully launched its iGaming brands on 4 different continents, with the aim to be a market leader in each jurisdiction it enters



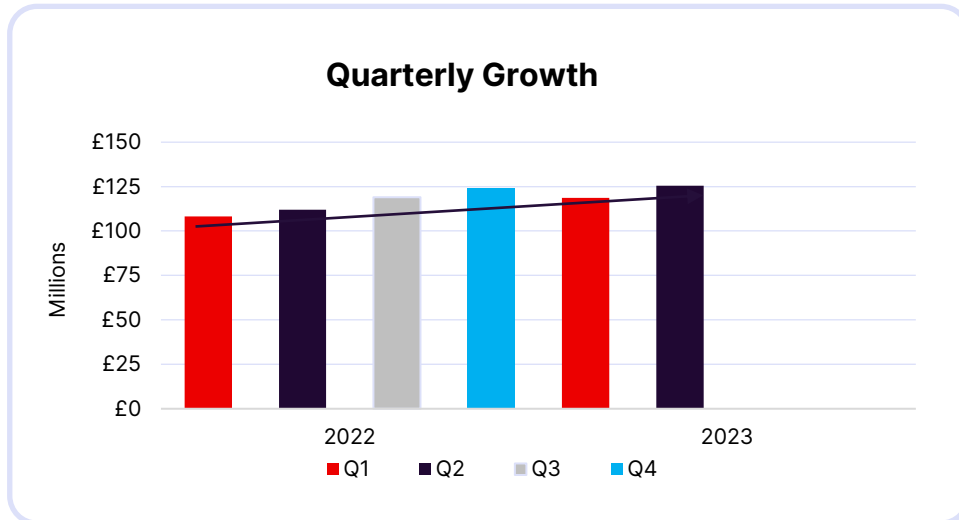
Revenue Mix by Geography (LTM)



Bally Brand + OSB is expected to launch in the UK, Europe and RoW

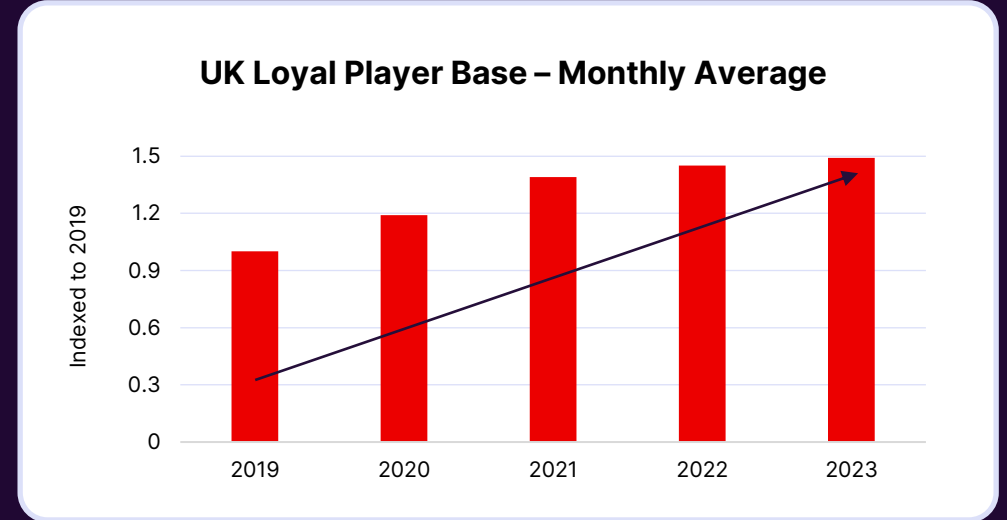
UK QUARTERLY REVENUE GROWTH

- ❖ Strong Start to 2023 with y/y revenue growth of 12% in 2Q23 and 11% in 1H23 in GBP
- ❖ Key growth drivers have been; monthly ARPUs above market average combined with enriched product offerings
- ❖ Bally's UK brands have been ahead of market growth since January 2022



UK LOYAL PLAYER BASE

- ❖ Sustainable play is key to the consistent growth of our loyal base
- ❖ CAGR over the last 5 Years of 8.3%. Loyal customers account for 70% of UK revenue
- ❖ Bally's UK is estimated to hold ~15% share of the iGaming market⁽¹⁾ and is a slot operator with ~17% share

