

ANNUAL REPORT 2025



STATE OF NEW JERSEY
CASINO CONTROL COMMISSION

The Independent Licensing Authority of New Jersey's Gaming Industry.

THE 2025 ANNUAL REPORT OF THE NEW JERSEY CASINO CONTROL COMMISSION



**STATE OF NEW JERSEY
GOVERNOR MIKIE SHERRILL**



CHAIRMAN JAMES T. PLOUSIS

VICE CHAIR JOYCE MOLLINEAUX • COMMISSIONER MARIO C. FORMICA



VISION

Build on our reputation as a leader in gaming regulation in an environment of efficiency, and be a key partner and catalyst in promoting the general welfare, health, and prosperity of Atlantic City, the Greater Atlantic City Region, and the State of New Jersey.

MISSION

The Casino Control Commission promotes public confidence and trust in the credibility and integrity of the gaming industry as an independent licensing authority.

The Commission openly fosters partnerships and collaborates with all stakeholders while upholding objective and ethical standards with professionalism and integrity.

CORE VALUES

CUSTOMER **S**ERVICE • **K**NOWLEDGE • **I**NTEGRITY
RESOLVE • **E**FFICIENCY • **S**USTAINABILITY

2025 MAJOR EVENTS

The Commission hosted and attended numerous community events focusing on casino employment, veterans, and reentry efforts.

See pages **12** and **13**



Atlantic City's Total Gaming Revenue was nearly \$6.5 billion, the highest compared to any other year in its history. The Casino Revenue Fund exceeded \$13.4 billion since inception.

See pages **34**, **51**, and **67**

Internet Gaming Win marked another year of significant growth. Revenue exceeded \$2.9 billion, an increase of 22% from 2024.

See pages **25** and **49**

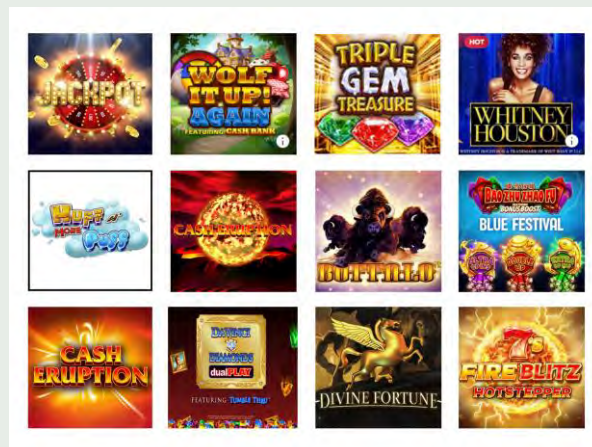


TABLE OF CONTENTS

06 Chairman's Message

08 Commission Members

10 Division of Gaming Enforcement

11 Responsible Gaming

12 Mission & Vision in Action

14 Operational Highlights

21 Organizational Information

24 Improvement & Recognition

25 Internet Gaming

29 Sports Wagering

34 Atlantic City Casinos

40 Atlantic City Experiences

42 Spotlight on Atlantic City

43 Revenues, Expenses, & Disbursements



Regional Stand Down



Casino Career Fair





CHAIRMAN'S MESSAGE

Atlantic City set several notable benchmarks in 2025. Internet gaming win reached an all-time high of \$2.9 billion. In-person casino win grew 2.7% and recorded its best year since 2012. Statewide sports wagering revenue grew 7.5% and eclipsed \$1.1 billion. New Jersey's total gaming revenue reached a record-high \$6.98 billion, surpassing last year's record by 10.8%.

These gains strengthened the Casino Revenue Fund, which supports programs that provide critical benefits to senior and disabled residents. Fund revenue reached \$661.7 million in fiscal 2025, growing \$92.6 million or 16%. Then, on July 1, higher tax rates on Internet gaming and online sports wagering took effect. By year end, the Casino Revenue Fund grew \$198.9 million or 33%.

The strength of New Jersey's revenue streams from gaming has been remarkable. Since 1978, legalized gaming has contributed more than \$13.4 billion for pharmaceutical aid, hearing aid assistance, personal assistance programs, transportation, and vocational rehabilitation for senior and disabled residents in every county of the State.

A successful gaming industry benefits all of New Jersey in other ways as well. Nearly 50% of spending by the casino hotels for goods and services—more than \$515 million—went to New Jersey businesses, supporting jobs throughout the State.

***"By year end,
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Within Atlantic City, the casino hotels reinvested \$192 million in their properties, on things like new first-class amenities, upgraded hotel rooms, and beautiful public spaces. Since 1978, over \$19.8 billion has been invested in the construction and improvement of casino hotels. Reinvestment in Atlantic City's convention, tourism, and entertainment centers has created jobs and generated economic activity across South Jersey.

The casino hotels continue to be among South Jersey's largest employers. More than 22,000 people are directly employed. Over 97% reside in New Jersey and nearly 73% of jobs are full-time. Total salaries and wages paid by the casino hotels reached \$753 million. If thousands of summertime seasonal employees and countless residents who work for casino partners and lessees are included, the industry's reach across South Jersey is even greater.

The benefits that flow from good-paying jobs for people who live in Atlantic City and its surrounding communities are significant. In particular, the ability to find stable work is a critical first step for people returning from incarceration who are determined to rebuild their lives. The Commission continues to focus on its statutory role coordinating with reentry groups and promoting awareness of potential employment opportunities. This year, the Commission participated in twenty-six community events and shared information with 2,159 job seekers, highlighting the important partnership that exists between the industry and the community.



“Long-standing challenges remain, and new ones are emerging.”

Another benchmark set in 2025 marks a turning point. For the first time, annual Internet gaming win exceeded annual in-person casino win.

Online gaming grew rapidly during the pandemic and now outpaces in-person casino win in most months. That growth has strengthened the Casino Revenue Fund and the programs it sustains for our most vulnerable neighbors. Still, no market grows indefinitely. Internet gaming win rose 22% in 2025, compared with 24% the year before, and as the online market matures, its gains are likely to slow and level off. The Commission will continue to monitor these trends closely.

The public policy purpose of legalized gaming, however, encompasses more than helping ensure the well-being of seniors and disabled residents. As quoted from the Casino Control Act’s declaration of policy, “legalized casino gaming has been approved by the citizens of New Jersey as a unique tool of urban redevelopment for Atlantic City.”

Alongside the growth of online gaming, Atlantic City visitor spending has slowed. Nongaming taxes and fees presented in this report provide insight every year into Atlantic City measures beyond gross gaming revenue—parking at casino hotels, staying overnight in hotel rooms, and spending on luxury tax items such as entertainment, dining, and beverages. In 2019, those measures grew compared to the prior year. Since the pandemic, that positive trend has been changing. In 2022, one measure started to decline. Two measures showed decline in 2023. Five measures were declining by 2024. This year, for the first time since the pandemic, all of the measures declined.

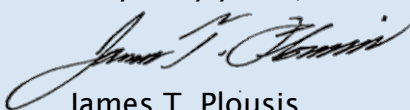
“For the first time, annual Internet gaming win exceeded annual in-person casino win.”

Less spending on gaming and nongaming activities within Atlantic City presents challenges for the State, the casino hotels, and industry workers. There may be less public money to support and maintain convention facilities and redevelopment projects in the future. Lower net revenue of casino hotels constrains their ability to reinvest in their properties, add new amenities, and cover increasing costs. Less retail, dining, and entertainment spending means fewer industry jobs. Indeed, for three consecutive years, the number of people working directly for casino hotels has declined. Further evaluation of present trends and honest discussion among stakeholders should chart the best course for New Jersey.

In nearly fifty years of legalized casino gaming, Atlantic City has been transformed, but our work is not complete. Long-standing challenges remain, and new ones are emerging, including competition from new casinos in nearby markets.

Atlantic City’s resilience has always been its hallmark. Working together, we can complete its transition into a true destination resort and deliver on its promise as a critically important and valuable asset of the State, meaningfully advancing the general welfare, health, and prosperity of New Jerseyans.

Very truly yours,



James T. Plousis
Chairman



James T. Plousis
Chairman

Chairman Plousis is a veteran public service and law enforcement professional well known for his leadership skills. He was sworn into office as the eighth chairman of the Commission on December 26, 2017 and sworn into a second term on January 16, 2026. He has reinvigorated the Commission’s vision as a “key partner and catalyst in promoting the general welfare, health, and prosperity of New Jersey,” and has continued his strong track record of identifying and implementing efficiencies.

Plousis has presided over a number of casino licensing hearings as chairman. Additionally, he has hosted delegations from other jurisdictions throughout the United States and internationally, including high level officials from Japan in 2023. Plousis often refers to the New Jersey gaming regulatory structure as the “gold standard” for the industry.

Plousis is committed to the state’s efforts to revitalize Atlantic City. He expanded the Commission’s participation in the community, helping to increase awareness of the many non-profit groups working to improve life in the city. As an ex-officio member of the Casino Reinvestment Development Authority, he took initiative to promote cooperation in the regional tourism industry through outreach to the business community.

He works with veteran groups to develop opportunities that link unemployed veterans with job opportunities in the casino industry. He also assists the Department of Corrections, the State Parole Board, and the New Jersey Judiciary with their shared goal to increase employer awareness of the many advantages of employing rehabilitated, trained, and skilled workers who have successfully exited the criminal justice system.

His vast experience includes serving as the chairman for the State Parole Board, as United States Marshal for New Jersey, and as sheriff of Cape May County for six terms. He coordinated two of the largest Fugitive Safe Surrender Programs in the nation and was the U.S. Marshals Service Liaison for New Orleans during Hurricane Katrina.

As chairman of the State Parole Board, Plousis partnered with government, non-profit, and private agencies to connect ex-prisoners with vocational, mental health, and other key services. He also spearheaded efforts to address the needs of veterans in the criminal justice system.

Plousis serves on the Advisory Board of the Lloyd D. Levenson Institute of Gaming, Hospitality and Tourism at Stockton University. He is an active volunteer for several organizations, including Hand to Hand for Haiti. He is a graduate of Slippery Rock University and Rutgers University’s Public Manager Program.



Vice Chair

Joyce Mollineaux was appointed as a commissioner by Governor Murphy in June 2021. Her appointment was confirmed by the New Jersey Senate on June 30, 2021 and she was sworn into office on August 2, 2021. She was sworn into a second term on January 16, 2026.

Mollineaux resides in Atlantic City and, as a longtime resident, brings to the Commission a full understanding of the importance of the casino industry to the region, the city, its residents, and the casino workforce.

Immediately before joining the Commission, Mollineaux worked in the Licensing and Inspection department of the City of Atlantic City. She served as a member of City Council from 2006 to 2008 and was State Secretary of the National Association for the Advancement of Colored People (NAACP) from 1998 to 2010. Previously, she worked in the accounting department of the former Sands Hotel and Casino for five years, ending with its closure.

Mollineaux's experience in licensing, coupled with her background in the casino industry, led to her appreciation of New Jersey's strong casino licensing system. She is committed to ensuring people in the industry possess good character, honesty and integrity, which forms the basis for the public's confidence and trust in the credibility of the regulatory process and in casino gaming.

Mollineaux's long service to the community is well known. She serves as president of the Atlantic City Citizen Advisory Board. Previously, she was Vice Chairperson of the Human Service Advisory Council. She served as Secretary, and later, President of the NAACP Atlantic City branch. She also served as a member of the Atlantic City Zoning Board from 2003 to 2005.



Commissioner

Mario C. Formica was nominated as a commissioner by Governor Phil Murphy and was confirmed by the Senate on June 30, 2025. He was sworn into office on August 4, 2025. Formica brings to the Commission his vast experience as a litigator as well as over 20 years of first-hand knowledge from his prior employment in casino gaming operations.

Prior to joining the Commission, Formica enjoyed a decades-long career as a prosecuting attorney in Atlantic County. He served as Chief Assistant Prosecutor, then Deputy First Assistant Prosecutor, and finally as the Prosecutor's Chief Counsel. He has been designated as a Certified Criminal Trial Attorney by the New Jersey Supreme Court.

Formica was born and raised in Atlantic City and is a graduate of Holy Spirit High School in Absecon, NJ. Following high school, he entered the casino industry in 1979 as a craps dealer, advancing to the position of table games supervisor, a position he worked until 2000. While working full-time, he earned his Bachelor of Arts degree, Magna Cum Laude, from Richard Stockton College of New Jersey (now Stockton University) and his Juris Doctor degree, with honors, from Rutgers University School of Law-Camden.

Formica is a certified classroom police instructor, and has educated hundreds of law enforcement officers. He has also been approved by the New Jersey Board of Continuing Legal Education as an instructor, and he has taught constitutional law as an adjunct professor of criminal justice at Stockton University.

The **Division of Gaming Enforcement** (DGE), within the New Jersey Department of Law and Public Safety, is a statutorily-authorized law enforcement agency and the principal and investigative arm of the New Jersey gaming regulatory system responsible for enforcing the Casino Control Act (Act), *N.J.S.A. 5:12-1 et seq.*, the Sports Wagering Act, *N.J.S.A. 5:12A-10 et seq.*, and the regulations promulgated thereunder, *N.J.A.C. 13:69-1 et seq.* DGE's workforce consists of attorneys, investigators, analysts, and accountants, and is supported by assigned New Jersey State Police personnel and Division of Criminal Justice prosecutors and investigators, which investigate and handle criminal activity related to all gaming operations. The Division of Criminal Justice prosecutes certain criminal cases investigated by the State Police.

DGE regulates all aspects of casino gaming, Internet gaming and sports wagering, including brick-and-mortar casinos, online platforms, and racetracks offering both retail and online sports wagering. DGE investigates, issues reports, and, when necessary, challenges the qualifications of corporate and individual applicants for casino and casino-related licenses; reviews and audits casino-hotel operations; investigates and prosecutes all casino-related crimes; and tests all casino slot machines, casino floor systems and Internet gaming and sports wagering platform systems prior to use. Ensuring the integrity of this important industry has been the work of DGE for almost 50 years. Many other jurisdictions look to DGE for leadership and guidance in establishing and operating their gaming authorities, particularly with regard to Internet gaming and sports wagering as DGE remains at the forefront of regulating those business segments.

DGE's ongoing initiatives are numerous and include combatting illegal and offshore wagering, promoting Responsible Gaming, enhancing Anti-Money Laundering protections, furthering cybersecurity, expanding access to legalized gaming, and supporting health and safety initiatives in Atlantic City. In particular, DGE undertook efforts to modernize and enhance criminal laws prohibiting illegal gaming activities, such as offshore gaming, prediction markets, and betting activities through alleged derivative markets. These measures aim to close regulatory gaps, ensure compliance, and strengthen oversight to better address emerging challenges in the evolving gaming landscape. The enacted legislation prohibits the sweepstakes model of wagering, strengthens the gambling provisions of the criminal code, establishes new and enhanced penalties for unlawful gambling operations and practices, and provides DGE with significant civil law enforcement powers to effectuate those new and previous statutory provisions.



For information regarding DGE's five operational bureaus and their functions, visit [DGE's website](#).

The DGE provides access to comprehensive Responsible Gaming (RG) resources, which efforts are implemented and overseen by DGE's RG Coordinator. DGE's website features a dedicated RG page with detailed information and helpful links to related tools and data. DGE provides multiple avenues for at-risk individuals to inquire about self-exclusion and to self-exclude from gambling. DGE has established a hotline dedicated to such inquiries, and individuals can self-exclude in-person at DGE offices, via video conference with DGE staff, and online via the DGE website. Individuals also can self-exclude directly through their accounts with licensed Internet gaming and sports wagering operators. DGE has developed best practices for Internet gaming and sports wagering, including that each provider has dedicated RG staff. By prioritizing RG initiatives, DGE aims to foster a safer and more transparent gaming environment.

2025 RESPONSIBLE GAMING HIGHLIGHTS



The Commission acknowledged March as **Problem Gambling Awareness Month**.

From left to right: CCC Commissioner Mollineaux, CCGNJ Executive Director Luis Del Orbe, CCC Chairman Plousis, DGE Deputy Attorney General Jamie McKelvey, former Casino Association of New Jersey President Mark Giannantonio, former CCC Commissioner Cooper.

As of September 17, 2025, New Jersey residents have access to a free, confidential financial counseling service called GamFin to help them work through difficulties related to gambling. Through private one-on-one online sessions, residents can create a budget, manage debt, and develop strategies to rebuild financial stability.

<https://www.njoag.gov/about/divisions-and-offices/division-of-gaming-enforcement-home/responsible-gaming-main/>

In 2025, RG efforts were enhanced by using technology, automated triggers, and statistical data to aid in identifying potential problem gamblers, with online operators required to initiate contact with patrons depending on the nature of the activity. More than **165,000** patrons were contacted by operators to assess potential RG issues.

https://www.nj.gov/oag/ge/2025news/RGTF_Final_Report_to_GO_3.31.25.pdf

DGE has handled more than **10,700** calls from potential problem gamblers, and approximately **14%** of self-exclusion meetings have been conducted via video conferencing since inception.

<https://nj.gov/oag/2025/2025-OAG-Year-in-Review.pdf>

New Jersey provides funding for responsible gaming education and treatment programs.

For more information and access to free, online, confidential support and resources, call the Council on Compulsive Gambling of New Jersey (CCGNJ):



<https://800gambler.org/>

Patrons can sign up for, or remove themselves from, the self-exclusion list by calling the DGE toll-free helpline:

1-833-788-4DGE
(1-833-788-4343)

Video-conferencing options are available.

For more information about Responsible Gaming and to access resources, visit [DGE's website](#).

MISSION & VISION IN ACTION

The Commission's commitment to its mission and vision provides the blueprint to build and grow relationships with the community it serves. The Commission improves community awareness and facilitates access to the benefits that casino gaming offers. Through frequent and sustained engagement, the Commission bolsters public confidence and trust in the casino industry as a critical economic engine for Atlantic City, the region, and the State.

COMMUNITY OUTREACH

REENTRY GROUPS

Pursuant to legislation enacted in 2020, individuals who have successfully exited the criminal justice system and graduated from recovery court may now be eligible for a casino key employee license.

The Commission coordinates with reentry organizations and provides affected individuals with casino employment information. **Events attended in 2025 include:**

- NJ Judiciary's Career and Resource Fairs
- Justice Impacted Job & Resource Fair
- Gloucester County Mega Job Fair & Resource Event
- NJ Reentry Corporation's Ocean County Job Fair



CCC staff at the NJ Judiciary Mount Holly Career and Resource Fair.



