



# Sports Wagering Operator & Vendor Scope of Licensing – Initial Survey

Pursuant to 205 CMR 211.01, this survey must be submitted as part of the application for a Category 1, Category 2, or Category 3 Sports Wagering License and must be submitted as a prerequisite to the submission of the additional application forms.\*

SPORTS WAGERING LICENSE INFORMATION	
<b>Seeking to apply as:</b>	<input type="checkbox"/> Category 1 Operator <input type="checkbox"/> Category 2 Operator <input checked="" type="checkbox"/> Category 3 Operator <input type="checkbox"/> Vendor to Operator

APPLICANT INFORMATION & DESCRIPTION	
<b>Company Name:</b>	Crown MA Gaming LLC
<b>D/B/A or Trade Name(s):</b>	DraftKings
<b>Corporate HQ Address:</b> <small>(Also include the address of any operation/s in Massachusetts)</small>	Corporate HQ: 222 Berkeley Street, 5th Floor, Boston, MA, USA, 02116  Additional operational address in Massachusetts: 125 High Street, Boston, MA, USA, 02110
<b>Point-of-Contact for Licensing Process:</b> <small>(Include NAME, POSITION, ADDRESS, PHONE, EMAIL)</small>	Bill Curtis Director, Licensing 222 Berkeley Street, 5th Floor, Boston, MA, USA, 02116 617-697-4029 w.curtis@draftkings.com
<b>Description of Business:</b>	Please see attached "Description of Business".
<b>Goods/Services you expect to provide in Massachusetts:</b>	Crown MA Gaming LLC expects to provide the DraftKings platform which consists of different components, including, but not limited to, the Player Account Management System, Trading Platform and Front-end user experience.

APPLICANT ORGANIZATIONAL INFORMATION	
<b>Applicant Company Type:</b>	<input type="checkbox"/> Sole Proprietorship <input checked="" type="checkbox"/> LLC <input type="checkbox"/> Cooperative <input type="checkbox"/> C-Corporation <input type="checkbox"/> S-Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> SEC Registrant <input type="checkbox"/> Other
<b>Publicly Traded? :</b>	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <small>(if "Yes", Stock exchange symbol and exchange)</small>
<b>Applicant Financial Statements Type:</b>	<input checked="" type="checkbox"/> Audited <input type="checkbox"/> Reviewed <input checked="" type="checkbox"/> Consolidated <input type="checkbox"/> Internally Compiled <input type="checkbox"/> Externally Compiled <input type="checkbox"/> Supplemental <input checked="" type="checkbox"/> Other <small>Crown MA Gaming LLC does not currently have financial statements, however they are consolidated under DraftKings Inc., the ultimate parent company.</small>



## Sports Wagering Operator & Vendor Scope of Licensing – Initial Survey

<b>Applicant Tax Returns:</b>	<input type="checkbox"/> Stand-Alone <input checked="" type="checkbox"/> Consolidated <i>(with)</i> <div style="text-align: center; margin-top: 5px;">DraftKings Inc.</div>				
<b>Management Structure:</b> <i>(Do you have any of the following?)</i>	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; padding: 5px;"><input checked="" type="checkbox"/> Compliance Committee</td> <td style="width: 50%; padding: 5px;"><input checked="" type="checkbox"/> Audit Committee</td> </tr> <tr> <td style="padding: 5px;"><input checked="" type="checkbox"/> Compliance Plan</td> <td style="padding: 5px;"><input checked="" type="checkbox"/> Other(s) <small>Compensation Committee; Nominating and Corporate Governance Committee; Transaction Committee</small></td> </tr> </table>	<input checked="" type="checkbox"/> Compliance Committee	<input checked="" type="checkbox"/> Audit Committee	<input checked="" type="checkbox"/> Compliance Plan	<input checked="" type="checkbox"/> Other(s) <small>Compensation Committee; Nominating and Corporate Governance Committee; Transaction Committee</small>
<input checked="" type="checkbox"/> Compliance Committee	<input checked="" type="checkbox"/> Audit Committee				
<input checked="" type="checkbox"/> Compliance Plan	<input checked="" type="checkbox"/> Other(s) <small>Compensation Committee; Nominating and Corporate Governance Committee; Transaction Committee</small>				

### ATTACHMENTS

**PLEASE SUBMIT THE FOLLOWING INFORMATION**

- TABLE of ORGANIZATION** including parent companies and subsidiaries (note any companies that are publicly traded and are sports wagering-related).
- TABLE of OWNERSHIP INTERESTS** showing all ownership interests, including parent companies and subsidiaries showing the corporate structure with entity names and ownership percentages.
- FUNCTIONAL TABLE of ORGANIZATION** including the executive team and Board of Directors with individual names and titles, and percentage of ownership interest, if applicable.
- CONTROL** – List (1) individuals and entities who own 10 percent or more of the applicant; (2) individuals and entities who have the ability to control the activities of the applicant; and (3) any executive, employee or agent having the power to exercise significant influence over decisions concerning the applicant’s sports wagering operations in Massachusetts.
- INSTITUTIONAL INVESTORS** – Provide a list of these investors along with their percentage of ownership.
- LICENSING HISTORY** – List the last 3 jurisdictions in which licensed for sports wagering operations, including the type of license that was obtained.
- LICENSEE ASSOCIATION** – List any Gaming Licensee(s), Sports Wagering Operator Licensee(s) or Applicant(s) for a Sports Wagering Operator License with whom you have an agreement to conduct business or are in the process of negotiating an agreement.
- ON-SITE PERSONNEL (for Vendor only)** – If you expect to have any personnel on-site at a Massachusetts casino, please indicate the approximate number and a brief description of their duties.

\*Pursuant to 205 CMR 211.01, this survey must be submitted as part of the application for a Category 1, Category 2, or Category 3 Sports Wagering License and must be submitted as a prerequisite to the submission of the additional application forms, which consist of the following:

- Application for Category 1, 2, & 3 Sports Wagering Operator License;
- For designated entity qualifiers, Business Entity Disclosure Form;
- For designated individual qualifiers, Multi-jurisdictional Personal History Form; and
- For designated individual qualifiers, Massachusetts Supplemental Form.

