

DraftKings Investor Day 2026

March 2, 2026



WELCOME

We have strong leaders presenting today

SPEAKERS



JASON ROBINS

Chief Executive Officer
and Co-Founder



JEANINE HIGHTOWER-SELLITTO

General Manager,
Predictions



COREY GOTTLIEB

Chief Product Officer



ZACHARY MAYBURY

Chief Technology Officer



SHAWN HENLEY

Chief Customer Officer



LORI KALANI

Chief Responsible
Gaming Officer



STEPHANIE SHERMAN

Chief Marketing Officer



ALAN ELLINGSON

Chief Financial Officer

FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995, including statements about DraftKings Inc. (“DraftKings”, the “Company”, “we”, “us” and “our”) and its industry that involve substantial risks and uncertainties. All statements, other than statements of historical fact, contained in this presentation, including statements regarding guidance, our future results of operations or financial condition, industry size and growth estimates, strategic plans and focus, user growth and engagement, product initiatives, and the objectives and expectations of management for future operations (including launches in new jurisdictions and the expected timing thereof), are forward-looking statements.

In some cases, you can identify forward-looking statements because they contain words such as “anticipate,” “believe,” “confident,” “contemplate,” “continue,” “could,” “estimate,” “expect,” “forecast,” “going to,” “intend,” “may,” “plan,” “poised,” “potential,” “predict,” “project,” “propose,” “should,” “target,” “will,” or “would” or the negative thereof or other similar terms or expressions, or by statements of vision, strategy or outlook. We caution you that the foregoing may not include all of the forward-looking statements made in this presentation.

You should not rely on forward-looking statements as predictions of future events. We have based the forward-looking statements contained in this presentation primarily on our current expectations and projections about future events and trends, including the current macroeconomic environment, that we believe may affect our business, financial condition, results of operations, and prospects. These forward-looking statements are not guarantees of future performance, conditions or results, and involve a number of known and unknown risks, uncertainties, assumptions and other important factors, including those described in “Risk Factors” in our filings with the Securities and Exchange Commission (the “SEC”), which are available on the SEC’s website at www.sec.gov. Additional information will be made in other filings that we make from time to time with the SEC.

In addition, the forward-looking statements contained in this presentation are based on management’s current expectations and beliefs and speak only to events as of the date on which the statements are made and are based on information available to us as of the date of this presentation. We undertake no obligation to update any forward-looking statements made in this presentation to reflect events or circumstances after the date of this presentation or to reflect new information or the occurrence of unanticipated events, except as required by law.

NON-GAAP FINANCIAL MEASURES

This presentation includes certain non-GAAP financial measures, including Adjusted Cost of Revenue, Adjusted Sales and Marketing Expense, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Gross Profit, and Adjusted Gross Margin, which we use to supplement our results presented in accordance with U.S. generally accepted accounting principles (“GAAP”). These non-GAAP financial measures, which may not be comparable to other similarly titled measures of performance used by other companies, are presented to enhance investors’ overall understanding of our financial performance and should not be considered a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP. We define and calculate Adjusted Cost of Revenue as Cost of Revenue adjusted for the following items: stock-based compensation; amortization of acquired intangible assets; depreciation and amortization; other items deemed non-recurring in nature. We define and calculate Adjusted Sales and Marketing Expense as Sales and Marketing Expense adjusted for the following items: stock-based compensation; amortization of acquired intangible assets; depreciation and amortization; other items deemed non-recurring in nature. We define and calculate Adjusted EBITDA as net income (loss) before the impact of interest income or expense (net), income tax provision or benefit, and depreciation and amortization, and further adjusted for the following items: stock-based compensation; transaction-related costs; litigation, settlement and related costs; advocacy and other related legal expenses; gain or loss on remeasurement of warrant liabilities; and other non-recurring and non-operating costs or income. We define and calculate Adjusted EBITDA Margin as Adjusted EBITDA divided by net revenue. We define and calculate Adjusted Gross Margin as Adjusted Gross Profit (which we define and calculate as Gross Profit before the impact of amortization of acquired intangible assets; depreciation and amortization; and stock-based compensation) divided by net revenue. Reconciliations of Adjusted Cost of Revenue, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Gross Profit, and Adjusted Gross Margin to their most directly comparable financial measures calculated in accordance with GAAP are provided in the Financial Reconciliation section of this presentation.

NO OFFER OR SOLICITATION

This presentation does not constitute a solicitation of a proxy, consent or authorization with respect to any securities of DraftKings. This presentation also does not constitute an offer to sell or the solicitation of an offer to buy securities, nor will there be any sale of securities in any state or jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offering of securities will be made except by means of a prospectus meeting the requirements of the Securities Act of 1933, as amended, or an exemption therefrom.

INDUSTRY AND SHARE DATA

This presentation includes information and statistics regarding market participants in the sectors in which DraftKings competes and other industry data which was obtained from third-party sources, including reports by market research firms and company filings. While we believe the third-party market and industry data included in this presentation are generally reliable, the market and industry data have not been independently verified by us and involve risks and uncertainties and are subject to change based on various factors.

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PROJECTED FINANCIAL INFORMATION

This presentation contains financial forecasts, which were prepared in good faith by DraftKings on a basis believed to be reasonable. Such financial forecasts have not been prepared in conformity with GAAP. DraftKings' independent auditors have not audited, reviewed, compiled or performed any procedures with respect to the projections for the purpose of their inclusion in this presentation, and accordingly, they have not expressed an opinion nor provided any other form of assurance with respect thereto for the purpose of this presentation. These projections are for illustrative purposes only and should not be relied upon as being necessarily indicative of future results. Certain of the above-mentioned projected information has been provided for purposes of providing comparisons with historical data. The assumptions and estimates underlying the prospective financial information are inherently uncertain and are subject to a wide variety of significant business, economic and competitive risks and uncertainties that could cause actual results to differ materially from those contained in the prospective financial information. Projections are inherently uncertain due to a number of factors outside of DraftKings' control, as discussed in the Forward-Looking Statements above. Accordingly, there can be no assurance that the prospective results are indicative of the future performance of DraftKings or that actual results will not differ materially from those presented in the prospective financial information. Inclusion of the prospective financial information in this presentation should not be regarded as a representation by any person that the results contained in the prospective financial information will be achieved. Information reconciling forward-looking Adjusted EBITDA Margin to its most directly comparable GAAP financial measure, net income (loss), is unavailable to DraftKings without unreasonable effort due to, among other things, certain items required for such reconciliation being outside of DraftKings' control and/or not being able to be reasonably predicted. Preparation of such reconciliation would require a forward-looking balance sheet, statement of income and statement of cash flow, prepared in accordance with GAAP, and such forward-looking financial statements are unavailable to the Company without unreasonable effort. DraftKings provides an Adjusted EBITDA Margin forecast that it believes will be achieved; however, the Company cannot provide any assurance that it can predict all of the components of the Adjusted EBITDA Margin calculation. DraftKings provides an Adjusted EBITDA Margin forecast because it believes that Adjusted EBITDA Margin, when viewed with DraftKings' results calculated in accordance with GAAP, provides useful information for the reasons noted above. However, Adjusted EBITDA Margin is not a measure of financial performance or liquidity under GAAP and, accordingly, should not be considered as an alternative to net income (loss) or as an indicator of operating performance or liquidity.

DraftKings is the preeminent digital entertainment consumer platform

11M

Customers

\$6B

Revenue

\$620M

Adjusted EBITDA⁽¹⁾

6K

Employees



(1) Non-GAAP financial measure. Please refer to slide 4 of this document for the definition of such non-GAAP financial measure and, if applicable, the appendix for a reconciliation of such non-GAAP financial measure to its most directly comparable GAAP measure. All metrics provided reflect FY 2025 figures.



