

Q2 2026 Earnings Presentation

August 6, 2026



Legal Disclaimer

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, strategic plans and focus, customer growth and engagement, offering 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 available 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 as of the date hereof. We undertake no obligation to update or publicly release any revisions to 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 EBITDA, Adjusted EBITDA Margin, Adjusted Diluted Earnings (Loss) Per Share, and Adjusted Operating Expense, 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. For more information on these non-GAAP measures, including reconciliations to most directly comparable GAAP measure, as applicable, see “Non-GAAP Financial Measures” below and the Appendix of this presentation.

Current business highlights

1

We delivered a strong second quarter as Monthly Unique Payers increased 9% year-over-year, and Sports Consumer Volume increased 15% year-over-year

2

Our core business is on track to generate approximately \$1B in Adj. EBITDA⁽¹⁾ in FY 2026; including expected Predictions investment, we are maintaining our FY 2026 revenue guidance of \$6.5B to \$6.9B and Adj. EBITDA guidance of \$700M to \$900M

3

Customer acquisition grew nearly 75% year-over-year at our best customer acquisition cost (CAC) since Q1 2025

4

Predictions is off to a great start, with over 600K customers year-to-date and Annualized Total Volume Traded up 5x from April to July

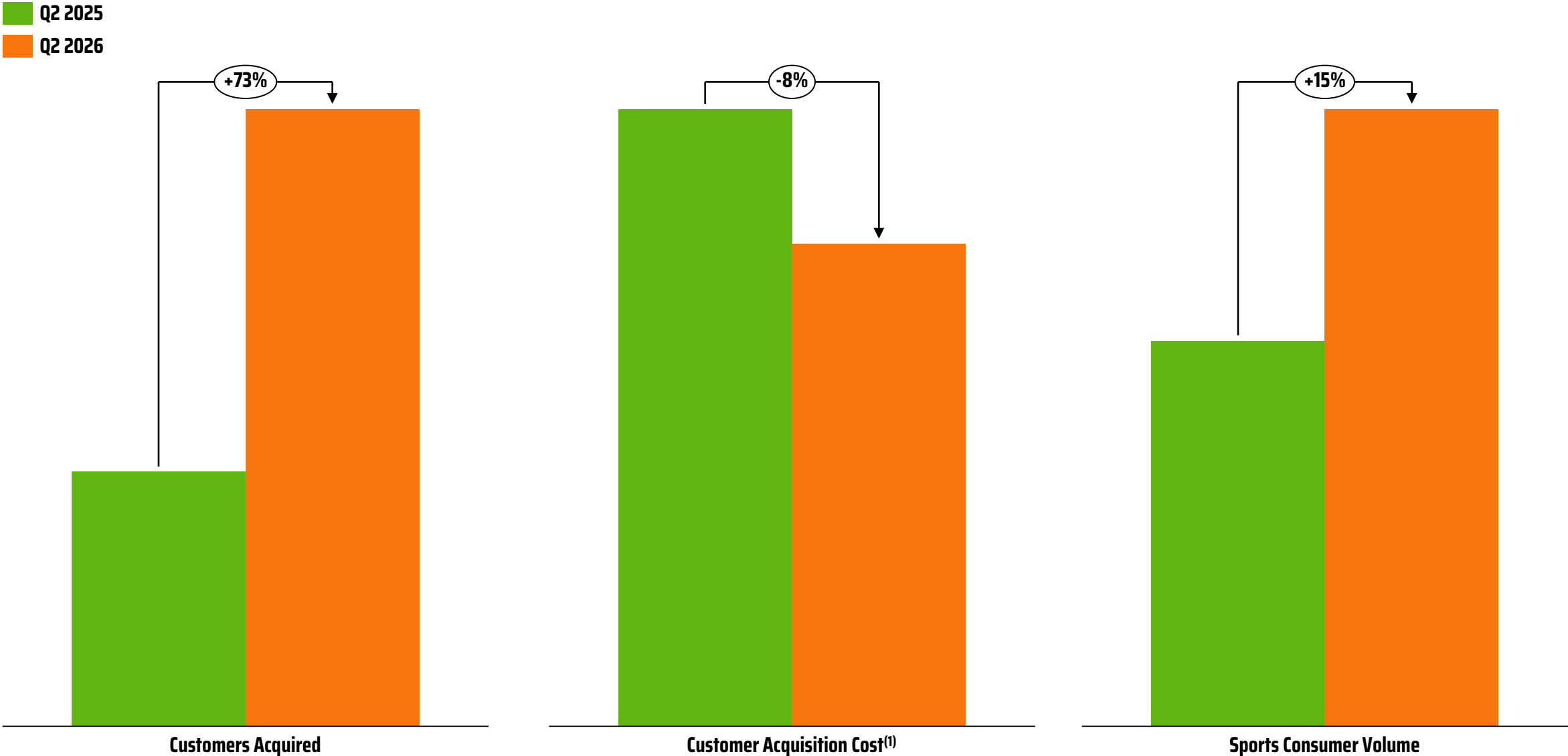
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We are confident we can win Sports Predictions this NFL season and beyond due to the similarity of our Predictions customer metrics to Sportsbook customer metrics, our advantaged LTV position, and our vertical integration playbook that built our top-ranked Sportsbook