CONFIDENTIAL 003

Failure to submit this Survey by October 17, 2022, shall result in the Commission deeming the application incomplete and administratively closed unless the Commission authorizes an extension of time pursuant to 205 CMR 211.01(10).



# **Sports Wagering Operator & Vendor Scope of Licensing - Initial Survey**



## **APPLICANT INFORMATION & DESCRIPTION**



## DESCRIPTION OF BUSINESS

### Applicant Information & Description

#### **Description of Business:**

*Crown MA Gaming LLC is a subsidiary of DraftKings. DraftKings is a U.S.-based digital sports entertainment and gaming company created to fuel the competitive spirits of sports fans. DraftKings began offering a sports betting product in 2018, and has since established itself as a leading provider of legal sports betting in regulated jurisdictions in North America. DraftKings' best-in-class technology provides players with an intuitive experience and robust set of offerings, while prioritizing a safe and secure experience.*

*With a vertically integrated sports betting platform, DraftKings has unique control over our product roadmap; we also have a dedicated team of hundreds of engineers who are constantly working on the development of innovative products and features to bring the most exciting experience to our players. DraftKings Sportsbook is rated among the top three leaders throughout the 18 US states in which it operates online. Most recently, DraftKings was named Sportsbook of the Year at the 2022 SBC Awards North America.*



## **ATTACHMENTS**



## TABLE OF ORGANIZATION

Attachments

**Table of organization including parent companies and subsidiaries (note any companies that are publicly traded and are sports wagering-related).**

*Attached is an organizational chart for DraftKings Inc., the publicly traded entity, listing all subsidiaries. A list of sports wagering-related subentities is also provided.*

*Sports Wagering-Related Entities:*

- *DraftKings Inc.*
- *DraftKings Holdings Inc.*
- *DK Crown Holdings Inc.*
- *Crown AL Gaming LLC*
- *Crown AZ Gaming LLC*
- *Crown CO Gaming LLC*
- *Crown DK CAN Ltd.*
- *Crown Gaming Inc.*
- *Crown Gaming Ireland Limited*
- *Crown IA Gaming LLC*
- *Crown IL Gaming LLC*
- *Northside Crown Gaming LLC*
- *Crown IN Gaming LLC*
- *Crown KS Gaming LLC*
- *Crown LA Gaming LLC*
- *Crown MA Gaming LLC*
- *Crown MD Gaming LLC*
- *Crown MD Online Gaming LLC*
- *Crown ME Gaming LLC*
- *Crown MI Gaming LLC*
- *Crown MS Gaming Inc.*
- *Crown NH Gaming LLC*
- *Crown NJ Gaming Inc.*
- *Crown NV Gaming Inc.*
- *Crown NY Gaming Inc.*
- *Crown OH Gaming LLC*
- *Crown OR Gaming LLC*
- *Crown PA Gaming Inc.*
- *Crown PR Gaming LLC*
- *Crown TN Gaming LLC*
- *Crown VA Gaming LLC*
- *Crown WA Gaming LLC*
- *Crown WV Gaming Inc.*
- *Crown WY Gaming LLC*
- *GNOG Holdings, LLC*
- *Golden Nugget Online Gaming, Inc.*
- *Golden Nugget Online Gaming, LLC*
- *LHGN Holdco, LLC*
- *SB Tech (Gibraltar) Limited*
- *SBTech (Global) Limited*
- *SBTech Malta Limited*
- *Blue Ribbon Holding Limited*
- *Blue Ribbon Software Ltd.*
- *Blue Ribbon Software Malta Limited*

DraftKings Inc.

DraftKings Holdings Inc.

Golden Nugget Online Gaming, Inc. and Subsidiaries (See Page 3)

DK Crown Holdings Inc.

SBTech (Global) Limited and Subsidiaries (See Page 2)

Crown Europe Malta Ltd.

DK UK Services Ltd.

DraftKings Australia PTY Ltd.

DK Player Reserve LLC

DK-FH Inc.

DKDI LLC

Crown DK CAN Ltd.

GUS I LLC

Crown DFS Inc.

Crown DFS Malta Ltd.

Crown Gaming Malta Ltd.

DK Security Corporation

DK II Security Corporation

Crown Gaming Inc.

Vegas Sports Information Network, LLC

Scarcity Labs Inc.

GUS II LLC

Crown PA DFS Inc.

Crown WI Gaming LLC

Crown ME Gaming LLC

Crown VA Gaming LLC

Crown MI Gaming LLC

Crown TN Gaming LLC

Crown NH Gaming LLC

Crown IN Gaming LLC

Crown WV Gaming Inc.

Crown WY Gaming LLC

Crown KS Gaming LLC

Crown LA Gaming LLC

Crown OH Gaming LLC

Crown FL Gaming LLC

Crown AL Gaming LLC

Crown OK Gaming LLC

Crown Gaming Ireland Limited

Crown OR Gaming LLC

Crown CO Gaming LLC

Crown MA Gaming LLC

Crown IA Gaming LLC

Crown PA Gaming Inc.

Crown CT Gaming LLC

Crown IL Gaming LLC

Crown CA Gaming LLC

Crown SD Gaming LLC

Crown PR Gaming LLC

Crown MD Gaming LLC

Crown NV Gaming Inc.

Crown MS Gaming Inc.

Crown NY Gaming Inc.

Crown Gaming RT LLC

Crown AZ Gaming LLC

Crown NJ Gaming Inc.