Megatrends are expanding digital entertainment



We are a founder-led company



JASON ROBINS

Chief Executive Officer and Co-Founder



PAUL LIBERMAN

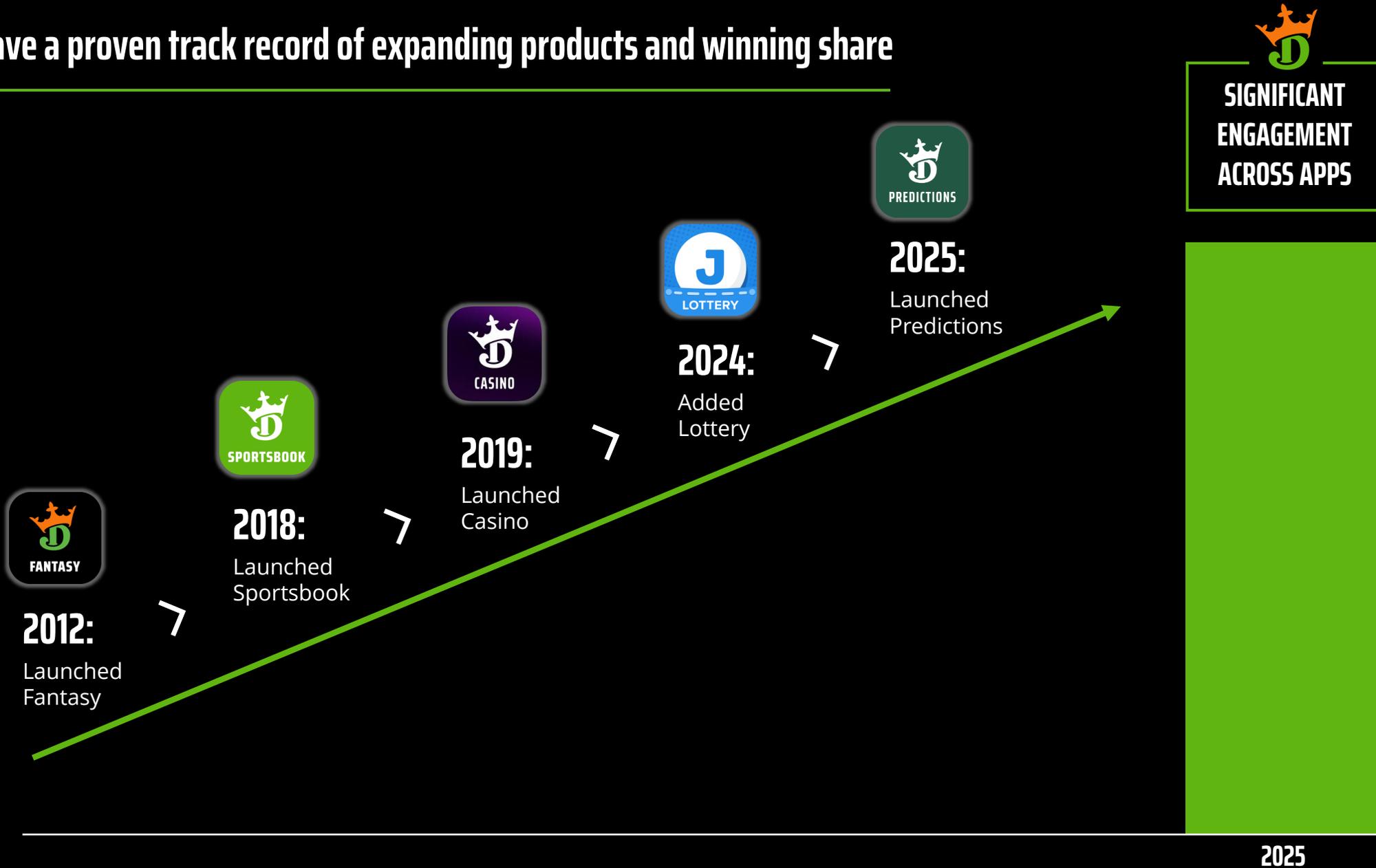
President and Co-Founder



MATT KALISH

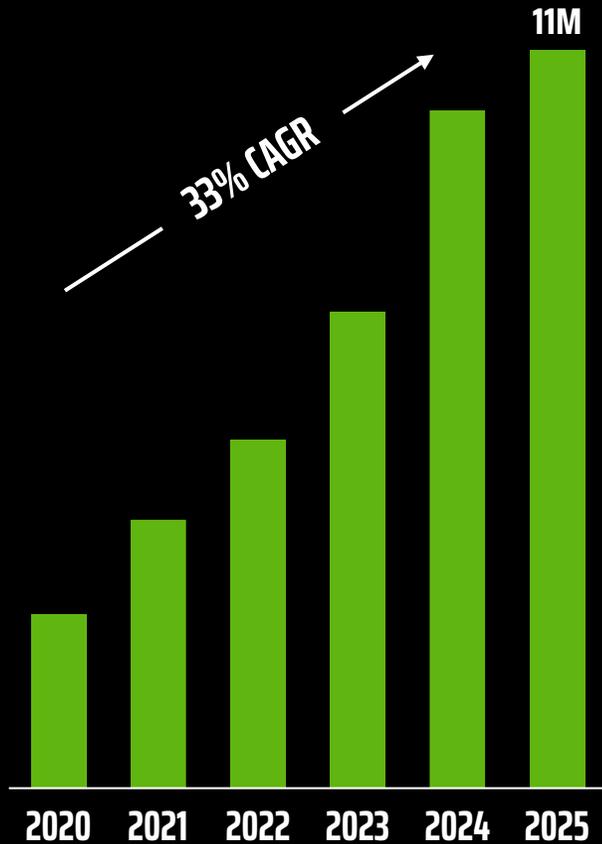
Board Member and Co-Founder

We have a proven track record of expanding products and winning share

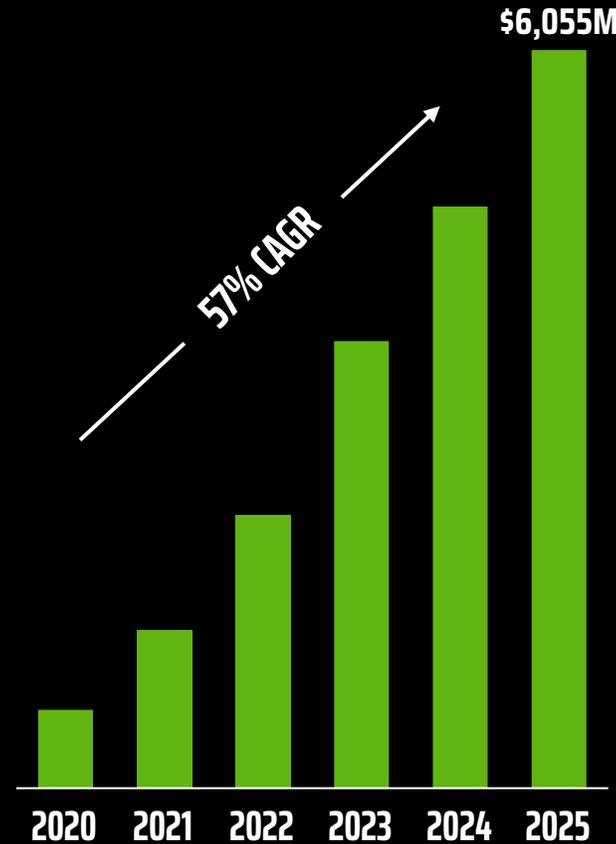


We continue to grow Customers, Revenue, and Adjusted EBITDA⁽¹⁾

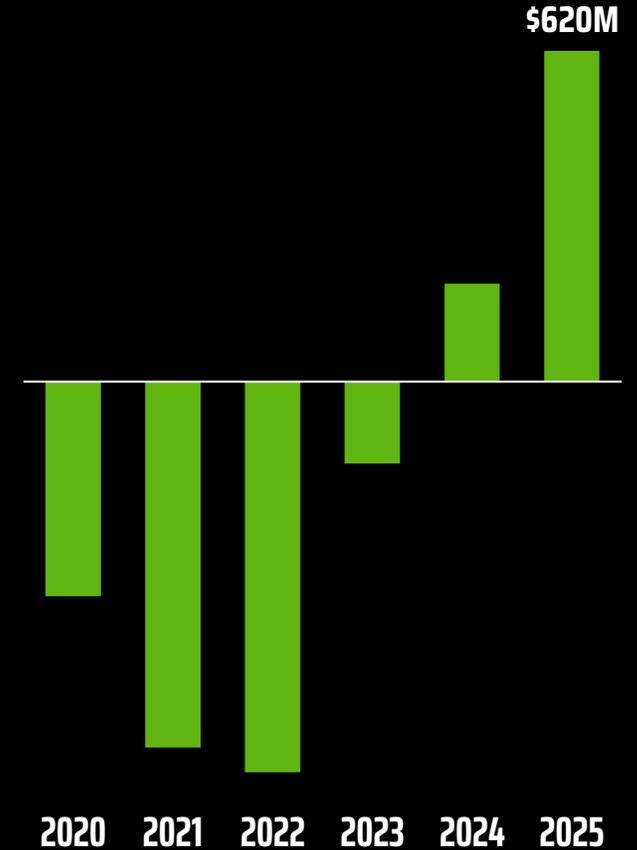
CUSTOMERS



REVENUE



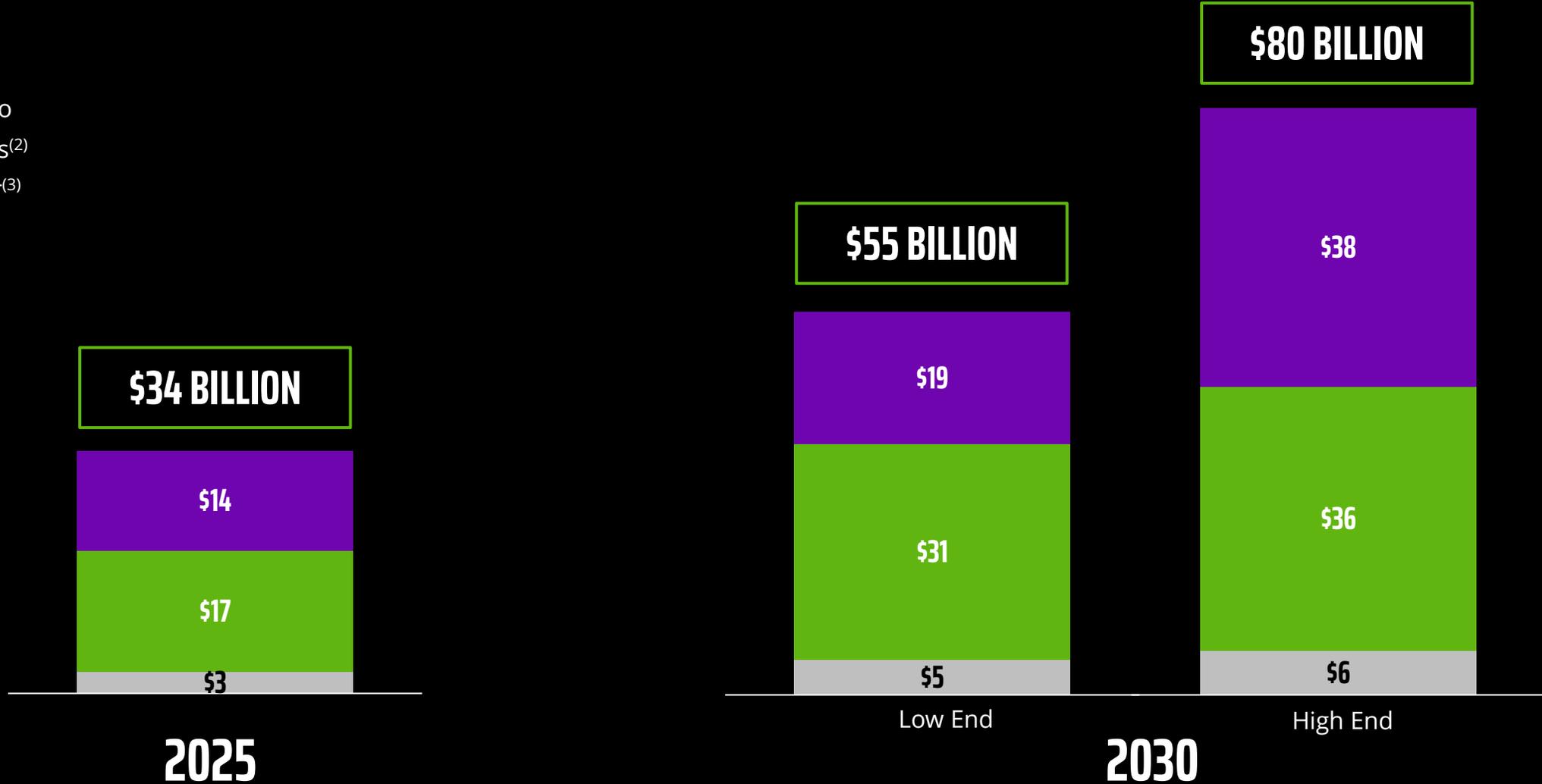
ADJUSTED EBITDA



Our TAM should grow significantly from 2025 to 2030

Industry Gross Revenue⁽¹⁾

- Casino
- Sports⁽²⁾
- Other⁽³⁾



We achieve strong share due to four sustainable advantages

PRODUCT

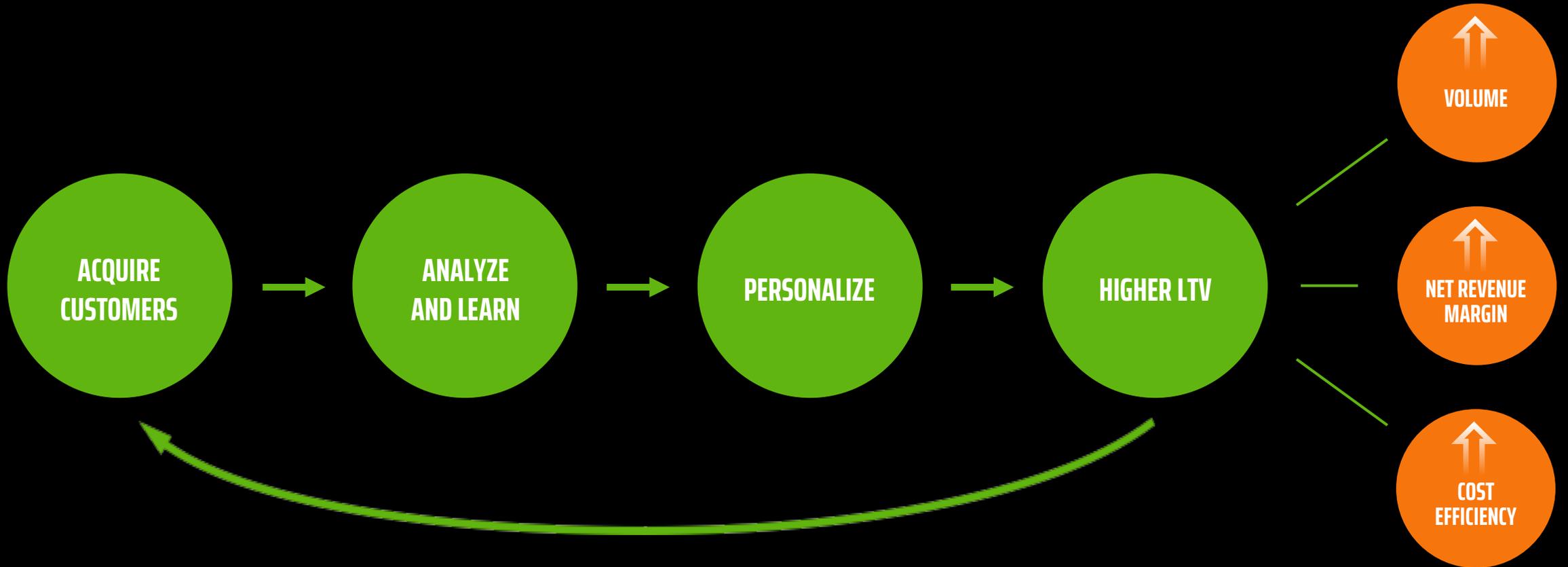
TECHNOLOGY

TRUST

MARKETING

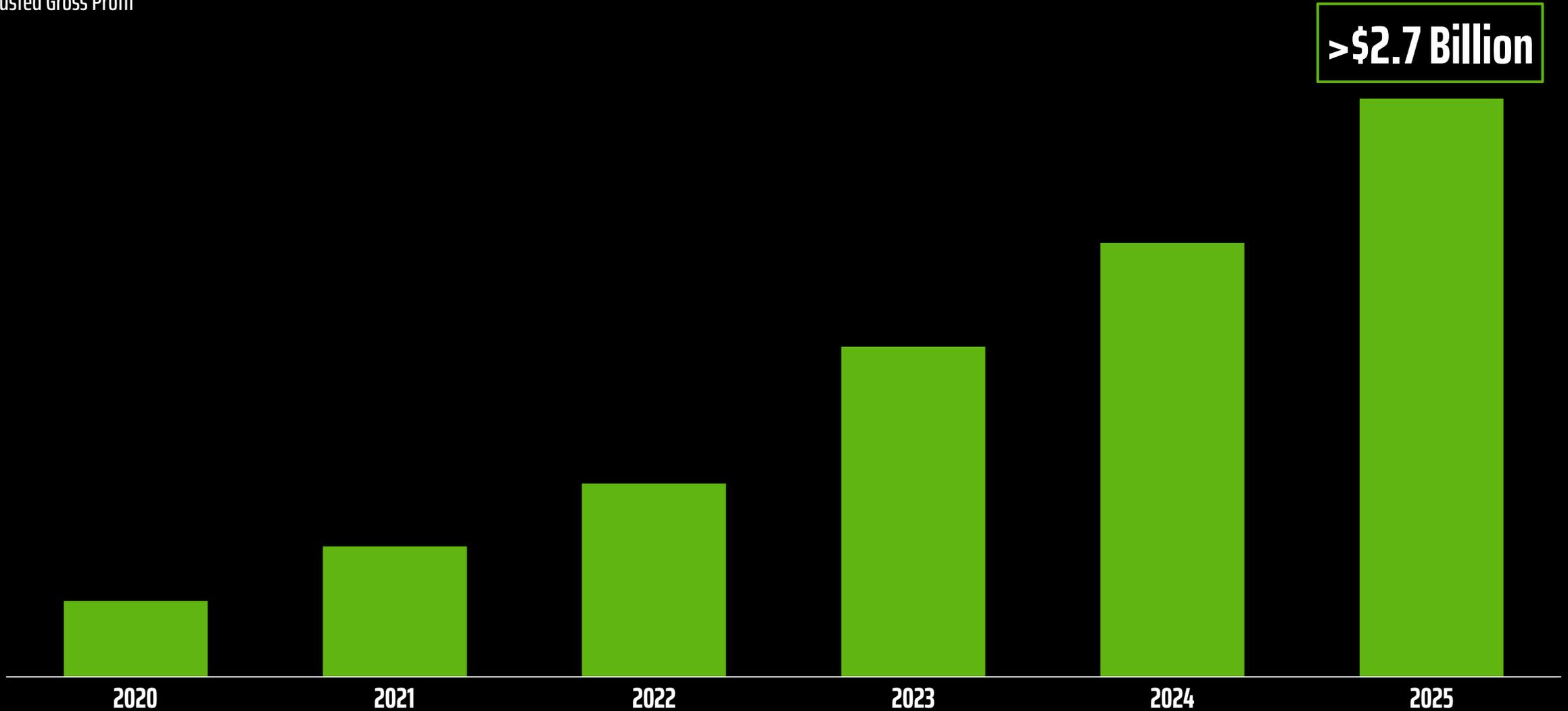


Our sustainable advantages power our LTV flywheel



Higher LTV translates to higher Adjusted Gross Profit⁽¹⁾

Adjusted Gross Profit



**HOW WE WIN:
ONE APP, SPORTS
EVERYWHERE**

We are merging our Predictions and Sportsbook apps into a single seamless customer experience



This unlocks several key competitive advantages for DraftKings

SPORTS EVERYWHERE

Customer is served the optimal sports content and experience for their jurisdiction, leveraging global sports, trading, and data platforms to optimize markets and pricing

MARKETING & BRAND SCALE

Leverage our national advantages of brand equity and marketing investment at scale to acquire effectively across Predictions & Sportsbook

CROSS PRODUCT INTEGRATION

Customer experience allows cross-pollination of all DraftKings gaming content and promotions, maximizing cross-product engagement



CUSTOMER-LEVEL PERSONALIZATION

SPORTS PLATFORM: DATA, PRICING, TRADING

GLOBAL MARKETING & PROMOTIONS PLATFORM

RESPONSIBLE ENGAGEMENT PLATFORM

Our strategy to win in Predictions will follow our Sportsbook playbook

**VERTICAL
INTEGRATION**

**PROPRIETARY
PRICING AND
TRADING**

**UNDERSTANDING
OF SPORTS
CUSTOMERS**

**PREMIER
NATIONAL
MARKETING**

We will vertically integrate to achieve superior unit economics and control more of the customer experience

**SUPERIOR UNIT
ECONOMICS**

INTRODUCING BROKER

FCM

**DIFFERENTIATED
CUSTOMER EXPERIENCE**

DCM (EXCHANGE)

CLEARINGHOUSE

**RAPID
INNOVATION**

MARKET MAKER

We will leverage our proprietary pricing and trading capabilities to create the most comprehensive sports offering

A decade of investment in data, analytics, and operating expertise

PRICING & TRADING INTELLIGENCE

The integration of our sports data, modeling, and market-making capabilities will enhance pricing accuracy and capital efficiency in real time

- Differentiated content
- Connected risk management ecosystem
- Efficient capital deployment

SPORTS DATA PLATFORM

Our ability to detect, manage and trade through imperfect data and analytics has become a structural advantage that will compound in market making

- Industry leading uptime
- Disciplined market making in volatile environments

PARLAY ENGINE

Our mastery of parlay complexity creates structural defensibility and positions us to lead in RFQ-style innovation

- On-demand combos
- Advanced correlation modeling
- Proven resilient through peak traffic and high-volatility events

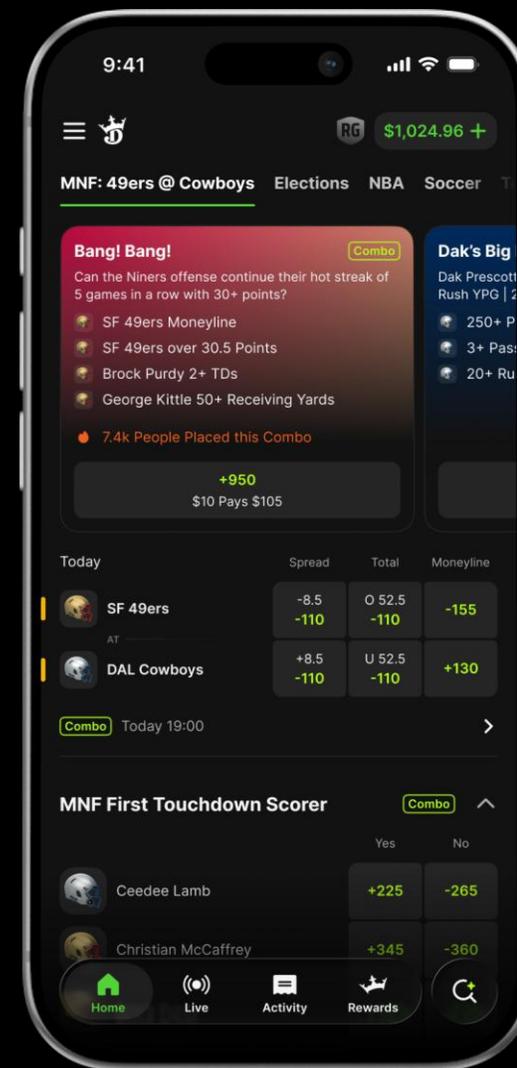
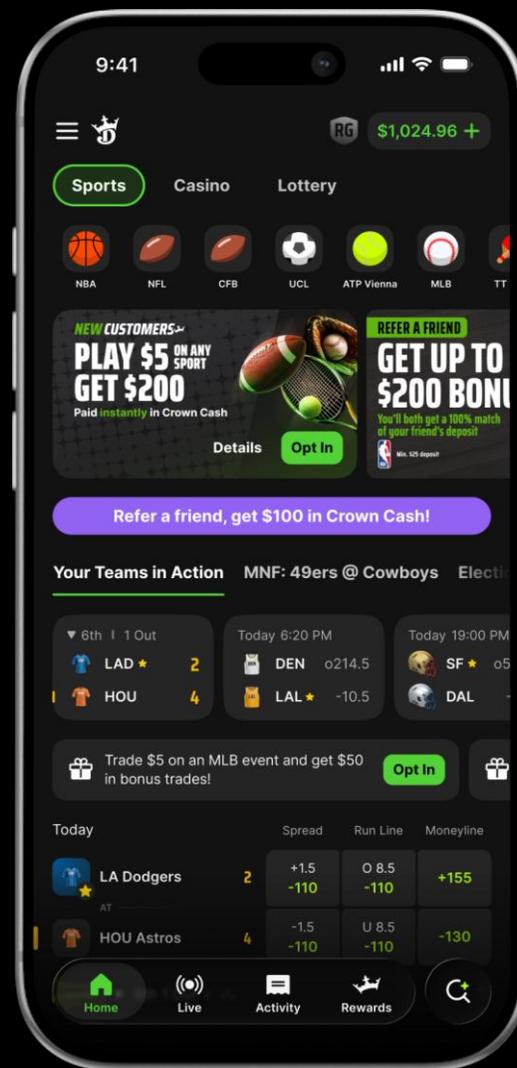
We have a deep understanding of sports customers

5B+

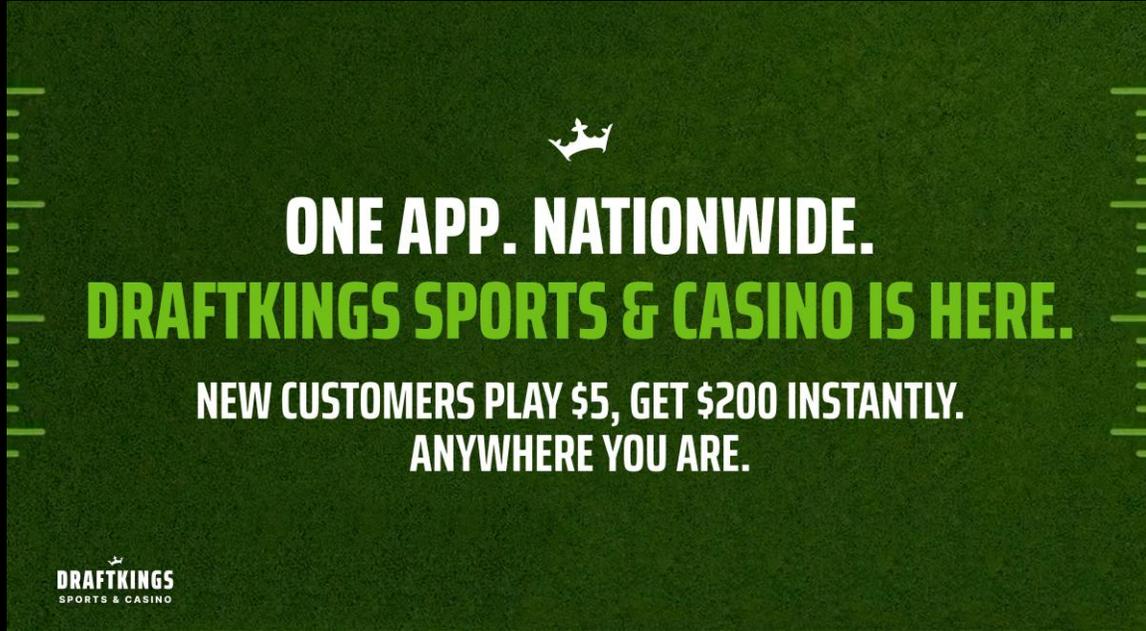
Lifetime sports bets on our platform

Nearly \$200B

Lifetime Sportsbook handle on our platform



We will leverage our expanded geographic footprint to make our national sports marketing more efficient




ONE APP. NATIONWIDE.
DRAFTKINGS SPORTS & CASINO IS HERE.
NEW CUSTOMERS PLAY \$5, GET \$200 INSTANTLY.
ANYWHERE YOU ARE.