CCC staff at the Visit Atlantic City Soar and Shore Festival.

COMMUNITY EVENTS

- Visit Atlantic City's Soar and Shore Festival
- Civil Service Commission's Statewide Government Job Fair
- Pleasantville's Community Support Fairs
- South Jersey Transportation Authority's 100 Days of Summer Community Event
- Stockton University's Community Resource Fair



CCC staff at the Civil Service Commission Statewide Government Job Fair.

For more information on our involvement in reentry and the community, please visit: njccc.gov/community

VETERAN GROUPS

The Commission participates with public sector agencies and non-profit organizations to provide veterans with information on the broad employment opportunities that exist for them and their family members. Veterans possess valuable training and skills that are transferable to various careers in the casino industry.

SOUTH JERSEY REGIONAL STAND DOWN



Acknowledged by the American Legion for "many ongoing years of veteran employment support." Above, Chairman Plousis, Vice Chair Mollineaux, former Commissioner Cooper, and staff with American Legion members at the South Jersey Regional Stand Down.



Events attended in 2025 include:

- Citizens/Veterans Advisory Committee's Veteran's Benefits & Health Fair
- NJ Veteran's Housing Symposium
- Atlantic Cape Community College's Veteran Resource Fair and Mini Stand Down

CASINO CAREER FAIR

The Commission partnered with The American Legion to hold its annual **Casino Career Fair** in April, which welcomed all job seekers in the community and encouraged Active Duty, National Guard, Reservists, Veterans, and their families to connect with casino hiring managers and explore casino career opportunities. Attendees were offered assistance with interviewing skills, resume writing techniques, and on-site interviews.



For more information on our involvement in veterans events, please visit: njccc.gov/vets

REGULATORY ACTIVITIES

PUBLIC MEETINGS

LICENSING CASINOS AND INTERNET GAMING AFFILIATES

HEARINGS AND APPEALS

PUBLIC ENGAGEMENTS

GAMING AND NONGAMING STUDIES

LICENSING CASINO KEY EMPLOYEES AND CASINO QUALIFIERS

The Commission is the **independent authority** charged with licensing New Jersey's casinos, Internet gaming affiliates, and key employees. As a quasi-judicial panel, the Commission is the **hearing authority** for contested licensing matters, and is the **appeal authority** from specified decisions of, or penalties imposed by, the Division of Gaming Enforcement (Division).

The Commission is comprised of up to three members, appointed by the Governor and confirmed by the State Senate. Commissioners serve staggered, five-year terms and can be removed only for cause. By law, no more than two Commissioners can be of the same political party, a requirement that ensures the political independence of the panel.

The success and ongoing viability of the gaming industry remains inextricably linked to the public's confidence that the State of New Jersey will ensure that people in the industry possess good character, honesty and integrity. Stewardship over that public confidence is a principal responsibility of the Commission and its Chairman.

The Commission's regulatory efforts through the years have helped create an environment in which New Jersey's casinos can prosper and from which the citizens of New Jersey benefit. With proper regulatory controls, the industry serves as a catalyst to create economic benefits for Atlantic City, the Greater Atlantic City Region, and the entire State of New Jersey.

The Commission holds regular public meetings to consider and render decisions on license applications and related determinations, after considering all pertinent information and filings, including the investigative results and recommendations of the Division.

PUBLIC MEETINGS



LICENSING CASINOS AND INTERNET GAMING AFFILIATES

The Commission licenses New Jersey's casinos and Internet gaming affiliates of casinos. The Commission also rules on the qualification of persons and entities required to qualify in conjunction with a casino license. Applicants are required to establish, among other things, their financial stability, integrity, responsibility, business ability and experience necessary to establish and maintain a successful, efficient casino operation. Highlights:

Premier Entertainment A.C., LLC d/b/a Bally's Atlantic City (Bally's Corporation)

Considered the Joint Petition of Premier Entertainment A.C., LLC and Bally's Corporation and found Bally's Corporation, Standard General, L.P. and SG CQ Gaming qualified as holding companies, Standard RI, Ltd. qualified as a security holder and entity qualifier, SG Parent, Epsilon Sub I, Inc., and Epsilon Sub II, Inc. qualified as entity qualifiers, Apollo Global Securities, LLC, and Apollo Capital Management, L.P. qualified as financial sources, and found that the Chairman of the Board of Bally's Corporation, Managing Member and Chief Investment Officer of Standard RI, Ltd., and Chief Executive Officer of Standard General L.P. continued to be qualified.



Found individuals plenary qualified to serve as Chief Technology Officer, Chief Financial Officer of Standard General, L.P., and Executive Vice President and Chief Financial Officer.

Found individuals qualified to serve, on a temporary basis and subject to plenary qualification, as General Counsel North America and as Senior Vice President and Regional Manager, West.

Marina District Development Company, LLC d/b/a Borgata Hotel Casino & Spa (MGM Resorts International)

Found individuals plenary qualified to serve as Senior Vice President of Global Security and as Outside Directors.

Found individuals qualified to serve, on a temporary basis and subject to plenary qualification, as Outside Director, Chief Operating Officer, and Regional President of Operations.

Caesars Interactive Entertainment New Jersey, LLC (Caesars Entertainment, Inc.)

Found individuals plenary qualified to serve as Vice President of Gaming, Senior Vice President of Regional Marketing Strategy, and Senior Vice President of Customer Experience for William Hill US Holdco, Inc.

Found appointee plenary qualified to serve as Director and Member of the Independent Audit Committee.

AC Ocean Walk, LLC d/b/a Ocean Casino Resort

Found individual qualified to serve, on a temporary basis and subject to plenary qualification, as Director of Pioneer Fiduciary Company, LLC.

LICENSING CASINOS AND INTERNET GAMING AFFILIATES (cont.)

Golden Nugget Atlantic City, LLC d/b/a Golden Nugget Atlantic City (Fertitta Entertainment, LLC)

Found individual qualified to serve, on a temporary basis and subject to plenary qualification, as Director and President.

Found appointee plenary qualified to serve as a Member of the Audit Committee for GNAC Holdings, LLC.

Caesars AC, Harrah's AC, Tropicana AC (Caesars Entertainment, Inc.)

Found individual plenary qualified to serve as Senior Vice President of Digital Technology.

Found appointees qualified to serve, on a temporary basis and subject to plenary qualification, as Members of the Board of Directors for Caesars Entertainment, Inc.

Boardwalk 1000, LLC d/b/a Hard Rock Atlantic City

Found Boardwalk 1000 Holdings, LLC qualified as an intermediary holding company and found that designated individuals continued to be qualified.

Found Boardwalk Air 1, LLC qualified as an entity qualifier and found related entities and designated individuals continued to be qualified.



HEARINGS AND APPEALS

As a quasi-judicial panel, the Commission provides **administrative due process** to all applicants, licensees, and industry participants, and hears contested casino key employee license matters as well as appeals from decisions or penalties imposed by the Division. Administrative due process is a foundational right in licensing matters. It also promotes stability and public trust in the gaming regulatory system. It provides consistent, structured, and impartial dispute resolution that benefits all parties. It ensures equity and transparency, providing efficient resolution of complex issues and minimizing the potential for long-drawn-out legal proceedings. Highlights:

Performed the following:

- 39 new contested cases opened.
- 39 contested cases resolved.
- 21 new appeals. 21 appeals resolved.

Provided information to contested case parties and potential appellants.

Continued to provide applicants with timely virtual conferences on contested cases without requiring any of the parties to be physically present.

OPERATIONAL HIGHLIGHTS

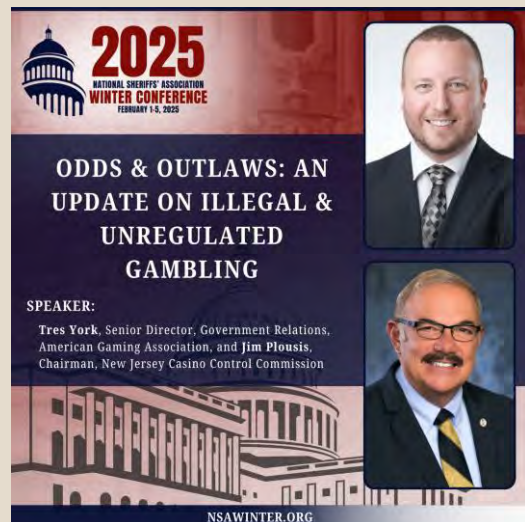
The Commission provides **transparency** in administering its duties and responds to requests for information, interviews, and speaking engagements in order to strengthen **public confidence and trust** in the credibility and integrity of the regulatory process. Highlights:

- Participated in speaking engagements telephonically, virtually, and in person.



- Chairman Plousis provided an update on casino gaming at the 28th Annual East Coast Gaming Congress.
- Provided government officials and other stakeholders with information and analyses as requested.
- Reviewed hundreds of records in response to requests for information and documents under the Freedom of Information Act and the Open Public Records Act (OPRA).

- Responded to requests for information from the media and other gaming jurisdictions.
- Maintained a social media presence on several platforms to extend the reach of the agency's public engagement.
- Chairman Plousis, below, spoke at the National Sheriffs' Association Winter Conference on the state of illegal and unregulated gambling in the U.S. and its dangers to the legalized gaming industry and Americans in general.



Courtesy of the National Sheriffs' Association

GAMING AND NONGAMING STUDIES

RESEARCHES STUDIES MONITORS EVALUATES

(Section 72 of the
Casino Control Act)

Carries on a continuous study of the operation and administration of gaming, including in other jurisdictions. The revenues, expenses, and disbursements of casino licensees contained in this annual report is one product of that study.

Evaluates the proliferation of gaming, along with recent trends and technologies in gaming, and the operation of casinos with emphasis on the impact of competition on the Atlantic City market and regional markets.

Identifies and analyzes economic trends and opportunities.

Evaluates current and pending legislation, including in other jurisdictions.

LICENSING CASINO KEY EMPLOYEES AND CASINO QUALIFIERS

The Commission licenses persons involved in casino, Internet gaming, or sports wagering operations in a supervisory or decision-making capacity, persons empowered to make discretionary decisions on the management of an approved casino hotel, and other persons the Commission designates as casino key employees. Highlights:

Marina District Development Company, LLC d/b/a Borgata Hotel Casino & Spa (MGM Resorts International)

Issued initial casino key employee license and plenary qualification for the Vice President of Human Resources.

Issued temporary casino key employee licenses and permission to assume duties, pending qualification, for the Vice President of Asian Marketing, Vice President of Human Resources, and Vice President, Information Security IAM.

Caesars AC, Harrah's AC, Tropicana AC (Caesars Entertainment, Inc.)

Issued initial casino key employee licenses and plenary qualification for the Regional President – East and the Vice President of Operations.

Issued temporary casino key employee licenses and permission to assume duties, pending qualification, for the Vice President and Assistant General Manager, Vice President Marketing – Regional, and Senior Vice President and General Manager.

Boardwalk 1000, LLC d/b/a Hard Rock Atlantic City

Issued initial casino key employee license and plenary qualification for the Chief Operating Officer and the Vice President and Chief Compliance Officer.

Issued temporary casino key employee license and permission to assume duties, pending qualification, for the Vice President of Table Games.

Golden Nugget Atlantic City, LLC d/b/a Golden Nugget Atlantic City (Fertitta Entertainment, LLC)

Issued initial casino key employee licenses and plenary qualification for the Vice President of Finance and Chief Financial Officer and the Vice President of Human Resources.

Issued temporary casino key employee licenses and permission to assume duties, pending qualification, for the Chief Information Security Officer and the Vice President of Strategic Marketing and Analysis.

Caesars Interactive Entertainment New Jersey, LLC (Caesars Entertainment, Inc.)

Issued temporary casino key employee licenses and permission to assume duties, pending qualification, for the Director of I-Gaming Compliance and the Vice President of Payments and Fraud for William Hill Holdco, Inc.

Premier Entertainment A.C., LLC d/b/a Bally's Atlantic City (Bally's Corporation)

Issued temporary casino key employee licenses and permission to assume duties, pending qualification, for the Financial Controller and the Director of Finance.

LICENSING CASINO KEY EMPLOYEES

As the independent licensing authority of New Jersey's gaming industry, the Commission must find that an applicant has good character, honesty, and integrity, as well as financial stability and responsibility, prior to issuing a casino key employee license. The process to obtain a casino key employee license begins by filing an application with the Commission, including all required information and support documents, followed by a background investigation by the Division. Generally, casino key employee license holders must be residents of New Jersey unless granted a residency waiver by the Commission. An initial casino key employee license is valid for five years. Resubmission is required every five years. Highlights:

CASINO KEY LICENSEE INFORMATION, REVENUE, AND ACTIVITIES

MAINTAINS AND MONITORS

External Interactions
3,515

Generated lists and sent mailings
318

Produced and reviewed reports to verify compliance with key license requirements
264

APPROVALS

Requests to inactivate key licenses
29

Multi-casino endorsements
22

Requests for withdrawal of key license applications
13

Lapsed key licenses
67

INTAKE

Resubmission key licenses
107

Initial key licenses
100

ISSUED

Resubmission key licenses
207

Temporary key licenses and extensions
102

Initial key licenses
103

Duplicate/Replacement key licenses
9

4,856

TOTAL INTERACTIONS



\$155,304

TOTAL KEY LICENSE FEES AND RELATED REVENUES COLLECTED

For more information on casino key employee licenses, please visit: njccc.gov/services/licensing

OPERATIONAL HIGHLIGHTS

Guided by its mission to **promote public confidence and trust** in the credibility and integrity of the gaming industry, the Commission reviewed, analyzed, and considered economic and financial aspects of matters in accordance with New Jersey statutes. Highlights:

Gaming revenue including slot machines, table games, Internet gaming, and sports wagering.

Casino Hotel Room **Fees** and **Surcharges** to support certification by the Division of Taxation.

Market share, operating profit, and expenses of the **Atlantic City casinos**.

Trends in **nongaming** taxes and fees.

Accounting and **financial records** filed with the Commission by applicants and licensees.

Economic concentration in the casino industry.

Net revenues, costs and expenses, and promotional allowances.

Evidence of the **financial stability, integrity**, and **responsibility** of applicants.

REVENUE CERTIFICATION

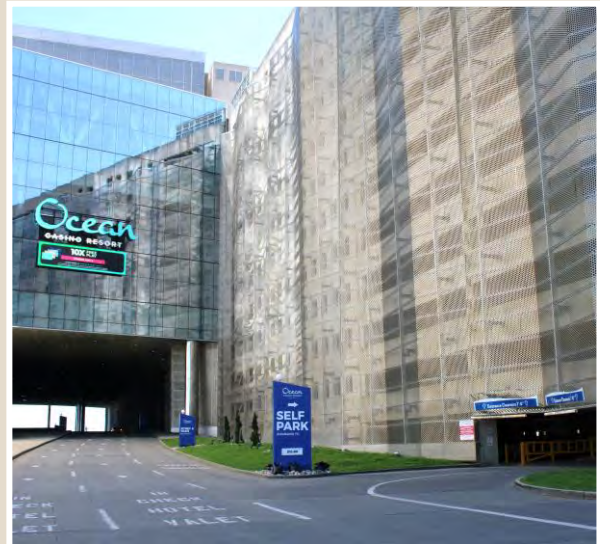
REVIEWS, AUDITS, CERTIFIES, CONFIRMS, AND MAINTAINS FORECASTS OF CASINO PARKING FEE REVENUE (SECTION 173.5 OF THE CASINO CONTROL ACT)

\$2.87 million funded programs to benefit senior citizens and disabled residents of the state and
\$14.35 million remitted to the Casino Reinvestment Development Authority (CRDA) for the benefit of **Atlantic City***

Certified Casino Parking Fee Revenue of
\$17.22 million*

Total casino industry parking spaces
42,958

Certified Casino Parking Fee Revenue of
\$564.51 million
(over 21 years)



*FY 2025 figures.

For detailed information on the number of casino parking spaces and casino parking fee revenue, see pages 63 and 64.

INTERGOVERNMENTAL COLLABORATION

BUDGET & EXPENDITURE

Collaborated with the Department of Treasury, Administration, Office of Management and Budget, Accounting Bureau, Contract Compliance, Property Management and Construction, and Purchase and Property to facilitate effective and efficient processes.

ENVIRONMENT

Volunteered in the NJ Clean Communities Council's Adopt-A-Highway litter removal program.



FACILITIES

Coordinated with the Department of Treasury and building management to address facility needs such as efficient space planning, HVAC equipment replacement, maintenance, repairs, parking, and security.

GOVERNANCE

Completed the agency's Internal Control Review in cooperation with the Department of Treasury as required by the state.

COMPLIANCE

Ensured compliance with Executive Orders, Treasury Circular Letters, and other directives, including laws and mandates. Supported the maintenance of professional licenses.

INFORMATION SECURITY & INTEGRITY

Worked with the Office of Information Technology (OIT) and the NJ Cybersecurity and Communications Integration Cell (NJCCIC) to implement robust cybersecurity protection and monitoring.

LANGUAGE ACCESS

Together with the Department of Human Services, Office of New Americans, developed and executed a CCC language access plan for customers with limited English proficiency, who require translated information and forms on the CCC website and over-the-phone translation services during on-site Casino Key License application processing.