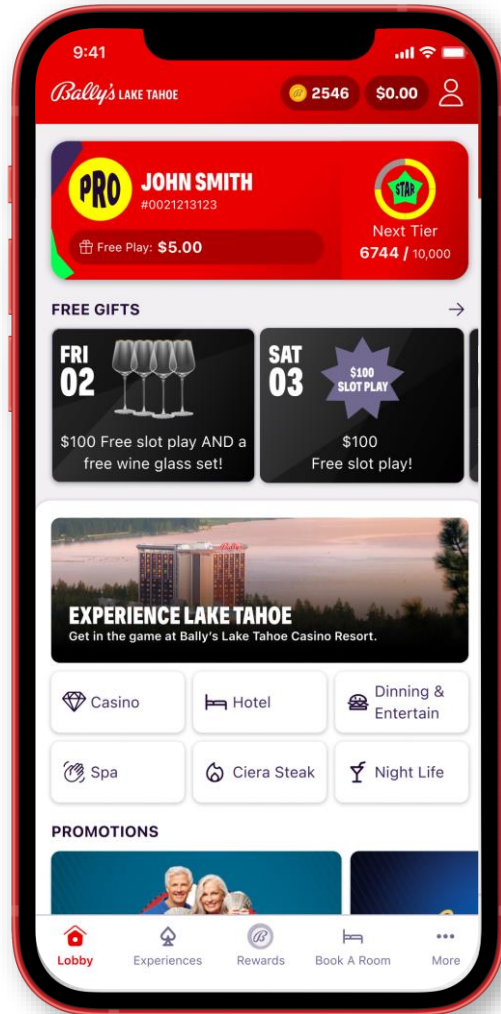


* Loyal player is defined as having wagered in at least 5 of the last 6 months

Bally's

NORTH AMERICA INTERACTIVE (NAI)
“iGAMING FIRST”