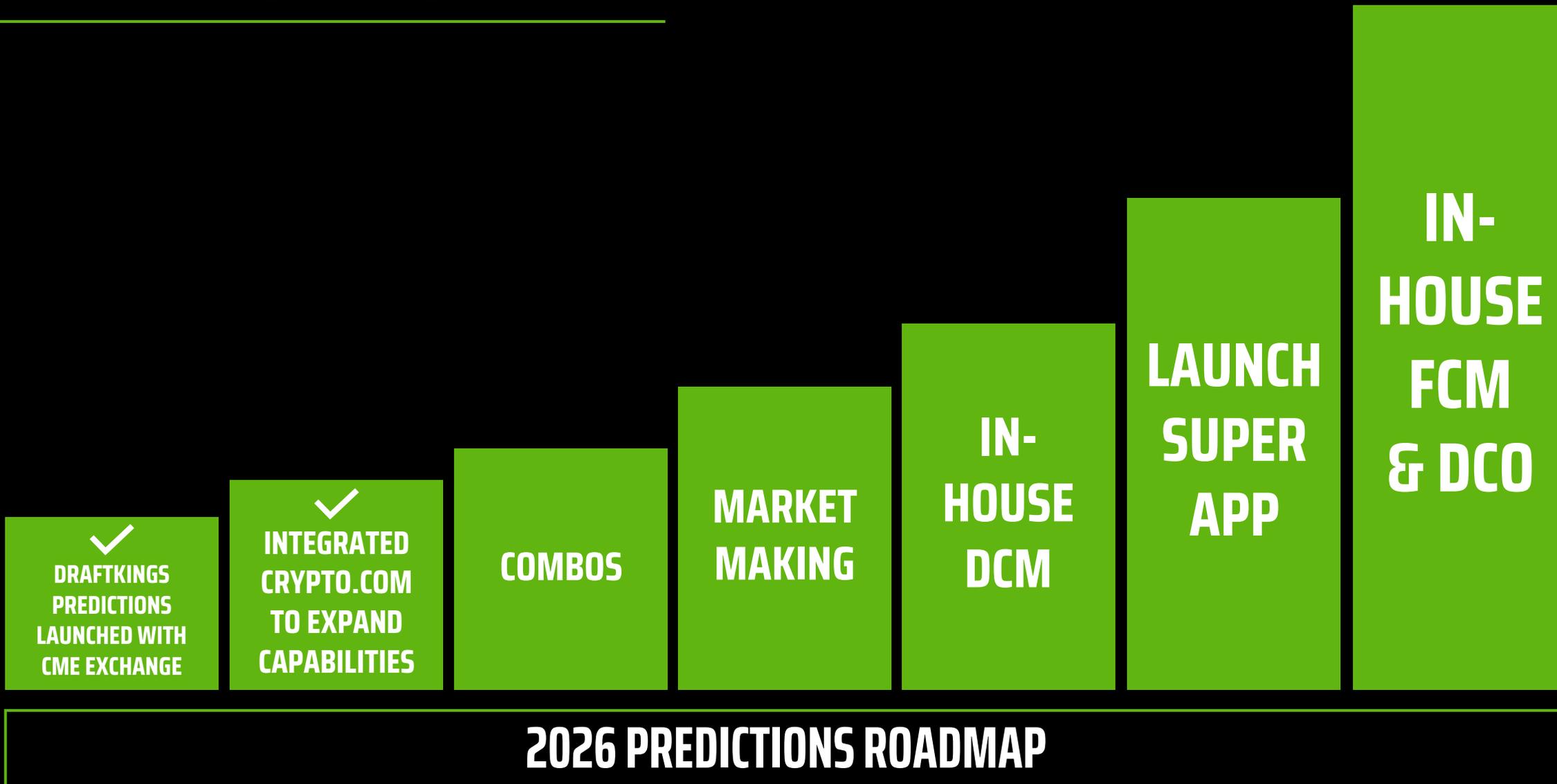




 DraftKings Sports & Casino
now available EVERYWHERE

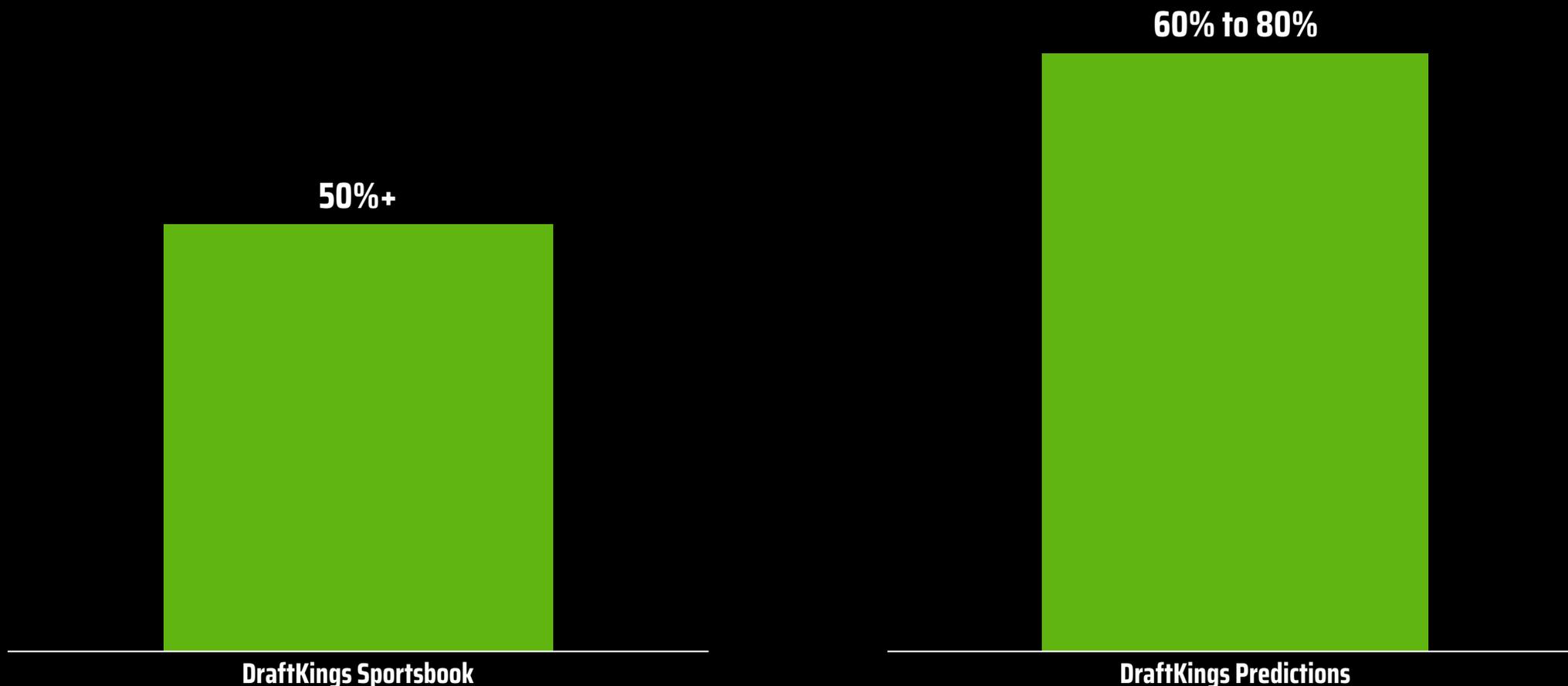


Our Predictions offering will rapidly improve in 2026



We expect DraftKings Predictions to have a 10% to 30% higher Adjusted Gross Margin⁽¹⁾ than DraftKings Sportsbook

Illustrative Long-term Adjusted Gross Margin



PRODUCT

We have the #1 rated products across the board



#1

RANKED APPS⁽¹⁾

ACROSS SPORTSBOOK & CASINO



SPORTSBOOK RANKINGS

	 D	COMPETITORS			
		1	2	3	4
OVERALL SCORE	17.4	16.2	15.8	15.0	13.2
USER EXPERIENCE	5.2	4.9	4.8	4.6	3.4
BETTING INTERFACE	4.6	4.4	4.2	3.9	3.7
FEATURES	3.6	3.3	3.3	2.9	2.4
CORE	2.5	2.2	2.0	2.2	2.3
AESTHETICS	1.6	1.4	1.5	1.4	1.4

We will integrate our leading Sports capabilities into the Super App



SPORTSBOOK

- #1 rated Sportsbook delivers best-in-class live betting and richest content library

EXCHANGE

- Deliver broadest content through multiple exchange connections and in-house exchange

MARKET MAKER

- Leverage in-house pricing and trading intelligence, sports data and analytics platform, and parlay engine

IN-HOUSE PRICING, TRADING, AND DATA PLATFORM

Our Sportsbook is built for the speed of sports and this will translate to our Super App sports offering

LIVE

Lightning-fast in-game experiences that move in real time at the speed of sports

AUTHENTICITY

Content and promotions that feel natural, timely, and connected to how fans consume sports

COMMUNITY

Turn individual picks into shared moments that connect fans and make betting more social

We own the industry's #1 live betting product thanks to key technology investments

\$50M+

GGR on bets taken while top competitors unavailable in 2025

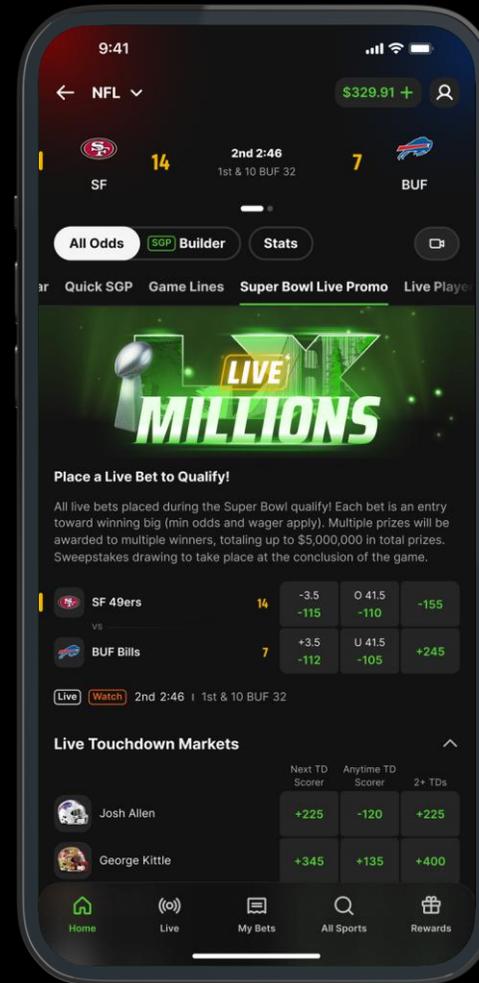
54%

Live handle mix in 2025

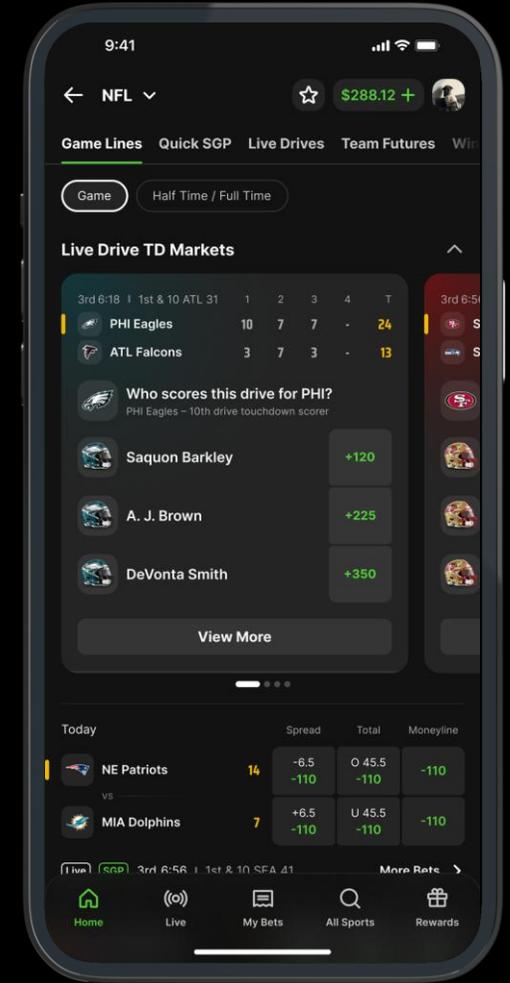
KEY MILESTONES

→ Brought NFL and MLB player props in house, doubling MLB uptime and extending lead over top competitor

→ Launched custom live UX for micro markets, red zone TD betting, and intelligent live market ordering



Live Millions Super Bowl Promo



Live Market Spotlight NFL TD Scorers

We deliver authentic, relevant sports content

\$400M+

Content card handle in 2025, growing rapidly YoY

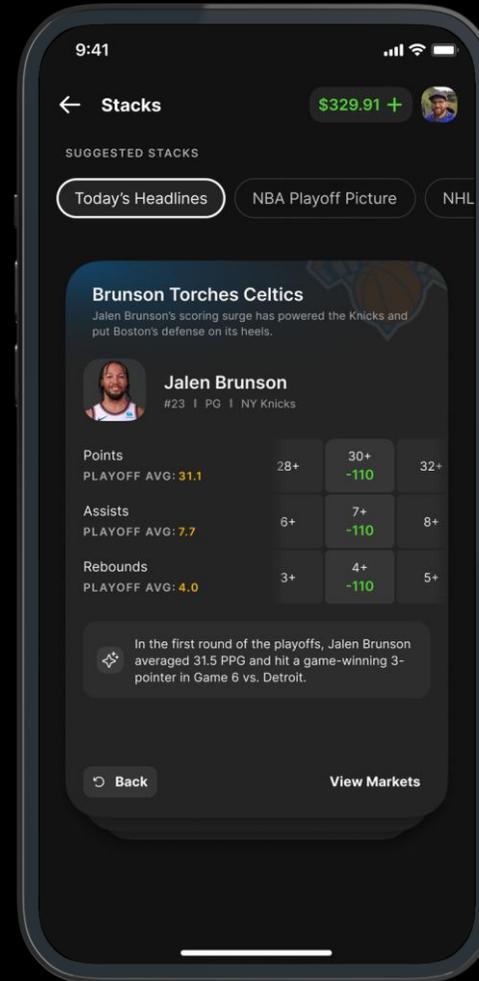
+400 bps

Parlay handle mix increase YoY in 2025

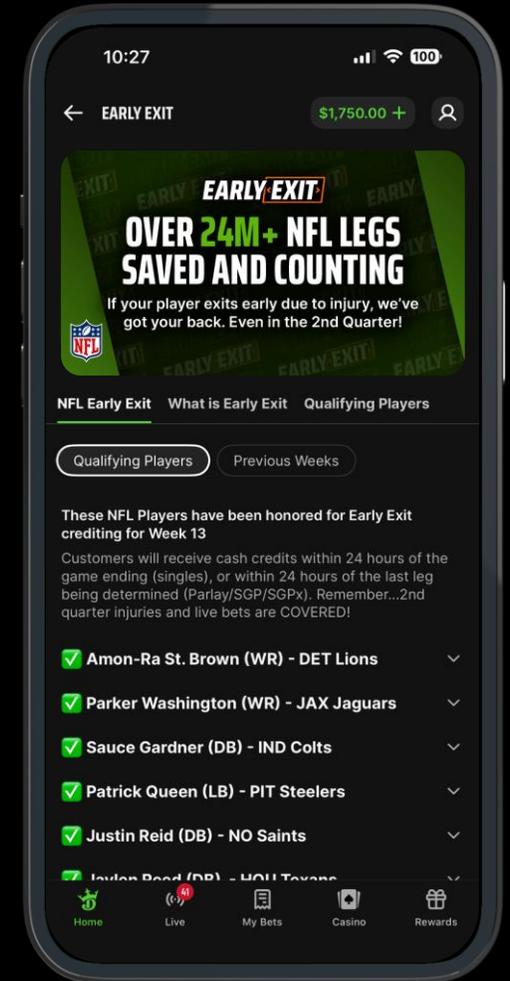
KEY MILESTONES

→ New products like Stacks enabled real-time content and promo merchandising

→ Early Exit injury protection tapped authentic customer demand



Sportsbook Stacks



Early Exit

Our social features create differentiation

150%+

Social revenue increase YoY in 2025

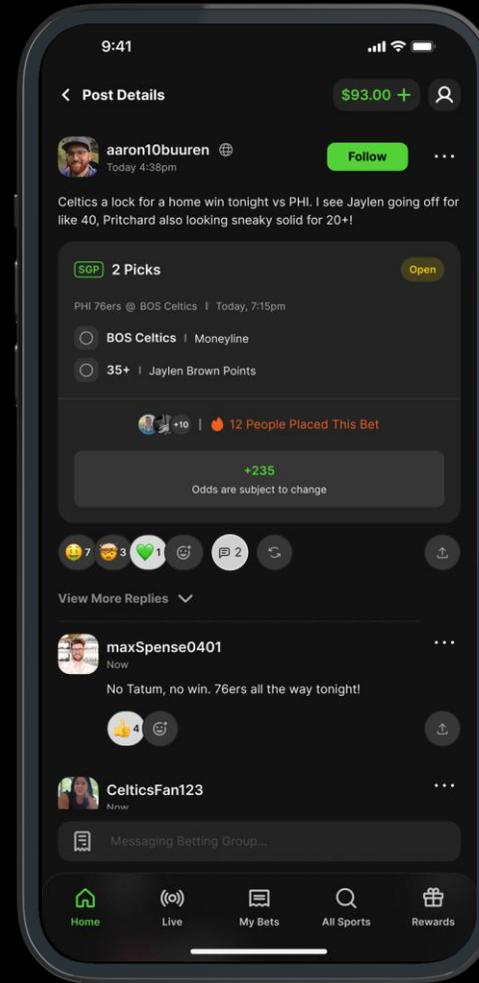
10x

Discord membership increase YoY in 2025

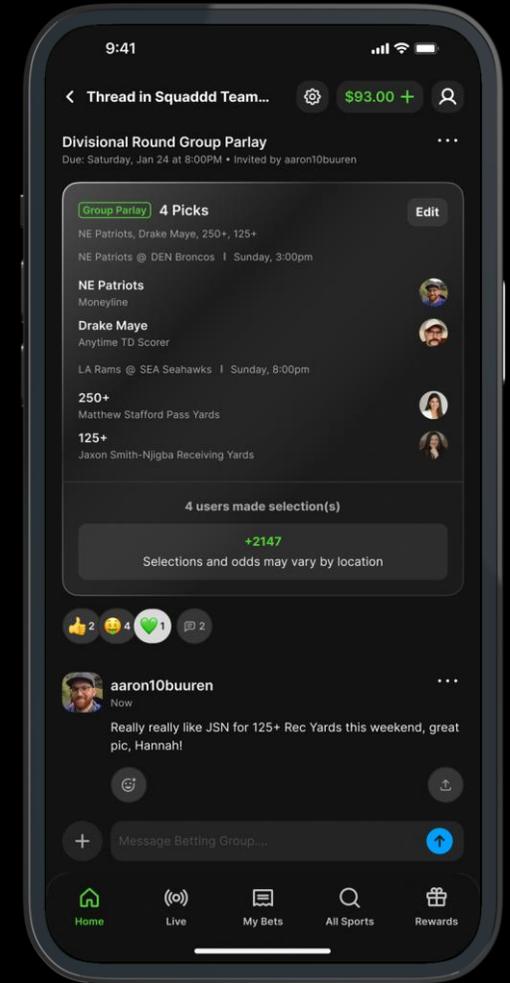
KEY MILESTONES

→ Nearly 20% of our active customers placed a bet from our social betting feature in 2025

→ Social bettors had nearly 3x as many Active Days as non-social bettors in 2025



Social Betting Groups



Group Parlays

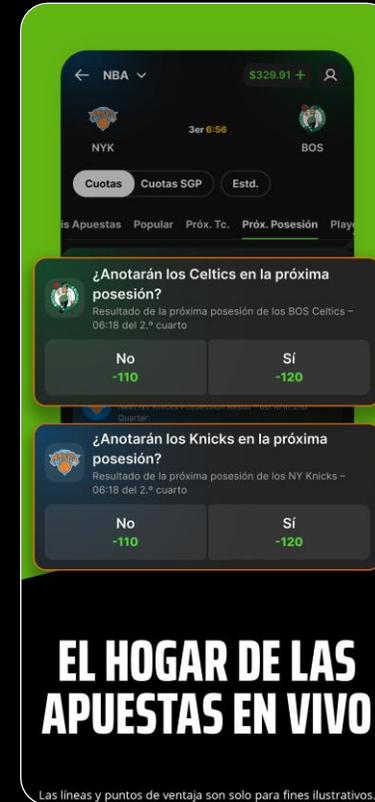
We launched a fully translated Spanish-language product

Delivers product differentiation with future scalability

Capability can be expanded to other languages or product verticals including Predictions

Enables broader reach ahead of 2026 World Cup

Spanish-speaking customers demonstrate distinct behavior with ~50% soccer handle mix