Crown WA Gaming LLC

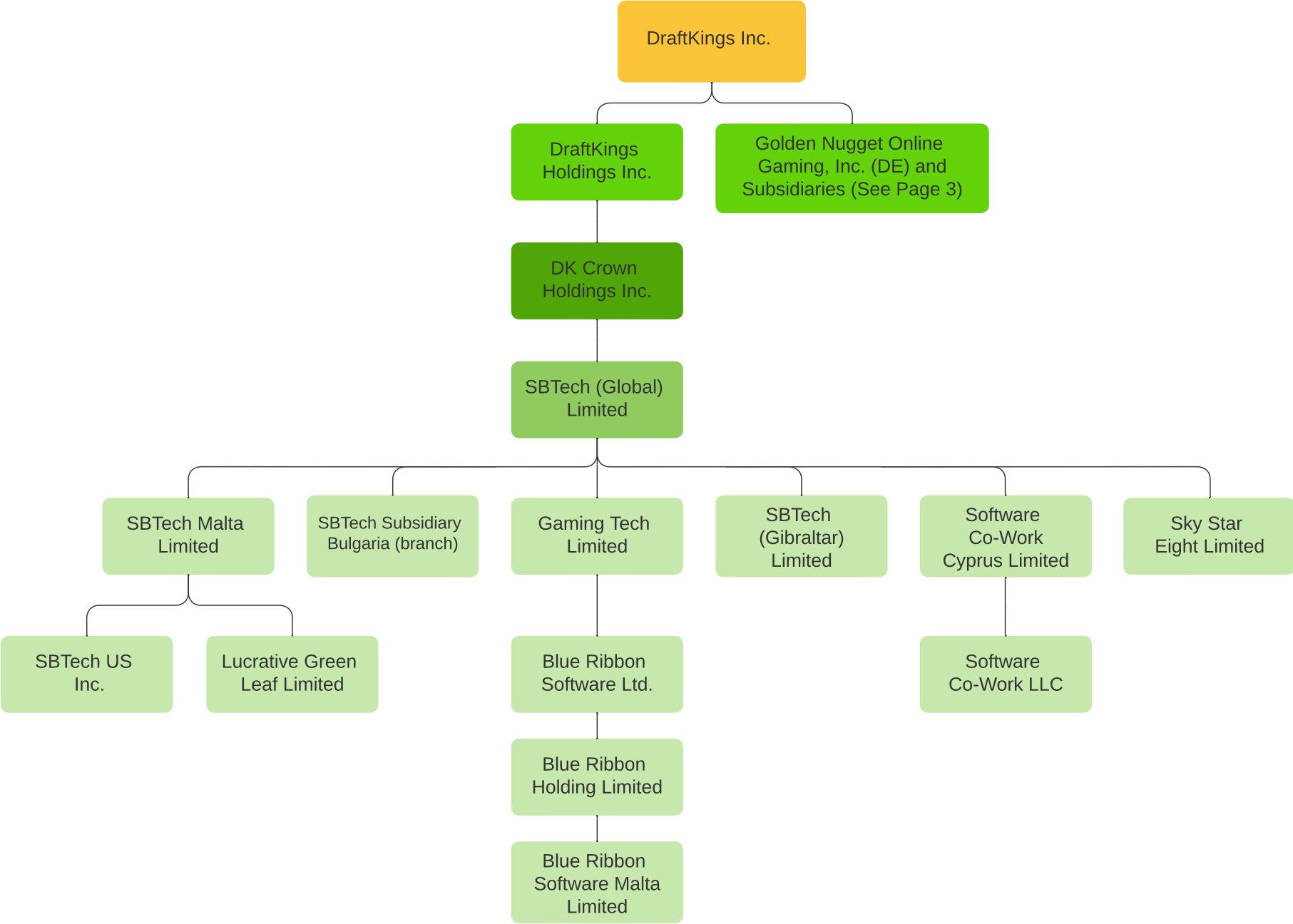
Northside Crown Gaming LLC

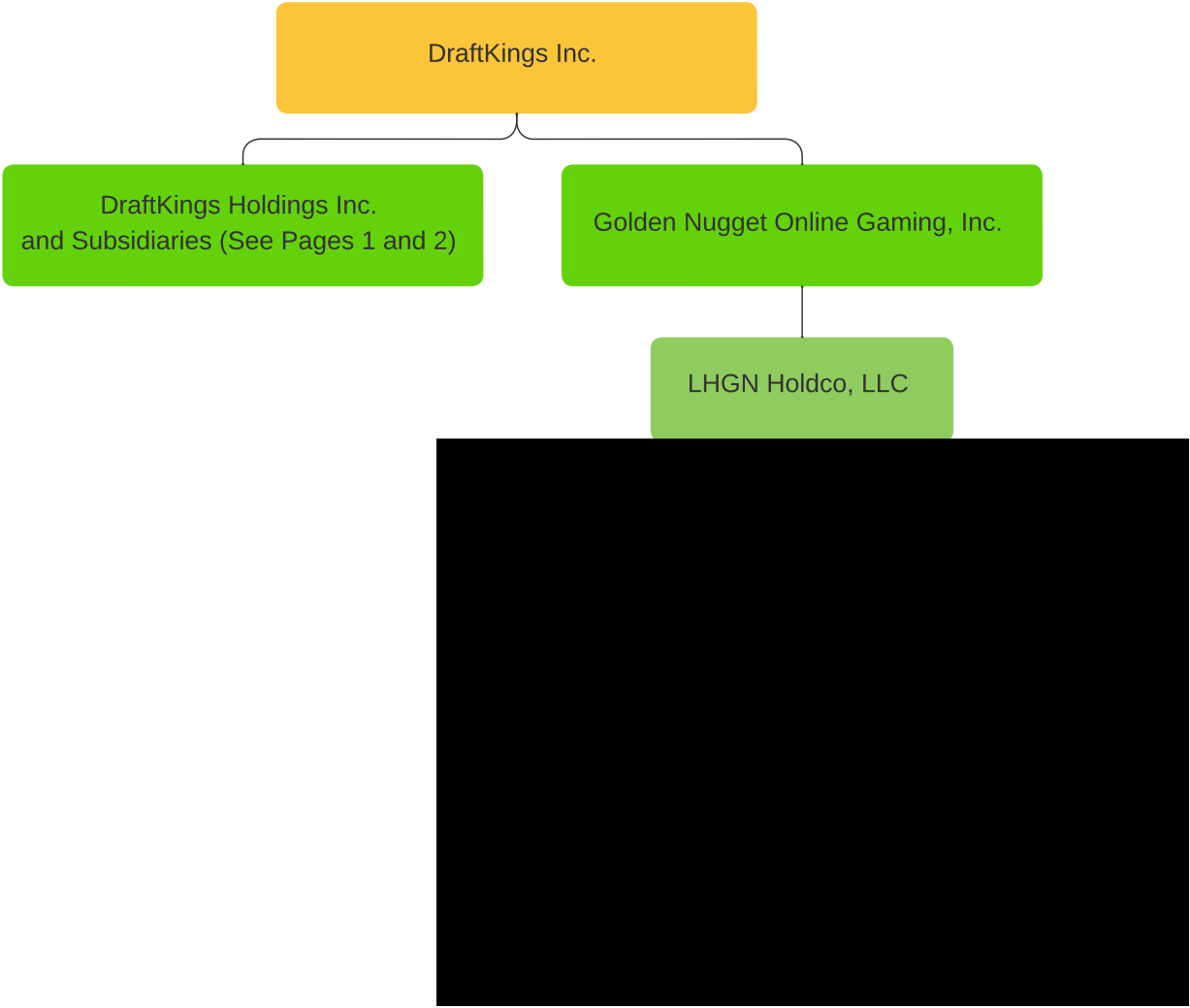
Crown MD Online Gaming LLC

95%

99%









## TABLE OF OWNERSHIP INTERESTS

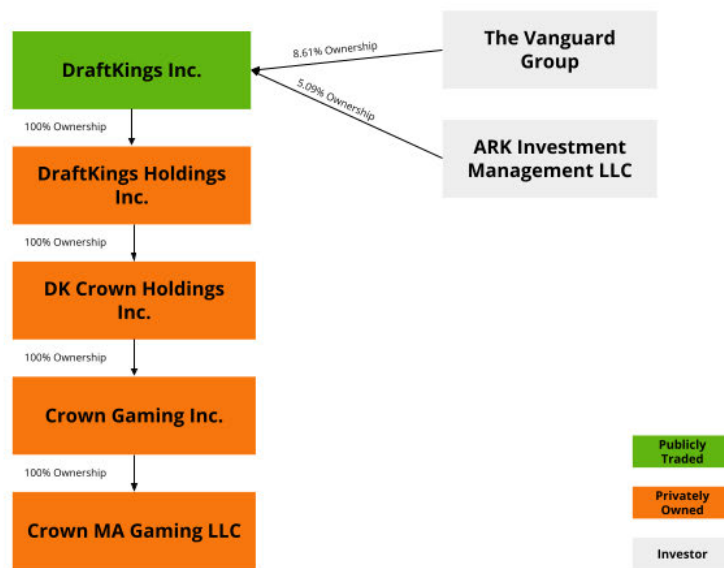
Attachments

Table of ownership interests showing all ownership interests, including parent companies and subsidiaries showing the corporate structure with entity names and ownership percentages.

Please find the corporate structure complete with entity names and ownership percentages for Crown MA Gaming LLC below.

### CROWN MA GAMING LLC

#### OWNERSHIP CHART



The Institutional Investor percentages are as of October 5, 2022



## FUNCTIONAL TABLE OF ORGANIZATION

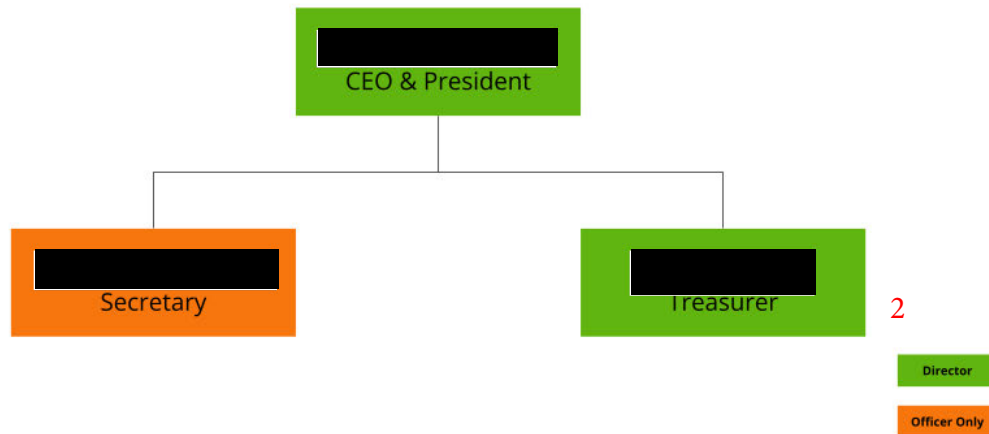