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

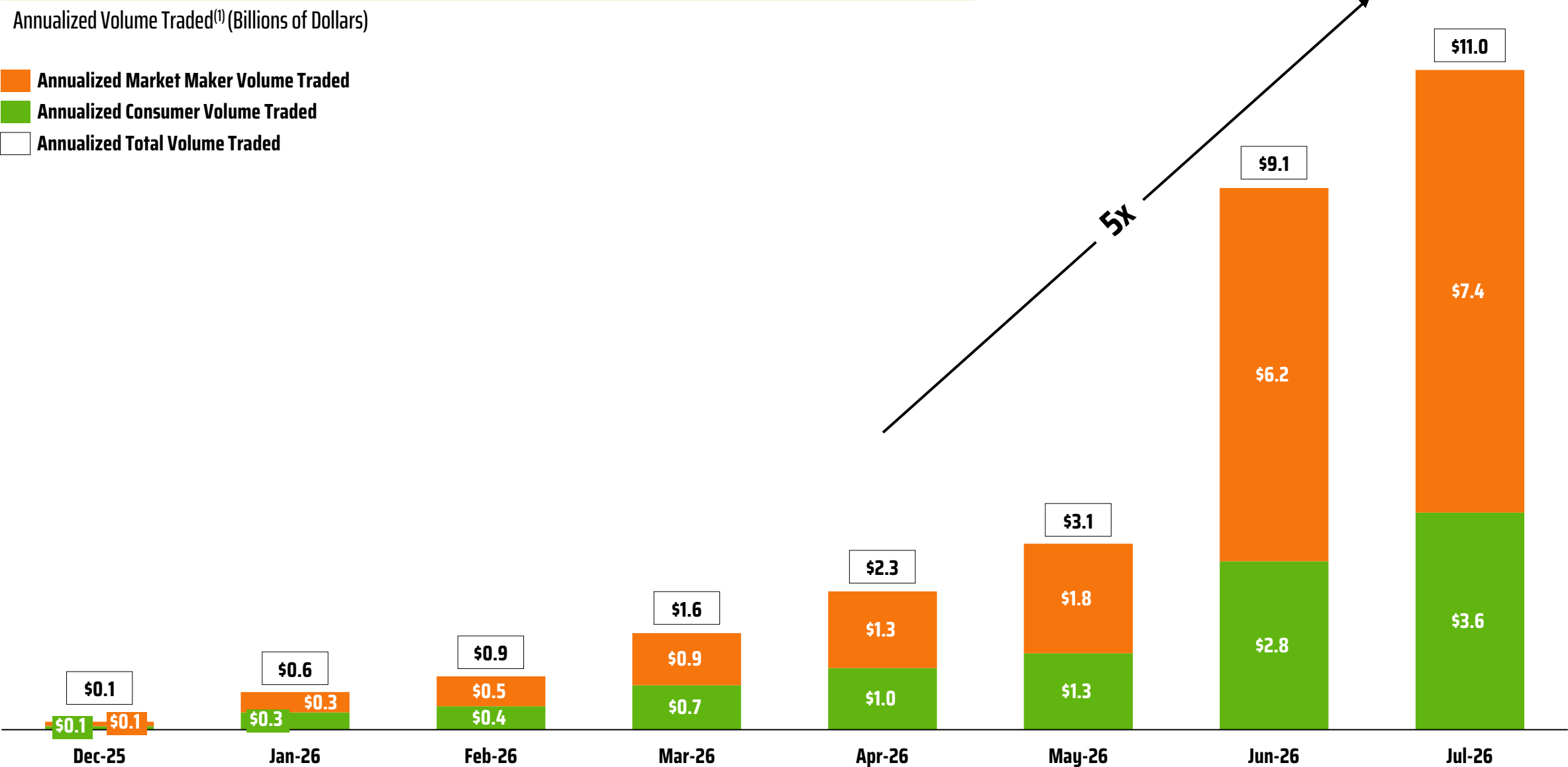


We acquired customers efficiently and drove strong Sports Consumer Volume growth in Q2



(1) Customer Acquisition Cost is calculated using external marketing costs divided by customer acquisition.

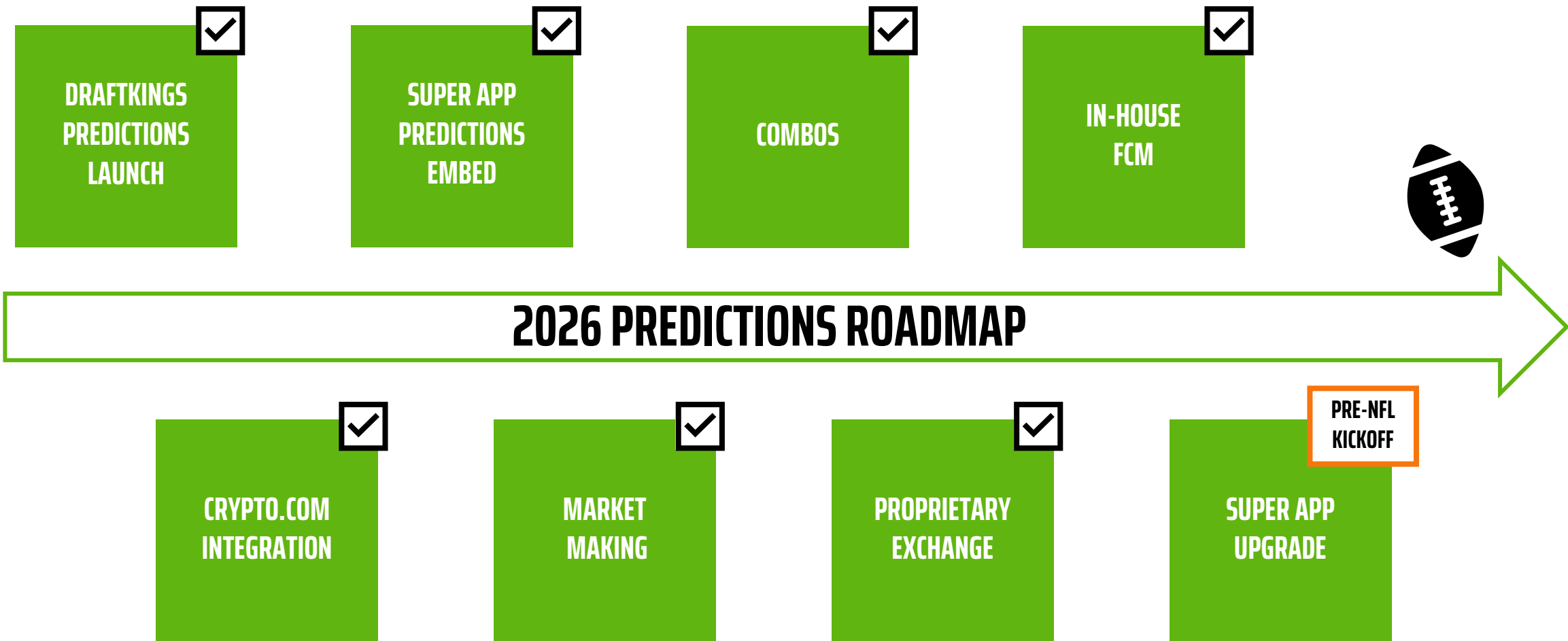
Our Predictions offering is building momentum as we approach NFL season