Fully Translated Sportsbook & Casino App

Our Casino offers a differentiated rewards and jackpot experience

+24%

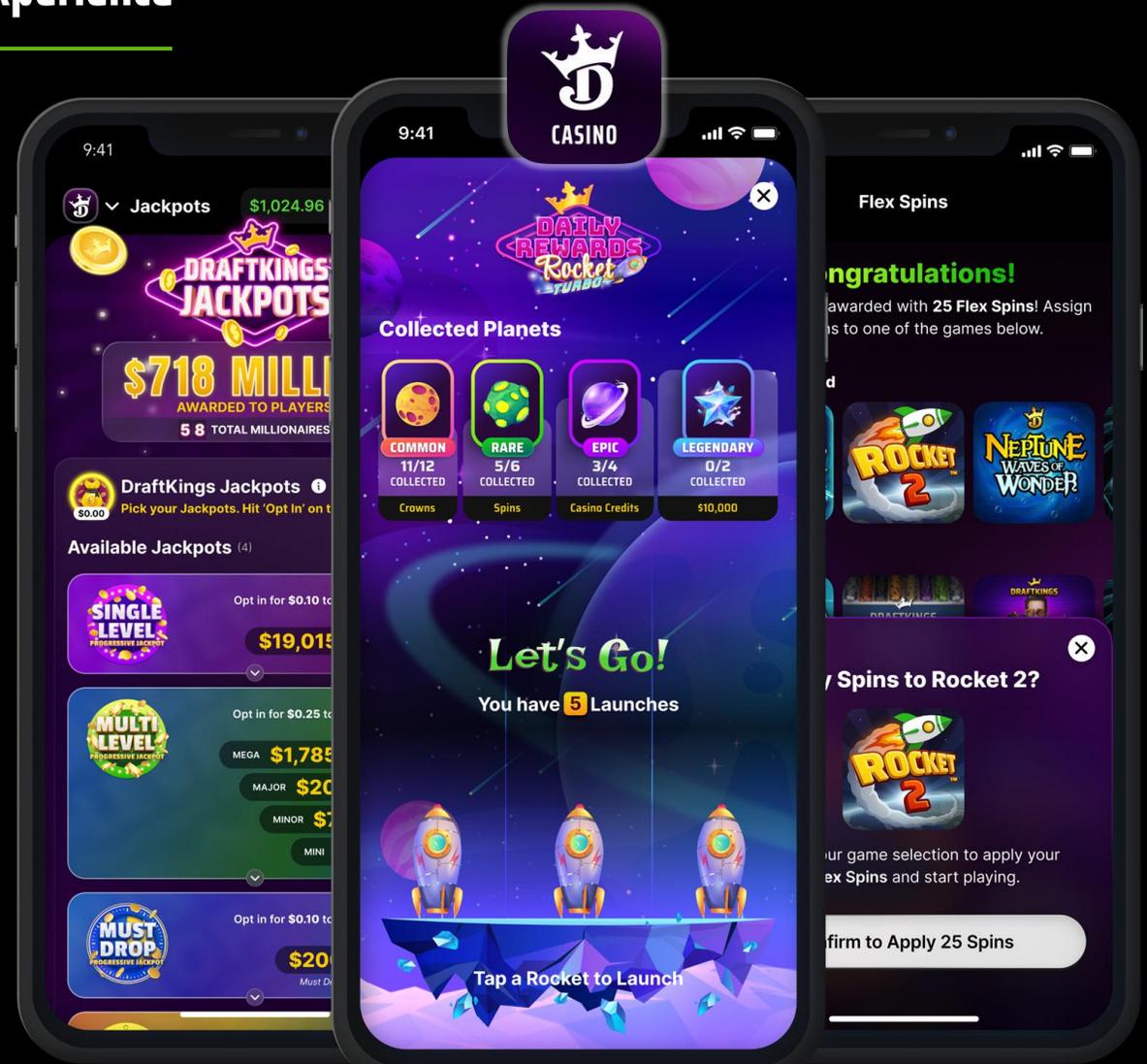
Active days per customer YoY increase in 2025

\$22M

Largest online jackpot payout in history

KEY MILESTONES

- Daily Rewards Rocket: Turbo version
- Launched flex spins across entire games catalogue
- Launched multi-game jackpots; total jackpot payouts +85% YoY in 2025



Multi-Game Jackpots

Daily Rewards Rocket: Turbo

Flex Spins

We own and develop unique homegrown Casino content

\$30B+

In-house studio handle in 2025

\$550M

In-house studio GGR in 2025 (top provider)

KEY MILESTONES

→ 36% of total Casino handle in 2025 from in-house studio

→ 26 new in-house games in 2025; 15 new slot titles

→ \$100M GGR from Exit Bet mechanic (Rocket) with 2 more titles in 2026



Day Trader: Exit bet mechanic on stock ticker that goes up and down. Sell before the crash
Launching Q1 2026



Beat Uncle Sam: Beat Uncle Sam and win!
Launched Q3 2025



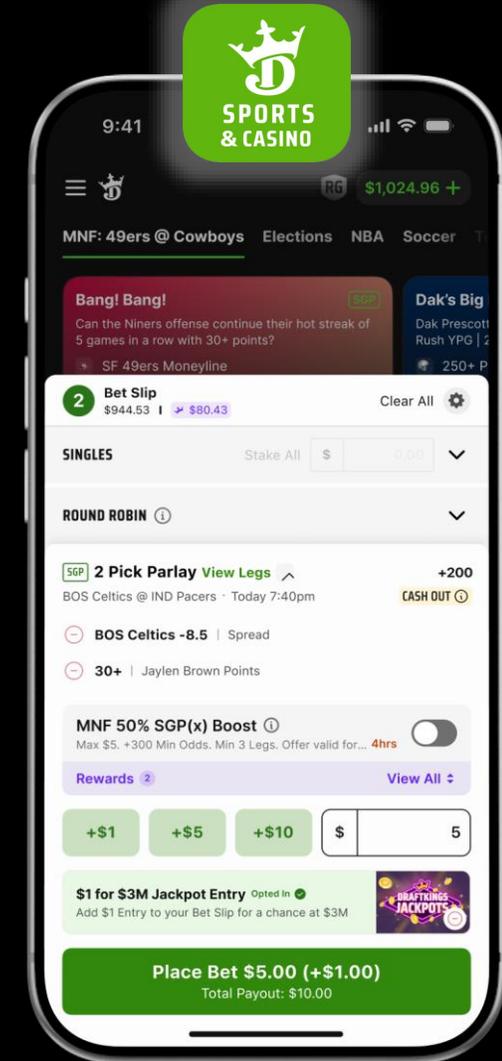
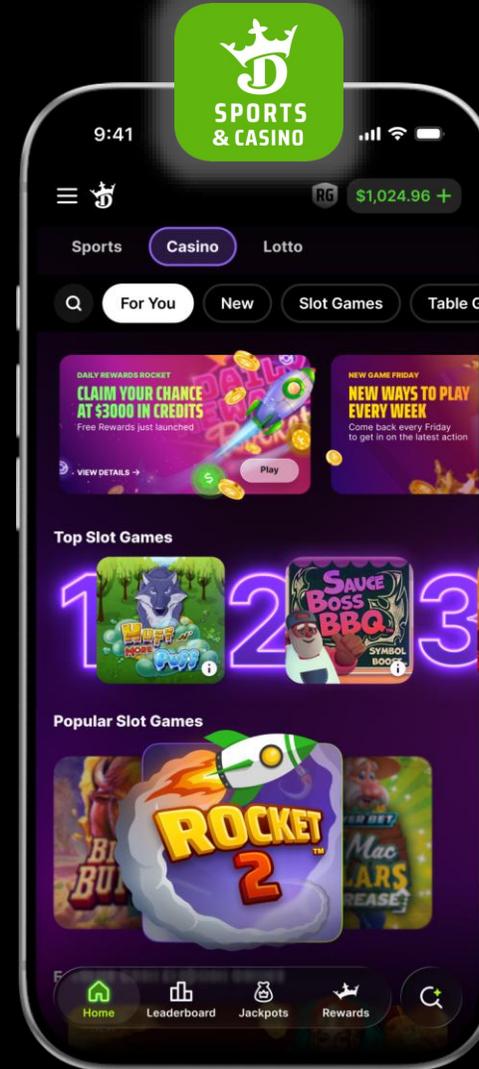
Rainforest Fortune: Slot featuring Bonus Spins, Wild Multipliers & Buy a Bonus
Launched Q4 2025

Our Super App will also deliver a personalized Casino-first experience for customers

62% OF TOTAL CASINO HANDLE TODAY COMES FROM OUR EMBEDDED CASINO PRODUCT IN THE SPORTSBOOK APP

KEY MILESTONES

- Native casino game merchandising within today's Sportsbook app
- Casino cross-sell from Sportsbook bet slip
- Jackpots integrated within existing Sportsbook



TECHNOLOGY

Our in-house technology infrastructure powers all of our products



IN-HOUSE TECHNOLOGY INFRASTRUCTURE

PRICING & TRADING
INTELLIGENCE

DATA PLATFORM

MACHINE LEARNING
& AI

ANALYTICS

REGULATORY

RESPONSIBLE
GAMING

CUSTOMER EXPERIENCE

RISK

We have advanced pricing and trading capabilities

MARKET BREADTH & DEPTH

Owning our content stack unlocks faster iteration, broader coverage, and the ability to turn moments into markets, instantly

95%

Content in-house
vs. 72% in 2022

100K

of simulations in a
calculation vs. 10K in 2022

LIVE MARKET AVAILABILITY

In-play directly drives opportunity capture in the highest-intent game scenarios

84%

Live main line availability
vs. 70% in 2022

517

Live betting options per
game vs. 124 in 2022

FRICION FREE TRANSACTIONS

Reliability at placement and speed at settlement define the emotional finish line customers remember

92%

Live bet success rate
vs. 78% in 2022

89%

Payout in < 60 seconds
vs. 66% in 2022

Customer analytics power personalization

IMPROVED DISCOVERY

TAILORED RECOMMENDATIONS

SMART PROMOTIONS

LTV

- ✓ **Ranked as the #1 sportsbook** that enables customers to quickly and easily find the bets they are interested in⁽¹⁾
- ✓ **+1,300 bps increase** in Sportsbook Net Revenue Margin on promotional wagers
- ✓ **Automated and Personalized \$400M** of promotional spend in 2025 through AI

AI is fueling further operational efficiency

40%

Engineering hour productivity improvement YoY

SPORTSBOOK MERCHANDISING

Prompt-based OSB content management

RISKSEEK

Automated and AI assisted fraud reviews

100%

AI Assisted Code Reviews

SPORTSBOOK CONTENT CARD QA

Automated AI assisted quality assurance reviews on content cards

ENGINEERING TOOLS

Automated code review and code copilots

25%

Containment on Chatbot Customer Service Interactions

BETTY (TRADING ANALYTICS)

Analysis for traders leading to faster and more comprehensive reviews

MARKET HEALTH MONITORING

AI-powered health checks across hundreds of sportsbook markets

TRUST

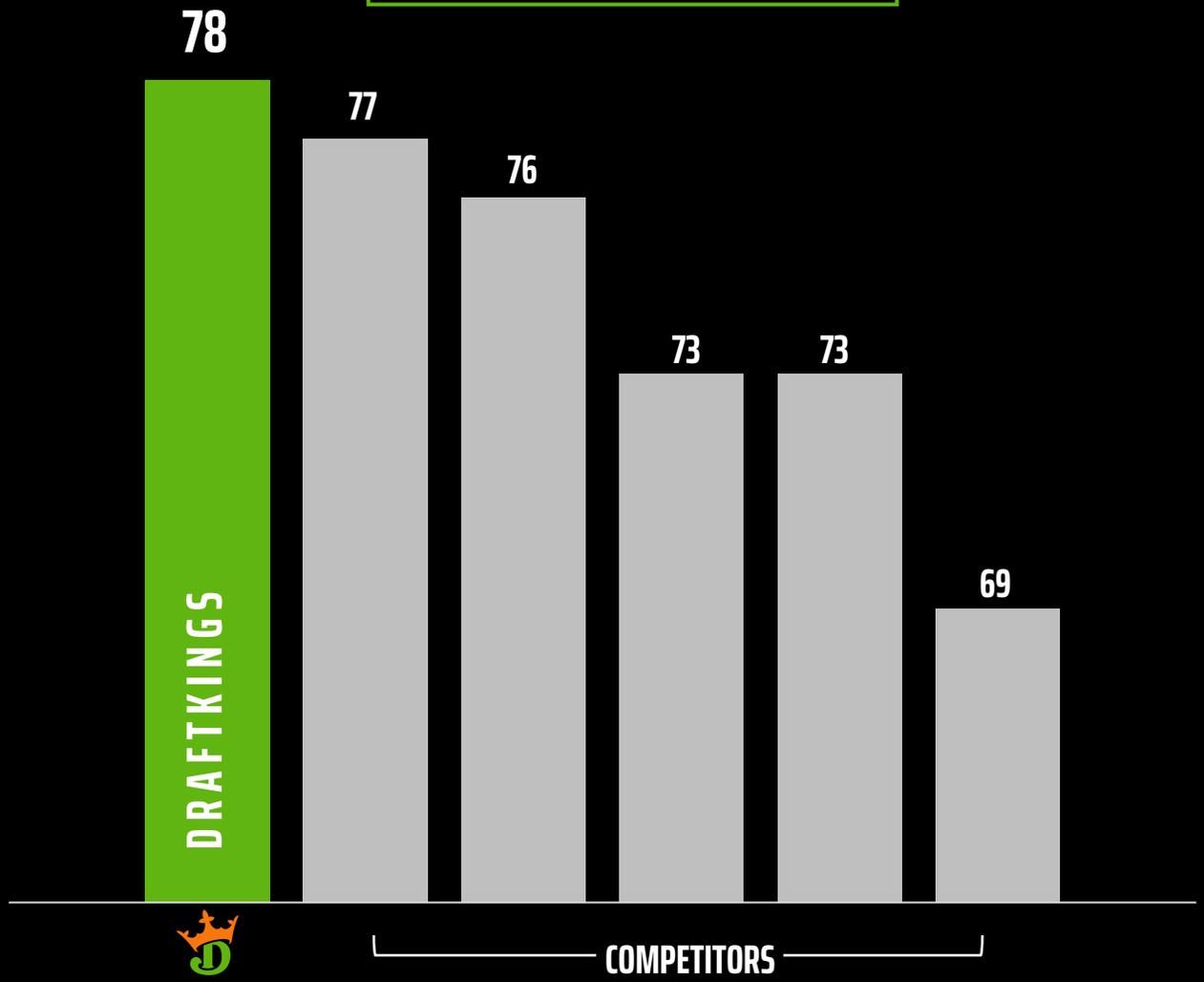
Trust is the cornerstone of sustainable customer relationships



We lead in trust

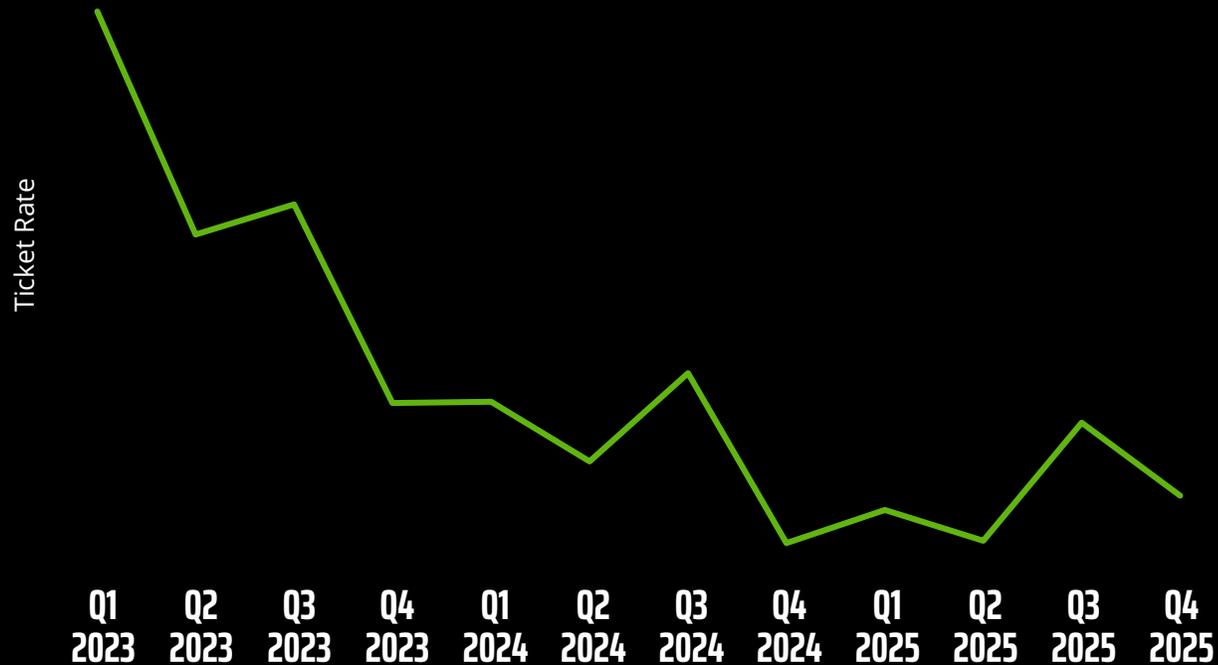
 **#1** RANKED CUSTOMER SATISFACTION⁽¹⁾

2025 ACSI SATISFACTION SCORE



We create effortless experiences

54% TICKET RATE⁽¹⁾ REDUCTION SINCE 2023



Our customer-centric approach includes:

- Millions of data points through customer service interactions, NPS measurement, social listening, and user research
- Customer friction points are identified in real-time through AI technology
- Customer-focused trainings and resources for all employees

We connect through personalization

PERSONALIZATION AS A TRUST MULTIPLIER

We build durable trust by combining data-driven precision with high-touch relationships – turning transactional moments into long-term loyalty

1

PERSONALIZED HIGH-VALUE PLAYER RELATIONSHIPS

1:1 onboarding, proactive outreach, tailored promotions, and dedicated High-value Player Hosts

2

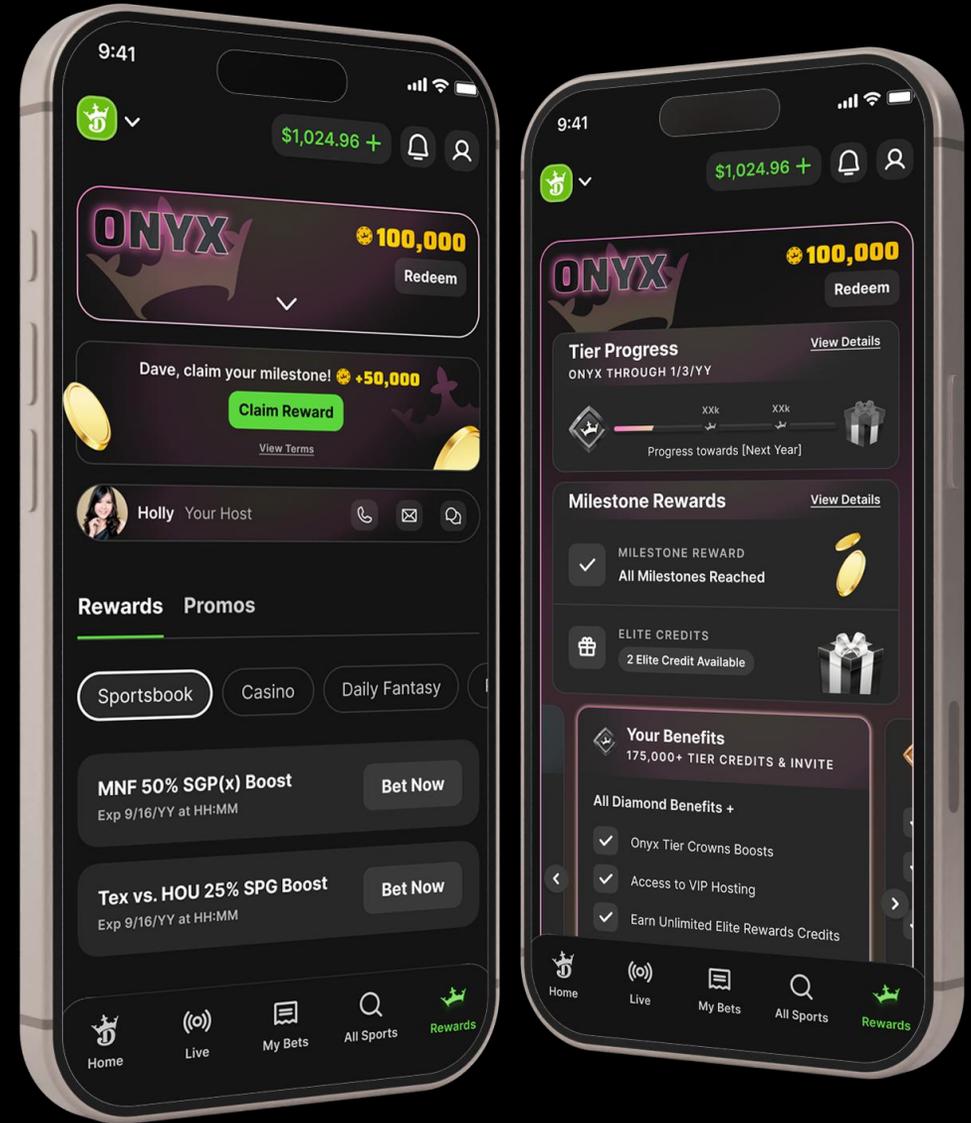
ELEVATED EXPERIENCE & ACCESS

Elevated customer support, exclusive Onyx Room access, curated hospitality, and events