Attachments

Functional table of organization including the executive team and Board of Directors with individual names and titles, and percentage of ownership interest, if applicable.

Crown MA Gaming LLC's executive team is composed of [REDACTED], President and Chief Executive Officer, and [REDACTED], Treasurer. [REDACTED] serves as Secretary of Crown MA Gaming LLC, however is not involved in the day-to-day operation as his role is solely administrative.

### CROWN MA GAMING LLC

OFFICERS & DIRECTORS ORG CHART

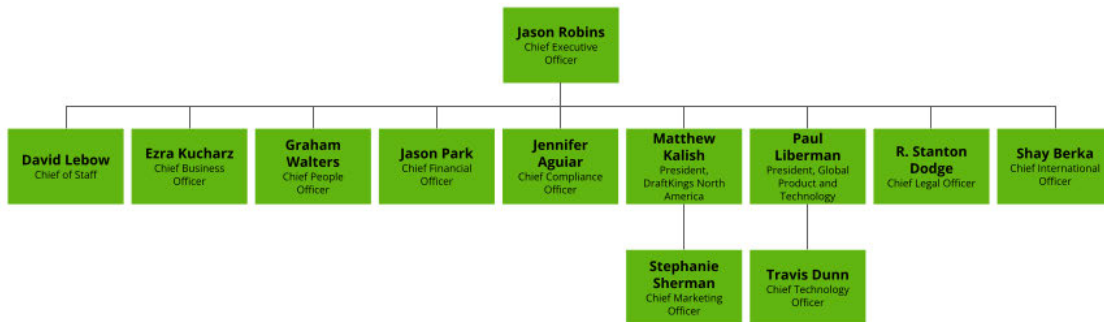




For ease of reference, listed below is a table of organization for the DraftKings Inc., the ultimate parent company, executive leadership team and information regarding each member.