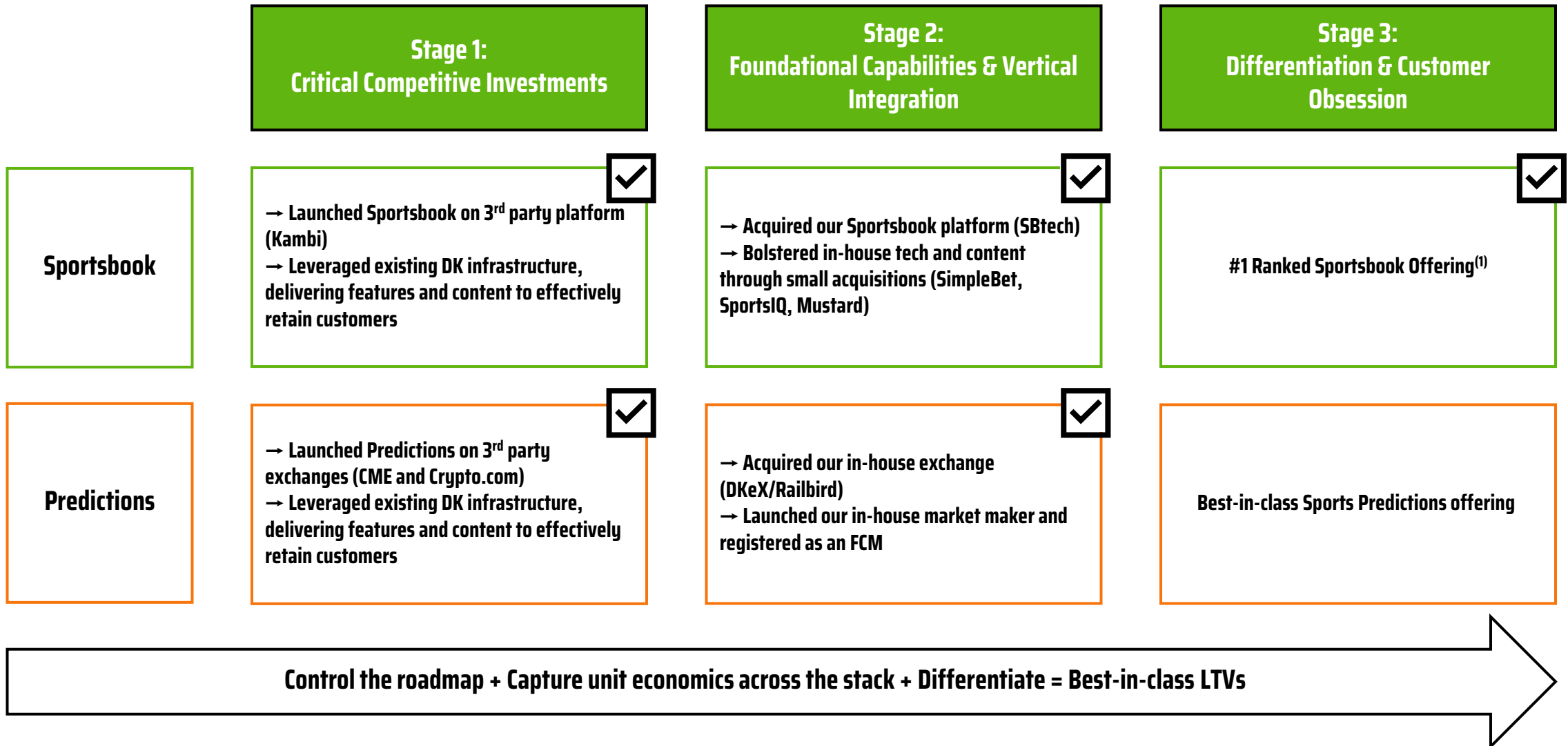
(1) Annualized Volume Traded is calculated by taking monthly volume and multiplying by 12.