EMPLOYMENT PRACTICES

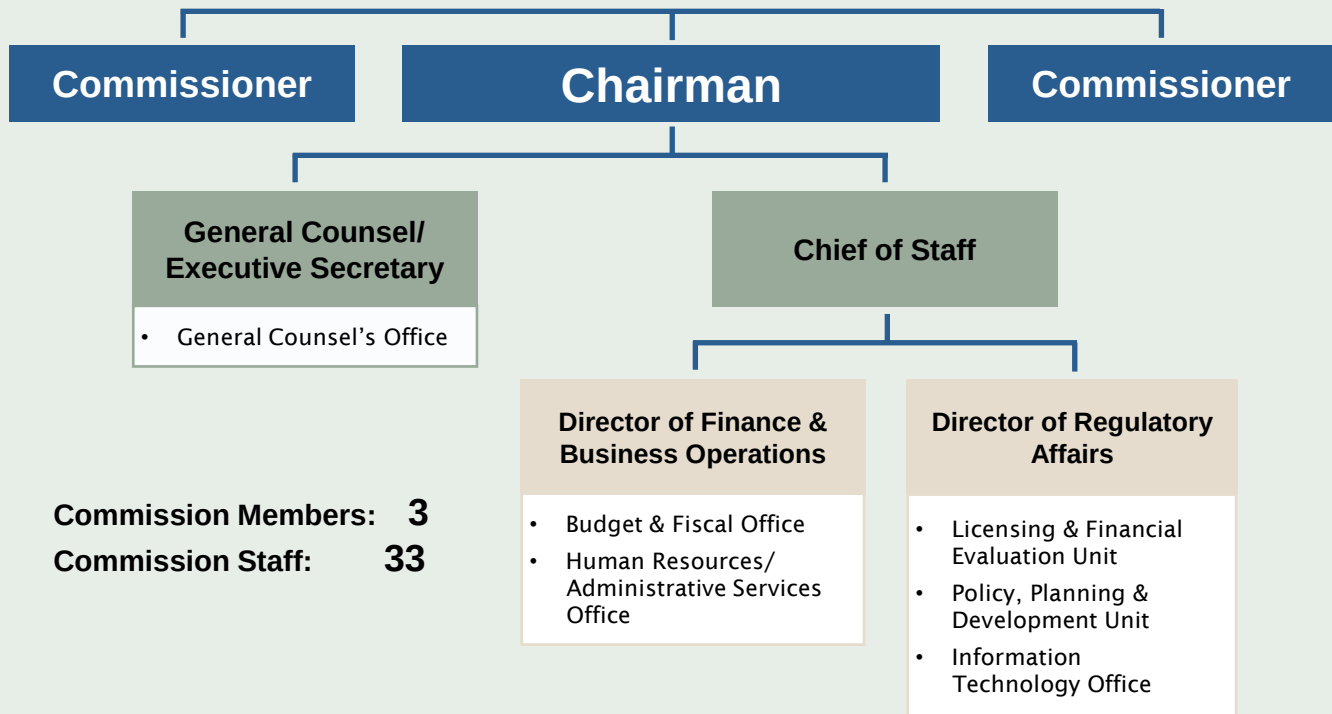
Maintained documentation for filing with the state's Division of Equal Employment Opportunity/Affirmative Action and monitored agency practices for compliance with related policies.

TRAINING

Participated in the Civil Service Commission's National Learning & Development Month initiative to facilitate learning in broad topics such as ethics, safety, and technology.

NEW JERSEY CASINO CONTROL COMMISSION

AS OF DECEMBER 31, 2025



In line with its vision and core values, the Commission reinforces the importance of a **right-sized organization and a professional work environment**, focused on responsibly and thoroughly addressing all matters under the Commission's purview, with efficiency and integrity. Highlights:

WORK INITIATIVES & ACTIONS

Completed the consolidation of computer infrastructure to state data centers to reduce costs and improve business continuity.

Monitored the budget, cash flow, and safeguarded assets. Underspent budget appropriation by \$1.0 million or 12%.

Continued to provide a secure means for staff to work remotely when necessary to effectively deliver services without interruption.

Completed migration to State-hosted collaboration platforms to improve functionality and reduce costs.

- Continued to effectively serve the needs of casino licensees, casino key employee license applicants, and the public by securely accepting online forms.
- Upgraded end-user devices and enhanced remote authentication infrastructure.
- Upgraded Wi-Fi resources to improve operational efficiencies.
- Modernized public meeting sound system to improve functionality and reliability.
- Redesigned the public meeting streaming layout to enhance visual quality and user experience.
- Decommissioned legacy servers as part of a broader infrastructure modernization effort, resulting in reduced operating expenses and lower ongoing maintenance requirements.

ORGANIZATIONAL INFORMATION

BUDGET SUMMARY

FOR THE FISCAL YEARS ENDED JUNE 30

	FY 2023	FY 2024	FY 2025
Request	\$7,957,000	\$8,114,000	\$8,843,000
Appropriations	\$7,957,000	\$8,114,000	\$8,745,000
Expenditures	\$6,537,896	\$7,323,625	\$7,716,487
Resources Not Spent	\$1,419,104	\$790,375	\$1,028,513

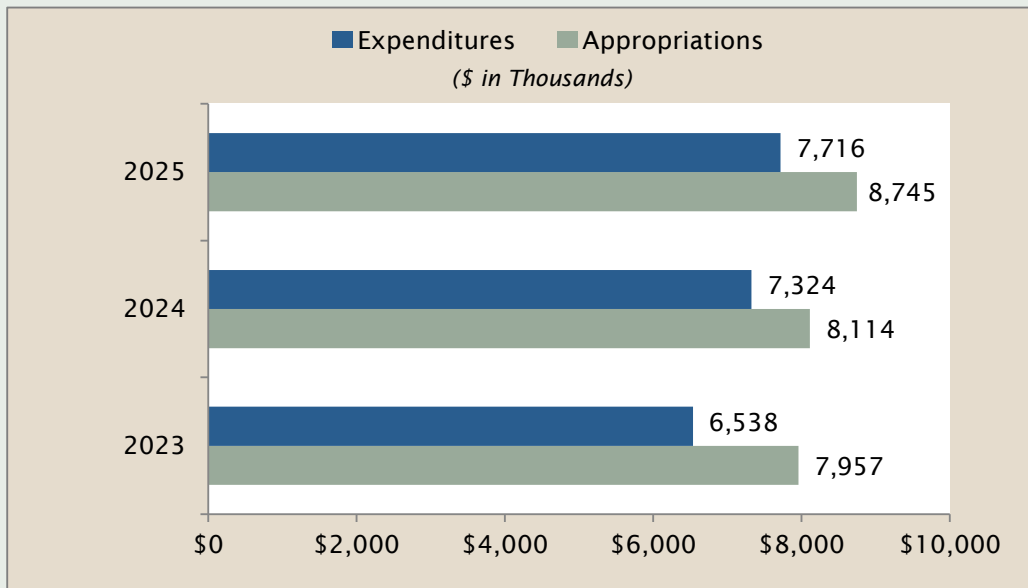
BUDGET COMPARISON BY APPROPRIATION UNIT

FOR THE FISCAL YEARS ENDED JUNE 30

	FY 2023		FY 2024		FY 2025	
(\$ in Thousands)	Appropriated	Expended	Appropriated	Expended	Appropriated	Expended
Salaries & Fringe Benefits	\$5,700	\$5,306	\$6,037	\$6,127	\$6,668	\$6,306
Materials & Supplies	\$ 84	\$ 28	\$ 84	\$ 30	\$ 84	\$ 37
Services Other Than Personal	\$ 600	\$ 272	\$ 600	\$ 287	\$ 600	\$ 365
Maintenance & Fixed Charges	\$1,333	\$ 856	\$1,153	\$ 859	\$1,153	\$ 877
Special Purpose	\$ 20	\$ 4	\$ 20	\$ 16	\$ 20	\$ 10
Capital Additions & Equipment	\$ 220	\$ 71	\$ 220	\$ 4	\$ 220	\$ 121
TOTALS	\$7,957	\$6,538	\$8,114	\$7,324	\$8,745	\$7,716

FINANCE STATISTICS

FOR THE FISCAL YEARS ENDED JUNE 30



Note: May not foot due to rounding.

IMPROVEMENT & RECOGNITION

In line with its vision to be a key partner and catalyst in **promoting the general welfare, health, and prosperity of Atlantic City, the Greater Atlantic City Region, and the State**, the Commission is engaged in the community, responsive to its constituents, and fosters positive and collaborative working relationships. Highlights:

HEALTH AND WELFARE



Collected items for the **Hope for the Holidays** initiative, a toy drive and community event that benefits children and families during the holiday season.



Hosted and participated in **American Red Cross** blood drives.

Invited **Jewish Family Services** for an informational session about its role in Atlantic City.

RECOGNITION



Recognized staff who achieved 5, 10, 20, and 35 years of service.



Participated in the **New Jersey Employees Charitable Campaign**.



Commemorated the **100th Anniversary of Atlantic City's All Wars Memorial Building**.

CCC General Counsel Dianna W. Fauntleroy, Esq. named to the **2025 ROI Influencers: Women in Business** list and was recognized by the Civil Service Commission (CSC) for **Community Service**.



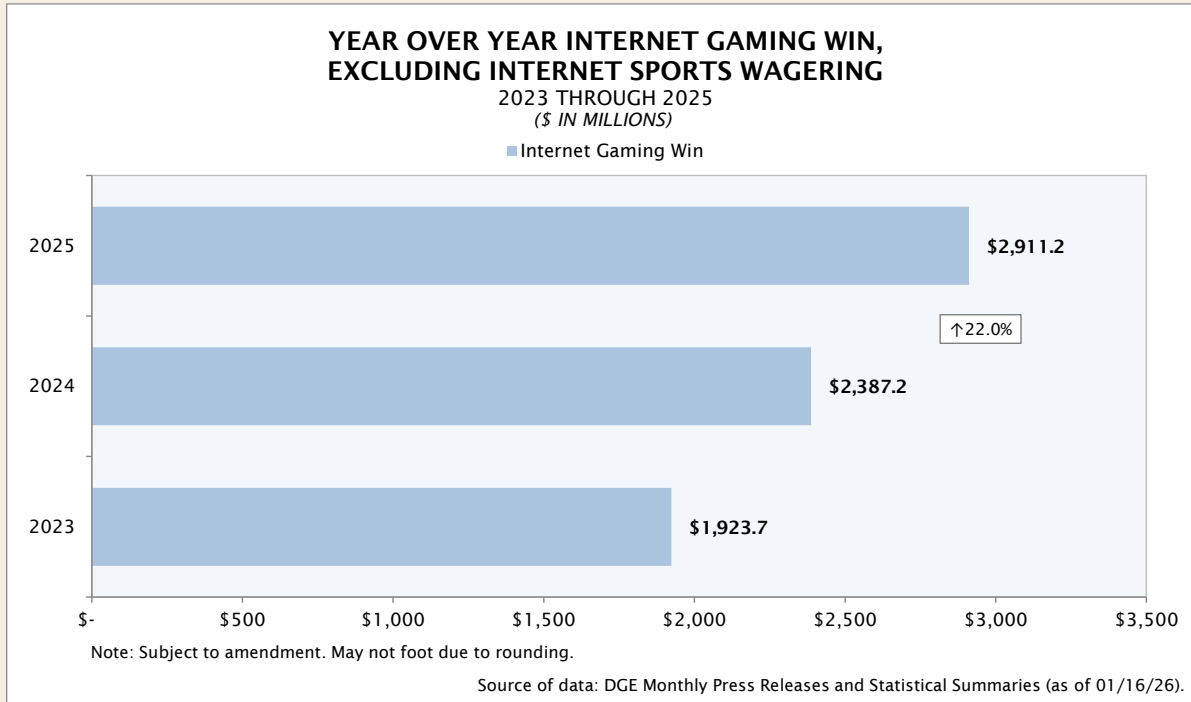
CCC Manager Harry Givas received the **Special Achievement Award** from the AGA Trenton Chapter and was recognized by the CSC for **Leadership/Professional Achievement**.



In August 2025, the Commission congratulated **Alisa Cooper** on her retirement and honored her for nearly thirteen years of service as a Commission member and seven terms as Vice Chair. Cooper became a Commissioner in August 2012. She was appointed in 2014 to a full five-year term and reappointed to a second full term in 2021. She retired from public service on August 1, 2025.

INTERNET GAMING

Internet Gaming Win was over **\$2.9 billion**, an increase of **\$524.1 million** or **22%**. Internet Gaming Win grew in each of the twelve months compared to 2024. Annual Internet Gaming Win exceeded annual in-person Casino Win for the first time. The chart below illustrates the continued and significant growth of Internet gaming in New Jersey.



2025 HIGHLIGHTS

Internet Gaming Win
Over **\$2.9 billion**

Internet Gaming
Tax Revenue¹
Over **\$509.1 million**

Internet Gaming Win
Percent of Total
Gaming Revenue²
Over **44.9%**

Total Authorized
Internet Gaming Websites
(at year end 2025)
32

60% of annual Internet
Gaming Win was attributed
to Third-Party Brands.³

Monthly Internet Gaming Win
exceeded In-person Casino Win
in eight months:
January through April and
September through December

For the first time, annual
Internet Gaming Win
exceeded annual
In-person Casino Win.

¹ Effective July 1, 2025, Internet gaming is taxed at 19.75%, increased from 15%. P.L. 2025, c.66.

² Percent of Casinos' Total Gaming Revenue. Does not include Racetracks.

³ Third-Party brands are operated by entities that have a contract with a casino for market access.

On February 26, 2013, New Jersey enacted legislation to allow Internet gaming on Atlantic City casino games for an initial period of ten years. On November 26, 2013, New Jersey became the third state to authorize full Internet gaming after a successful five-day test period. In 2023, subsequent legislation extended the authorization period from ten to fifteen years.

SINCE INCEPTION HIGHLIGHTS

(NOVEMBER 21, 2013 TO DECEMBER 31, 2025)

Internet Gaming Win
Over **\$12.7 billion**

Internet Gaming
Tax Revenue¹
Over **\$1.9 billion**

From 2020 to 2025,
Internet Gaming Win grew
200% and Internet
Gaming Tax Revenue¹
grew **249.3%**

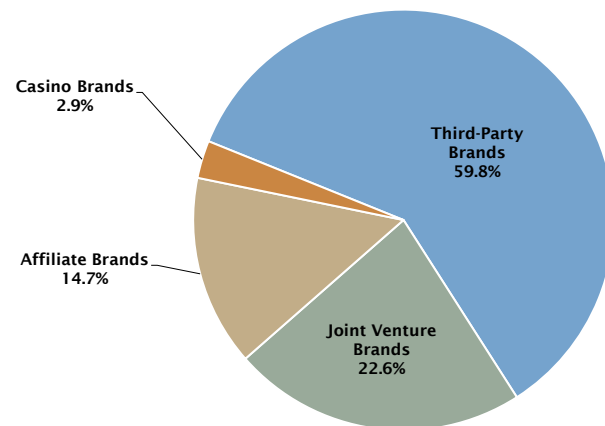
New Jersey's casinos have adopted different business models to implement and operate legalized Internet gaming under numerous brand names. Each brand operating in 2025 adheres generally to one of four categories:

- **Third-Party Brands** are operated by entities that have a contract with a casino for market access.
- **Joint Venture Brands** are operated by an established online operator under an arrangement with a casino or its parent company.
- **Affiliate Brands** are operated by an affiliate of a New Jersey casino. "Affiliate Brand" is not synonymous with "Internet Gaming Affiliate" as set forth in the Casino Control Act.
- **Casino Brands** are operated by an Atlantic City casino.

The market share held by the brands is shown in the graph to the right by category. Internet Gaming Win is detailed on pages 27 and 28.

The Internet Gaming Win of each brand is reported by the casino associated with the brand. See page 49 for Internet Gaming Win and market share as reported by each casino.

ATLANTIC CITY CASINOS
INTERNET GAMING MARKET SHARE BY
BUSINESS ARRANGEMENT
FOR THE YEAR ENDED DECEMBER 31, 2025



Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26).

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

2025	2024	2025	2024
Third-Party Brands		Joint Venture Brands	
59.8%	59.2%	22.6%	22.6%
Affiliate Brands		Casino Brands	
14.7%	14.5%	2.9%	3.7%

¹ Effective July 1, 2025, Internet gaming is taxed at 19.75%, increased from 15%. P.L. 2025, c.66.

INTERNET GAMING

NEW JERSEY INTERNET GAMING WEBSITES

FOR THE YEAR ENDED DECEMBER 31, 2025

SKIN	NJ PERMIT HOLDER	AUTHORIZED WEBSITE	INTERNET GAMING WIN	
			2025	2024
Third-Party Brands ¹			\$1,741,816,131	\$1,413,983,780
FanDuel	Golden Nugget	casino.fanduel.com	\$655,511,007	\$506,594,954
DraftKings	Resorts	casino.draftkings.com	\$569,766,234	\$514,952,830
Golden Nugget	Golden Nugget	goldennuggetcasino.com nj-casino.goldennuggetcasino.com	\$111,811,153	\$90,950,423
BetRivers	Golden Nugget	nj.betrivers.com	\$97,818,087	\$80,724,021
BetFanatics	Bally's AC	casino.fanatics.com	\$92,268,249	\$22,305,337
<i>theScore Bet</i> ²	Resorts	<i>thescore.bet</i> ² <i>hollywoodcasino.com</i>	\$34,926,012	\$37,026,489
Playstar	Ocean Casino	nj.playstar.com	\$32,161,293	\$26,305,810
Bet365	Hard Rock	nj.bet365.com	\$25,576,511	\$16,913,780
Resorts Casino	Resorts	resortscasino.com	\$23,595,427	\$23,779,761
betPARX	Caesars Interactive Entertainment (Affiliate of Harrah's AC)	nj.betparx.com/casino	\$22,943,844	\$13,832,049
Pala/Stardust	Borgata	stardustcasino.com	\$15,973,694	\$10,986,864
Jackpocket	Caesars Interactive Entertainment (Affiliate of Harrah's AC)	casino.jackpocket.com	\$14,734,492	\$15,469,428
Mohegan Sun	Resorts	mohegansuncasino.com	\$13,260,914	\$12,690,524
PokerStars	Resorts	pokerstarsnj.com	\$13,008,537	\$16,400,538
Jackpot City ³	Golden Nugget	jackpotcitycasino.com ³	\$12,546,011	\$5,226,657
Spin Palace ³	Golden Nugget	spinpalacecasino.com/nj/en-us/casino ³	\$5,914,666	\$5,359,176
Discontinued Third-Party Brands ⁴			-	\$14,465,139

See page 28 for Joint Venture Brands, Affiliate Brands, Casino Brands, and Total Internet Gaming Win.

¹ Third-Party brands are operated by entities that have a contract with a casino for market access.

² f/k/a espnbet.com, rebranded as thescore.bet on December 1, 2025.

³ Jackpot City and Spin Palace ceased operations prior to November 1, 2025.

⁴ Discontinued Third-Party brands ceased operations prior to January 1, 2025.

Note: Internet permits and approval to conduct business is granted by Orders and Actions of the Director of the Division of Gaming Enforcement. 2025 approvals, if any, are highlighted in bold and italicized. Information as of year end 2025. Brand classification as reported in the Division of Gaming Enforcement's December 2025 filings.

Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26).

NEW JERSEY INTERNET GAMING WEBSITES

FOR THE YEAR ENDED DECEMBER 31, 2025

SKIN	NJ PERMIT HOLDER	AUTHORIZED WEBSITE	INTERNET GAMING WIN	
			2025	2024
Joint Venture Brands ¹			\$657,919,747	\$538,635,076
BetMGM	Borgata	nj.betmgm.com/en/casino nj.betmgm.com/en/poker	\$376,023,327	\$287,689,529
Borgata	Borgata	borgataonline.com/en/casino borgataonline.com/en/poker	\$252,771,901	\$224,047,556
Party Poker	Borgata	nj.partycasino.com nj.partypoker.com	\$20,347,414	\$18,693,583
Wheel of Fortune	Borgata	wheeloffortunecasino.com	\$8,777,105	\$8,204,408
Affiliate Brands ²			\$427,358,022	\$345,141,253
Caesars Palace	Caesars Interactive Entertainment (Affiliate of Tropicana AC)	caesarspalaceonline.com/us/nj/casino <i>horseshoeonlinecasino.com/us/nj/casino</i>	\$203,620,855	\$153,284,503
Hard Rock Bet	Hard Rock	hardrock.bet	\$158,501,303	\$115,511,377
Tropicana Casino	Caesars Interactive Entertainment (Affiliate of Tropicana AC)	tropicanacasino.com	\$27,606,772	\$31,853,181
Monopoly	Bally’s AC	play.monopolycasinous.com/casino	\$14,814,795	\$17,953,022
WSOP	Caesars Interactive Entertainment (Affiliate of Tropicana AC)	wsop.com	\$13,784,010	\$13,660,152
Harrah’s Casino	Caesars Interactive Entertainment (Affiliate of Tropicana AC)	harrahscasino.com	\$9,030,287	\$12,879,018
Casino Brands ³			\$84,147,418	\$89,404,063
Bally Bet	Bally’s AC	play.ballybet.com	\$59,703,288	\$65,656,659
Ocean	Ocean Casino	betocean.com	\$24,444,130	\$23,747,404
NEW JERSEY TOTAL INTERNET GAMING WIN			\$2,911,241,318	\$2,387,164,172

See page 27 for Third-Party Brands.

¹ Joint Venture brands are operated by an established online operator under an arrangement with a casino or its parent company.

² Affiliate brands are operated by affiliates of a casino licensee and do not meet the definition of a casino brand.

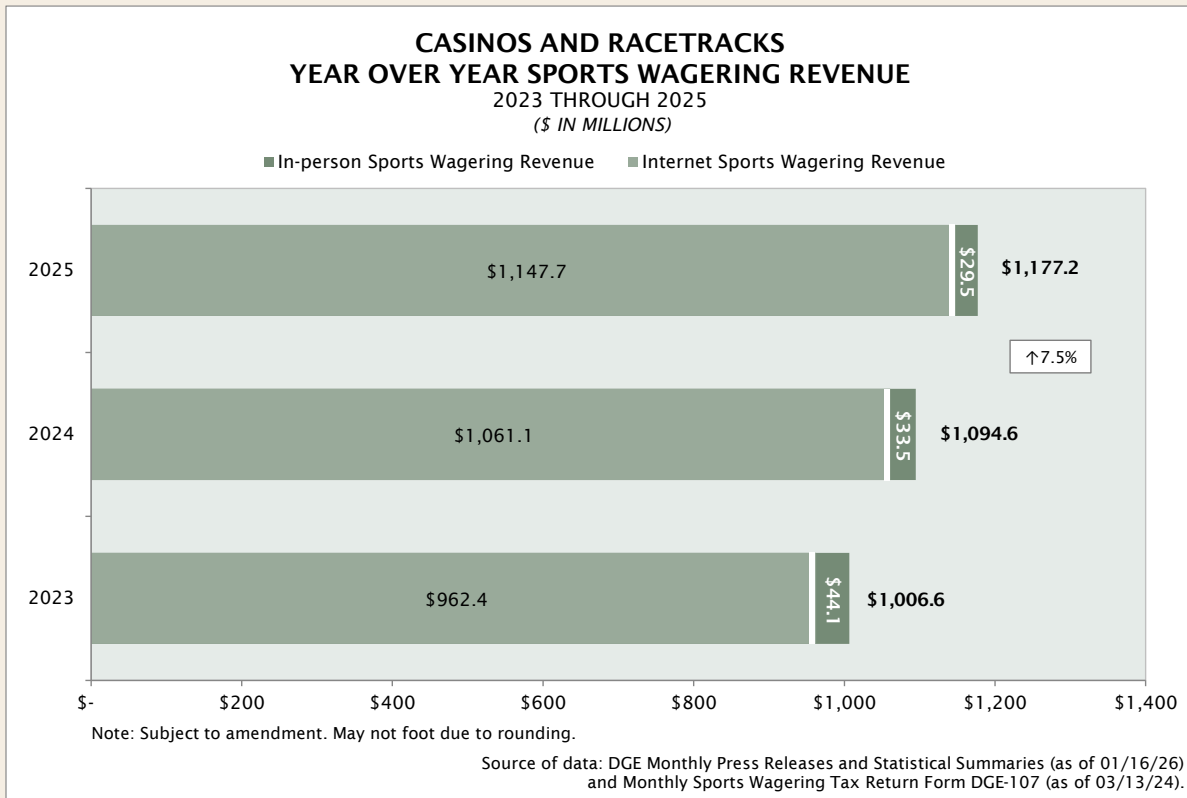
³ Casino brands are those operations where the casino recognizes all of the gross revenues.

Note: Internet permits and approval to conduct business is granted by Orders and Actions of the Director of the Division of Gaming Enforcement. 2025 approvals, if any, are highlighted in bold and italicized. Information as of year end 2025. Brand classification as reported in the Division of Gaming Enforcement's December 2025 filings.

Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26).

SPORTS WAGERING

Sports Wagering Gross Revenue¹ set an annual record, totaling over **\$1.17 billion**, a year-over-year increase of 7.5%. Internet Sports Wagering Revenue was **\$1.15 billion**, a year-over-year increase of 8.2%, and in-person Sports Wagering Revenue at Atlantic City casinos and New Jersey racetracks was **\$29.5 million**, a year-over-year decrease of 12.1%.



2025 HIGHLIGHTS (CASINOS & RACETRACKS)

Sports Wagering
Handle
Over **\$12.2 billion**

Sports Wagering
Revenue
Over **\$1.1 billion**

In-person (brick and
mortar) and Internet
Sports Wagering
Tax Revenue²
Over **\$195.4 million**

Internet Sports
Wagering Revenue
accounted for over
97.4% of total Sports
Wagering Revenue

Super Bowl Sports
Wagering Handle grew
19% with total wagering
of approximately
\$168.7 million

Monthly Sports Wagering Handle surpassed
\$1 billion in seven months:
January, March, May, September,
October, November, and December

Casino Key Employees
overseeing
Sports Wagering
164

¹ Sports Wagering Gross Revenue ("Sports Wagering Revenue") is not win and is maintained on a cash basis. Reflects the sum of all wagers ("handle"), less only the payouts on winning wagers. The deduction for payouts is limited to only "completed events" and redeemed winning tickets. Wagers made on a "future event" are included in Sports Wagering Revenue when the wager was made, but payouts are deducted after the event is held and winning wagers redeemed. Sports Wagering Revenue may be volatile due to "uncompleted events" and unclaimed winning sports wagers.

² Effective July 1, 2025, Internet Sports Wagering is taxed at 19.75%, increased from 13%. P.L. 2025, c.66. May not foot due to rounding.

On June 11, 2018, New Jersey enacted legislation to allow legalized sports wagering at New Jersey's casinos and racetracks on certain professional and collegiate sports and events. Three days later, on June 14, 2018, the first sports wager was accepted and New Jersey became the third state to offer full sports wagering.

SINCE INCEPTION HIGHLIGHTS

(CASINOS & RACETRACKS - JUNE 14, 2018 TO DECEMBER 31, 2025)

Sports Wagering
Handle
Over **\$70.7 billion**

Sports Wagering
Revenue
Over **\$5.6 billion**

Internet Sports
Wagering Revenue
Over **\$5.2 billion**

In-person Sports
Wagering Revenue
Over **\$357.8 million**

In-person (brick and
mortar) and Internet
Sports Wagering
Tax Revenue¹
Over **\$761 million**

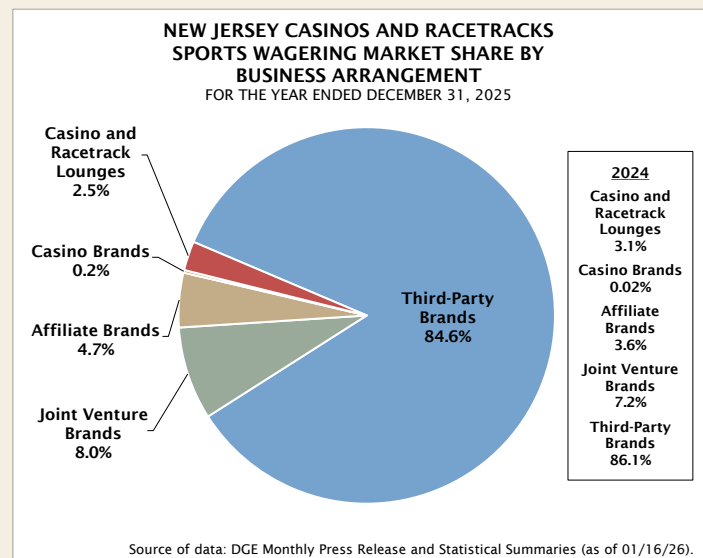
Casino
Sports Wagering
Tax Revenue¹ to the
Casino Revenue Fund
Over **\$356.3 million**

Racetrack
Sports Wagering
Tax Revenue¹ to the
State General Fund
Over **\$405.5 million**

Casino Key Employee
License Applicants
identified as Sports
Wagering Employees
339

New Jersey's casinos and racetracks have adopted different business models to implement and operate legalized sports wagering under numerous brand names. Each brand operating in 2025 adheres generally to one of four categories:

- **Third-Party Brands** are operated by entities that have a contract with a casino or racetrack for market access.
- **Joint Venture Brands** are operated by an established online operator under an arrangement with a casino or its parent company.
- **Affiliate Brands** are operated by an affiliate of a New Jersey casino or racetrack. "Affiliate Brand" is not synonymous with "Internet Gaming Affiliate" as set forth in the Casino Control Act.
- **Casino Brands** are operated by an Atlantic City casino.



The market share held by the brands is shown in the graph above by category. Internet Sports Wagering Revenue and Sportsbook Lounge Revenue are detailed on pages 31 and 32-33, respectively. The Sports Wagering Revenue of each brand is reported by the casino or racetrack associated with the brand. See page 50 for Sports Wagering Revenue and market share as reported by each casino or racetrack.

¹ Effective July 1, 2025, Internet Sports Wagering is taxed at 19.75%, increased from 13%. P.L. 2025, c.66. May not foot due to rounding. Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26).

INTERNET SPORTS WAGERING

NEW JERSEY INTERNET SPORTS WAGERING WEBSITES

FOR THE YEAR ENDED DECEMBER 31, 2025

SKIN	NJ PERMIT HOLDER	AUTHORIZED WEBSITE	SPORTS WAGERING REVENUE ¹	
			2025	2024
Third-Party Brands ²			\$995,716,315	\$942,304,133
FanDuel	Meadowlands	sportsbook.fanduel.com	\$470,056,945	\$459,359,998
DraftKings	Resorts	sportsbook.draftkings.com	\$325,315,701	\$289,061,017
BetFanatics	Bally’s AC	sportsbook.fanatics.com	\$82,884,868	\$22,683,842
Bet365	Hard Rock	nj.bet365.com	\$64,595,767	\$43,799,725
<i>theScore Bet</i> ⁷	Resorts	<i>thescore.bet</i> ⁷	\$32,037,933	\$17,962,798
BetRivers	Monmouth Park	nj.betrivers.com	\$11,633,588	\$11,788,044
Caesars Sportsbook	Monmouth Park	caesars.com/sportsbook-and-casino/nj	\$4,725,266	\$4,610,444
betPARX	Caesars Interactive Entertainment (Affiliate of Harrah’s AC)	nj.betparx.com/kambi#home	\$2,437,426	\$1,632,787
Sporttrade	Bally’s AC	getsporttrade.com	\$1,265,512	\$(262,277)
Prime	Ocean Casino	nj.primesports.com	\$785,260	\$490,800
Discontinued Third-Party Brands ⁶			\$(21,951)	\$91,176,955
Joint Venture Brands ³			\$94,153,571	\$78,948,475
BetMGM	Borgata	nj.betmgm.com/en/sports	\$85,836,970	\$70,661,773
Borgata	Borgata	borgataonline.com/en/sports	\$8,316,601	\$8,286,702
Affiliate Brands ⁴			\$55,108,658	\$39,638,661
Caesars Sportsbook	Caesars Interactive Entertainment (Affiliate of Tropicana AC)	sportsbook.caesars.com/us/nj/bet	\$34,092,202	\$31,391,981
Hard Rock Bet	Hard Rock	hardrock.bet/sportsbook	\$21,016,456	\$8,246,680
Casino Brands ⁵			\$2,737,111	\$243,602
Bally Bet	Bally’s AC	play.ballybet.com	\$2,737,111	\$243,602
NEW JERSEY TOTAL INTERNET SPORTS WAGERING REVENUE ¹			\$1,147,715,655	\$1,061,134,871

¹ See note on page 29.

² Third-Party brands are operated by entities that have a contract with a casino or racetrack for market access.

³ Joint Venture brands are operated by an established online operator under an arrangement with a casino or its parent company.

⁴ Affiliate brands are operated by affiliates of a casino licensee and do not meet the definition of a casino brand.

⁵ Casino brands are those operations where the casino recognizes all of the gross revenues.

⁶ Discontinued Third-Party brands ceased operations prior to January 1, 2025.

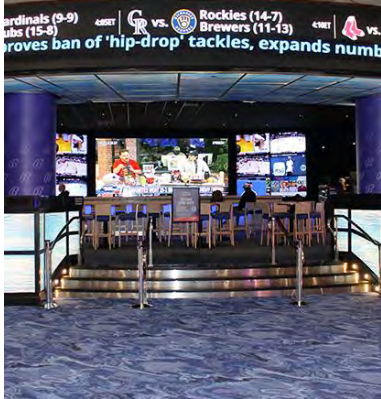
⁷ f/k/a espnbet.com, rebranded as thescore.bet on December 1, 2025.

Note: Sports Wagering licenses and approval to conduct business is granted by Orders and Actions of the Director of the Division of Gaming Enforcement. 2025 approvals, if any, are highlighted in bold and italicized. Information as of year end 2025. Brand classification as reported in the Division of Gaming Enforcement's December 2025 filings.

Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26).

SPORTSBOOK LOUNGE WAGERING

BALLY BET SPORTSBOOK AT BALLY'S



- Opened in **March 2021***
- 4,100 square feet
- Three betting windows
- Eight self-serve betting kiosks
- 25-foot LED video wall
- Ten video displays

SPORTSBOOK LOUNGE REVENUE¹

2025: \$12,197

2024: \$238,603

*Opened and operated as FanDuel Sportsbook until August 2023.

BETMGM SPORTSBOOK & BAR AT BORGATA



- Opened in **June 2019***
- 8,000 square feet
- Six betting windows
- 40-foot LED video wall
- Entire room is non-smoking
- Reserved VIP lounge

SPORTSBOOK LOUNGE REVENUE¹

2025: \$(2,552,541)

2024: \$1,846,218

*Opened as Moneyline Bar & Book.

CAESARS SPORTSBOOK AT CAESARS



- Opened in **June 2019***
- 15,228 square feet
- Self-service beer wall
- Ten betting windows
- High-resolution TV wall
- Five private Fan Caves including XBOX game consoles and table service

SPORTSBOOK LOUNGE REVENUE¹

2025: \$1,067,908

2024: \$167,450

*Opened as The Book at Bally's.

THE SPORTSBOOK AT GOLDEN NUGGET



- Opened in **August 2018**
- 2,500 square feet
- 50 televisions
- Nine self-serve betting kiosks & four windows
- Five video walls
- Entire room is non-smoking

SPORTSBOOK LOUNGE REVENUE¹

2025: \$411,217

2024: \$23,046

HARD ROCK SPORTSBOOK



- Opened in **March 2019**
- 3,800 square feet
- Over 40 televisions
- Six self-serve betting kiosks
- Full service sports bar featuring video poker games
- Seating for 50

SPORTSBOOK LOUNGE REVENUE¹

2025: \$1,616,872

2024: \$1,299,212

CAESARS SPORTSBOOK AT HARRAH'S



- Opened in **May 2019***
- 3,800 square feet
- Extra plush seating
- High-resolution LED screens
- Two private Fan Caves
- Food Service by AC Burger Co.

SPORTSBOOK LOUNGE REVENUE¹

2025: \$1,666,825

2024: \$1,135,793

*Opened as The Book at Harrah's.

SPORTSBOOK LOUNGE WAGERING

THE FANATICS SPORTSBOOK IN THE GALLERY AT OCEAN



- Opened in **September 2024***
- 12,000 square feet
- 100-foot elevated bar & lounge
- 140 feet of LED video walls
- Blackjack, roulette, and slots

SPORTSBOOK LOUNGE REVENUE¹

2025: \$1,288,690

2024: \$867,992

*Opened in September 2018 as William Hill Sportsbook at Ocean. Reopened in July 2022 as The Gallery Bar, Book, & Games.

CAESARS SPORTSBOOK AT TROPICANA



- Opened in **March 2019***
- 5,000 square feet
- Panoramic LED screens
- 250-sq. ft. odds board
- Seating for 180
- Entire room is non-smoking

SPORTSBOOK LOUNGE REVENUE¹

2025: \$972,250

2024: \$916,790

*Opened as William Hill Sportsbook at Tropicana.

CAESARS SPORTSBOOK AT MONMOUTH PARK



- Opened in **November 2025***
- 16,000 square feet
- 25 self-serve betting kiosks
- Indoor/outdoor seating
- Shake Shack restaurant

OCEANPORT AVE.
OCEANPORT, NJ 07757
732-222-5100
MONMOUTHPARK.COM

SPORTSBOOK LOUNGE REVENUE¹

2025: \$2,312,647

2024: \$4,756,420

*Opened in June 2018 as William Hill Sportsbook at Monmouth Park.