3

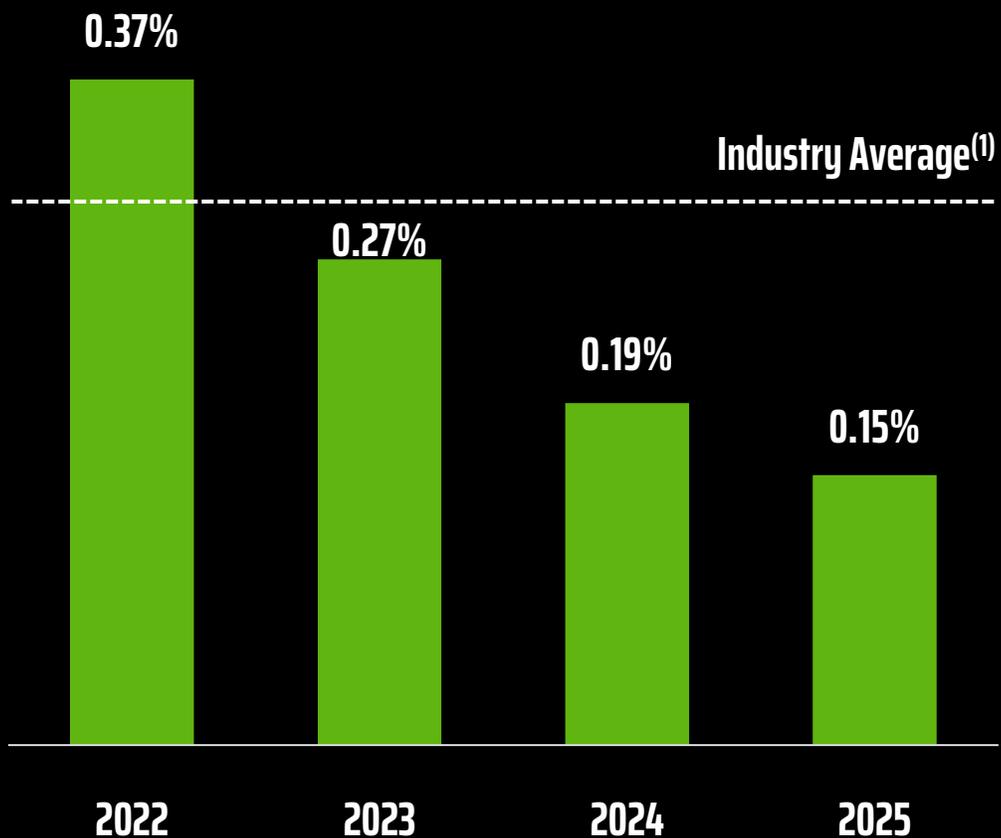
STRUCTURED LOYALTY & RECOGNITION

Always-on earnings, tiered benefits, and annual Elite rewards that reinforce commitment

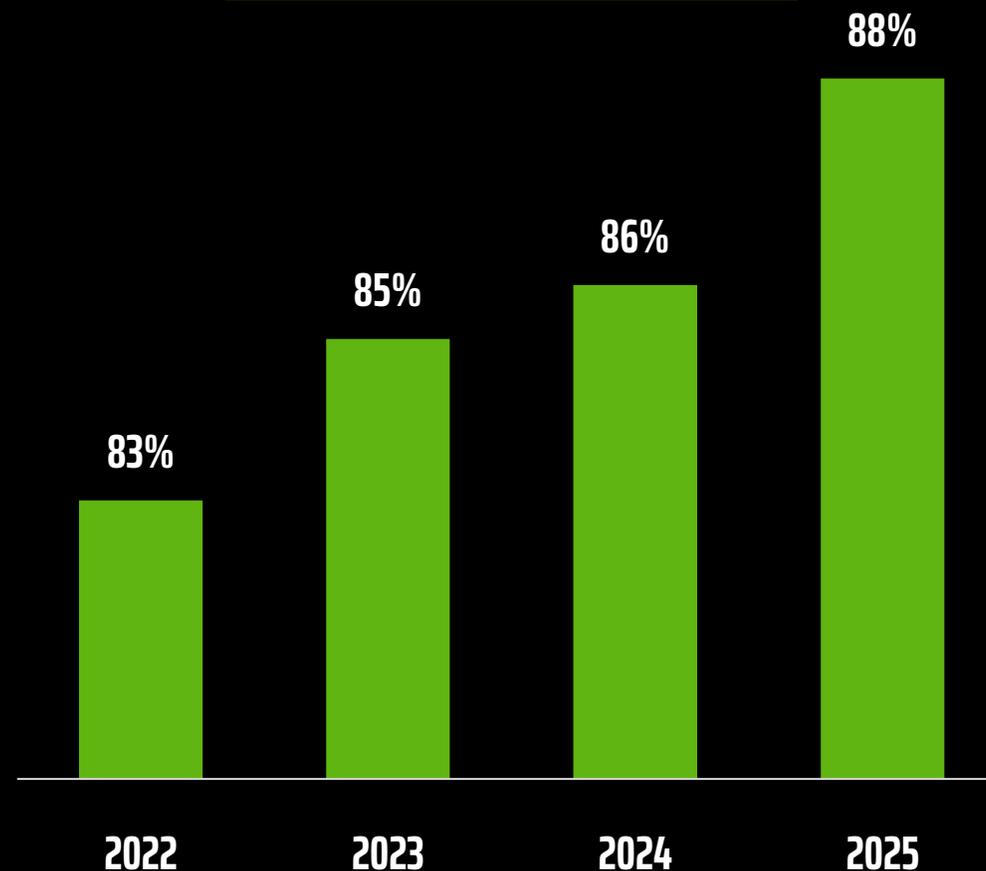


Proactive risk management protects DraftKings and creates great customer experiences

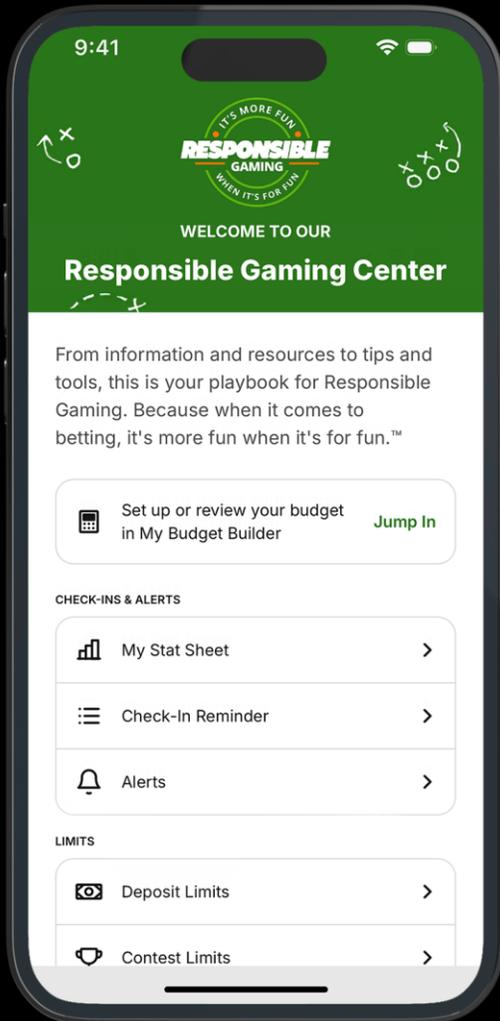
CHARGEBACK RATE



DEPOSIT SUCCESS RATE



We are the #1 rated Responsible Gaming company in our industry





#1

RANKED IN RESPONSIBLE GAMING⁽¹⁾

58 MILLION+

RG Center Visits⁽²⁾

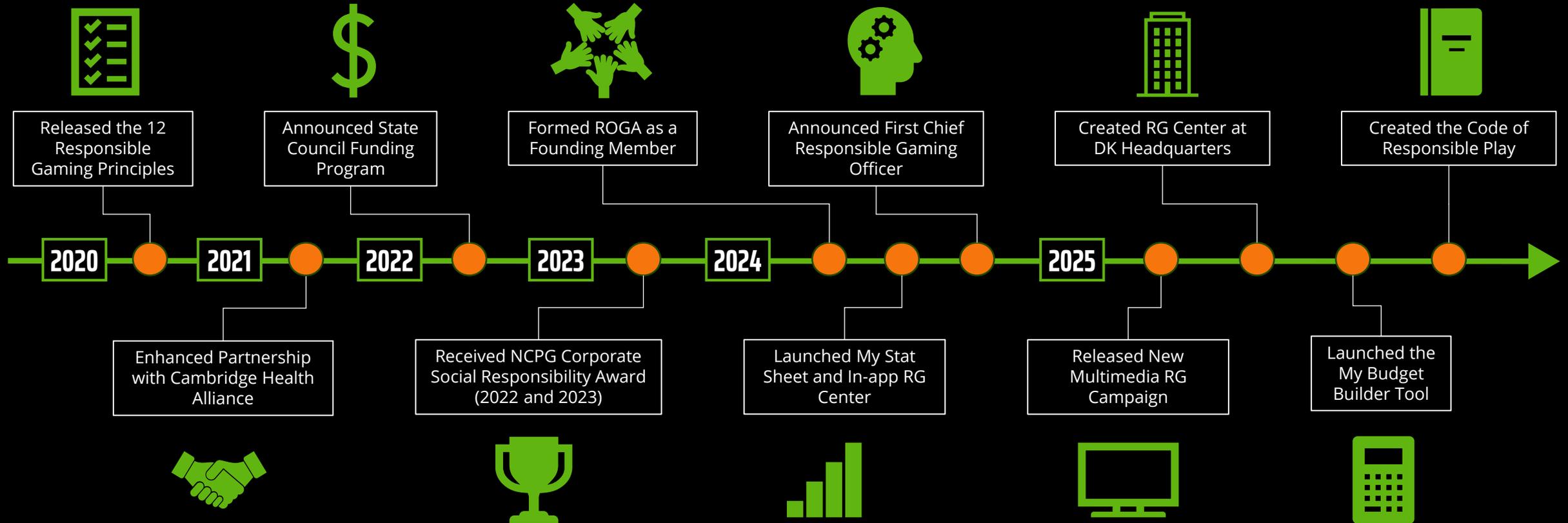
52%+

RG Tool Usage⁽²⁾

44 MILLION+

RG Messages Sent⁽²⁾

We continue to build our Responsible Gaming capabilities



Our Responsible Gaming goals drive benefits across the ecosystem

OUR PARTNERS

SHARED BENEFITS ACROSS THE ECOSYSTEM

- Enhanced Customer Experience
- Stronger Regulator & League Relationships



We bring the same standards to Responsible Trading with DraftKings Predictions

← Deposit Limits

Set how much you're comfortable depositing into your account per day, week, or month.

Please Note...
Your Deposit Limits will apply to the whole suite of DraftKings apps.

Self-Imposed Limits

- Daily Deposit Limit [Add Limit](#)
- Weekly Deposit Limit [Add Limit](#)
- Monthly Deposit Limit [Add Limit](#)

← Cool-Off

Cooling Off Period

Take some time away from DraftKings Predictions with a Cool-Off.

A Cool-Off will prevent you from logging in and playing on any DraftKings product. Set the amount of time you'd like to take a break.

You will not be able to sell open event contract positions during the Cool-Off period.

Please Note...
Your Cool-Off will apply to the whole suite of DraftKings apps.

Period

Select a period.

- 1 Day
- 2 Days
- 3 Days

← Help for Trading Concerns

If you're interested in speaking with a professional about a trading concern, you can schedule a free initial appointment with Kindbridge Behavioral Health.

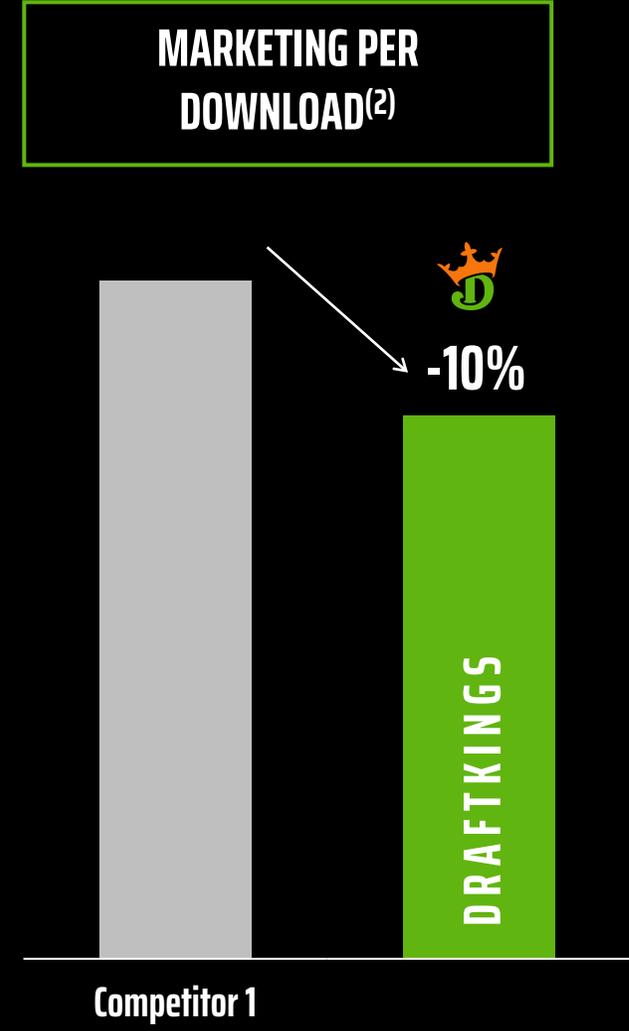
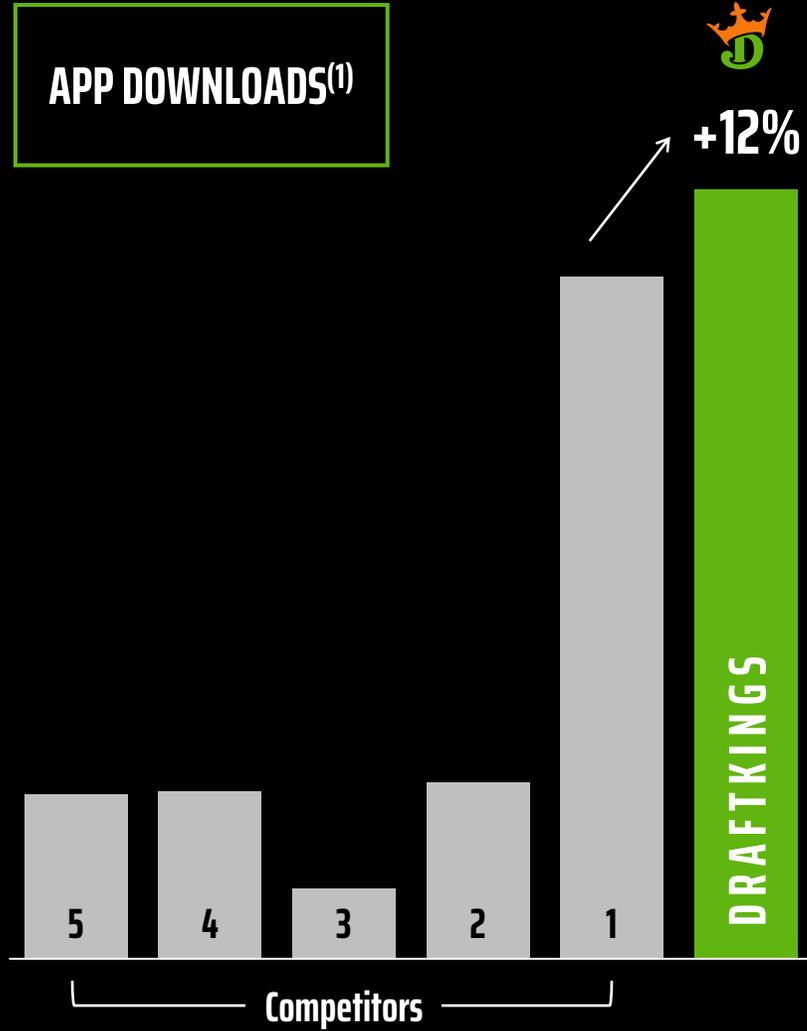
By clicking the link, you'll be taken to a third-party site. All site content and services offered by the third-party are outside of DraftKings' control and are utilized at your own discretion.