We have executed against the roadmap we laid out at Investor Day



We are running the same vertical integration playbook in Predictions that built our top-ranked Sportsbook



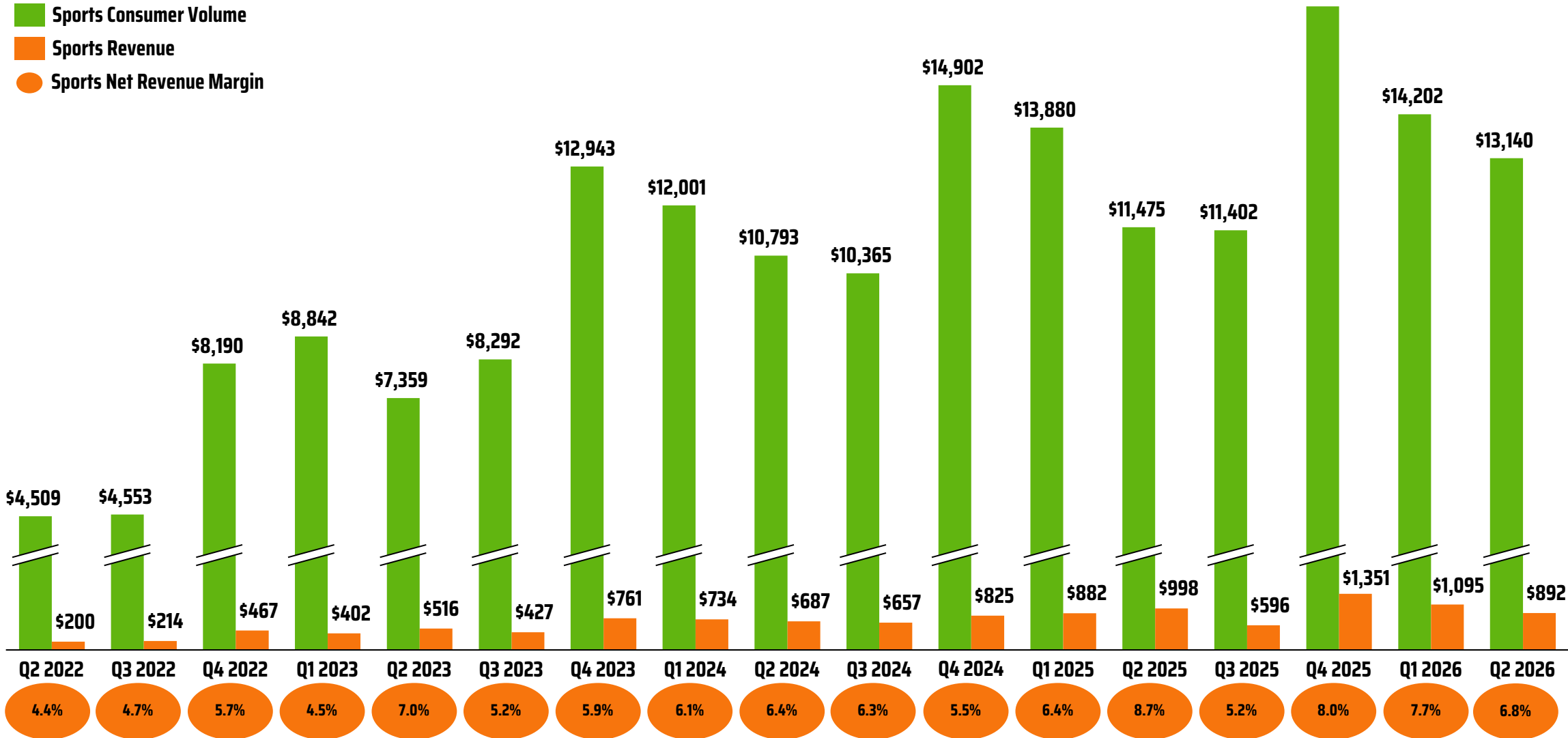
(1) Based on research conducted by Eilers & Krejcie Gaming and published in Product Analysis reports.