DRAFTKINGS SPORTSBOOK AT RESORTS



- Opened in **November 2018**
- 5,000 square feet
- VIP seating
- 15-foot LED video wall
- 18 self-serve betting kiosks
- Five betting windows

SPORTSBOOK LOUNGE REVENUE¹

2025: \$290,031

2024: \$6,930

FANDUEL SPORTSBOOK AT THE MEADOWLANDS



- Opened in **July 2018**
- 8,980 square feet
- 35 betting windows
- 47 self-serve betting kiosks
- Seating for 655

1 RACETRACK DR.
E. RUTHERFORD, NJ 07073
201-843-2446
PLAYMEADOWLANDS.COM

SPORTSBOOK LOUNGE REVENUE¹

2025: \$22,364,379

2024: \$21,465,159

In November, Monmouth Park celebrated the grand opening of its all-new Caesars Sportsbook, a standalone trackside sportsbook, bar, and restaurant featuring 16,000 square feet of indoor and outdoor viewing space, wall-to-wall televisions, over 25 self-service betting kiosks, a VIP section, center bar, and Shake Shack restaurant.

NEW JERSEY SPORTSBOOK LOUNGE REVENUE¹

FOR THE YEARS ENDED
DECEMBER 31, 2025 AND 2024

2025	2024
Casinos	
\$4,773,449	\$6,502,034

Racetracks	
\$24,677,026	\$26,993,435

TOTAL	
\$29,450,475	\$33,495,469

¹ See note on page 29.

Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26).

Total Gaming Revenue for 2025 was **\$6.5 billion**, the highest compared to any other year in history. The Casino Revenue Fund experienced a 16.3% increase in total taxes and fees for the fiscal year, which benefits senior and disabled citizens across New Jersey. See pages 48, 51, and 52 for more detailed information on Total Gaming Revenue and Tax Revenue. See page 67 for details regarding the Casino Revenue Fund.

ATLANTIC CITY CASINOS GAMING REVENUE¹ FOR THE YEAR ENDED DECEMBER 31, 2025

Revenue	
SLOT WIN	\$2,131,627,118
TABLE GAME WIN	\$762,514,677
CASINO WIN	\$2,894,141,795
INTERNET GAMING WIN	\$2,911,241,318
SPORTS WAGERING REVENUE ¹	\$666,093,870
TOTAL GAMING REVENUE	\$6,471,476,983

ATLANTIC CITY CASINO HOTELS FACILITY STATISTICS FOR THE YEAR ENDED DECEMBER 31, 2025

TOTAL TABLE GAMES ¹	1,036
SLOT MACHINES ¹	15,112
TOTAL GAMING SPACE (SQ. FT.) ²	1,025,768
INTERNET GAMING WEBSITES ³	32
INTERNET SPORTS WAGERING WEBSITES ³	12
HOTEL ROOMS ⁴	15,424
FOOD & BEVERAGE OUTLETS ⁴	247
RETAIL SPACE OUTLETS ⁴	96

Meeting Space
Over **865,000** sq. ft.

Meeting Rooms
Over **300**

Casino Parking Spaces
Over **42,900**

CAPITAL INVESTMENTS

Capital investment by Atlantic City casinos on a cumulative basis since 1978, including the initial cost of construction for each property and subsequent capital improvements, totaled **\$19.8 billion**. Capital improvements in 2025 totaled **\$192 million*** and included: renovation of the Solana Tower at **Tropicana Atlantic City**, a new lounge offering at **Harrah's Atlantic City**, renovation of the Asian games space at **Borgata**, and a hotel and casino expansion at **Ocean Casino**. Several other casinos announced capital projects for completion in the near future.

* Figure includes capital leases.



Voodoo Lounge at Harrah's AC



Asian Games Space at Borgata

¹ Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26), Monthly Internet Gross Revenue Reports Form DGE-105 (as of 01/16/26), and Monthly Sports Wagering Tax Return Form DGE-107 (as of 02/04/26). Total Table Games includes poker and other games. Sports Wagering Revenue excludes racetracks.

² Source of data: Monthly Gross Revenue Reports Form DGE-101 (as of 01/16/26). Includes simulcasting square footage.

³ Internet permits, Sports Wagering licenses, and approval to do business with the intermediaries granted by Orders and Actions of the Director of the Division of Gaming Enforcement.

⁴ DGE Quarterly Press Release and Statistical Summaries (as of 04/08/26). Food & Beverage Outlets and Retail Space Outlets verified by the CCC as of December 2025.

BALLY'S ATLANTIC CITY

1900 Pacific Avenue
Atlantic City, NJ 08401
609-340-2000

<https://casinos.ballys.com/atlantic-city>



Photo Credit: Visit Atlantic City

CASINO LICENSEE:

PREMIER ENTERTAINMENT A.C., LLC

PARENT COMPANY:

BALLY'S CORPORATION

OPENING DATE:

DECEMBER 29, 1979

(BALLY'S PARK PLACE, INC.)

GAMING SPACE (SQ. FT.)	81,614
SLOT MACHINES	1,069
TABLE GAMES (INCLUDES OTHER GAMES)	83
INTERNET GAMING WEBSITES	3
INTERNET SPORTS WAGERING WEBSITES	3
HOTEL ROOMS	1,121
FOOD & BEVERAGE OUTLETS	16
RETAIL SPACE OUTLETS	2
TOTAL EMPLOYEES	1,258

BORGATA HOTEL CASINO & SPA

1 Borgata Way
Atlantic City, NJ 08401
609-317-1000

<https://borgata.mgmresorts.com/en.html>



CASINO LICENSEE:

MARINA DISTRICT
DEVELOPMENT COMPANY, LLC

PARENT COMPANY:

MGM RESORTS INTERNATIONAL

OPENING DATE:

JULY 2, 2003

GAMING SPACE (SQ. FT.) (INCLUDES SIMULCASTING)	157,458
SLOT MACHINES	2,433
TABLE GAMES (INCLUDES POKER AND OTHER GAMES)	212
INTERNET GAMING WEBSITES	8
INTERNET SPORTS WAGERING WEBSITES	2
HOTEL ROOMS	2,727
FOOD & BEVERAGE OUTLETS	35
RETAIL SPACE OUTLETS	18
TOTAL EMPLOYEES	4,425

Note: Slot Machines and Table Games are annual weighted average figures. All other figures are as of year end 2025.

CASINO LICENSEE:

BOARDWALK REGENCY, LLC
(SUCCESSOR IN INTEREST TO BOARDWALK REGENCY CORPORATION)

PARENT COMPANY:

CAESARS ENTERTAINMENT, INC.

OPENING DATE:

JUNE 26, 1979

GAMING SPACE (SQ. FT.)	114,759
SLOT MACHINES	1,735
TABLE GAMES (INCLUDES OTHER GAMES)	105
INTERNET GAMING WEBSITES	-
INTERNET SPORTS WAGERING WEBSITES	-
HOTEL ROOMS	1,136
FOOD & BEVERAGE OUTLETS	22
RETAIL SPACE OUTLETS	5
TOTAL EMPLOYEES	2,608

CAESARS ATLANTIC CITY

2100 Pacific Avenue
Atlantic City, NJ 08401
609-348-4411

www.caesars.com/caesars-ac



CASINO LICENSEE:

GOLDEN NUGGET ATLANTIC CITY, LLC

PARENT COMPANY:

FERTITTA ENTERTAINMENT HOLDINGS, LLC

OPENING DATE:

JUNE 19, 1985
(TRUMP CASTLE ASSOCIATES)

GAMING SPACE (SQ. FT.)	66,679
SLOT MACHINES	1,046
TABLE GAMES (INCLUDES OTHER GAMES)	63
INTERNET GAMING WEBSITES	4
INTERNET SPORTS WAGERING WEBSITES	-
HOTEL ROOMS	717
FOOD & BEVERAGE OUTLETS	17
RETAIL SPACE OUTLETS	8
TOTAL EMPLOYEES	1,332

GOLDEN NUGGET ATLANTIC CITY

Huron Avenue & Brigantine Boulevard
Atlantic City, NJ 08401
609-441-2000

www.goldennugget.com/atlantic-city



Note: Slot Machines and Table Games are annual weighted average figures. All other figures are as of year end 2025.

HARD ROCK ATLANTIC CITY

1000 Boardwalk
Atlantic City, NJ 08401
609-449-1000

<https://casino.hardrock.com/atlantic-city>



Photo Credit: Visit Atlantic City

CASINO LICENSEE

(MANAGER):

HR ATLANTIC CITY, LLC

PARENT COMPANY:

SEMINOLE HR
HOLDINGS, LLC

CASINO LICENSEE

(OWNER/OPERATOR):

BOARDWALK 1000, LLC

PARENT COMPANY:

HARD ROCK
TRISTATE AC, LLC

OPENING DATE:

JUNE 27, 2018

GAMING SPACE (SQ. FT.)	125,721
SLOT MACHINES	2,317
TABLE GAMES (INCLUDES OTHER GAMES)	130
INTERNET GAMING WEBSITES	2
INTERNET SPORTS WAGERING WEBSITES	2
HOTEL ROOMS	1,973
FOOD & BEVERAGE OUTLETS	28
RETAIL SPACE OUTLETS	7
TOTAL EMPLOYEES	3,536

HARRAH'S RESORT ATLANTIC CITY

777 Harrah's Boulevard
Atlantic City, NJ 08401
609-441-5000

www.caesars.com/harrahs-ac



CASINO LICENSEE:

HARRAH'S ATLANTIC CITY OPERATING COMPANY, LLC

PARENT COMPANY:

CAESARS ENTERTAINMENT, INC.

OPENING DATE:

NOVEMBER 23, 1980
(MARINA ASSOCIATES)

GAMING SPACE (SQ. FT.)	150,189
SLOT MACHINES	1,855
TABLE GAMES (INCLUDES POKER AND OTHER GAMES)	129
INTERNET GAMING WEBSITES	2(a)
INTERNET SPORTS WAGERING WEBSITES	1(a)
HOTEL ROOMS	2,584
FOOD & BEVERAGE OUTLETS	20
RETAIL SPACE OUTLETS	8
TOTAL EMPLOYEES	2,234

(a) Internet gaming and online sports wagering operations are conducted through Caesars Interactive Entertainment New Jersey (CIENJ), an affiliate of Harrah's AC.

Note: Slot Machines and Table Games are annual weighted average figures. All other figures are as of year end 2025.

CASINO LICENSEE:
AC OCEAN WALK, LLC

PARENT COMPANY:
AC BEACHFRONT LLC

OPENING DATE:
JUNE 27, 2018

OCEAN CASINO RESORT

500 Boardwalk
Atlantic City, NJ 08401
609-783-8000
www.theoceanac.com

GAMING SPACE (SQ. FT.)	132,752
SLOT MACHINES	1,785
TABLE GAMES (INCLUDES OTHER GAMES)	138
INTERNET GAMING WEBSITES	2
INTERNET SPORTS WAGERING WEBSITES	1
HOTEL ROOMS	1,860
FOOD & BEVERAGE OUTLETS	34
RETAIL SPACE OUTLETS	16
TOTAL EMPLOYEES	3,373



Photo Credit: Visit Atlantic City

CASINO LICENSEE:
DGMB CASINO, LLC

PARENT COMPANY:
DGMB CASINO HOLDING, LLC

OPENING DATE:
MAY 26, 1978
(RESORTS INTERNATIONAL, INC.)

RESORTS CASINO HOTEL

1133 Boardwalk
Atlantic City, NJ 08401
609-340-6300
<https://resortsac.com>

GAMING SPACE (SQ. FT.)	76,662
SLOT MACHINES	1,270
TABLE GAMES (INCLUDES OTHER GAMES)	70
INTERNET GAMING WEBSITES	6
INTERNET SPORTS WAGERING WEBSITES	2
HOTEL ROOMS	942
FOOD & BEVERAGE OUTLETS	26
RETAIL SPACE OUTLETS	7
TOTAL EMPLOYEES	1,326



Photo Credit: Visit Atlantic City

Note: Slot Machines and Table Games are annual weighted average figures. All other figures are as of year end 2025.

TROPICANA ATLANTIC CITY

2831 Boardwalk
Atlantic City, NJ 08401
609-340-4000

www.caesars.com/tropicana-ac

CASINO LICENSEE:

TROPICANA ATLANTIC CITY CORP.

PARENT COMPANY:

CAESARS ENTERTAINMENT, INC.

OPENING DATE:

NOVEMBER 26, 1981

(ADAMAR OF NEW JERSEY, INC. AND RAMADA INN, INC.)



Photo Credit: Visit Atlantic City

GAMING SPACE (SQ. FT.)	119,934
SLOT MACHINES	1,602
TABLE GAMES (INCLUDES POKER AND OTHER GAMES)	106
INTERNET GAMING WEBSITES	5 ^(a)
INTERNET SPORTS WAGERING WEBSITES	1 ^(a)
HOTEL ROOMS	2,364
FOOD & BEVERAGE OUTLETS	49
RETAIL SPACE OUTLETS	25
TOTAL EMPLOYEES	1,980

(a) Internet gaming and online sports wagering operations are conducted through CIENJ, an affiliate of Tropicana AC.

Note: Slot Machines and Table Games are annual weighted average figures. All other figures are as of year end 2025.

2025 ATLANTIC CITY HIGHLIGHTS

- Borgata unveiled a 25,000-square-foot renovation with 51 gaming tables, five private gaming salons, Asian games, and a high-limit area with private bar. It also added a Pan-Asian restaurant *Noodles* and redesigned B Bar. Borgata and BetMGM launched Evolution Gaming's Dual Play Baccarat, where online and in-person Baccarat players participate in the same live game.
- Caesars Entertainment launched Remote Reels™, a 937-square-foot glass enclosed studio on Tropicana's casino floor, where online players can remotely spin live slot reels, bringing an in-person casino experience online.
- Hard Rock introduced an expanded Hard Rock Beach with cabanas, lounge chairs, umbrellas, and beach volleyball. Hard Rock Digital and Playtech also launched Live Trivia, New Jersey's first dedicated trivia experience with a live host and prizes.
- Harrah's celebrated its 45th anniversary and opened its VooDoo Lounge, a renovated nightlife space inspired by New Orleans' Bourbon Street.
- Throughout the year, Ocean Casino Resort debuted five new restaurants.
- Resorts celebrated the grand opening of MAYA, a Riviera-inspired cocktail lounge reminiscent of Tulum. Landshark Bar & Grill at Resorts also completed its multi-million-dollar expansion including new bars and a covered entertainment stage with dance floor.



CASINO ENTERTAINMENT HIGHLIGHTS

JANUARY

Rob Thomas at Hard Rock
Boat House Row at Tropicana
Dancing With The Stars: Live! at Borgata

FEBRUARY

Better Than Ezra at Borgata
Kool & the Gang at Ocean Casino
Dean Z - The Ultimate Elvis at Resorts

MARCH

Jeff Dye at Harrah's
Sevendust at Tropicana
Alton Brown Live: Last Bite at Caesars

APRIL

Bonnie Raitt at Borgata
The Spinners at Resorts
The Stylistics at Golden Nugget

MAY

Chris Tucker at Tropicana
Funk Flex Weekend at Bally's
Alice Cooper at Ocean Casino

JUNE

311 at Ocean Casino
Jimmy Carr at Borgata
Hell's Belles at Golden Nugget

JULY

Sam Hunt at Hard Rock
Eric D'Alessandro at Harrah's
Blues Traveler & Gin Blossoms at Ocean Casino

AUGUST

Will Dempsey at Golden Nugget
Howie Mandel & Brad Garrett at Caesars
Nathaniel Rateliff & The Night Sweats at Hard Rock

SEPTEMBER

Steve Winwood at Hard Rock
Sebastian Maniscalco at Ocean Casino
George Thorogood & The Destroyers at Tropicana

OCTOBER

Gary Allan at Caesars
Boyz II Men at Borgata
Foreigner at Hard Rock

NOVEMBER

Sting at Borgata
Tim McGraw at Hard Rock
Sal Valentinetti & the No Vacancy Orchestra at Resorts

DECEMBER

Engelbert Humperdinck at Harrah's
Jeffrey Osborne featuring Breakwater at Caesars
Live Boxing: LaManna vs. Rodriguez Jr. at Bally's

For more information on Atlantic City Entertainment, please visit: www.visitatlanticcity.com

RESORT HIGHLIGHTS

JANUARY

Pool & Spa Show
Atlantic City Indoor Auto Races
33rd Atlantic City Polar Bear Plunge
All Wars Memorial Building 100th Anniversary
Banner Unveiling and Celebration Kickoff

FEBRUARY

Atlantic City Boat Show
Romance and Renewal at Absecon Lighthouse

MARCH

St. Patrick's Day Parade
Mary J. Blige: The For My Fans Tour at Boardwalk Hall
MAAC Basketball Championships
Atlantic City Beer and Music Festival
Reopening of Atlantic City Aquarium

APRIL

April Fools Half Marathon
Launch of Boardwalk Tram Tours Experience
Casino Career Fair hosted by the CCC

MAY

Memorial Day Celebrations
Kane Brown: The High Road Tour at Boardwalk Hall
South Jersey Regional Stand Down Atlantic City event

JUNE

Summer Concert Series
Juneteenth Celebrations
Grand Opening of Lt. Governor Sheila Y. Oliver Plaza

JULY

4th of July Fireworks Celebrations
Inaugural Atlantic City Soar and Shore Festival
Summer Finale Live Youth Basketball Tournament
Jimmy Johnson's Atlantic City "Quest for the Ring"
Championship Fishing Week

AUGUST

Lil Wayne at Boardwalk Hall
15th Annual Atlantic City Triathlon

SEPTEMBER

Lawn & Garden Show
In-Water Power Boat Show
Atlantic City Latino Festival
48 Blocks Atlantic City Festival

OCTOBER

Atlantic City Marathon
Breast Cancer Awareness Month events
New Jersey School Boards Workshop
Atlantic City Comedy Festival at Boardwalk Hall

NOVEMBER

New Jersey Education Association Convention
Disney on Ice: Jump In! at Boardwalk Hall
New Jersey League of Municipalities Conference

DECEMBER

Triple Play Realtor® Convention and Trade Expo
Atlantic City Holiday Parade & Market
Deck The Hall — Festival of Trees at Boardwalk Hall



Atlantic City Aquarium



Lt. Governor Sheila Y. Oliver Plaza
at City Hall Courtyard



Atlantic City Soar and Shore
Festival Airshow



Deck The Hall — Festival of Trees



“Bringing the biggest back to life.”