[Schedule An Appointment](#)

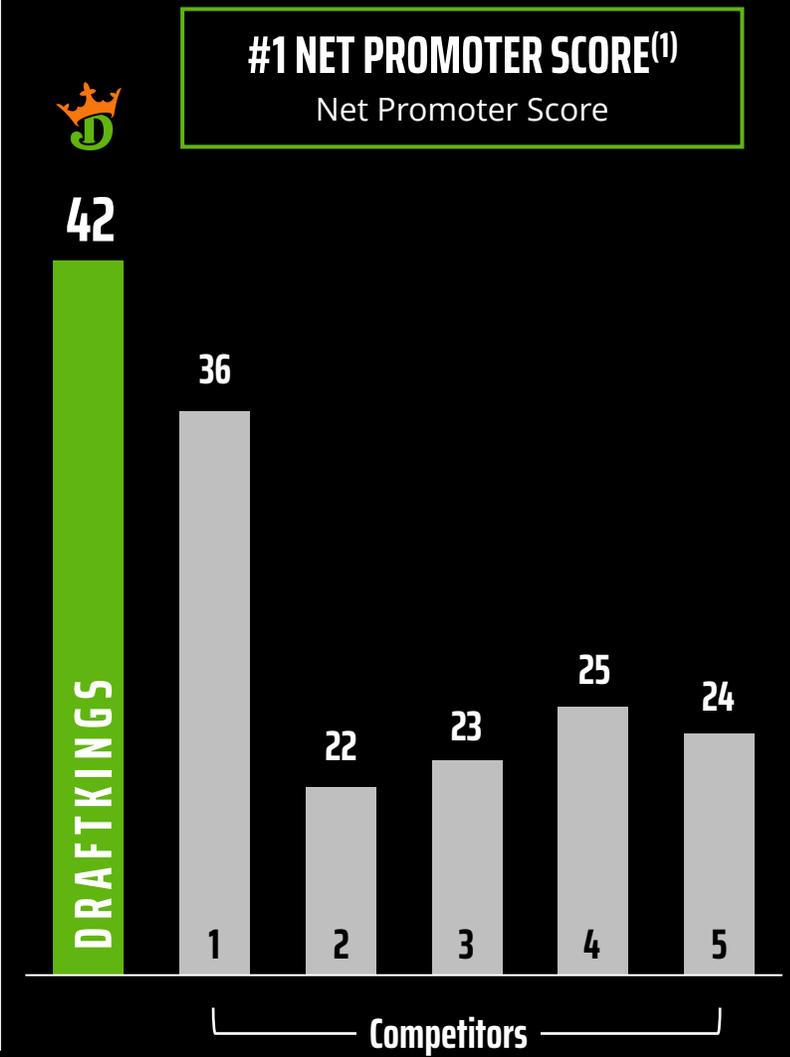
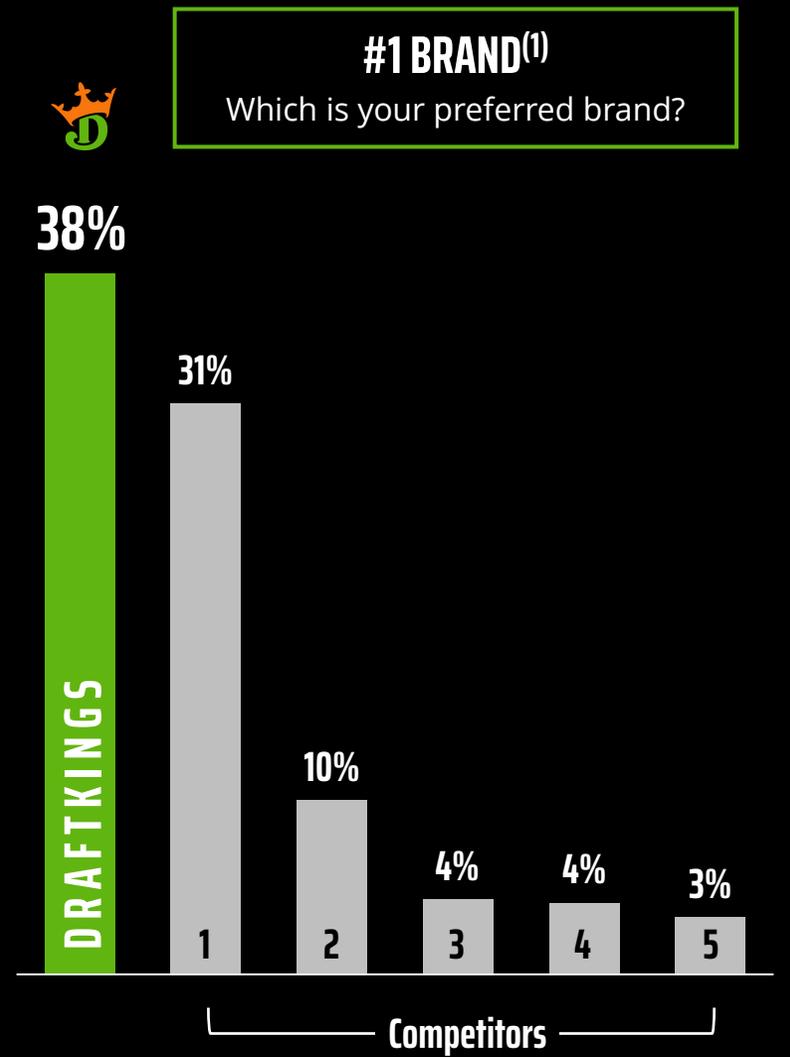
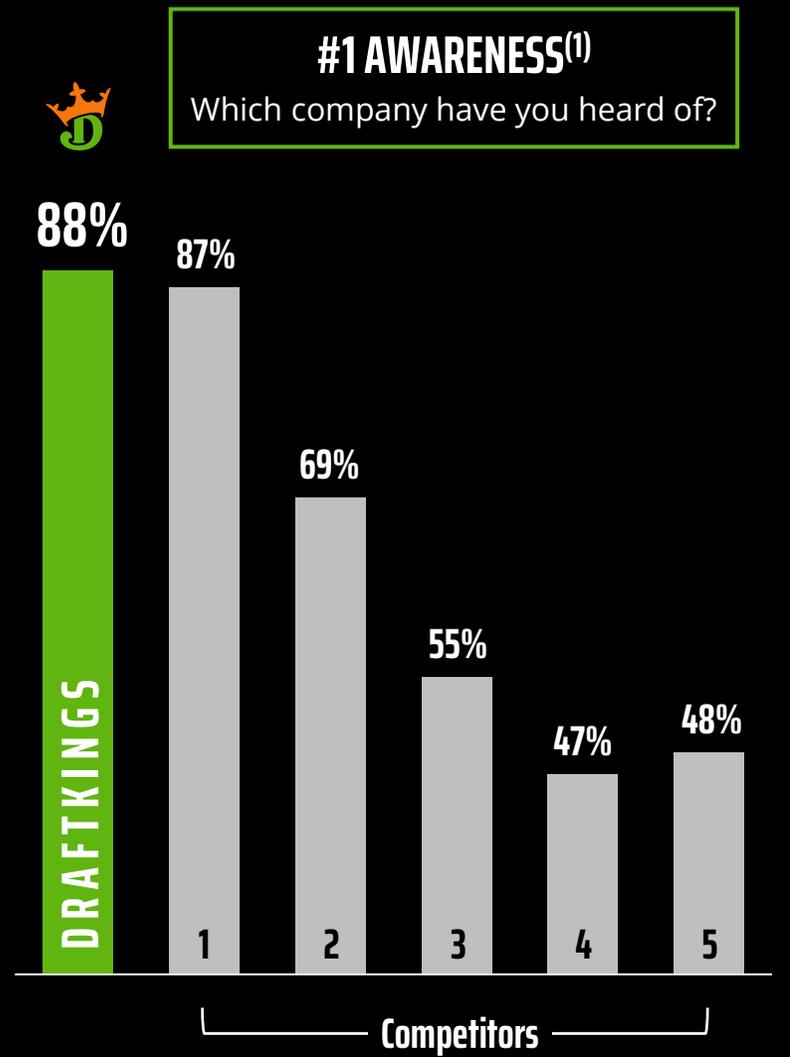
MARKETING

We have a leading marketing engine

-  **BRAND**
-  **RELATIONSHIPS**
-  **DATA-DRIVEN APPROACH**



DraftKings is synonymous with sports and entertainment



Our national relationships amplify our reach and efficiency



ESPN gives us unmatched access to sports fans



A comprehensive, exclusive agreement uniting two of the most iconic brands in sports. ESPN's unmatched scale and visibility unlock new channels for marketing support, product innovations, and customer experiences

Live DraftKings odds and link-outs across ESPN ecosystem

Integrated across ESPN shows; leveraging ESPN IP, talent, and subscription offerings

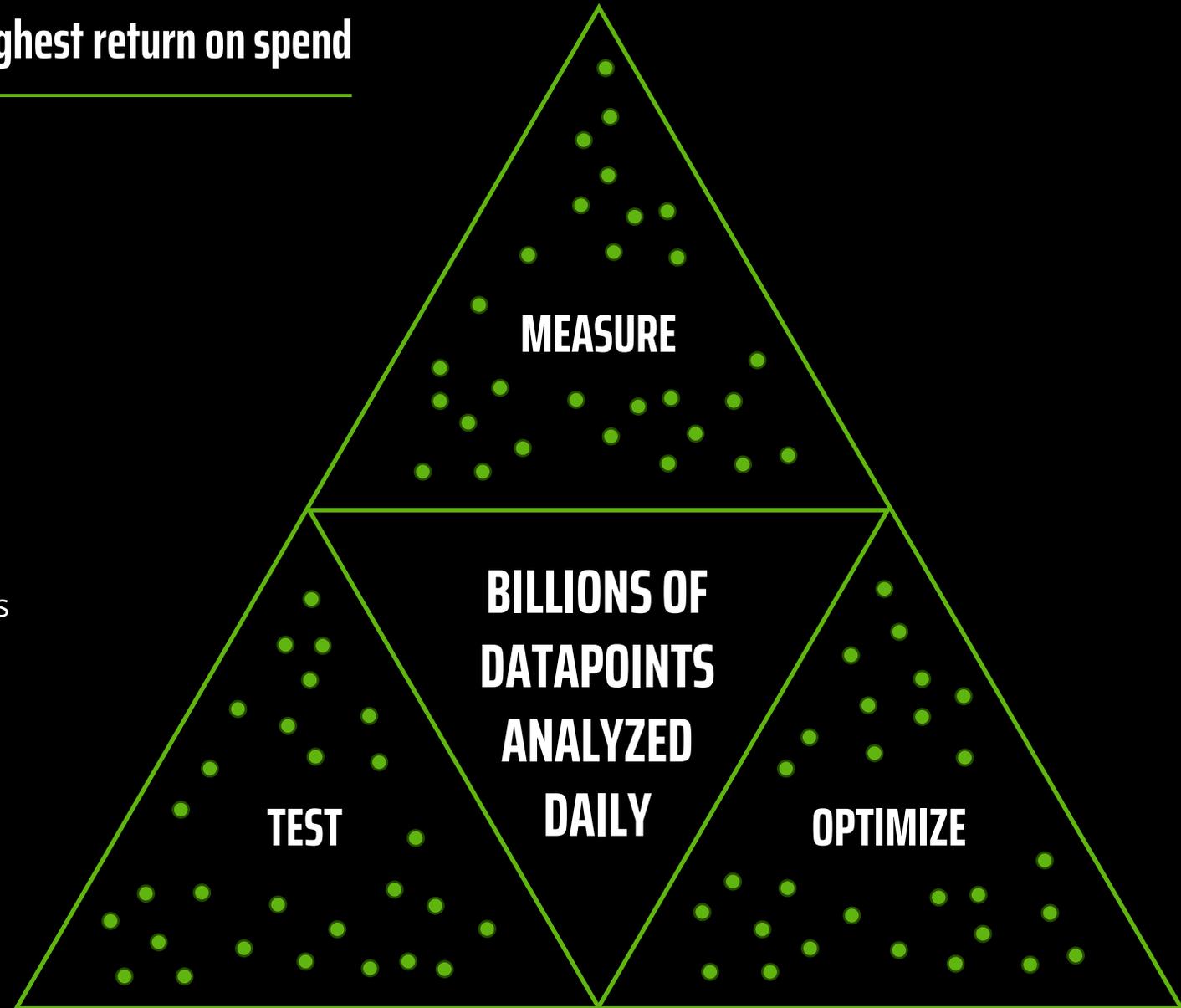
Coming soon: Account pairing for March Madness through first of its kind "Bet Your Bracket Feature"



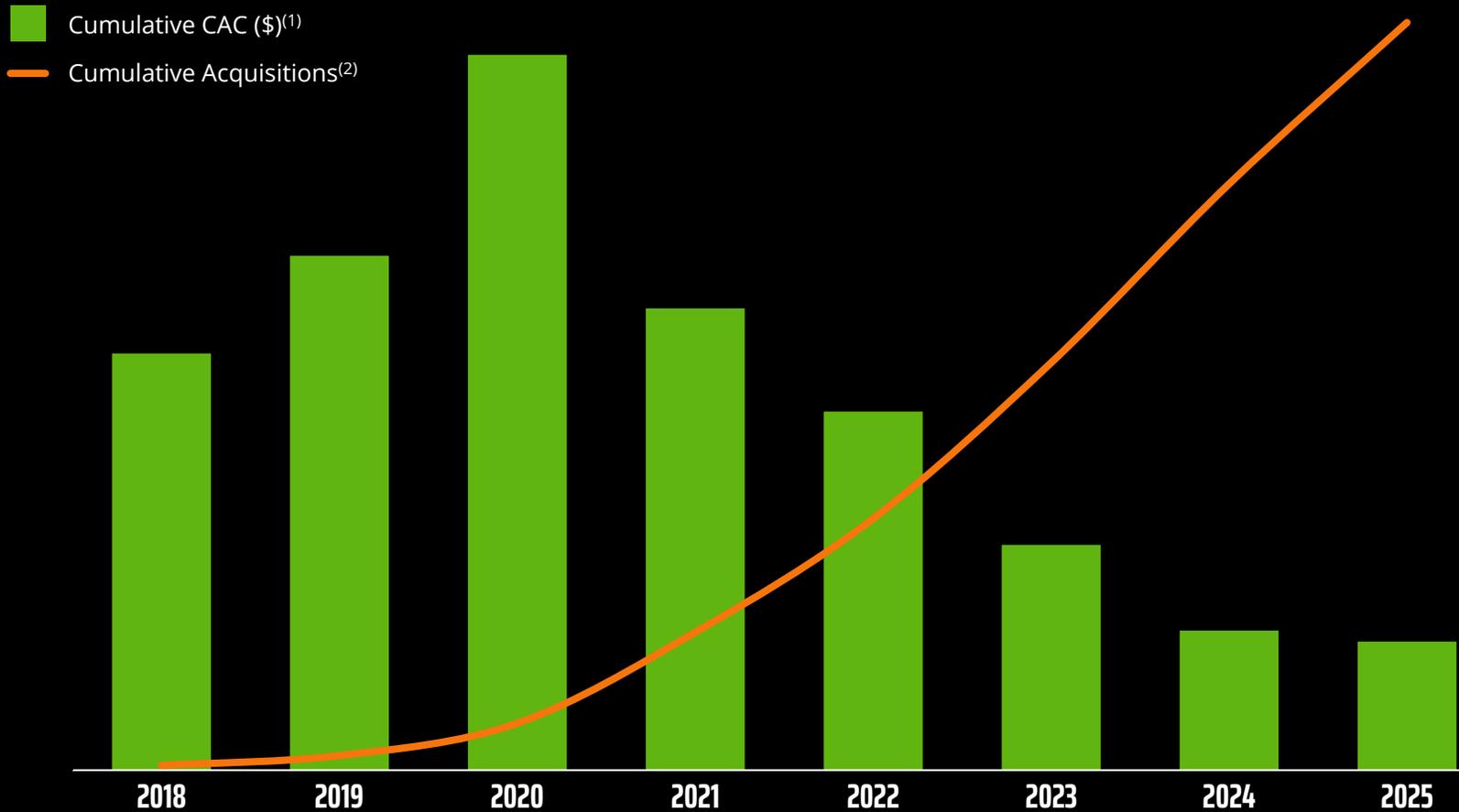
We follow the data to generate the highest return on spend

We deliver the right message to the right user at the right time

- Over 10 years driving optimal mix and personalization
- Target below 3-year Adjusted Gross Profit Payback Periods⁽¹⁾