APPENDIX

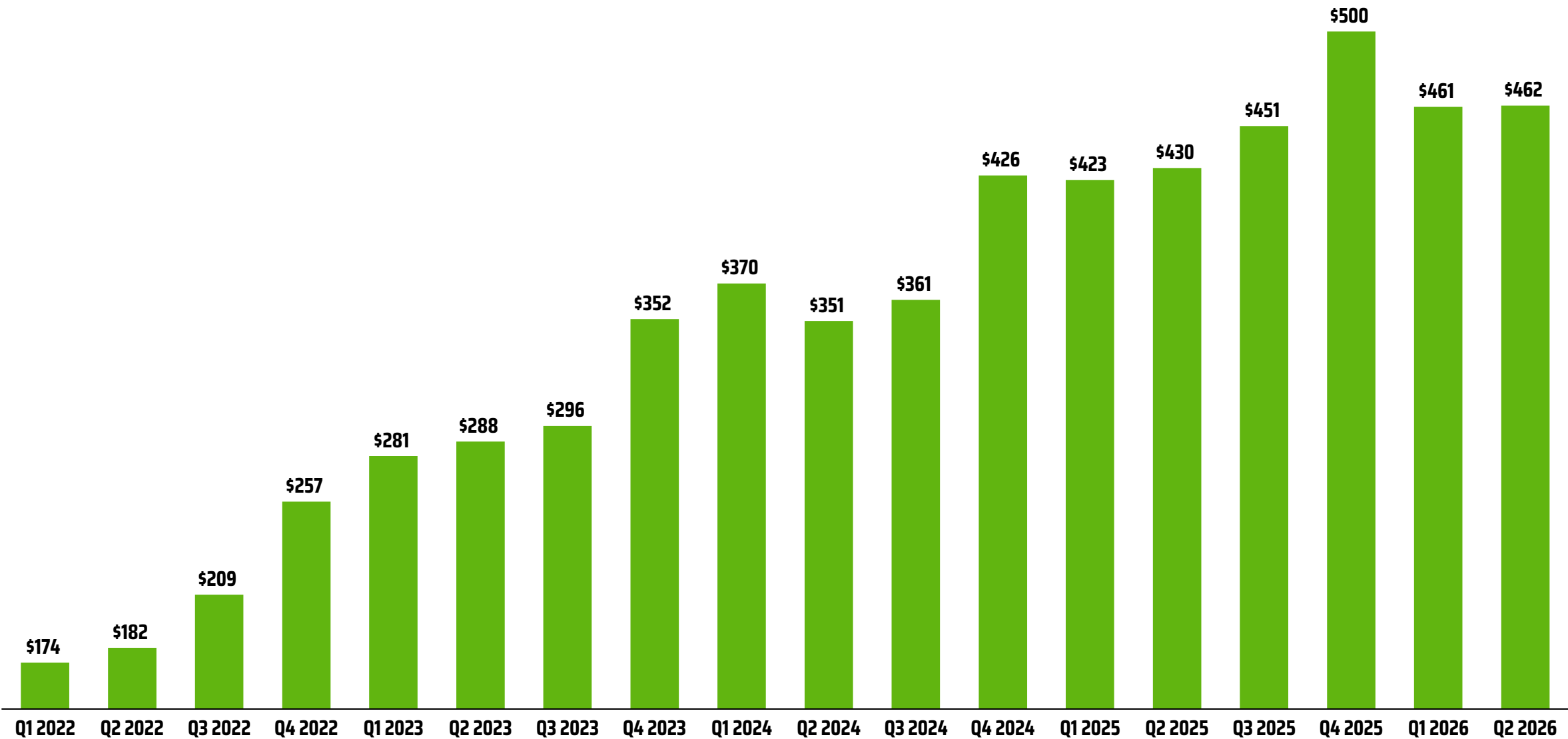
Our Sports Consumer Volume continues to increase on a YoY basis

Millions of Dollars



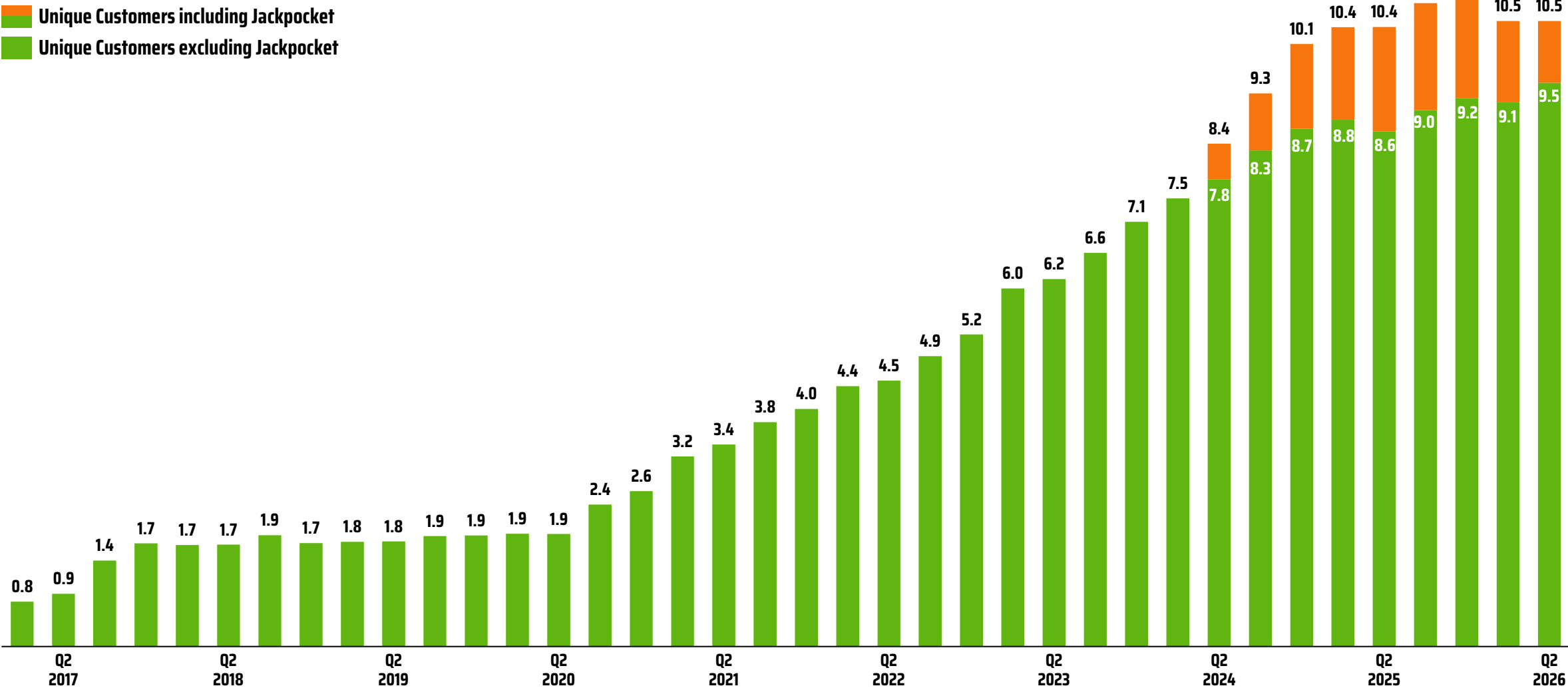
Our iGaming revenue is strong and continues to grow on a YoY basis

Millions of Dollars



Our unique customers continue to grow on a YoY basis

Unique Customers in the Prior Twelve Months⁽¹⁾ (Millions)



(1) Includes customers who engaged with Predictions.