The **Historic Organ Restoration Committee, Inc. (HORC)** has been restoring, promoting, and preserving the two pipe organs of Jim Whelan Boardwalk Hall for over 22 years. Constructed during the height of the Great Depression, the main organ in East Hall is the largest pipe organ in the world. It has been made playable again with the help of volunteers and is now welcoming thousands of guests per year for exhibitions and tours. HORC's commitment has enhanced the culture and liveliness of Atlantic City for both residents and visitors.

- 🎵 The Midmer-Losh organ is the largest and loudest musical instrument on Earth.
- 🎵 The Midmer-Losh organ has an official total of 33,112 pipes.
- 🎵 95% of the 4/55 Ballroom Kimball restoration is complete, while the 7/449 Midmer-Losh is 40% restored with 65% of the instrument operational.
- 🎵 Anticipated completion: 2034



For more information, visit: <https://www.boardwalkorgans.org/>

GAMING REVENUE AND TAXES

PAGE

Casino Win and Market Share.....	45
Casino Win per Average Square Footage of Casino Space.....	45
Slot Machine Win per Average Number of Machines.....	46
Slot Machine and Table Game Win Percentages.....	46
Table Game Win per Average Number of Tables.....	46
Casino Win (Table Games & Other; Slot Machines).....	47
Total Gaming Revenue by Source, Expressed as a Percent of Reporting Casino's Total Gaming Revenue.....	48
Monthly Total Gaming Revenue by Source.....	48
Internet Gaming Win and Market Share by Reporting Casino.....	49
Monthly Internet Gaming Win by Reporting Casino.....	49
Sports Wagering Revenue and Market Share by Reporting Entity.....	50
Sports Wagering Revenue by Reporting Casino and Racetrack.....	50
Sports Wagering Completed Events—Win Statistics by Sport.....	50
Sports Wagering Tax Revenue.....	50
Total Gaming Revenue by Source.....	51
Gross Revenue Tax Obligation by Source; Gross Revenue Tax Rates.....	52
Gross Revenue and Gross Revenue Taxes (3 years).....	52
Income Statement Revenue by Category (2 years).....	53
Net Revenue.....	54
Net Revenue by Category (3 years).....	54
Costs and Expenses.....	55
Costs and Expenses by Category (3 years).....	55
Gross Operating Profit (8 years).....	56
Net Revenue, Costs and Expenses, and Gross Operating Profit (8 years).....	56

VENDOR BUSINESS

Total Dollar Volume of Vendor Business.....	57
Total Volume of Vendor Business in New Jersey by County.....	57
Number of N.J. Vendors Receiving Payments by County.....	57

EMPLOYMENT

PAGE

Casino Hotel Employment Statistics (3 years).....	58
Casino Hotel Total Employees at Quarter End (3 years).....	58
Casino Key Licensees Employed at Quarter End (3 years).....	58
Casino Hotel Salaries and Wages (3 years).....	59
Casino Employment in N.J. by County.....	59

HOTEL ROOMS

Hotel Occupancy Rates by Casino (3 years).....	60
Hotel Room Statistics.....	60
Number of Occupied Room Nights (3 years).....	61
Number of Occupied Room Nights by Quarter (3 years).....	61

NONGAMING TAXES AND FEES

State Occupancy Fee.....	61
Casino Hotel Room Fee and Surcharge (3 years quarterly).....	62
Casino Hotel Room Fee and Surcharge (3 years).....	62
Casino Parking Fees Certified by Allocation (10 fiscal years).....	63
Casino Hotel Parking Space Totals.....	63
Casino Parking Fees Certified (3 years quarterly).....	64
Casino Parking Fees Certified and Number of Parking Transactions (3 years monthly)	64
Atlantic City Luxury Tax (3 years quarterly).....	65
Atlantic City Luxury Tax (3 years).....	65
Sales Tax.....	65
Tourism Promotional Fee Revenue (3 years quarterly).....	66
Tourism Promotional Fee Revenue (3 years).....	66

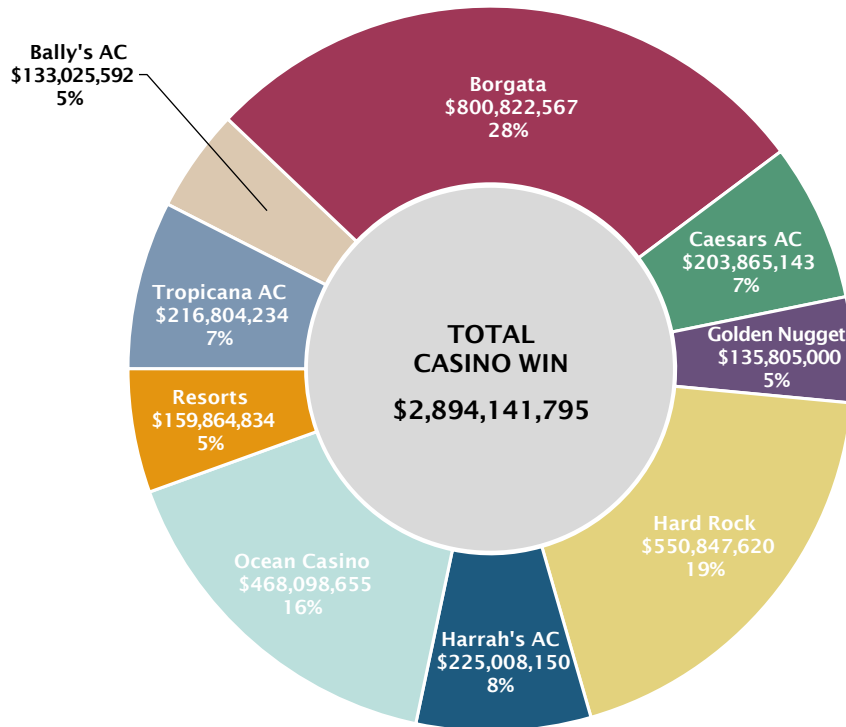
CASINO REVENUE FUND

Funding Sources and Fiscal Year 2025 Deposits.....	67
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CASINO CONTROL FUND

Independent Auditor's Report.....	68
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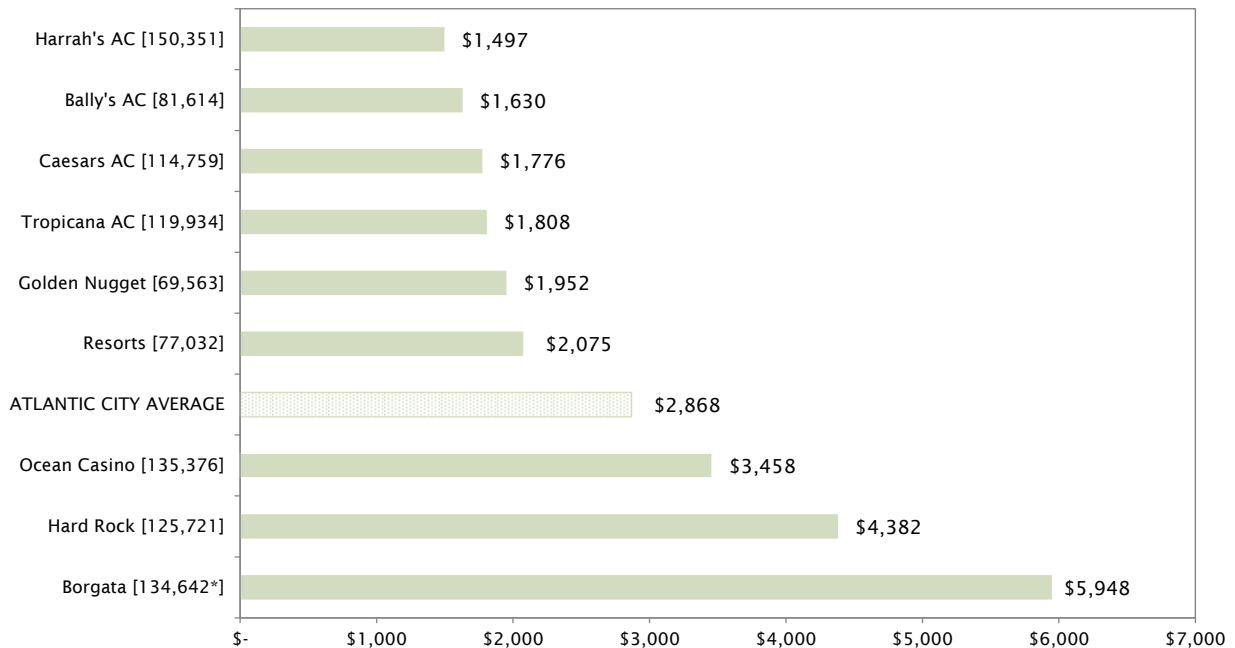
ATLANTIC CITY CASINOS CASINO WIN AND MARKET SHARE FOR THE YEAR ENDED DECEMBER 31, 2025



Note: May not foot due to rounding.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26).

ATLANTIC CITY CASINOS CASINO WIN PER AVERAGE SQUARE FOOTAGE OF CASINO SPACE FOR THE YEAR ENDED DECEMBER 31, 2025



[] Bracketed figure after each casino's name is its average casino square footage.

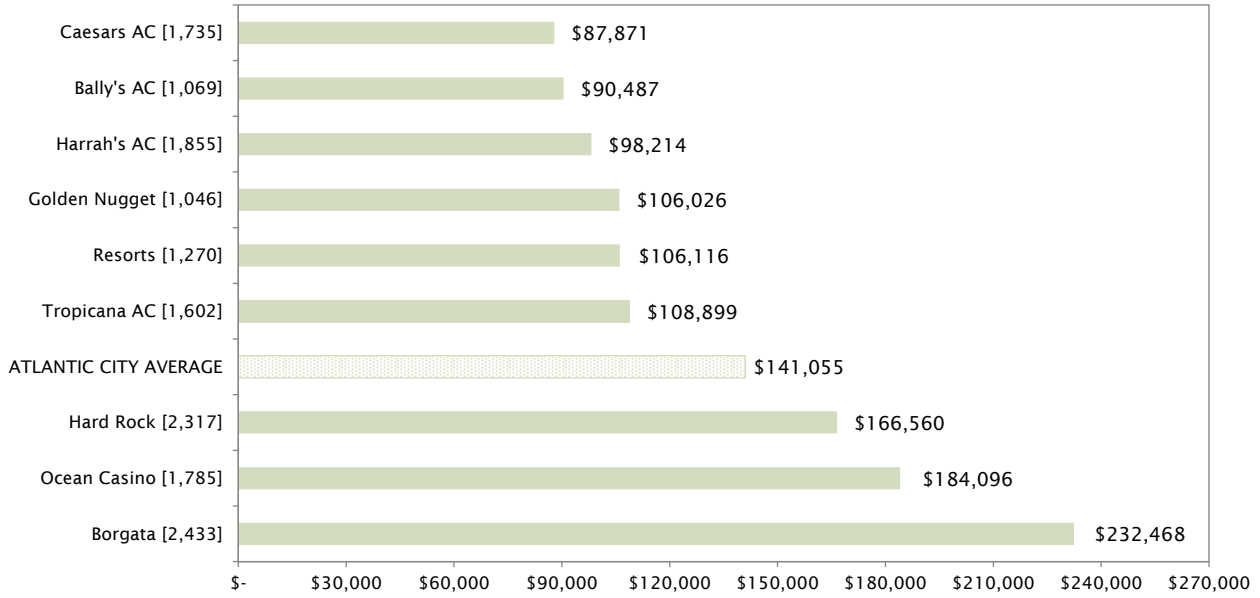
* Simulcasting square footage not included.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26) and Monthly Gross Revenue Reports Form DGE-101 (as of 01/16/26).

ATLANTIC CITY CASINOS

SLOT MACHINE WIN PER AVERAGE NUMBER OF MACHINES

FOR THE YEAR ENDED DECEMBER 31, 2025



[] Bracketed figure after each casino's name is its average number of slot machines.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26).

ATLANTIC CITY CASINOS WIN PERCENTAGES (EXCLUDING NON-BANKING POKER)

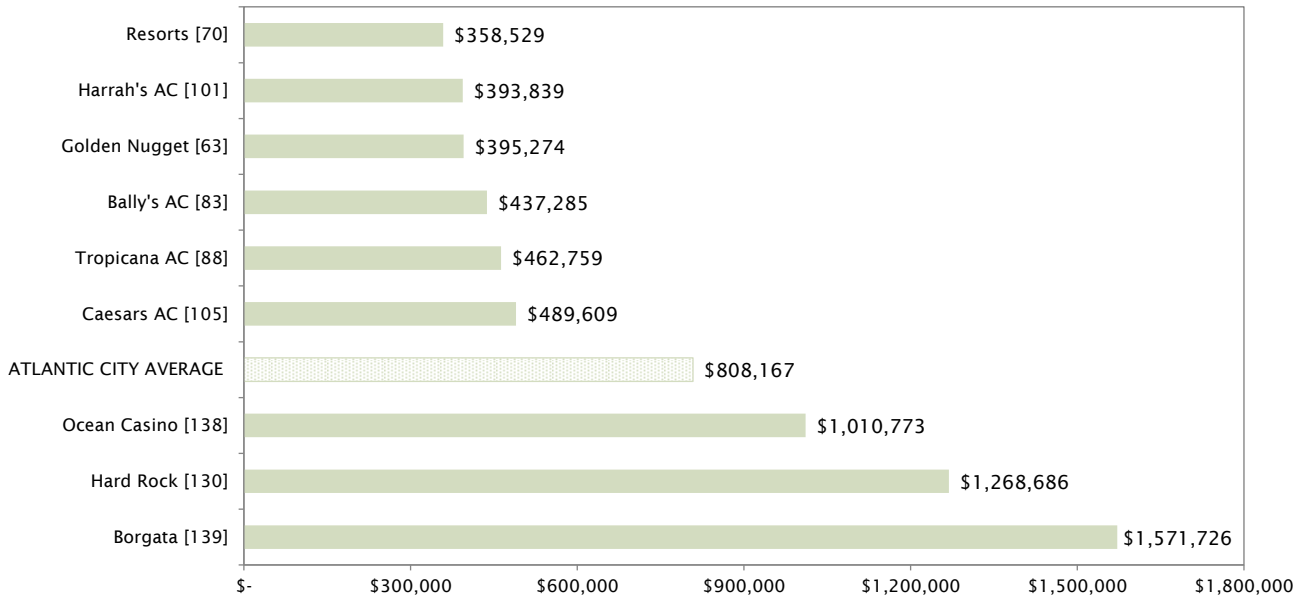
SLOT MACHINES 9.3%

TABLE GAMES 16.8%

ATLANTIC CITY CASINOS

TABLE GAME WIN PER AVERAGE NUMBER OF TABLES, EXCLUDING NON-BANKING POKER

FOR THE YEAR ENDED DECEMBER 31, 2025



[] Bracketed figure after each casino's name is its average number of tables, excluding non-banking poker.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26).

ATLANTIC CITY CASINOS

CASINO WIN

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

			Growth (Decline)	
	2025	2024	\$	%
<i>Table Games & Other</i>				
Blackjack	\$ 235,034,415	\$ 213,430,364	21,604,051	10.1
Craps	58,773,876	68,405,570	(9,631,694)	(14.1)
Roulette	79,502,675	81,012,143	(1,509,468)	(1.9)
Spanish 21	17,364,009	17,559,735	(195,726)	(1.1)
Three Card Poker	28,874,912	31,963,091	(3,088,179)	(9.7)
Baccarat	69,848,817	53,477,922	16,370,895	30.6
Mini Baccarat	166,990,933	147,118,562	19,872,371	13.5
Big Six	-	230,468	-	N/A
Let It Ride Poker	8,481,030	8,216,458	264,572	3.2
Pai Gow	2,604,008	3,483,123	(879,115)	(25.2)
Pai Gow Poker	9,280,862	9,499,631	(218,769)	(2.3)
Four Card Poker	9,078,796	10,599,158	(1,520,362)	(14.3)
Texas Hold'em Bonus Poker	657,896	984,280	(326,384)	(33.2)
Flop Poker	1,009,752	1,265,641	(255,889)	(20.2)
Ultimate Texas Hold'em	15,485,583	12,830,633	2,654,950	20.7
Asia Poker	805,624	1,277,177	(471,553)	(36.9)
Mississippi Stud	4,975,840	5,634,157	(658,317)	(11.7)
Criss Cross Poker	12,139,423	11,582,063	557,360	4.8
High Card Flush	8,972,775	8,395,998	576,777	6.9
Heads Up Hold'em	2,042,807	1,861,990	180,817	9.7
Pontoon 21	924,501	936,123	(11,622)	(1.2)
Cashless Craps	2,786,408	5,002,691	(2,216,283)	(44.3)
Face Pai Gow	4,803,438	3,818,749	984,689	25.8
Pai Gow Tiles	650,936	1,136,475	(485,539)	(42.7)
Poker	21,425,361	21,658,610	(233,249)	(1.1)
Total Table Games & Other	\$ 762,514,677	\$ 721,380,812	41,133,865	5.7
<i>Slot Machines</i>				
.01 and .02 Slot Machines	691,159,478	768,141,304	(76,981,826)	(10.0)
.05 Slot Machines	46,603,570	40,440,403	6,163,167	15.2
.25 Slot Machines	63,078,285	70,912,578	(7,834,293)	(11.0)
.50 Slot Machines	13,375,133	13,915,729	(540,596)	(3.9)
1.00 Slot Machines	135,547,325	148,102,719	(12,555,394)	(8.5)
5.00 Slot Machines	18,429,615	24,199,581	(5,769,966)	(23.8)
25.00 Slot Machines	4,063,957	7,216,208	(3,152,251)	(43.7)
100.00 Slot Machines	8,167,447	7,834,025	333,422	4.3
Multi-Denominational Machines	1,104,227,958	963,810,904	140,417,054	14.6
Other Slot Machines	46,974,350	51,552,527	(4,578,177)	(8.9)
Total Slot Machines	\$ 2,131,627,118	\$ 2,096,125,978	35,501,140	1.7
TOTAL CASINO WIN	\$ 2,894,141,795	\$ 2,817,506,790	76,635,005	2.7

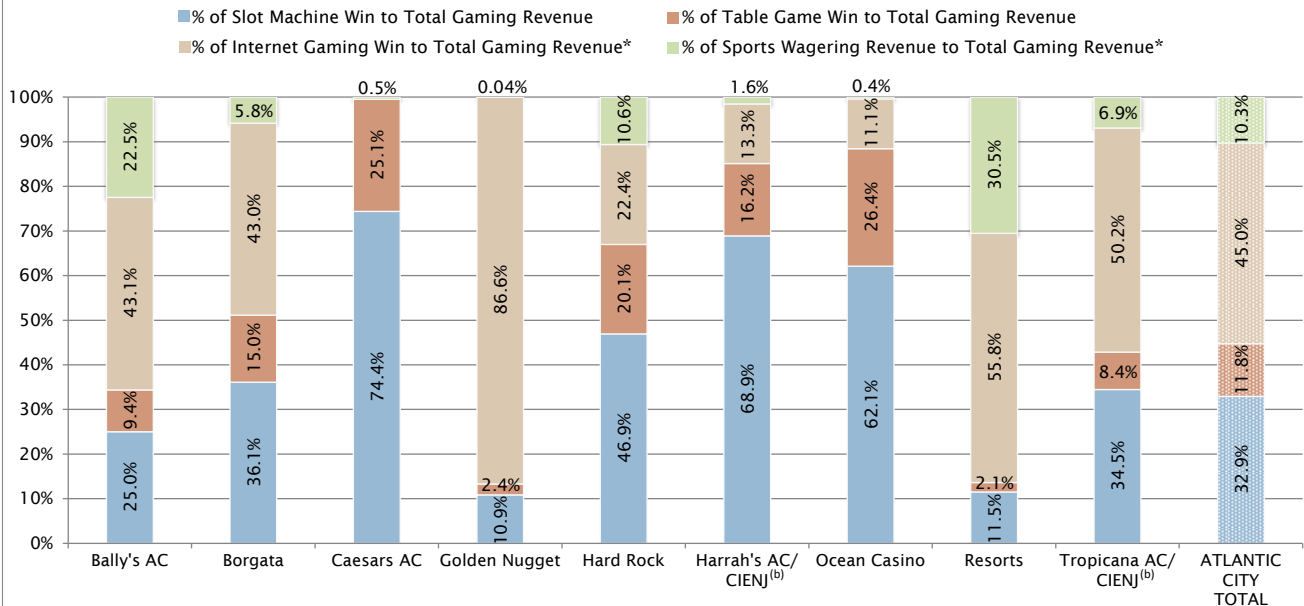
Note: Figures represent in-person casino win. Subject to amendment. May not foot due to rounding.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A and DGE-301B (as of 04/08/26).