## **DRAFTKINGS INC.**

**ULTIMATE PARENT COMPANY OF CROWN MA GAMING LLC  
EXECUTIVE LEADERSHIP TEAM**



### **Jason Robins - CEO & Co-Founder of DraftKings Inc.**

Jason Robins is Chief Executive Officer of DraftKings. Robins co-founded DraftKings in 2012 and oversees the company's strategy and operations, while also driving funding and partnerships. Robins has built a reputation for expanding DraftKings' reach across numerous platforms through wide-ranging, forward-thinking partnerships. Under his leadership, DraftKings became the first DFS company to sign a league partnership with Major League Baseball in 2013. Jason has led efforts at DraftKings to work with policy makers and regulators to pass smart legislation. Also under Jason's leadership, DraftKings became the first company to launch an online and mobile sportsbook in New Jersey in 2018.

Robins' work has been recognized by the media and his peers, both nationally and locally in Boston. Recognition includes: Fortune's "40 Under 40" list of the most influential people in business, appearing on that issue's cover, Sports Business Journal's "40 Under 40," Boston Business Journal's "Power 50: Game Changers," and "40 Under 40," among others.

Robins attended Duke University, where he received his degree in economics and computer science.



***Paul Liberman - President, Global Technology and Product & Co Founder of DraftKings Inc.***

*Paul Liberman is President of Global Technology and Product. Liberman co-founded DraftKings in 2012 and maintains strategic leadership and global accountability for DraftKings' technology platform, product, and IT functions. He has acted as CTO, CMO, and COO before moving into his current position as President, Global Technology and Product.*

*Liberman's data-driven mindset has been instrumental in catapulting DraftKings from a small Boston start-up to a global sports-tech entertainment enterprise. Under his leadership, Paul's team has developed award-winning, stand-alone apps and products including DraftKings' DK Live and Leagues, DraftKings Fantasy Sports app and, most recently, the DraftKings Sportsbook platform. Among his recent honors, Liberman was named to Boston Business Journal's "40 Under 40" list of the most influential people in Boston.*

*Liberman attended Worcester Polytechnic Institute where he received his degree in electrical engineering and computer science.*

***Matthew Kalish - President, North America & Co-Founder of DraftKings Inc.***

*Matt Kalish is President of DraftKings North America. Kalish co-founded DraftKings in 2012 and is accountable for all North America revenue, bringing together all marketing, operations, and related analytics functions. Matt unifies leadership for all marketing functions as well as related analytics teams. He has acted as Chief Revenue Officer before transitioning into his role as President, DraftKings North America.*

*Kalish, a lifelong fan of fantasy sports, sports betting, and strategy games, combined his experience in corporate analytics and e-commerce to become the "game master" of DraftKings. Due to Kalish's foresight and guidance preparing for the overturn of PASPA, DraftKings Sportsbook was the first legal, online and mobile sports betting platform in New Jersey – the first state outside of Nevada to legalize sports betting. Kalish has been named to SBJ's class of 2019 "Forty Under 40" for all of his excellence and innovation.*

*Kalish has led his team to go beyond the industry standards by finding ways to improve DraftKings' customers' game experience by introducing more sports and ways to play, driving DraftKings towards offering the most comprehensive platform for skin-in-the-game sports fans available in the US. Moreover, Matt maintains a strong focus on DraftKings' consumer protections to ensure the company maintains high standards of integrity and responsibility, and is continuously optimizing the protections in place, operating in the best interest of its customers and community.*



*Kalish received his MBA from Boston College and holds degrees in economics and computer science from Columbia University.*

***Jason Park - Chief Financial Officer, DraftKings Inc.***

*Jason Park joined DraftKings as Chief Financial Officer in June 2019. Jason is responsible for Accounting, FP&A, Business Planning, and Investor Relations. In addition, Jason provides strategic guidance to CEO Jason Robins and the rest of the senior management team to help boost the company's success as more states welcome sports betting and pass laws allowing for daily fantasy sports.*

*Prior to DraftKings, Park worked at Bain Capital Private Equity where he was an Operating Partner and focused on technology investments. For more than 10 years, Park worked collaboratively with CEOs, CFOs, and management teams to develop and achieve value creation plans. Before Bain Capital, Jason spent eight years with McKinsey & Company.*

*Park holds an MBA from the Wharton School at the University of Pennsylvania and a MAcc (Master of Accountancy) and a BBA from the University of Michigan.*

***R. Stanton Dodge - Chief Legal Officer, DraftKings Inc.***

*R. Stanton Dodge joined DraftKings as chief legal officer in November 2017. In his position, Dodge oversees DraftKings' legal, government affairs and communications teams, leading DraftKings' future growth in passing smart legislation and is a key figure in positioning DraftKings to enter new markets and seize new business opportunities.*

*Prior to DraftKings, Dodge worked at DISH Network for more than 20 years in positions of increasing responsibility in the legal department, most recently as executive vice president, general counsel and secretary of DISH, responsible for all legal and government affairs and corporate communications.*

*Dodge received his degree in accounting from the University of Vermont, and his Juris Doctor, magna cum laude, from Suffolk University Law School.*

***Jennifer Aguiar - Chief Compliance Officer, DraftKings Inc.***

*Jennifer Aguiar is the Chief Compliance Officer and member of the executive team at DraftKings. Aguiar joined DraftKings in 2016 as the Head of Compliance and Risk where she led the development of the internal DraftKings compliance and risk programs from the ground up, instilling a culture of compliance across the business.*



*As Chief Compliance Officer, Aguiar is responsible for overseeing corporate compliance and enterprise risk management. Among other responsibilities, she will ensure DraftKings' compliance with all U.S. and international licensing requirements related to daily fantasy sports, sports betting and iGaming. Aguiar is a Certified Anti-Money Laundering Specialist (CAMS), Certified Information Privacy Professional/US (CIPP/US), Certified Risk Professional (CRP) and Certified Regulatory Compliance Manager (CRCM).*

*Aguiar graduated from Bridgewater State University where she received a BS in Management Science with a concentration in Marketing and a Math Minor. She currently serves on the executive and advisory boards of the Ricciardi College of Business at Bridgewater State University.*