Non-GAAP Financial Measures

This presentation includes Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Diluted Earnings (Loss) Per Share, and Adjusted Operating Expense, which are non-GAAP financial measures that DraftKings uses to supplement its results presented in accordance with GAAP. The Company believes Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Diluted Earnings (Loss) Per Share, and Adjusted Operating Expense are useful in evaluating its operating performance, similar to measures reported by its publicly-listed U.S. competitors, and regularly used by security analysts, institutional investors, and other interested parties in analyzing operating performance and prospects. Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Diluted Earnings (Loss) Per Share, and Adjusted Operating Expense are not intended to be substitutes for any GAAP financial measures, and, as calculated, may not be comparable to other similarly titled measures of performance of other companies in other industries or within the same industry.

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 Diluted Earnings (Loss) Per Share as diluted earnings (loss) per share attributable to common stockholders adjusted for the impact of amortization of acquired intangible assets; discrete tax benefits attributed to acquisitions; 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; other non-recurring and non-operating costs or income; and the tax impact of adjusting items. The weighted-average shares outstanding used in the calculation of diluted earnings (loss) per share are the GAAP weighted-average diluted shares reported in the consolidated financial statements and are not adjusted. We define and calculate Adjusted Operating Expense as the sum of sales and marketing expense, product and technology expense, and general and administrative expense before the impact of 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; and other non-recurring and non-operating costs or income.

DraftKings includes these non-GAAP financial measures because they are used by management to evaluate the Company's core operating performance and trends and to make decisions regarding the allocation of capital and new investments. Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Diluted Earnings (Loss) Per Share and Adjusted Operating Expense exclude certain expenses that are required in accordance with GAAP because they are non-recurring items (for example, in the case of transaction-related costs and advocacy and other related legal expenses), non-cash expenditures (for example, in the case of depreciation and amortization, remeasurement of warrant liabilities and stock-based compensation), or non-operating items which are not related to the Company's underlying business performance (for example, in the case of interest income and expense and litigation, settlement and related costs).

Information reconciling forward-looking fiscal year 2026 Adjusted EBITDA guidance 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 a range for its Adjusted EBITDA 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 calculation. DraftKings provides a forecast for Adjusted EBITDA because it believes that Adjusted EBITDA, when viewed with DraftKings' results calculated in accordance with GAAP, provides useful information for the reasons noted above. However, Adjusted EBITDA 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.



Reconciliation of GAAP Expenses to Non-GAAP Expenses

Millions of Dollars

		30-Jun-26	31-Mar-26	31-Dec-25	30-Sep-25	30-Jun-25	31-Mar-25	31-Dec-24	30-Sep-24	30-Jun-24	31-Mar-24	
GAAP Expenses												
Cost of Revenue		\$892	\$949	\$1,075	\$784	\$855	\$844	\$835	\$742	\$663	\$710	
GAAP Operating Expenses:												
Sales and Marketing		\$323	\$402	\$443	\$360	\$233	\$344	\$369	\$340	\$216	\$341	
Product and Technology		\$128	\$123	\$134	\$115	\$108	\$103	\$112	\$104	\$93	\$89	
General and Administrative		\$169	\$166	\$187	\$157	\$166	\$164	\$217	\$208	\$165	\$174	
Total		\$1,511	\$1,640	\$1,837	\$1,416	\$1,362	\$1,455	\$1,532	\$1,394	\$1,137	\$1,314	
Non-GAAP Expense Adjustments												
Cost of Revenue	(a)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$1)	(a) Stock-based compensation expense
	(b)	(\$38)	(\$38)	(\$36)	(\$34)	(\$36)	(\$43)	(\$39)	(\$56)	(\$36)	(\$29)	(b) Amortization of acquired intangible assets
	(d)	(\$38)	(\$29)	(\$33)	(\$27)	(\$25)	(\$23)	(\$23)	(\$29)	(\$20)	(\$18)	
	(f)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21	\$0	
Non-GAAP Operating Expense Adjustments:												
Sales and Marketing	(a)	(\$11)	(\$9)	(\$10)	(\$9)	(\$9)	(\$10)	(\$14)	(\$10)	(\$8)	(\$5)	(c) Transaction expenses
	(d)	(\$1)	(\$1)	(\$1)	(\$1)	(\$1)	(\$1)	(\$1)	(\$1)	(\$1)	(\$1)	(d) Depreciation & amortization
Product and Technology	(a)	(\$25)	(\$23)	(\$29)	(\$21)	(\$19)	(\$14)	(\$32)	(\$23)	(\$24)	(\$18)	
	(d)	(\$2)	(\$2)	(\$2)	(\$2)	(\$2)	(\$2)	(\$2)	(\$2)	(\$2)	(\$2)	(e) Litigation
General and Administrative	(a)	(\$47)	(\$33)	(\$65)	(\$43)	(\$56)	(\$55)	(\$64)	(\$54)	(\$59)	(\$70)	
	(c)	\$0	\$0	(\$6)	(\$7)	\$0	\$0	(\$2)	(\$1)	(\$19)	(\$5)	
	(d)	(\$2)	(\$2)	(\$2)	(\$3)	(\$2)	(\$2)	(\$2)	(\$2)	(\$2)	(\$3)	(f) Other
	(e)	\$0	\$0	\$0	\$0	\$0	\$0	(\$41)	(\$20)	(\$11)	(\$9)	
	(f)	(\$20)	(\$25)	(\$8)	\$0	\$0	\$0	(\$10)	(\$41)	\$0	\$0	
Total		(\$183)	(\$162)	(\$191)	(\$145)	(\$150)	(\$149)	(\$229)	(\$240)	(\$160)	(\$161)	
Adjusted Expenses												
Cost of Revenue		\$816	\$883	\$1,005	\$724	\$794	\$778	\$773	\$657	\$628	\$662	
Adjusted Operating Expenses:												
Sales and Marketing		\$311	\$391	\$432	\$351	\$223	\$333	\$354	\$329	\$207	\$335	
Product and Technology		\$100	\$98	\$103	\$92	\$88	\$87	\$78	\$79	\$67	\$69	
General and Administrative		\$101	\$106	\$106	\$104	\$108	\$108	\$98	\$89	\$75	\$87	
Total		\$1,329	\$1,478	\$1,646	\$1,271	\$1,212	\$1,306	\$1,303	\$1,154	\$976	\$1,153	