A UNIFIED GAMING EXPERIENCE THROUGH A DIGITAL-FIRST APPROACH



Mobile Registration & KYC

Unified Rewards and Loyalty

Single Wallet to Power Cashless
Gaming Experience

Slots and Table Game Bonusing

Integrated Play Across Physical
and Online Gaming

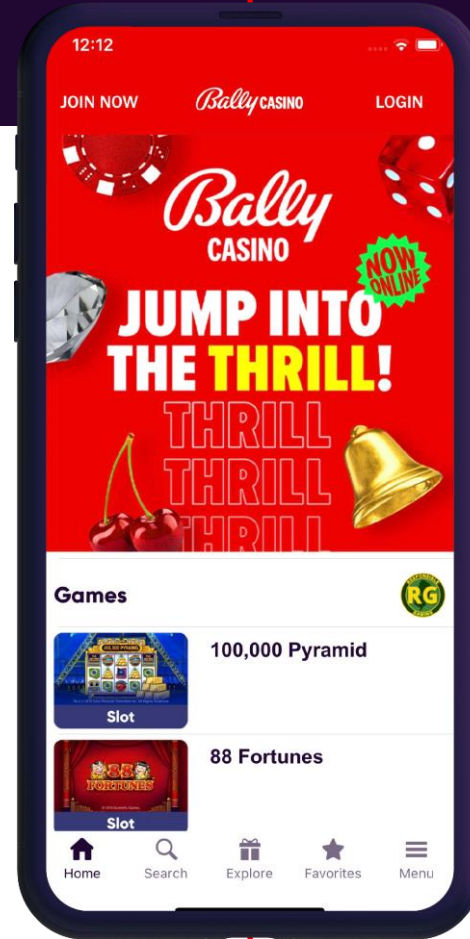


CASE STUDY NEW JERSEY iGAMING

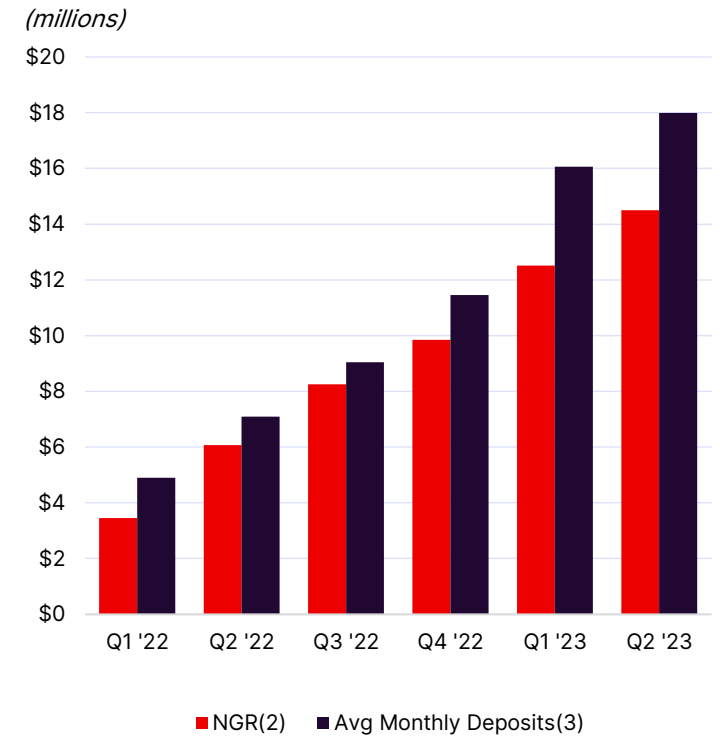
Rapid Growth in iGaming: Ready to Scale

- ❖ Launched Bally's iCasino in December 2021
- ❖ Omnichannel rewards implemented at YE22
- ❖ NJ market share surpassed 4% in February 2023 with a target market share of 6-8%
- ❖ 2Q23 NGR grew 131% versus 2Q22 and grew 263% 1Q23 versus 1Q22
- ❖ Monthly ARPAU has grown to \$211 in 2Q23 (+65% y/y), while active users increased 44% y/y to 22K MAU during 2Q23
- ❖ Gross Profit margin positive

*ARPAU is Average Revenue Per Active User



2022 – 2023 Bally's NJ iGaming⁽¹⁾



(1) Includes Bally and Virgin brands

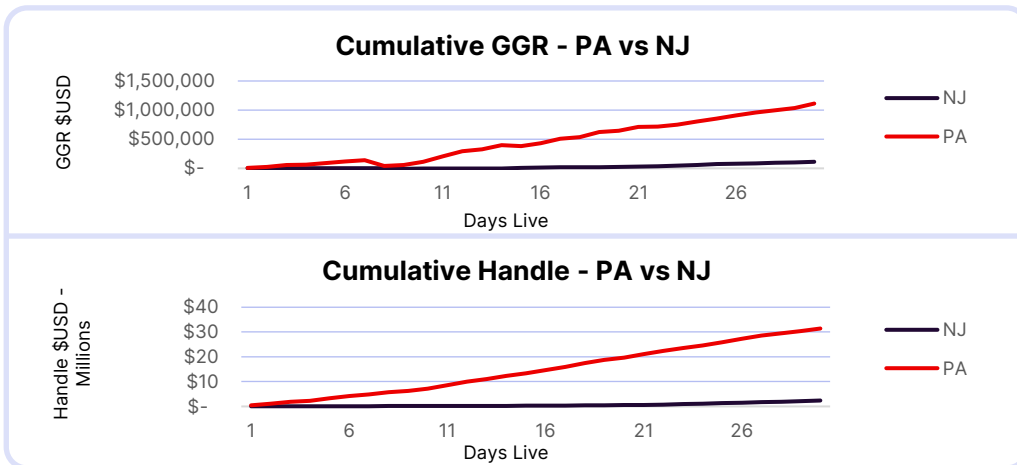
(2) Quarterly NGR

(3) Deposits are monthly average

RECENT LAUNCH PENNSYLVANIA iGAMING

A Robust Launch for Pennsylvania in June 2023

- ❖ **\$1.0M** of GGR by day 29, this compares to day 67 in New Jersey
- ❖ **\$30M** handle in PA by day 29, this compares to day 68 in New Jersey
- ❖ All metrics point to PA being our most successful launch to date



FUTURE LAUNCH RHODE ISLAND iGAMING

Expected to launch in March 2024

- ❖ Single platform in the market extending Bally's reach in Rhode Island
- ❖ Launching with Slots & Live Dealer with StakeLogic as our Live Dealer from Bally's Twin River Lincoln property
- ❖ Anticipated games at launch will include Blackjack, Roulette, Baccarat and others
- ❖ Rhode Island is expected to be EBITDA accretive from go-live



NORTH AMERICA INTERACTIVE – TRANSITION TO KAMBI & WHITE HAT FOR BALLY BET OSB

Rollout of Bally Bet

- ❖ Bally Bet will rollout combining these market-leading services with Bally’s core strengths.
- ❖ Rollouts expected to start in 3Q.
- ❖ Bally Bet expects to be live across at least seven states and four retail gaming locations (two of which are already live) by the end of 2023.
- ❖ Partnerships will also enable Bally Bet to expand globally over time.