We continue to acquire more customers at efficient CACs

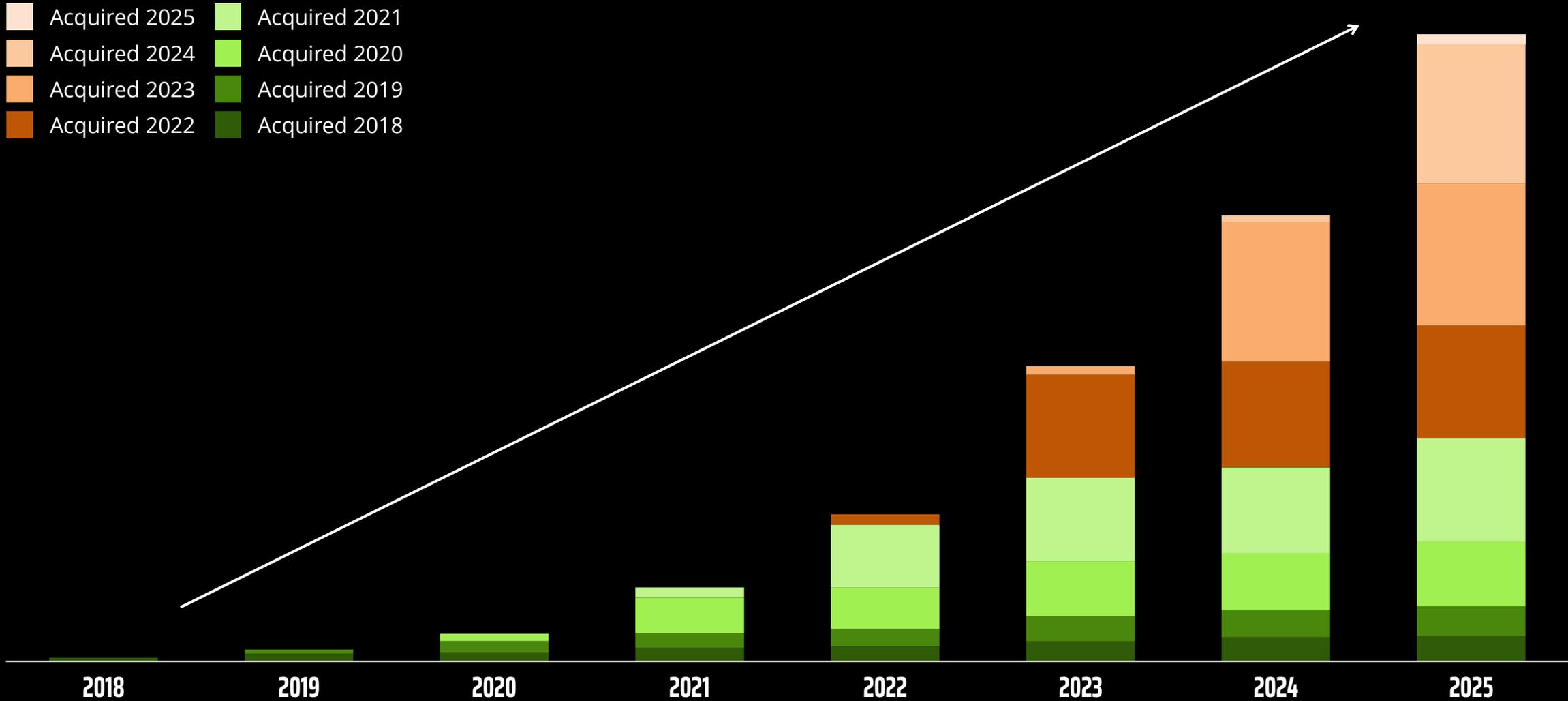


CUMULATIVE CUSTOMER ACQUISITION EXCEEDED 14M IN 2025

CUMULATIVE CAC DECLINED OVER 40% FROM 2020 TO 2025

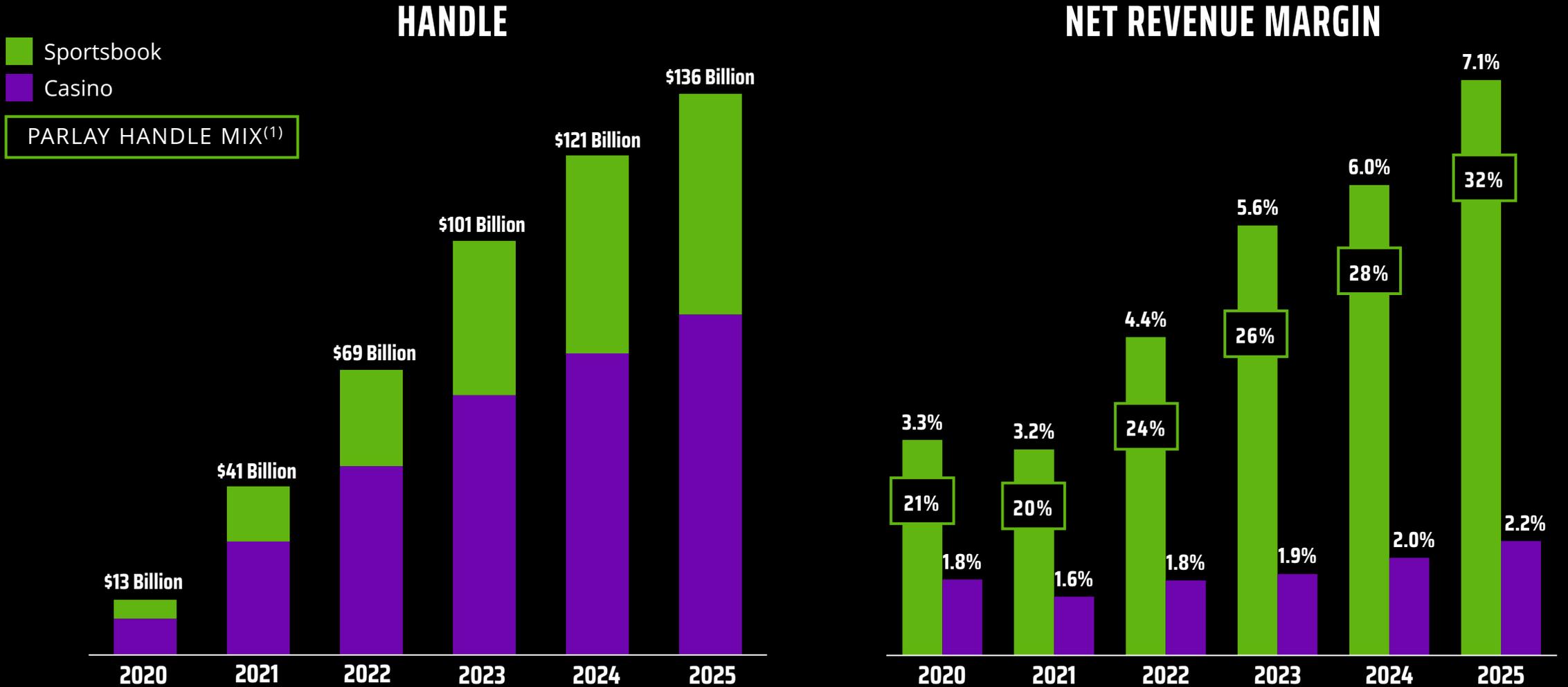
FINANCIALS

Adjusted Gross Profit⁽¹⁾ is increasing rapidly as customer cohorts stack



⁽¹⁾ Non-GAAP financial measure. Please refer to slide 4 of this document for the definition of such non-GAAP financial measure and, if applicable, the appendix for a reconciliation of such non-GAAP financial measure to its most directly comparable GAAP measure. Adjusted Gross Profit excludes Reignmakers, media, and customers inherited through acquisitions.

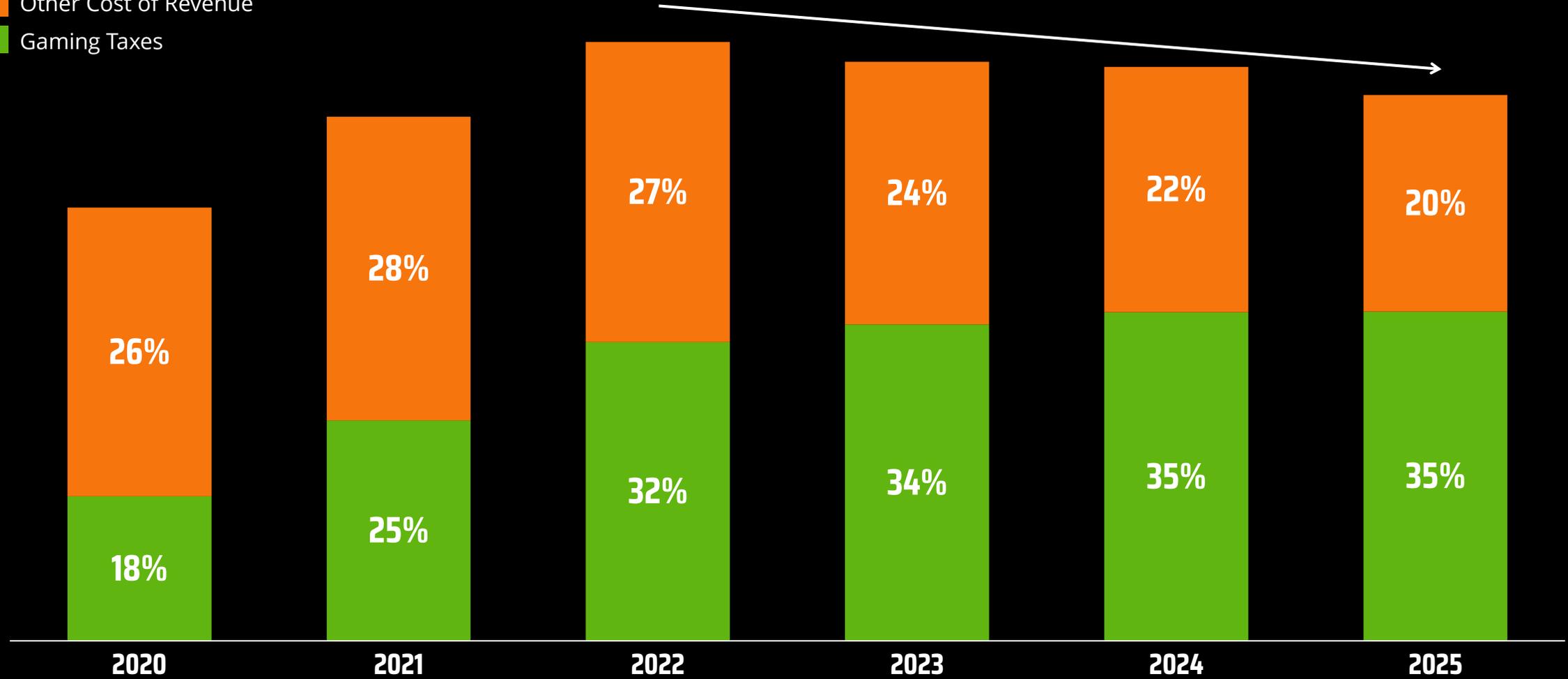
We are driving higher handle and a rapid increase in net revenue margin



Adjusted Cost of Revenue⁽¹⁾ efficiency continues to improve

Adjusted Cost of Revenue as a Percentage of Net Revenue

- Other Cost of Revenue
- Gaming Taxes



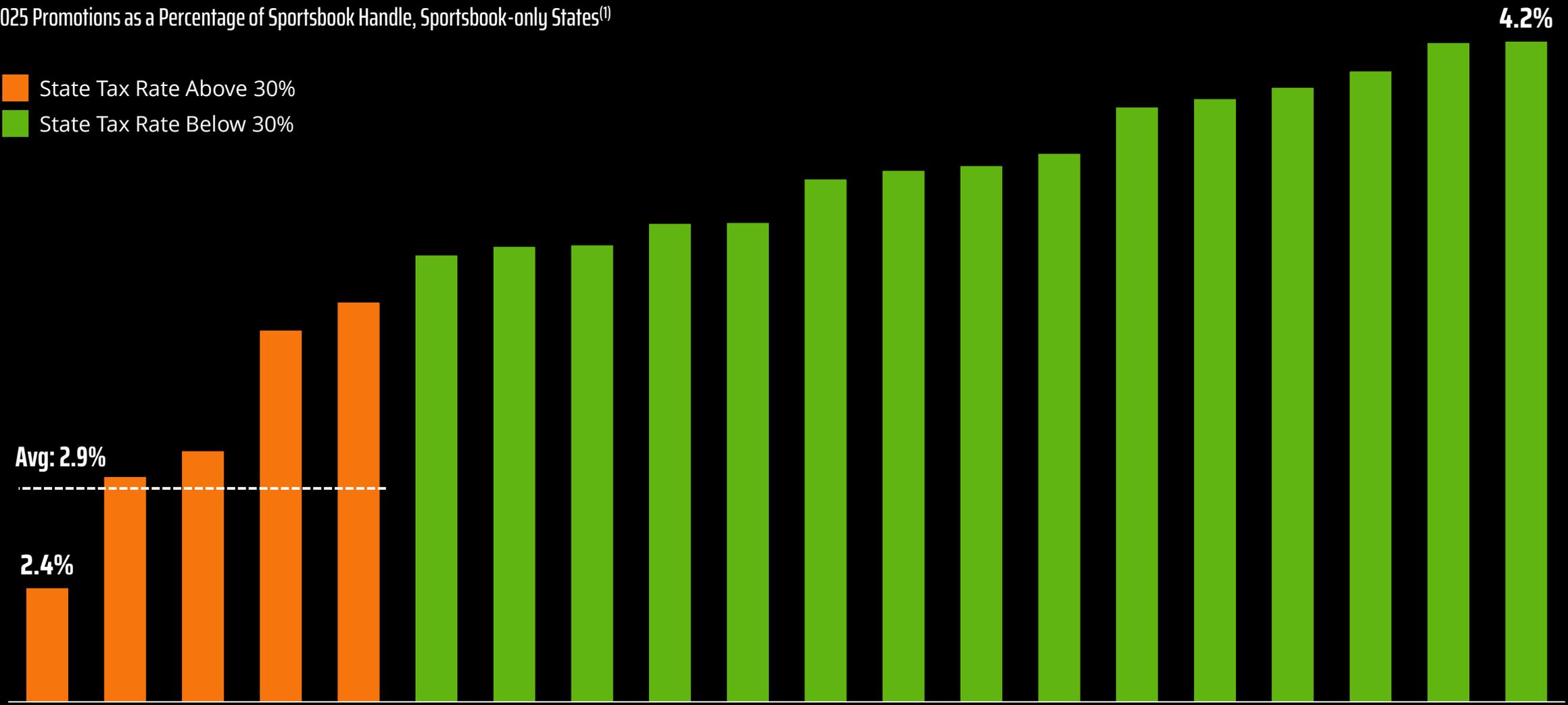
(1) Non-GAAP financial measure. Please refer to slide 4 of this document for the definition of such non-GAAP financial measure and, if applicable, the appendix for a reconciliation of such non-GAAP financial measure to its most directly comparable GAAP measure.



We manage promotions in high-tax states

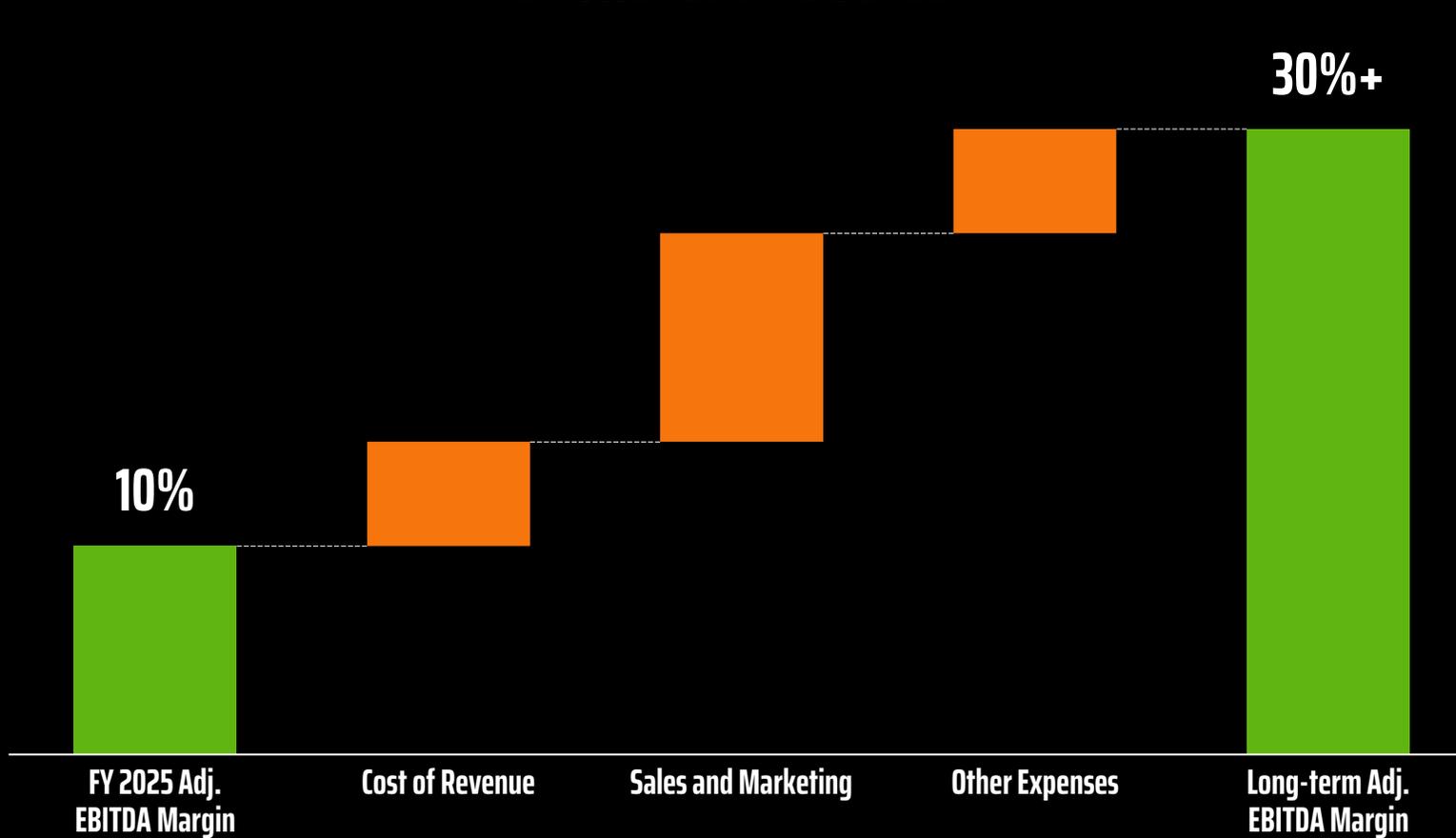
FY 2025 Promotions as a Percentage of Sportsbook Handle, Sportsbook-only States⁽¹⁾

- State Tax Rate Above 30%
- State Tax Rate Below 30%



We expect to achieve at least a 30% long-term Adjusted EBITDA Margin⁽¹⁾

EFFICIENCY AND SCALE



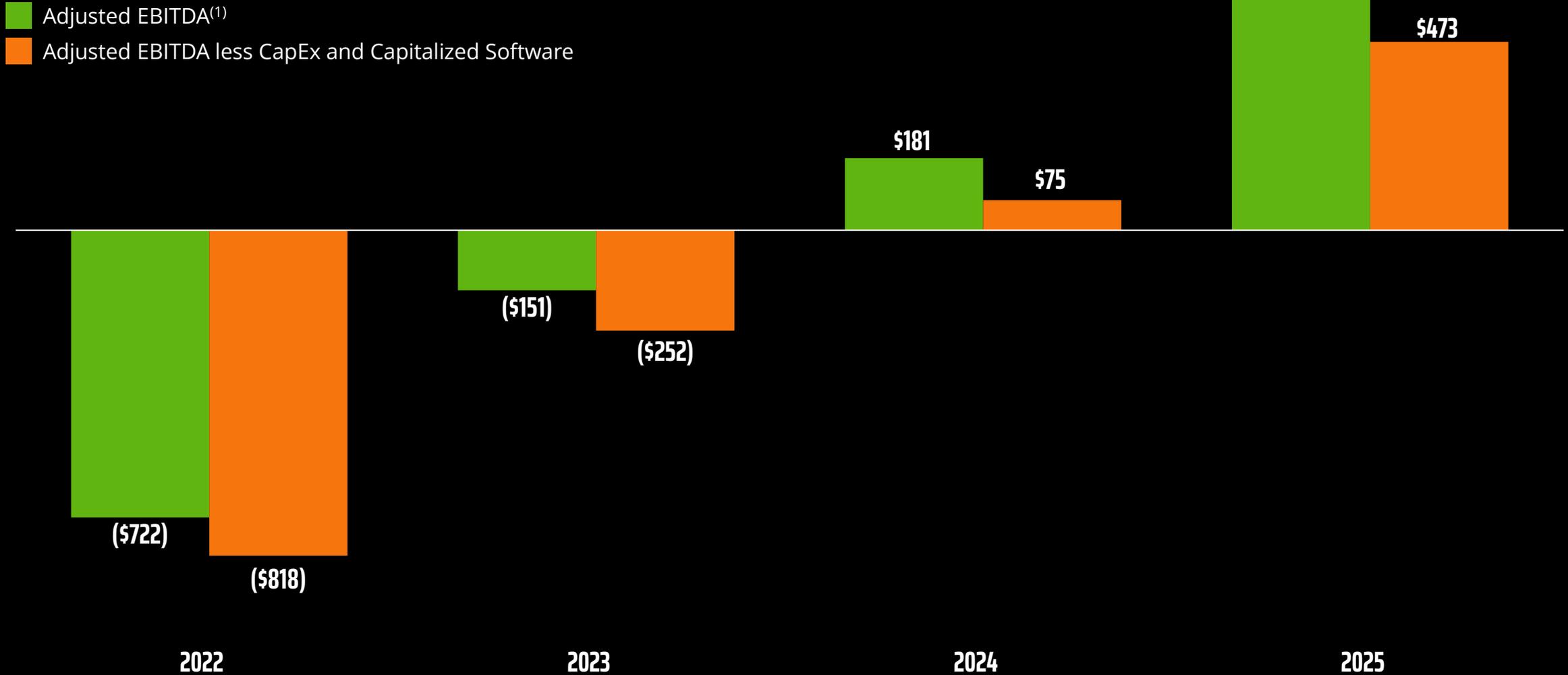
Cost of Revenue:
~50%

Sales and Marketing:
~12%

Other Expenses:
~8%

We are a capital-light business

Millions of Dollars



(1) Non-GAAP financial measure. Please refer to slide 4 of this document for the definition of such non-GAAP financial measure and, if applicable, the appendix for a reconciliation of such non-GAAP financial measure to its most directly comparable GAAP measure.