***Graham Walters - Chief People Officer, DraftKings Inc.***

*Graham Walters is Chief People Officer at DraftKings. Walters has been integral to DraftKings' growth and development as a people-centric organization. Graham began his career at DraftKings as the director of human resources in 2015 and has worked tirelessly to develop and upgrade the company's people systems as DraftKings, Inc. continues to grow.*

*Graham believes that centering company policies around employee happiness most effectively fosters employee productivity. Graham is responsible for driving DraftKings' overall people strategies. He focuses on enhancing talent acquisition and employment branding; enabling employee and leadership growth and development, operational excellence through compensation, benefits, people analytics and systems; creating an exceptional employee experience through workplace and real estate; and building a competency around diversity, inclusion and belonging.*

*Graham attended the Isenberg School of Management at UMass Amherst where he focused on operations management.*

***Ezra Kucharz - Chief Business Officer, DraftKings Inc.***

*Ezra Kucharz joined DraftKings as Chief Business Officer in October 2017. In this role, Kucharz is responsible for DraftKings' business and corporate development functions, business strategy, international growth, ad sales, strategic partnerships, live events and digital media, further solidifying the company's position at the intersection of sports, tech and media. He is an award-winning innovator, leader and entrepreneur bringing transformational growth and scale to numerous organizations.*

*Prior to DraftKings, Kucharz served as President of CBS Local Digital Media and Special Advisor to CBS CEO leading large scale organizations throughout his tenure. In this role, Kucharz*





*oversaw online and mobile business across CBS Radio's 115 stations nationwide and concert business and more than two dozen CBS Television stations. During his tenure, Kucharz's leadership elevated CBS Local to the number one digital organization in broadcast TV and radio. Kucharz has also held several senior-level positions at NBC Universal, founded one of the first online digital sports media companies, Total Sports, and worked for NASA in their Space Shuttle and International Space Station Medical Operations divisions after serving as an Army Officer assigned to the Armor Branch.*

*Kucharz holds degrees from Boston University, University of Houston and Duke University.*

***Travis Dunn - Chief Technology Officer, DraftKings Inc.***

*Travis Dunn is the Chief Technology Officer at DraftKings. Travis joined DraftKings in January of 2014 as a Software Architect. In that role, he oversaw the technology transformation that enabled DraftKings to sustain rapid growth. As DraftKings grew, Travis led a variety of critical software departments from the core technology that supported the fantasy sports platform to the mobile development of the company's iOS and Android Apps.*

*Dunn now leads a rapidly growing engineering organization of more than 200 employees overseeing all technological resources including software engineering, data engineering, data science and site reliability while establishing the vision for the company's future tech developments. Prior to joining DraftKings, Travis was a Senior Principal Software Engineer at Vistaprint where he was the technical lead responsible for pricing, channel marketing and CRM and led the R&D team in establishing patterns for refactoring and retiring legacy code.*

*Travis attended Western Washington University where he majored in English Literature. Dunn's career started as a Data Analyst where he developed a passion for database work and software. After transitioning to software engineering, Travis quickly became an expert in .NET and grew his career rapidly.*

***David Lebow - Chief of Staff, DraftKings Inc.***

*David Lebow is DraftKings Chief of Staff. Lebow has a track record of leadership and innovation in media and technology creating revenue and ebitda growth for some of the world's largest media brands. A successful leader, David has created results and value by hiring great teams, creating transformative vision, and successfully executing business strategies.*

*At Yellow Pages Holdings, he was Chief Revenue Officer, responsible for the go to market strategy and revenue for a large-scale sales organization. YP's revenue exceeded \$2 billion, ebitda exceeded \$450 million, with 3,000 people on David's team. David has also successfully led large organizations including AOL, iHeartRadio, and Internet Broadcasting, with roles ranging*



*from CEO and CRO. He has worked in large scale organizations and founded startups. In January 2010, he was elected to the Ithaca College board of trustees, adding on vice chairman responsibilities in 2012. David sits on several boards, including TownSquare Media, which he joined in 2010.*

*David graduated from the Ithaca College School of Communications with a degree in communications management.*

***Shay Berka - Chief International Officer, DraftKings Inc.***

*Shay Berka joined DraftKings as Chief International Officer in April 2020. Equipped with over 15 years of experience, Berka is responsible for the overall international P&L, with an emphasis on international B2B customers, as well as managing and maintaining relationships with overseas partner organizations and projects as part of DraftKings' larger global go-forward strategy.*

*Prior to his transition as part of DraftKings' business combination agreement with SBTech, Berka served as chief financial officer for the sports betting and iGaming platform solutions provider. In 2012, Berka was charged with leading SBTech's business strategy and management, overseeing external international expansion and the success of internal departments including finance, legal, human resources and commercials. Berka also holds experience as a chief financial officer in various investments and financing companies including Visa and Psagot.*

*Berka is a certified public accountant. He gained his bachelor's in accounting and economics from Tel Aviv University and graduated with honors.*

***Stephanie Sherman - Chief Marketing Officer, DraftKings Inc.***

*Stephanie Sherman is Chief Marketing Officer at DraftKings and one of the company's first 15 employees since joining in 2013. She oversees all integrated marketing efforts spanning brand and agency campaigns, media buying, database marketing and influencer strategy, among other functions.*

*Previously, Sherman served as SVP of Marketing at DraftKings focused on customer acquisition and direct response marketing globally. Prior to serving in roles of increasing responsibility at DraftKings, Sherman managed acquisition marketing for Vistaprint.*