Financial Rationale

- ❖ The fixed cost structure which previously powered Bally Bet shifts to a variable cost structure.
- ❖ New structure will reduce Bally’s costs and risks.
- ❖ Bally’s maintains the option to acquire a license to a limited part of Kambi’s online and retail technology source code.
- ❖ These benefits will better position Bally’s to deliver near- and long-term results to investors.

Bally Bet OSB Rollout Schedule

States	3Q23	4Q23
State 1	●	
State 2	●	
State 3	●	
State 4	●	
State 5	●	
State 6	●	
State 7		●
State 8		■
State 9		■
State 10		■
State 11		■

● Planned Launches (Subject to Regulatory Approval)
 ■ TBD

Bally's

FINANCIAL OVERVIEW

2023 EARNINGS HIGHLIGHTS

QUARTERLY HIGHLIGHTS

in \$ millions	2Q23A	
	Current	Y/Y %
Casinos & Resorts	\$333	11%
Int'l Interactive	\$248	6%
NA Interactive	\$25	39%
Total Revenues	\$606	10%
Casinos & Resorts	\$111	12%
Int'l Interactive	\$84	2%
NA Interactive	(\$18)	-
Other/Corporate	(\$16)	-
Total Adj. EBITDAR	\$161	-
<i>Adj. EBITDAR Margin</i>	<i>27%</i>	
Rent Payments	\$31	-
Total Adj. EBITDA	\$130	-
<i>Adj. EBITDA Margin</i>	<i>22%</i>	

- ❖ C&R EBITDAR margins were +39.4% excluding Atlantic City and Tropicana – including these properties, EBITDAR margins were 33.3%
- ❖ Core C&R portfolio performed very well with particular strength in Rhode Island and Kansas City
- ❖ For International Interactive, the UK was +12.0% in USD and in local currency (GBP) - International was up +5.5% overall
- ❖ NAI costs relative to 1Q are a result of our Pennsylvania iGaming launch, the transition of Bally Bet and some investments in our omni-channel, including Bally Live
- ❖ iGaming market share in New Jersey surpassed 4.4% in June, well on our way to our 6-8% longer-term goal

2Q23 CapEx:
\$39 Million⁽¹⁾, SDC \$7 Million



2023 OUTLOOK

Casinos & Resorts	+\$460M EBITDAR +\$1.4BN+ revenues
International Interactive	30%+ EBITDA Margins
North America Interactive	~\$50M-\$60M Adjusted EBITDA loss \$10M increase at mid-point
Corporate	~\$55M expense
Rent	~\$125M expense (\$119M cash expense)
Capital Expenditures	~\$160M: \$120M Casino Expansion ⁽¹⁾ & Maintenance, \$40M Interactive SDC

2023 Guidance:

\$2.5-\$2.6 Billion sales, \$665-\$700 Million Adjusted EBITDAR

ASSUMPTIONS

- ❖ Full year FX rates: GBPUSD 1.18-1.24 and EURUSD 1.04-1.08
- ❖ Mid single digit wage inflation
- ❖ Atlantic City contributes positive EBITDAR
- ❖ ~\$15M - \$25M contribution from the Chicago temporary casino
- ❖ UK White Paper proving advantageous leading to share gains and consolidation opportunities
- ❖ \$10 million increase to NAI loss range - Pennsylvania iGaming launch, transition of Bally Bet and investments in our omni-channel
- ❖ NAI spend is expected to reduce as we grow and scale the business
- ❖ Relaunch of Bally Bet in partnership with Kambi/White Hat beginning this summer



DEBT OUTSTANDING DETAILS

Cash and Cash Equivalents	~\$184
<hr/>	
\$620M Revolving Credit Facility, 2026 ⁽¹⁾	\$15
Senior Secured Term Loan Facility, 2028 ⁽¹⁾	<u>\$1,916</u>
Total Secured Debt Outstanding	\$1,931
<hr/>	
\$750M 5.625% Senior Notes, 2029	\$750
\$750M 5.875% Senior Notes, 2031	<u>\$735</u>
Total Unsecured Debt Outstanding	\$1,485
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Total Net Debt on 6/30/2023	\$3,232