Capital allocation is guided by value creation per share

HEALTHY BALANCE SHEET

Maintaining low net leverage

1 | GROWTH INVESTMENTS

Prioritize organic investment in opportunities across the technology platform and customer experience

2 | CAPITAL RETURN

Repurchase shares in the near-term as our profitability expands

3 | STRATEGIC M&A

Execute when it strengthens the platform and meets high return thresholds

DISCIPLINED CAPITAL ALLOCATION

Focus on long-term value creation

CLOSING

We highlight three key takeaways for today

1

Our opportunity has exploded with Predictions; we expect our overall TAM to reach \$55B to \$80B of Industry Gross Revenue in 2030

2

We are driving an efficient LTV flywheel due to our sustainable advantages; the launch of our Super App and continued deployment of AI will further accelerate our efficiency

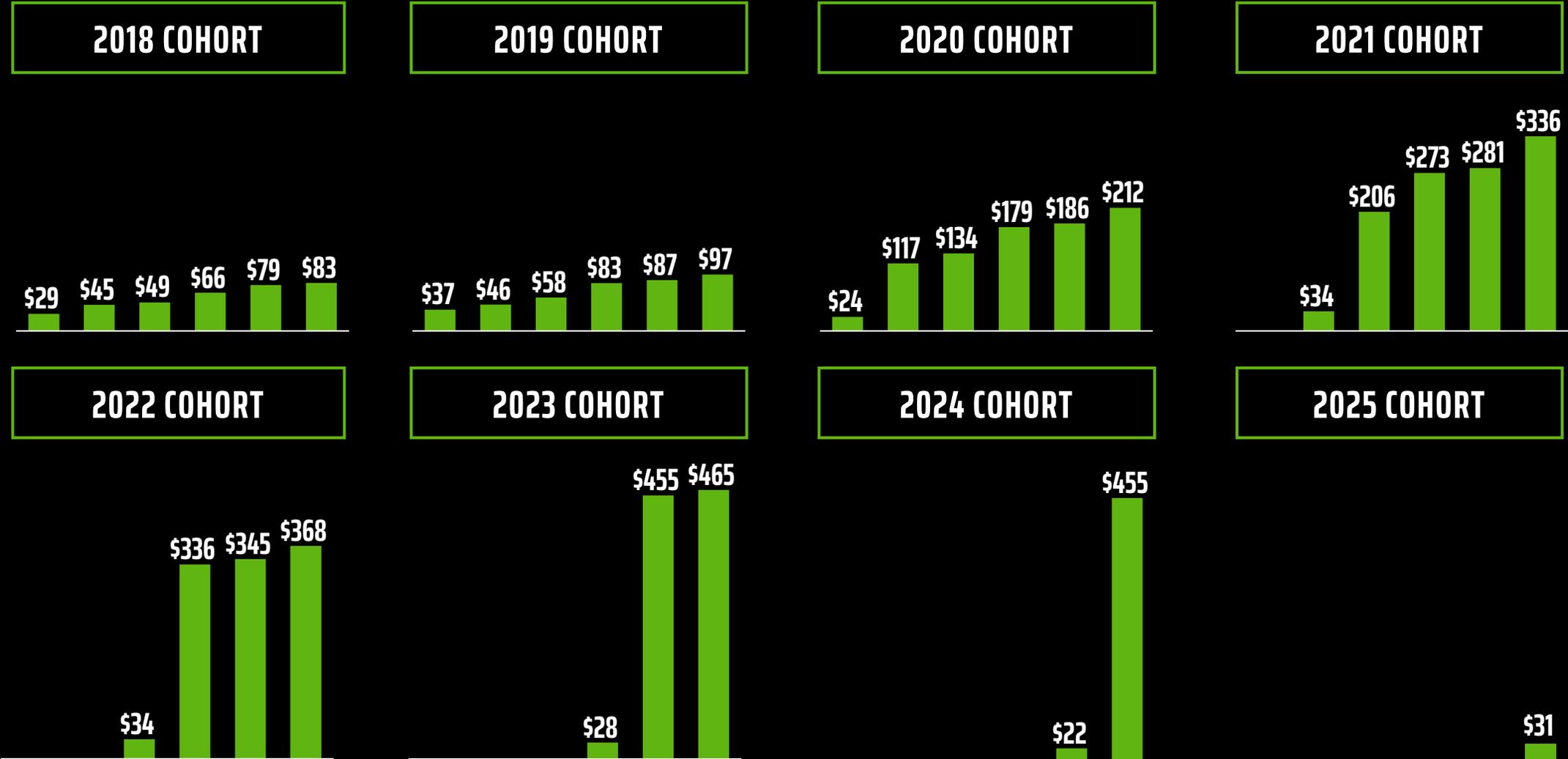
3

We expect to achieve a long-term Adjusted EBITDA Margin⁽¹⁾ of at least 30%, with potential upside driven by increasing scale and AI efficiency

APPENDIX

We generate predictable and growing Adjusted Gross Profit⁽¹⁾ across customer cohorts⁽²⁾

Millions of Dollars

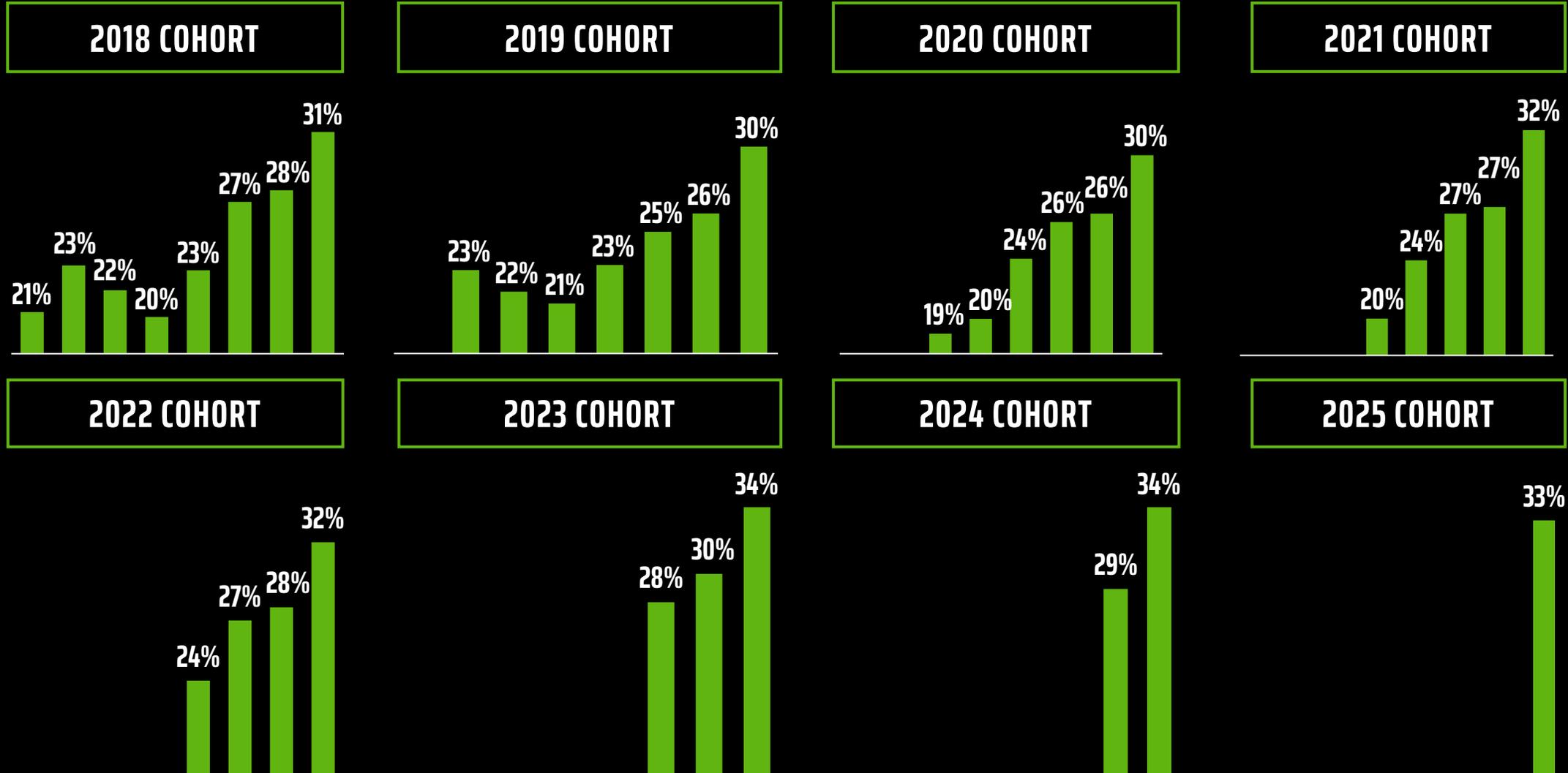


(1) Non-GAAP financial measure. Please refer to slide 4 of this document for the definition of such non-GAAP financial measure. (2) Excludes impacts from ad sales/media, Reignmakers and B2B. Customers inherited through acquisitions or acquired pre-2018 are not included.



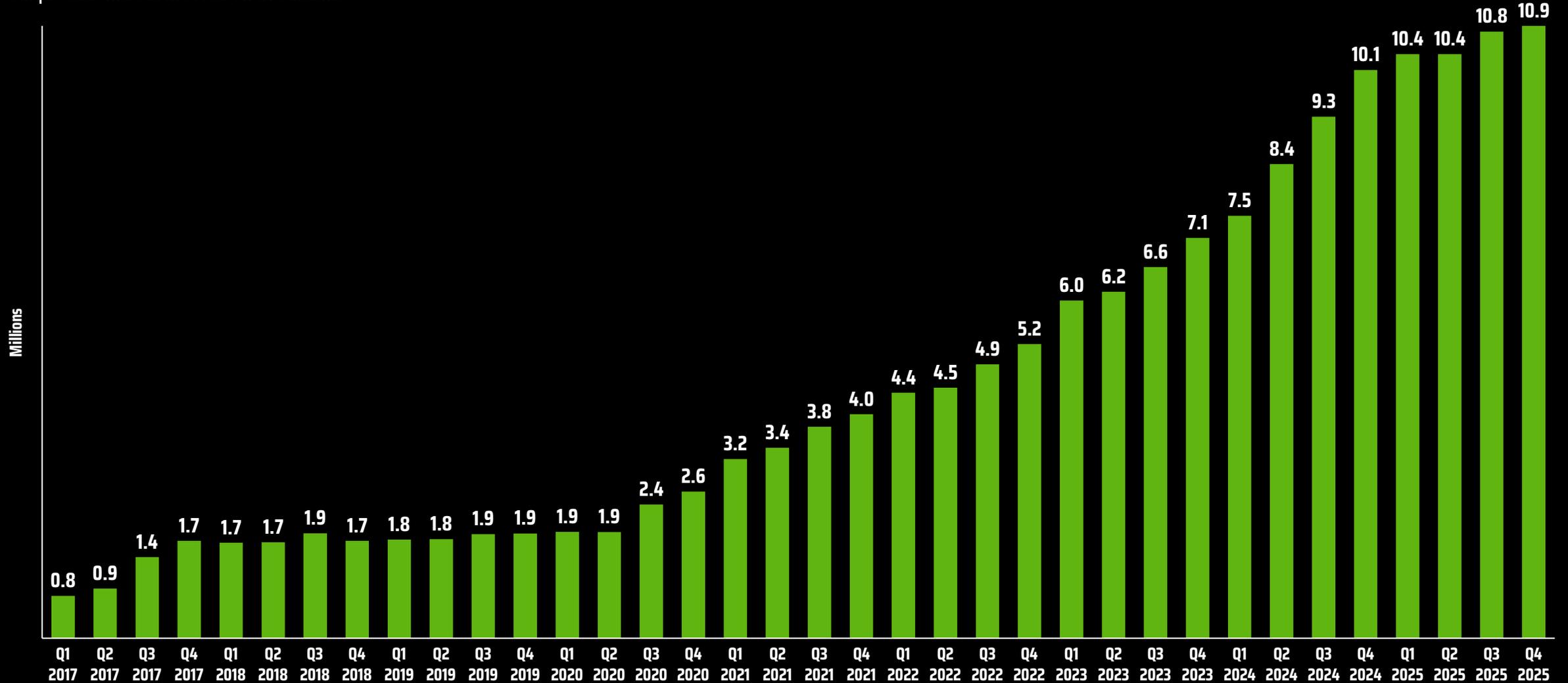
Sportsbook parlay handle mix is surging across customer cohorts

Sportsbook Parlay Handle Mix (Percentage of Total) by Customer Cohort⁽¹⁾



The number of unique customers on our platform is rising

Unique Customers in the Prior Twelve Months⁽¹⁾

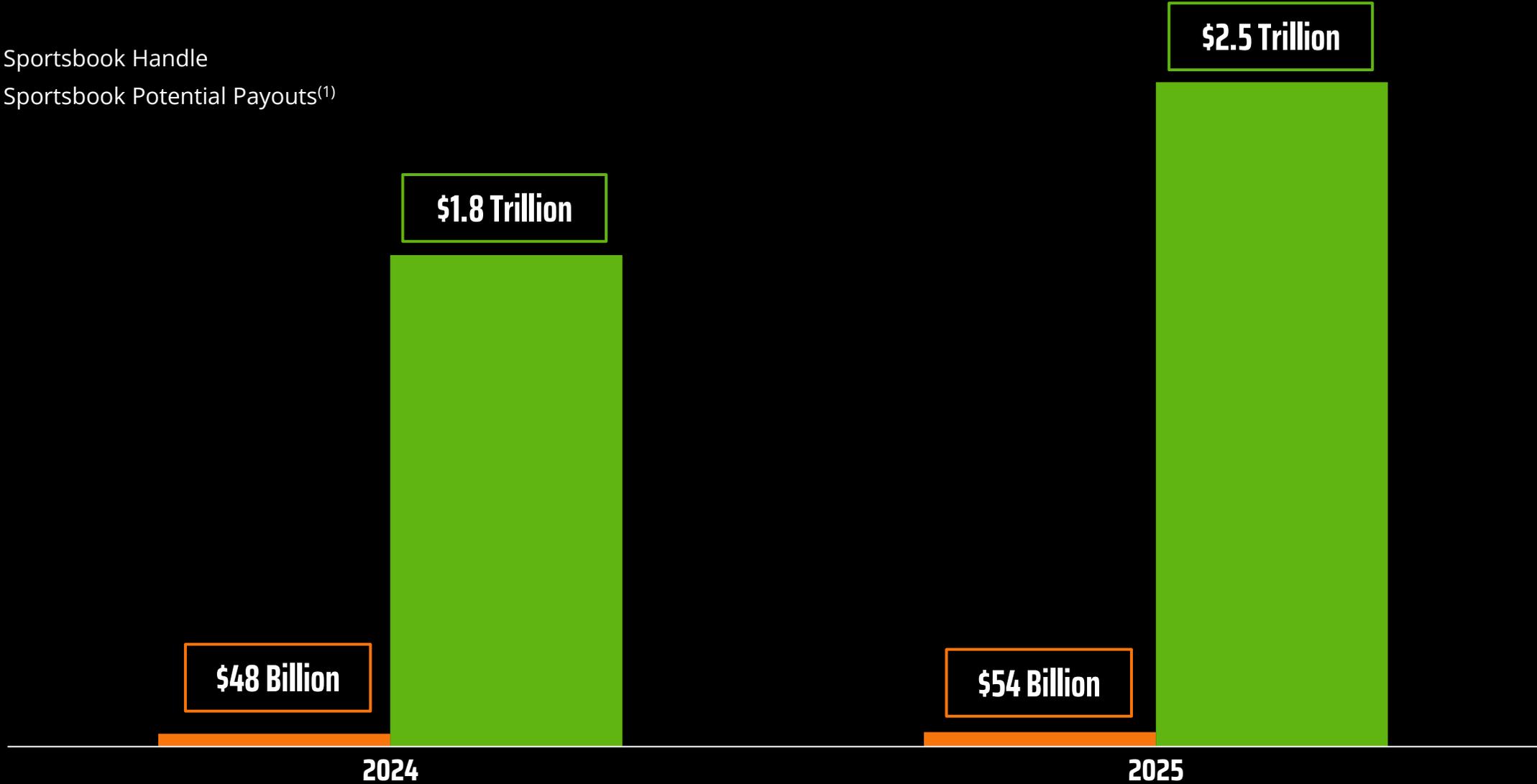


⁽¹⁾ Includes customers who engaged only with the Jackpocket brand (and not the DraftKings or Golden Nugget Online Gaming brands) after DraftKings closed the acquisition of Jackpocket. Includes customers who engaged with Predictions.



Our Sportsbook scale is massive due to the multiplicative nature of parlays

- Sportsbook Handle
- Sportsbook Potential Payouts⁽¹⁾



Reconciliation of Net Income (Loss) to Adjusted EBITDA

<i>(amounts in thousands)</i>	2025	2024	2023	2022
Net income (loss)	\$3,710	(\$507,285)	(\$802,142)	(\$1,377,987)
<i>Adjusted for:</i>				
Depreciation and amortization	\$275,488	\$270,854	\$201,920	\$169,252
Interest (income) expense, net	\$19,941	(\$44,300)	(\$55,739)	(\$18,702)
Income tax (benefit) provision	\$4,274	(\$86,341)	\$10,170	(\$67,866)
Stock-based compensation	\$339,311	\$381,367	\$398,463	\$578,799
Transaction-related costs	\$13,213	\$26,386	\$3,060	\$17,315
Litigation, settlement, and related costs	-	\$81,246	\$34,500	\$7,010
Advocacy and other related legal expenses	\$2,000	\$16,049	-	\$16,558
(Gain) loss on remeasurement of warrant liabilities	(\$4,747)	\$4,945	\$57,543	(\$29,396)
Other non-recurring and non-operating costs (income)	(\$33,203)	\$38,386	\$1,190	(\$16,764)
Adjusted EBITDA	\$619,987	\$181,307	(\$151,035)	(\$721,781)
Purchases of property and equipment ("CapEx")	(\$15,352)	(\$10,176)	(\$20,902)	(\$32,402)
Cash paid for internally developed software costs	(\$131,154)	(\$95,698)	(\$80,378)	(\$64,030)
Adjusted EBITDA less CapEx and Capitalized Software	\$473,481	\$75,433	(\$252,315)	(\$818,213)

Reconciliation of GAAP Gross Profit to Adjusted Gross Profit

<i>(amounts in millions)</i>	2025	2024	2023	2022
Revenue	\$6,055	\$4,768	\$3,665	\$2,240
Cost of Revenue (GAAP)	(\$3,557)	(\$2,951)	(\$2,292)	(\$1,484)
Gross Profit (GAAP)	\$2,498	\$1,817	\$1,373	\$756
Gross Profit Margin %	41%	38%	37%	34%
Cost of Revenue (GAAP)	(\$3,557)	(\$2,951)	(\$2,292)	(\$1,484)
<i>Adjusted for:</i>				
Stock-based compensation expense	\$0	\$1	\$3	\$4
Amortization of acquired intangible assets	\$149	\$160	\$117	\$106
Depreciation and amortization	\$107	\$90	\$64	\$45
Other	\$0	(\$21)	\$0	\$0
Adjusted Cost of Revenue	(\$3,301)	(\$2,720)	(\$2,107)	(\$1,329)
Gross Profit (GAAP)	\$2,498	\$1,817	\$1,373	\$756
<i>Adjusted for:</i>				
Stock-based compensation expense	\$0	\$1	\$3	\$4
Amortization of acquired intangible assets	\$149	\$160	\$117	\$106
Depreciation and amortization	\$107	\$90	\$64	\$45
Other	\$0	(\$21)	\$0	\$0
Adjusted Gross Profit	\$2,754	\$2,048	\$1,558	\$912
Adjusted Gross Profit Margin %	45%	43%	43%	41%