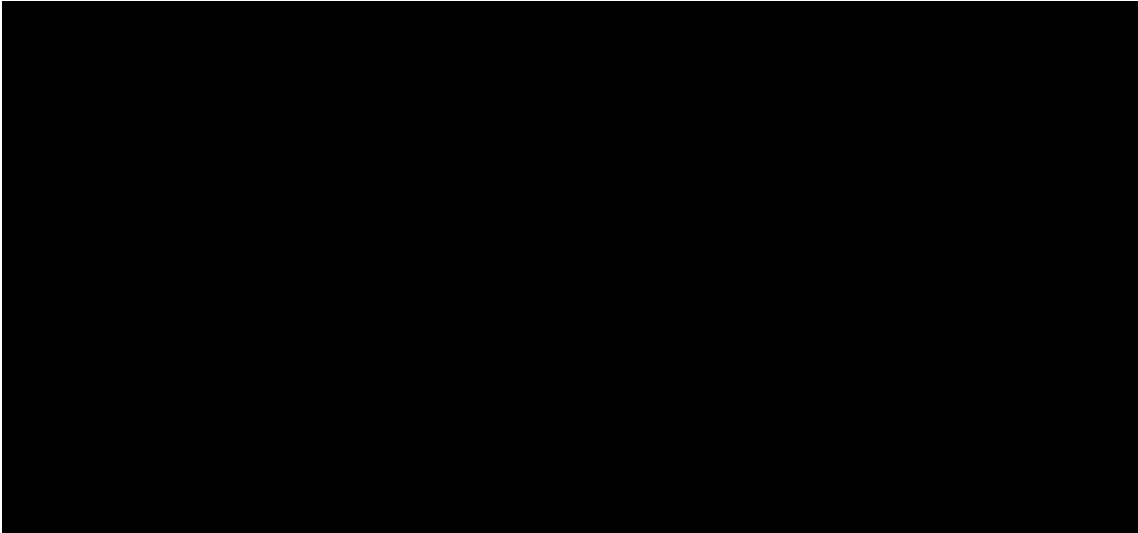
*Sherman graduated from Colby College with a degree in economics.*



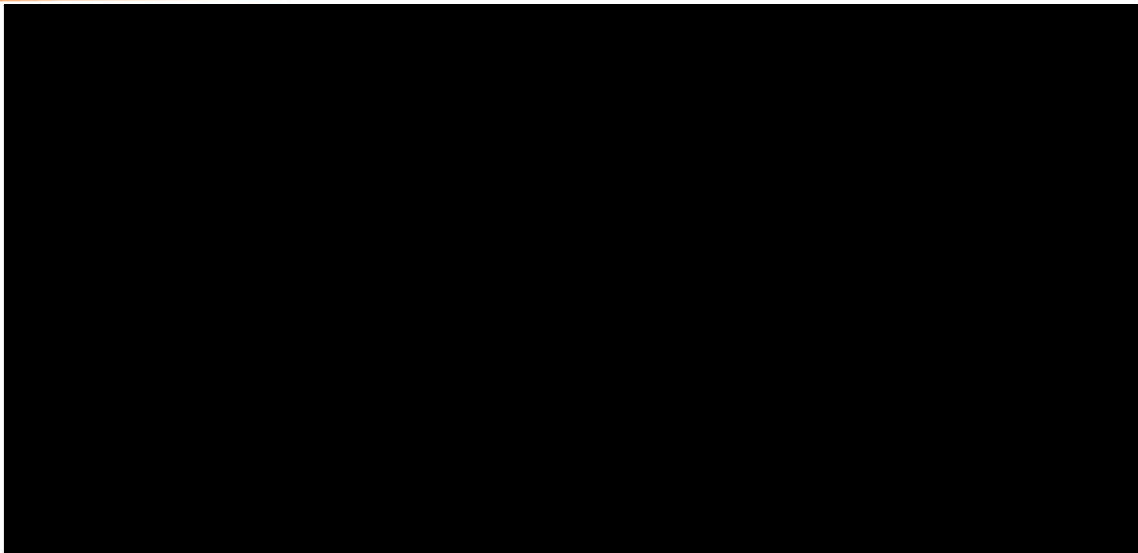
*Included are tables of organization for each of the parent entities to Crown MA Gaming LLC.*