Totals may not sum due to rounding.

Reconciliation of Net Income (Loss) to Adjusted EBITDA

Thousands of Dollars

■ Adjusted EBITDA

- We define and calculate Adjusted EBITDA as Net Income (Loss) before the impact of interest income and 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; as described in the reconciliation.

■ Adjusted EBITDA Margin

- We define Adjusted EBITDA Margin as Adjusted EBITDA divided by net revenue.

	Three Months Ended June 30,	
	2026	2025
Revenue	\$ 1,443,235	\$ 1,512,507
Cost of revenue	891,782	854,559
Sales and marketing	322,536	233,187
Product and technology	127,649	108,417
General and administrative	169,442	165,700
Income (loss) from operations	(68,174)	150,644
Other income (expense):		
Interest income (expense), net	(7,434)	665
Gain (loss) on remeasurement of warrant liabilities	—	(5,851)
Other gain (loss), net	3,750	24,459
Income (loss) before income tax and equity method investments	(71,858)	169,917
Income tax provision (benefit)	(1,797)	11,790
(Gain) loss from equity method investments	(2,451)	191
Net income (loss) attributable to common stockholders	\$ (67,610)	\$ 157,936
<i>Adjusted for:</i>		
Depreciation and amortization ⁽¹⁾	80,342	65,299
Interest (income) expense, net	7,434	(665)
Income tax (benefit) provision	(1,797)	11,790
Stock-based compensation ⁽²⁾	82,554	84,701
Transaction-related costs ⁽³⁾	—	—
Litigation, settlement, and related costs ⁽⁴⁾	—	—
Advocacy and other related legal expenses ⁽⁵⁾	19,875	—
Loss (gain) on remeasurement of warrant liabilities	—	5,851
Other non-recurring costs and non-operating costs (income) ⁽⁶⁾	(6,201)	(24,268)
Adjusted EBITDA	\$ 114,597	\$ 300,644
Adjusted EBITDA Margin	7.9%	19.9%

(1) The amounts include the amortization of acquired intangible assets of \$37.6 million and \$36.4 million for the three months ended June 30, 2026 and 2025, respectively, and \$75.1 million and \$79.1 million for the six months ended June 30, 2026 and 2025, respectively.

(2) Reflects stock-based compensation expenses resulting from the issuance of awards under incentive plans.

(3) Includes capital markets advisory, consulting, accounting and legal expenses related to the evaluation, negotiation, and consummation of transactions and offerings that are under consideration, pending, or completed, as well as integration costs related to acquisitions.

(4) Primarily includes external legal costs related to litigation and litigation settlement costs deemed unrelated to our ordinary-course business operations.