ATLANTIC CITY CASINOS

TOTAL GAMING REVENUE BY SOURCE EXPRESSED AS A PERCENT OF REPORTING CASINO'S TOTAL GAMING REVENUE^(a)

FOR THE YEAR ENDED DECEMBER 31, 2025



* Internet Gaming Win and Internet Sports Wagering Revenue presented by Casino Licensee associated with the brand that operates Internet gaming and Internet Sports Wagering. The revenue and expenses reported by a Casino Licensee depends on the type of contractual arrangement with each brand. See pages 26 and 30.

(a) Total Gaming Revenue = Slot Machine Win, Table Game Win, Internet Gaming Win, and In-person and Internet Sports Wagering Revenue. To aid comparability, Racetrack In-person and Racetrack Internet Sports Wagering Revenue is not included in Total Gaming Revenue.

(b) Harrah's AC and Tropicana AC figures include associated CIENJ affiliate skins. For details regarding skins, see pages 27-28 and 31.

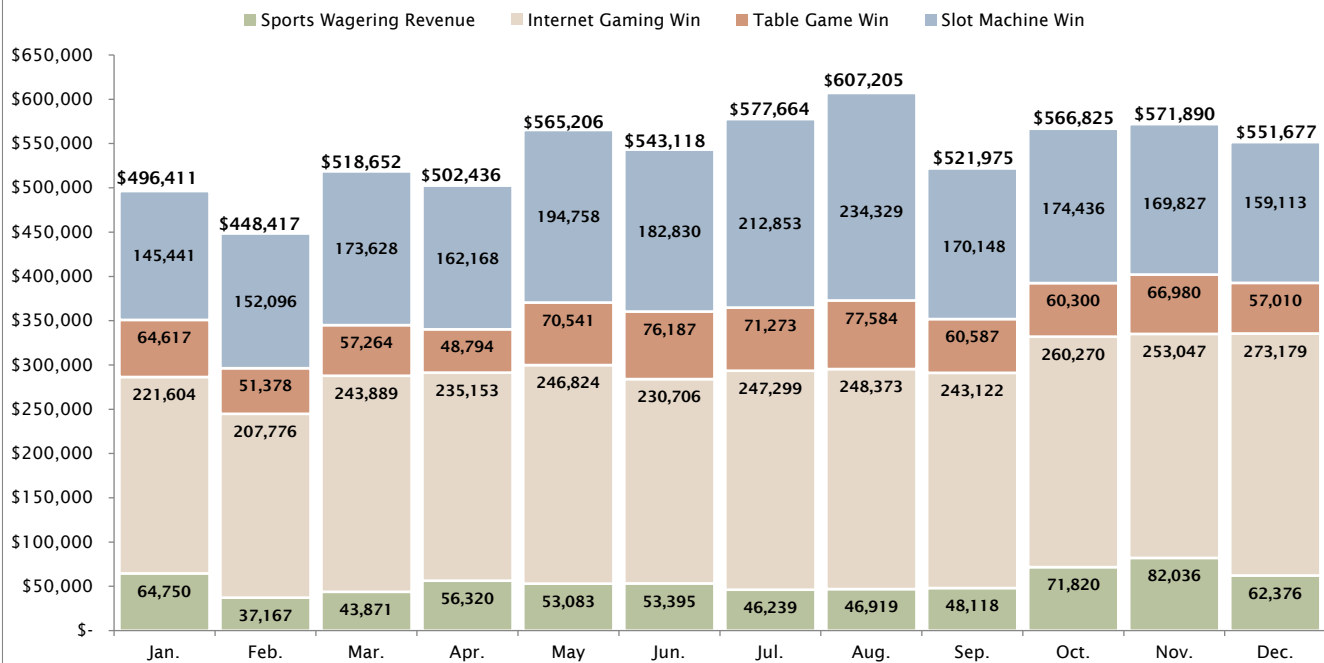
Note: May not foot due to rounding.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26), Monthly Internet Gross Revenue Reports Form DGE-105 (as of 01/16/26), and Monthly Sports Wagering Tax Return Form DGE-107 (as of 02/04/26).

ATLANTIC CITY CASINOS

MONTHLY TOTAL GAMING REVENUE BY SOURCE

FOR THE YEAR ENDED DECEMBER 31, 2025
(\$ IN THOUSANDS)

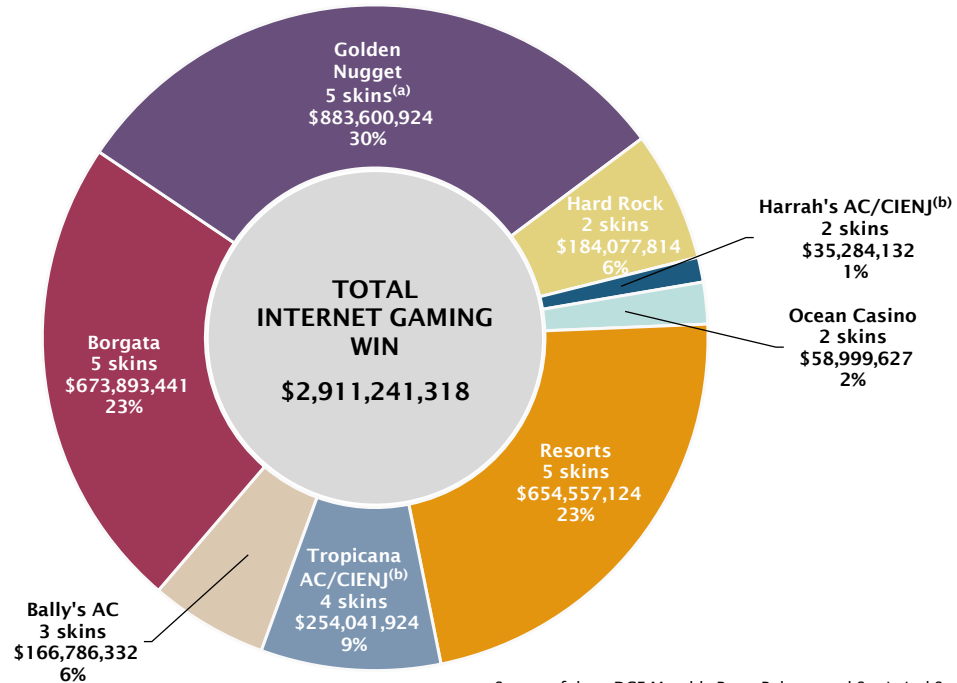


Note: May not foot due to rounding.

Source of data: Monthly Gross Revenue Reports Forms DGE-101, Monthly Internet Gross Revenue Reports Form DGE-105 (as of 01/16/26), and Monthly Sports Wagering Tax Return Form DGE-107 (as of 02/04/26).

ATLANTIC CITY CASINOS
INTERNET GAMING WIN AND MARKET SHARE BY REPORTING CASINO*,
EXCLUDING INTERNET SPORTS WAGERING
 FOR THE YEAR ENDED DECEMBER 31, 2025

In 2025, **Internet Gaming Win** increased **\$524.1 million** or **22%** from 2024. At year end, Atlantic City Casinos were associated with a total of **32 authorized Internet gaming websites.**^(a) See pages 27-28.



Note: May not foot due to rounding.

Source of data: DGE Monthly Press Release and Statistical Summaries and Monthly Internet Gross Revenue Reports Form DGE-105 (as of 01/16/26).

MONTHLY INTERNET GAMING WIN BY REPORTING CASINO*, EXCLUDING INTERNET SPORTS WAGERING
 FOR THE YEAR ENDED DECEMBER 31, 2025

	Bally's AC	Borgata	Golden Nugget	Hard Rock	Harrah's AC/CIENJ ^(b)	Ocean Casino	Resorts	Tropicana AC/CIENJ ^(b)	
Jan.	\$8,244,703	\$54,918,995	\$70,472,117	\$11,601,929	\$1,276,401	\$5,464,432	\$50,135,241	\$19,490,065	\$221,603,883
Feb.	\$10,494,971	\$51,466,595	\$60,105,151	\$11,909,263	\$1,014,876	\$6,161,734	\$48,836,835	\$17,786,790	\$207,776,215
Mar.	\$12,304,711	\$58,126,149	\$74,458,251	\$14,296,354	\$3,154,697	\$4,623,602	\$56,473,672	\$20,451,548	\$243,888,984
Apr.	\$14,001,812	\$54,202,855	\$72,297,342	\$13,850,202	\$2,609,553	\$4,567,493	\$53,596,402	\$20,027,224	\$235,152,883
May	\$13,571,688	\$57,053,924	\$75,635,041	\$15,196,608	\$3,290,845	\$5,213,057	\$55,141,221	\$21,721,858	\$246,824,242
Jun.	\$10,550,767	\$53,912,166	\$71,224,765	\$15,346,731	\$3,301,279	\$4,609,213	\$50,305,107	\$21,456,075	\$230,706,103
Jul.	\$18,770,184	\$54,853,800	\$71,172,108	\$15,793,626	\$3,156,402	\$4,953,424	\$55,641,773	\$22,957,189	\$247,298,506
Aug.	\$15,854,752	\$56,800,556	\$76,032,866	\$15,793,917	\$3,742,245	\$4,971,899	\$54,146,851	\$21,029,737	\$248,372,823
Sep.	\$10,726,796	\$54,506,480	\$74,855,613	\$16,772,864	\$3,710,177	\$4,332,164	\$55,711,038	\$22,507,310	\$243,122,442
Oct.	\$18,830,265	\$58,907,371	\$79,863,588	\$17,111,044	\$2,943,193	\$4,729,093	\$56,638,516	\$21,246,863	\$260,269,933
Nov.	\$14,352,053	\$54,843,582	\$78,000,988	\$15,984,758	\$3,433,838	\$4,757,244	\$58,353,752	\$23,320,517	\$253,046,732
Dec.	\$19,083,630	\$64,300,968	\$79,483,094	\$20,420,518	\$3,650,626	\$4,616,272	\$59,576,716	\$22,046,748	\$273,178,572

Source of data: Monthly Internet Gross Revenue Reports Form DGE-105 (as of 01/16/26).

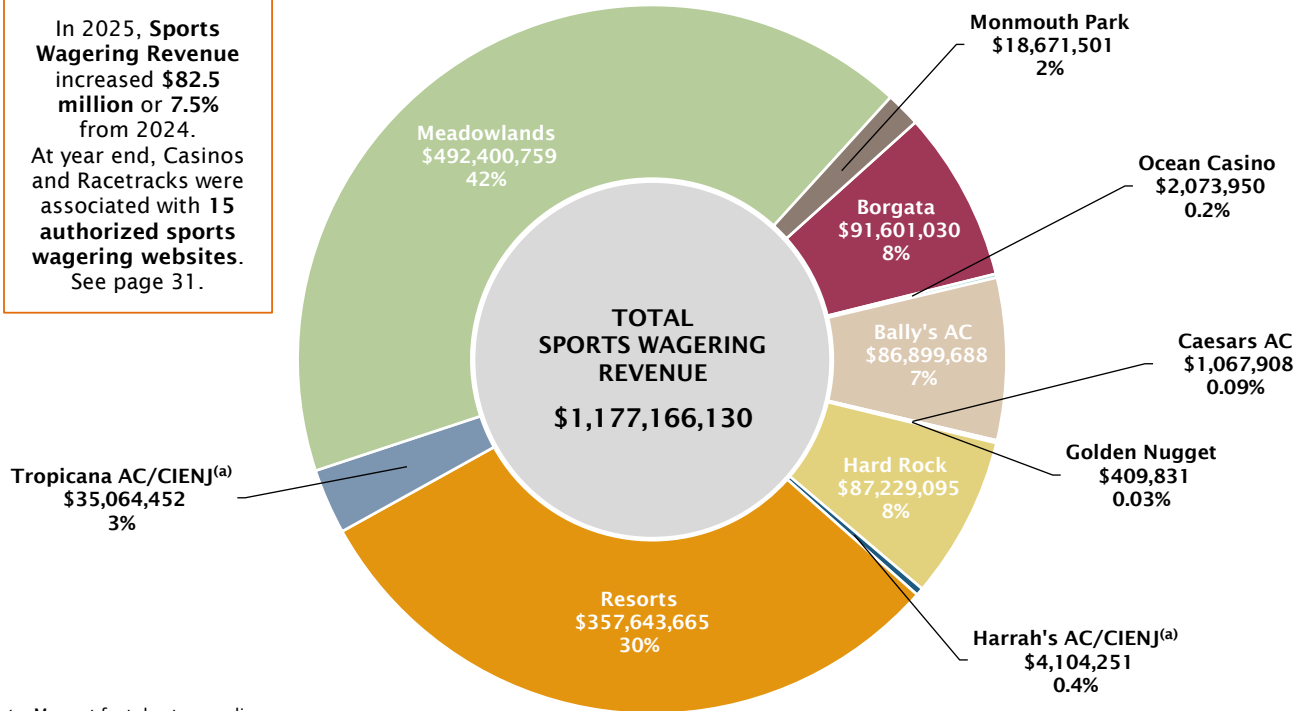
* Internet Gaming Win presented by Casino Licensee associated with the brand that operates Internet gaming. The revenue and expenses reported by a Casino Licensee depends on the type of contractual arrangement with each brand. See page 26.

(a) Two skins associated with Golden Nugget ceased operations prior to November 1, 2025.

(b) Harrah's AC and Tropicana AC figures include associated CIENJ affiliate skins during the stated period. For details regarding skins, see pages 27-28.

NEW JERSEY CASINOS AND RACETRACKS
SPORTS WAGERING REVENUE AND MARKET SHARE
BY REPORTING ENTITY*
 FOR THE YEAR ENDED DECEMBER 31, 2025

In 2025, Sports Wagering Revenue increased \$82.5 million or 7.5% from 2024. At year end, Casinos and Racetracks were associated with 15 authorized sports wagering websites. See page 31.



Note: May not foot due to rounding.

NEW JERSEY CASINOS AND RACETRACKS
 FOR THE YEAR ENDED DECEMBER 31, 2025

SPORTS WAGERING REVENUE BY REPORTING CASINO AND RACETRACK*

	IN-PERSON	INTERNET
Bally's AC	\$ 12,197	\$ 86,887,491
Borgata	(2,552,541)	94,153,571
Caesars AC	1,067,908	-
Golden Nugget	411,217	(1,386)
Hard Rock	1,616,872	85,612,223
Harrah's AC/CIENJ ^(a)	1,666,825	2,437,426
Ocean Casino	1,288,690	785,260
Resorts	290,031	357,353,634
Tropicana AC/CIENJ ^(a)	972,250	34,092,202
ATLANTIC CITY SUBTOTAL	\$ 4,773,449	\$ 661,320,421
Meadowlands	22,364,379	470,036,380
Monmouth Park	2,312,647	16,358,854
NEW JERSEY GRAND TOTAL	\$ 29,450,475	\$ 1,147,715,655

COMPLETED EVENTS—WIN STATISTICS BY SPORT

CATEGORY	COMPLETED EVENTS GROSS REVENUE	COMPLETED EVENTS HANDLE	WIN %
Football	\$ 93,771,208	\$ 1,819,720,110	5.2%
Basketball	104,681,462	2,720,796,818	3.8%
Baseball	56,202,641	1,304,114,911	4.3%
Parlay	755,293,221	3,942,097,119	19.2%
Other	152,682,867	2,459,127,026	6.2%
TOTALS	\$ 1,162,631,399	\$ 12,245,855,984	9.5%

NEW JERSEY
SPORTS WAGERING TAX REVENUE^(b)
 FOR THE YEAR ENDED DECEMBER 31, 2025

Casinos: \$112,857,528^(c)
Racetracks: \$82,619,870^(d)
TOTAL: \$195,477,398

* Sports Wagering Revenue presented by Casino Licensee and Racetrack associated with the brand that operates Internet Sports Wagering. The revenue and expenses reported by a Casino Licensee and Racetrack depends on the type of contractual arrangement with each brand. See page 30.