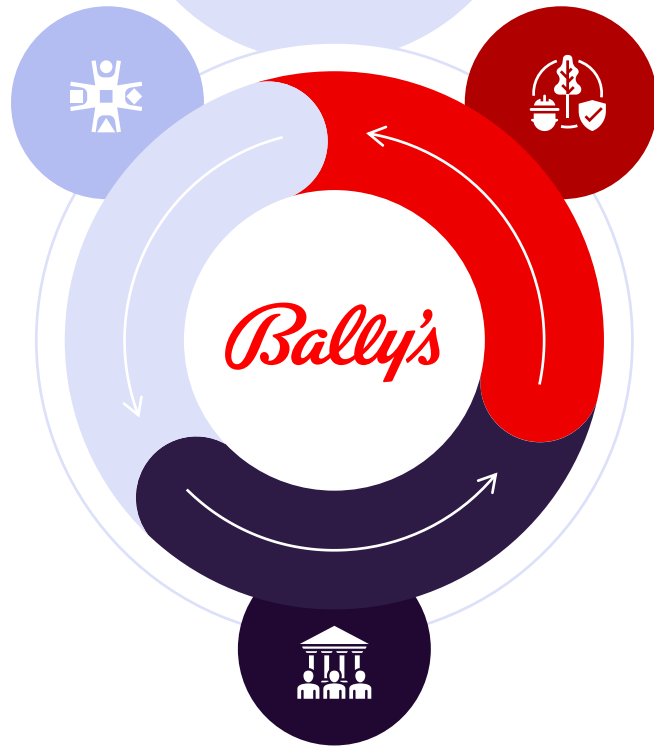
(1) The current interest rate on the Revolving Credit Facility and Senior Secured Term Loan Facility is LIBOR + 3.25% (with a 0.50% LIBOR Floor). In addition, on a quarterly basis, Bally's is required to pay each lender under the Revolving Credit Facility a 0.50% or 0.375% commitment fee in respect of commitments under the revolving credit facility, with the applicable commitment fee determined based on Bally's total net leverage ratio.

SHARES OUTSTANDING DETAILS

Common Shares Outstanding as of June 30, 2023	45,626,013
<hr/>	
Sinclair Warrants and Options ⁽¹⁾	12,830,730
Transaction Warrants and Contingent Shares	52,754
Outstanding awards under Equity Incentive Plans	1,879,918
Treasury Stock Method for Sinclair Options ⁽¹⁾	(1,639,669)
<hr/>	
Total Fully Diluted Shares Outstanding	58,749,746

(1) For calculation purposes, assumes full issuance of performance warrants. Such performance warrants are issuable based on First Time Depositors ("FTD"). 655,868 warrant shares at 350,000 at FTDs, 655,868 at 450,000 FTDs, 655,867 at 550,000 FTDs, 655,867 at 650,000 FTDs and 655,867 at 750,000 FTDs. Includes stock options consisting of four equal tranches to purchase shares with exercise prices ranging from \$30.00 to \$45.00 per share, exercisable over a seven-year period beginning on the fourth anniversary of the November 18, 2020, closing of the Sinclair Agreement. Treasury Stock Method assumes share price of \$22.00.

FOCUS ON ENVIRONMENTAL, SOCIAL, AND CORPORATE GOVERNANCE INITIATIVES



ENVIRONMENTAL

CARBON FOOTPRINT REDUCTION

Bally's reduced carbon footprint by an average of 2,327 tons per year at the Lincoln property in Rhode Island.

Gamesys achieved carbon neutral certification by the Carbon Trust.

LIGHTBULB CONVERSION

Bally's converted lightbulbs to modern, energy efficient models at multiple properties to reduce our carbon footprint.

ENERGY EFFICIENCY

Bally's participates in programs to reduce electricity loads converted from oil and other fuel services to cleaner, more efficient natural gas sources.



SOCIAL

RESPONSIBLE GAMING

Bally's implements responsible gaming employee trainings and responsible gaming programs including self-exclusion programs.

Bally's to partner with local communities to support independent responsible gaming initiatives.

International Interactive has a global approach to player well being. ~50% of player website visits in the UK are non-wagering. Continuous algorithmic monitoring of player behavior.

DIVERSITY & INCLUSION

Committed to diversity across all levels. A number of controls and procedures are being put in place to facilitate non-discrimination, including diversity monitoring, unconscious bias training for managers and the executive team, gender-neutral job descriptions, and enhanced parental leave.



CORPORATE GOVERNANCE

ESG FOCUS

Board Chairman leads the Board ESG Committee and there is an executive ESG Steering Committee to oversee and provide executive sponsorship for our corporate ESG strategy, goals, and initiatives.

BOARD DIVERSITY

Commitment to maintaining a diverse make-up of the Board of Directors, including diversity of race, gender, ethnicity, and professional experience.

DATA PRIVACY

Essential to the trust of customers and employees and ensures team members are aware and supported by technology to protect everyone. Continually evaluate and update procedures and training in this area.