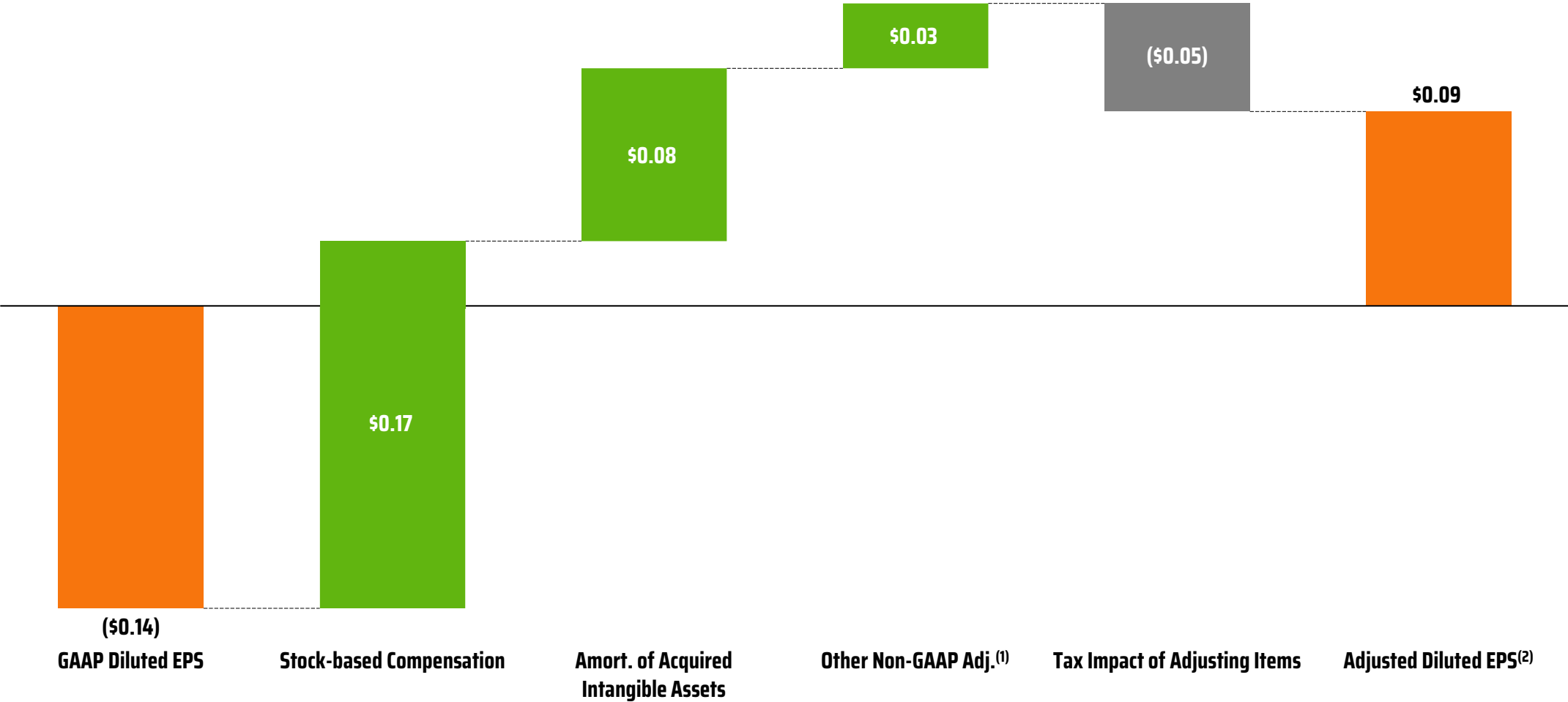
(5) Reflects non-recurring and non-ordinary course costs relating to advocacy efforts primarily in pursuit of legalization of DraftKings offerings. For the three and six months ended June 30, 2026, this spend primarily relates to legislative efforts for legalizing iGaming, supporting a ballot measure for legalizing Sportsbook, and other advocacy activities related to certain states. Advocacy and legal expenses incurred in the ordinary course of business have not been adjusted in this measure.

(6) Primarily includes the change in fair value of certain assets and liabilities, including contingent consideration, as well as our equity method share of investee's gains and losses and other costs relating to non-recurring and non-operating items.



Reconciliation of Adjusted Diluted Earnings Per Share

Dollars



Note: Weighted average number of shares used to calculate Adjusted Diluted Earnings (Loss) Per Share for Q2 2026 was 496 million; totals may not add due to rounding.
(1) Includes adjustments for transaction-related costs, litigation, settlement, and related costs, advocacy and other related legal expenses, loss (gain) on remeasurement of warrant liabilities, and other non-recurring and non-operating costs (income).
(2) Adjusted Diluted Earnings (Loss) per share is a non-GAAP financial measure.

DraftKings Share Count Detail

Thousands

Common Shares Outstanding (30-Jun-26)	495,978
Vested Stock Options @ TSM ⁽¹⁾	10,956
Memo: Vested Stock Options	15,644
Diluted Shares Outstanding (With Vested Stock Options @ TSM)	506,934
Fully Diluted Shares Outstanding	506,934

Table is not reflective of GAAP diluted share count given GAAP diluted share count includes unvested restricted stock units and out-of-the-money shares underlying DraftKings' convertible notes.
Table does not include shares of Class B common stock, which have no economic or participating rights.
(1) Based on Treasury Stock Method ("TSM"); assumes DraftKings Class A share price as of August 5, 2026 and a weighted average strike price of \$9.75 per stock option, which includes out-of-the-money options.

Comparison of Monthly Unique Payers and Average Revenue per MUP

■ **Monthly Unique Payers (“MUPs”)**

- We define MUPs as the number of unique paid users per month who had one or more real-money, paid engagements across one or more of our Sportsbook, iGaming, Fantasy, Lottery, Prediction Markets, or other consumer offerings via our technology. For reported periods longer than one month, we average the MUPs for the months in the reported period.
- MUPs is a key indicator of the scale of our online gaming user base and awareness of our brand.
- We believe that year-over-year growth in MUPs is generally indicative of the long-term revenue growth potential of our online gaming offerings, although MUPs in individual periods may be less indicative of our longer-term expectations.

■ **Average Revenue per MUP (“ARPMUP”)**

- We define and calculate ARPMUP as the average monthly revenue for a reporting period, divided by the average number of MUPs for the same period.
- ARPMUP represents our ability to drive usage and monetization of our offerings.
- We use ARPMUP to analyze comparative revenue growth and measure customer monetization and engagement trends.

Three months ended June 30,

	2026 ⁽¹⁾	2025
Monthly Unique Payers (“MUPs”) (in millions)	3.6	3.3
Average Revenue per MUP (“ARPMUP”) (in whole dollars)	\$132	\$151

(1) Excluding DraftKings’ lottery vertical, monthly unique payers (“MUPs”) increased 13% year-over-year to 3.3 million and average revenue per MUP (“ARPMUP”) decreased 16% year-over-year to \$142 in the second quarter of 2026.