**OFFICERS & DIRECTORS ORG CHART**



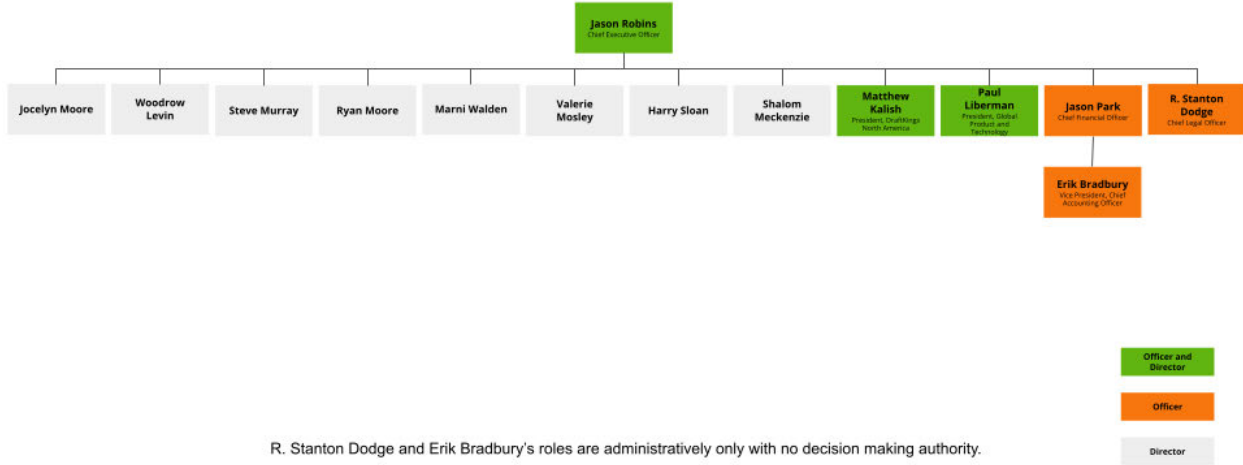
**OFFICERS & DIRECTORS ORG CHART**





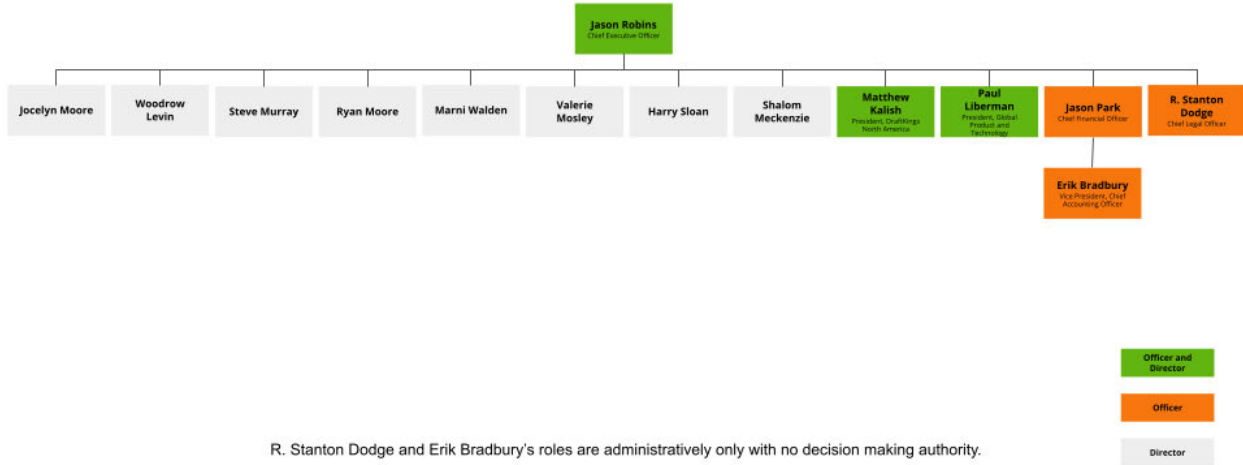
# DRAFTKINGS HOLDINGS INC.

## OFFICERS & DIRECTORS ORG CHART



# DRAFTKINGS INC.

## OFFICERS & DIRECTORS ORG CHART





Provided is a table of ownership for the officers and directors of DraftKings Inc. as of October 5, 2022.

<i>Individual or Entity</i>	<i>Title</i>	<i>Ownership Percentage of DraftKings Inc.</i>
<i>Jason Robins</i>	<i>Chief Executive Officer [Director]</i>	██████
<i>Paul Liberman</i>	<i>President, Global Product and Technology [Director]</i>	██████
<i>Matthew Kalish</i>	<i>President, North America [Director]</i>	██████
<i>Jason Park</i>	<i>Chief Financial Officer</i>	██████
<i>R. Stanton Dodge</i>	<i>Chief Legal Officer and Secretary</i>	██████
<i>Erik Bradbury</i>	<i>Chief Accounting Officer</i>	██████
<i>Woodrow Levin</i>	<i>Outside Director</i>	██████
<i>Steve Murray</i>	<i>Outside Director</i>	██████
<i>Ryan Moore</i>	<i>Outside Director</i>	██████
<i>Marni Walden</i>	<i>Outside Director</i>	██████
<i>Harry Sloan</i>	<i>Outside Director</i>	██████
<i>Shalom Meckenzie</i>	<i>Director</i>	██████
<i>Jocelyn Moore</i>	<i>Outside Director</i>	██████
<i>Valerie Mosley</i>	<i>Outside Director</i>	██████



## CONTROL

### Attachments

**Control – List (1) individuals and entities who own 10 percent or more of the applicant; (2) individuals and entities who have the ability to control the activities of the applicant; and (3) any executive, employee or agent having the power to exercise significant influence over decisions concerning the applicant’s sports wagering operations in Massachusetts.**

1. *Crown Gaming Inc. owns 100% of Crown MA Gaming LLC.*
2. *Crown Gaming Inc., its directors, and the directors of Crown MA Gaming LLC have the ability to control the activities of Crown MA Gaming LLC.*
  - [REDACTED]
    - [REDACTED]
  - [REDACTED].
    - [REDACTED]
3. *Paul Liberman, Jason Park, Jason Robins, and Matthew Kalish have the power to exercise significant influence over Crown MA Gaming LLC’s sports wagering operation in Massachusetts. Jason Robins is Chief Executive Officer of DraftKings Inc. and Matthew Kalish is President, North America of DraftKings Inc.*



## INSTITUTIONAL INVESTORS

### Attachments

**Institutional investors – Provide a list of these investors along with their percentage of ownership.**

*The institutional investors listed below hold greater than 5% ownership of DraftKings Inc. as of October 5, 2022:*

- *The Vanguard Group - [REDACTED]*
- *ARK Investment Management LLC - [REDACTED] 6*

*For ease of reference, the ownership of Crown MA Gaming LLC is as follows:*

- *Crown MA Gaming LLC is 100% wholly owned by Crown Gaming Inc;*
- *Crown Gaming Inc. is wholly owned by DK Crown Holdings Inc.;*
- *DK Crown Holdings Inc. is wholly owned by DraftKings Holdings Inc.; and*
- *DraftKings Holdings Inc. is wholly owned by DraftKings Inc.*



## LICENSING HISTORY

### Attachments

**Licensing history – List the last 3 jurisdictions in which licensed for sports wagering operations, including the type of license that was obtained.**

*Crown MA Gaming LLC is not licensed for sports wagering operations in any jurisdiction, however its affiliates have been issued licenses to offer sports wagering operations. Please find information regarding the last 3 licenses for sports wagering operations issued to the affiliate entities of Crown MA Gaming LLC.*

<b>Jurisdiction</b>	<b>Licensed Affiliate Entity</b>	<b>License Type</b>	<b>Date of Approval</b>
<i>Kansas</i>	<i>Crown KS Gaming LLC</i>	<i>Sports Wagering Provisional Certification</i>	<i>August 24, 2022</i>
<i>Maryland</i>	<i>Crown MD Gaming LLC</i>	<i>Sports Wagering Facility Operator License</i>	<i>August 25, 2022</i>
<i>Washington</i>	<i>Crown WA Gaming LLC</i>	<i>Major Sports Wagering Vendor</i>	<i>August 11, 2022</i>





## LICENSEE ASSOCIATION

Attachments

**Licensee association – List any Gaming Licensee(s), Sports Wagering Operator Licensee(s) or Applicant(s) for a Sports Wagering Operator License with whom you have an agreement to conduct business or are in the process of negotiating an agreement.**

*At this time, it is DraftKings intention to participate in the competitive selection process for a Category 3 license.*



## ON-SITE PERSONNEL

Attachments

**On-site personnel (for Vendor only) – If you expect to have any personnel on-site at a Massachusetts casino, please indicate the approximate number and a brief description of their duties.**

*Not applicable; at this time Crown MA Gaming LLC intends to apply for a Category 3 license.*