(a) Internet revenue for Caesars Interactive Entertainment New Jersey (CIENJ) is included with its casino affiliate Harrah's AC and Tropicana AC, as appropriate.

(b) Effective July 1, 2025, Internet Sports Wagering is taxed at 19.75%, increased from 13%. P.L. 2025, c.66.

(c) Sports Wagering and Internet Sports Wagering taxes paid by casinos are allocated to the Casino Revenue Fund. N.J.S.A. 5:12A-16.

(d) Sports Wagering and Internet Sports Wagering taxes paid by racetracks are allocated to the General Fund. N.J.S.A. 5:12A-16.

Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26) and Monthly Sports Wagering Tax Return Form DGE-107 (as of 02/04/26).

ATLANTIC CITY CASINOS

TOTAL GAMING REVENUE BY SOURCE

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

		CASINOS	CASINOS AND ASSOCIATED BRANDS		
		Casino Win	Internet Gaming Win*	Sports Wagering Revenue**	Total Gaming Revenue**
Bally's AC	2025	\$ 133,025,592	\$ 166,786,332	\$ 86,899,688	\$ 386,711,612
	2024	145,392,260	109,866,310	22,903,770	278,162,340
	(+/-)	-8.5%	51.8%	279.4%	39.0%
Borgata	2025	800,822,567	673,893,441	91,601,030	1,566,317,038
	2024	738,106,921	549,621,940	80,794,693	1,368,523,554
	(+/-)	8.5%	22.6%	13.4%	14.5%
Caesars AC ^(a)	2025	203,865,143	-	1,067,908	204,933,051
	2024	218,411,324	-	167,450	218,578,774
	(+/-)	-6.7%	-	537.7%	-6.2%
CIENJ ^(a)	2025	-	289,326,056	36,529,628	325,855,684
	2024	-	229,849,263	32,386,395	262,235,658
	(+/-)	-	25.9%	12.8%	24.3%
Golden Nugget	2025	135,805,000	883,600,924	409,831	1,019,815,755
	2024	147,142,190	688,855,231	294,360	836,291,781
	(+/-)	-7.7%	28.3%	39.2%	21.9%
Hard Rock	2025	550,847,620	184,077,814	87,229,095	822,154,529
	2024	544,933,403	133,343,801	53,631,446	731,908,650
	(+/-)	1.1%	38.0%	62.6%	12.3%
Harrah's AC ^(a)	2025	225,008,150	-	1,666,825	226,674,975
	2024	223,878,829	-	1,135,793	225,014,622
	(+/-)	0.5%	-	-46.8%	0.7%
Ocean Casino	2025	468,098,655	58,999,627	2,073,950	529,172,232
	2024	409,690,587	70,777,485	2,957,996	483,426,068
	(+/-)	14.3%	-16.6%	-29.9%	9.5%
Resorts ^(b)	2025	159,864,834	654,557,124	357,643,665	1,172,065,623
	2024	161,879,910	604,850,142	297,793,009	1,064,523,061
	(+/-)	-1.2%	8.2%	20.1%	10.1%
Tropicana AC ^(a)	2025	216,804,234	-	972,250	217,776,484
	2024	228,071,366	-	916,790	228,988,156
	(+/-)	-4.9%	-	6.0%	-4.9%
ATLANTIC CITY TOTALS	2025	\$ 2,894,141,795	\$ 2,911,241,318	\$ 666,093,870	\$ 6,471,476,983
	2024	\$ 2,817,506,790	\$ 2,387,164,172	\$ 492,981,702	\$ 5,697,652,664
	(+/-)	2.7%	22.0%	35.1%	13.6%

(a) CIENJ reflects the combined Internet Gaming Win and Internet Sports Wagering gross revenue for all the Internet gaming and Internet Sports Wagering skins of Caesars AC, Harrah's AC, and Tropicana AC.

(b) Resorts Digital Gaming (RDG) was a licensed Internet Gaming Affiliate of Resorts from August 2015 to August 31, 2024 and operated the online gaming business of Resorts during that period. Resorts figures during that period include RDG.

* Excludes Sports Wagering Revenue. Internet Gaming Win presented by Casino Licensee associated with the brand that operates Internet gaming. The revenue and expenses reported by a Casino Licensee depends on the type of contractual arrangement with each brand. See page 26.

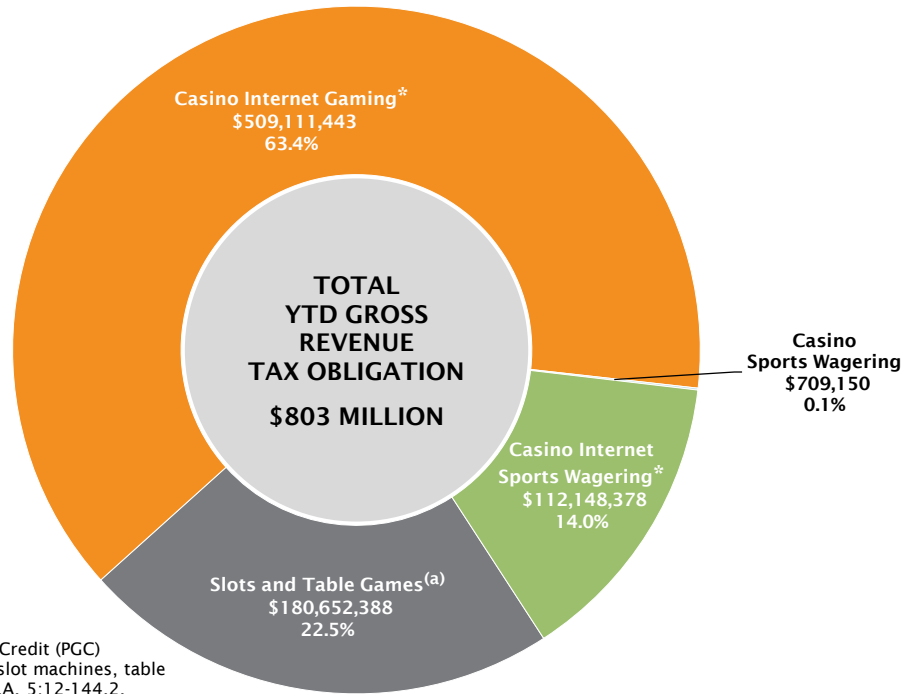
** Sports Wagering Revenue is not win. Sports Wagering Revenue presented by Casino Licensee and Racetrack associated with the brand that operates Internet Sports Wagering. The revenue and expenses reported by a Casino Licensee and Racetrack depends on the type of contractual arrangement with each brand. See page 30. To aid comparability, revenue from racetracks is not included in Sports Wagering Revenue and Total Gaming Revenue.

Note: Subject to amendment.

In 2025, New Jersey Total Gaming Revenue (including racetracks) was \$6,982,549,243.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26), Monthly Sports Wagering Tax Return Form DGE-107 (as of 02/04/26), Monthly Internet Gross Revenue Reports Form DGE-105 and DGE Monthly Press Release and Statistical Summaries (as of 01/16/26).

ATLANTIC CITY CASINOS — GROSS REVENUE TAX OBLIGATION FOR THE CASINO REVENUE FUND FOR THE YEAR ENDED DECEMBER 31, 2025

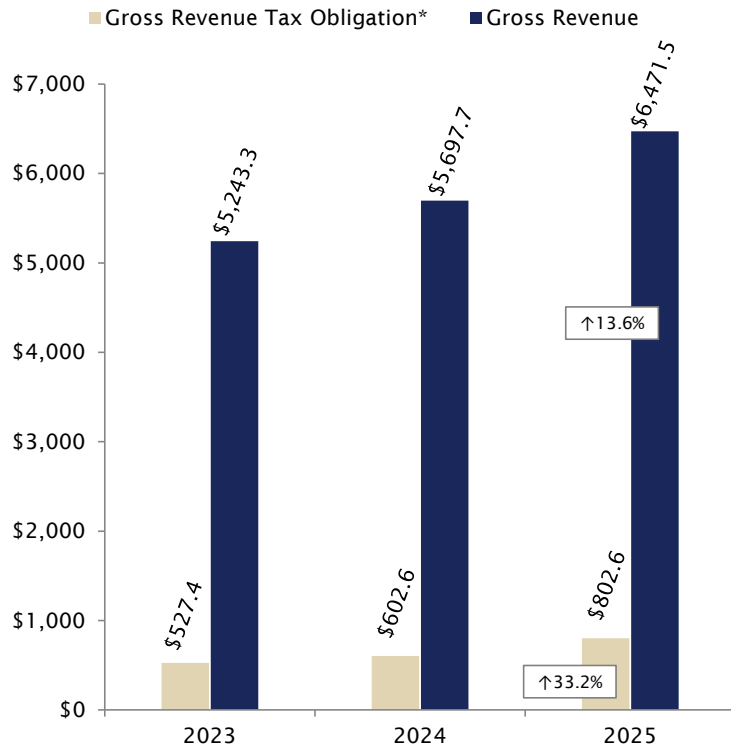


(a) Includes Promotional Gaming Credit (PGC) Deduction for PGC's wagered on slot machines, table games, and Internet games. N.J.S.A. 5:12-144.2.

Note: May not foot due to rounding.

Source of data: DGE Monthly Press Release and Statistical Summaries (as of 01/16/26) and Monthly Sports Wagering Tax Return Form DGE-107 (as of 02/04/26).

ATLANTIC CITY CASINOS GROSS REVENUE AND GROSS REVENUE TAXES(a) FOR THE THREE YEARS ENDED DECEMBER 31, 2025 (\$ IN MILLIONS)



(a) To aid comparability, racetracks not included.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-301A (as of 04/08/26), DGE Monthly Press Releases and Statistical Summaries (as of 01/16/26), and Monthly Sports Wagering Tax Return Form DGE-107 (as of 02/04/26).

Note: Subject to amendment. May not foot due to rounding.

GROSS REVENUE TAX RATES

Slots and Table Games
8%

Casino Sports Wagering
8.5%

Casino Internet Gaming*
19.75%

Casino Internet Sports Wagering*
19.75%

*Effective July 1, 2025, Internet gaming and Internet Sports Wagering are taxed at 19.75%, increased from 15% and 13%, respectively. P.L. 2025, c.66.

ATLANTIC CITY CASINO LICENSEES

INCOME STATEMENT REVENUE BY CATEGORY

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
(ALL \$ FIGURES ARE IN THOUSANDS)

	Bally's AC		Borgata		Caesars AC		Caesars Interactive Entertainment NJ ^(e)	
	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue
Casino ^(a)	\$ 119,506	\$ 124,227	\$ 468,056	\$ 435,083	\$ 106,627	\$ 121,425	\$ 37,751	\$ 39,407
Rooms	33,741	40,817	135,159	132,875	57,483	61,216	-	-
Food and Beverage ^(b)	19,852	24,075	150,325	146,959	55,108	56,562	-	-
Other ^(c)	10,109	10,489	71,192	68,020	17,023	18,224	6,438	13,218
NET REVENUE	\$ 183,208	\$ 199,608	\$ 824,732	\$ 782,937	\$ 236,241	\$ 257,427	\$ 44,189	\$ 52,625
PROMO ALLOWANCES ^(d)	\$ 60,951	\$ 87,118	\$ 363,941	\$ 330,985	\$ 96,799	\$ 99,205	\$ 14,802	\$ 19,303

	Golden Nugget		Hard Rock		Harrah's AC		Ocean Casino	
	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue
Casino ^(a)	\$ 68,749	\$ 78,042	\$ 268,169	\$ 255,706	\$ 123,327	\$ 117,629	\$ 253,567	\$ 218,231
Rooms	15,266	14,630	101,947	114,073	83,654	87,455	152,556	151,265
Food and Beverage ^(b)	41,500	41,238	110,074	114,655	51,369	56,023	80,969	82,957
Other ^(c)	40,175	25,273	105,276	111,235	23,204	24,564	44,902	48,316
NET REVENUE	\$ 165,690	\$ 159,183	\$ 585,466	\$ 595,669	\$ 281,554	\$ 285,671	\$ 531,994	\$ 500,769
PROMO ALLOWANCES ^(d)	\$ 49,542	\$ 50,454	\$ 289,618	\$ 290,641	\$ 102,402	\$ 106,619	\$ 227,477	\$ 205,066

	Resorts		Resorts Digital Gaming ^(f)		Tropicana AC		ATLANTIC CITY TOTALS	
	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue	2025 Revenue	2024 Revenue
Casino ^(a)	\$ 98,877	\$ 102,378	\$ -	\$ 28,538	\$ 128,537	\$ 139,933	\$ 1,673,166	\$ 1,660,599
Rooms	29,237	29,400	-	-	77,924	84,782	686,967	\$ 716,513
Food and Beverage ^(b)	15,837	17,277	-	-	31,688	34,752	556,722	\$ 574,498
Other ^(c)	28,447	9,437	-	1,081	30,524	30,292	377,290	\$ 360,149
NET REVENUE	\$ 172,398	\$ 158,492	\$ -	\$ 29,619	\$ 268,673	\$ 289,759	\$3,294,145	\$3,311,759
PROMO ALLOWANCES ^(d)	\$ 57,558	\$ 56,308	\$ -	\$ 3,582	\$ 84,836	\$ 83,484	\$1,347,926	\$1,332,765

Note: Subject to amendment. May not foot due to rounding. Internet gaming and Sports Wagering Revenue recognition depends on contractual arrangements. Valid comparisons cannot be made without using the information contained in individual casino licensees' financial statement footnotes.

(a) Casino Revenue includes revenues generated from land-based casino operations, as well as Internet gaming and sports wagering operations conducted through the casinos, less promotional allowances.

(b) Food & Beverage Revenue for casino-owned outlets only.

(c) Other Revenue reflects concert and show tickets, casino-owned spa revenue, casino-owned retail sales, rental income, and other miscellaneous revenue sources. Other Revenue also includes any market access payments paid by Third-Party Internet gaming and sports wagering operators to the casino.

(d) Promotional (promo) allowances are complimentary given away free in the normal course of the casino's business. The impact of promotional allowances is reflected in each revenue category in accordance with generally accepted accounting principles. The net revenue amounts reported in the table do not reflect the "cash" revenues derived from each revenue category.

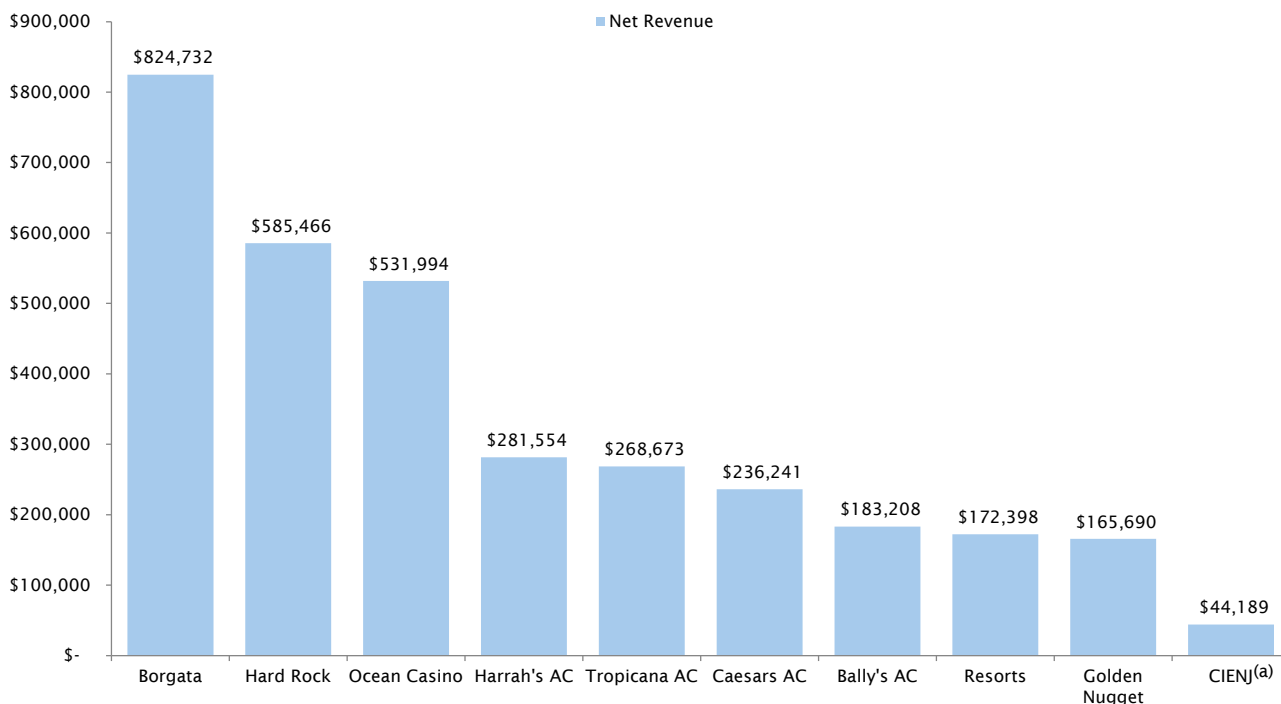
(e) CIENJ is a licensed Internet Gaming Affiliate of Caesars AC, Harrah's AC, and Tropicana AC.

(f) Resorts Digital Gaming was a licensed Internet Gaming Affiliate of Resorts from August 2015 to August 31, 2024 and operated the online gaming business of Resorts during that period.

Promotional expenses are complimentary not offered for sale to patrons in the normal course of a casino's business. In 2025, promotional expenses totaled **\$132.8 million**.

Source of data: Quarterly Financial Reports Form DGE-210 (as of 04/08/26) and DGE-245 (as of 07/14/26).

ATLANTIC CITY CASINOS NET REVENUE FOR THE YEAR ENDED DECEMBER 31, 2025 (*\$ IN THOUSANDS*)



(a) CIENJ is a licensed Internet Gaming Affiliate of Caesars AC, Harrah's AC, and Tropicana AC.

NET REVENUE

Net Revenue reflects Casino Revenue, Rooms Revenue, Food and Beverage Revenue, and Other Net Revenue.

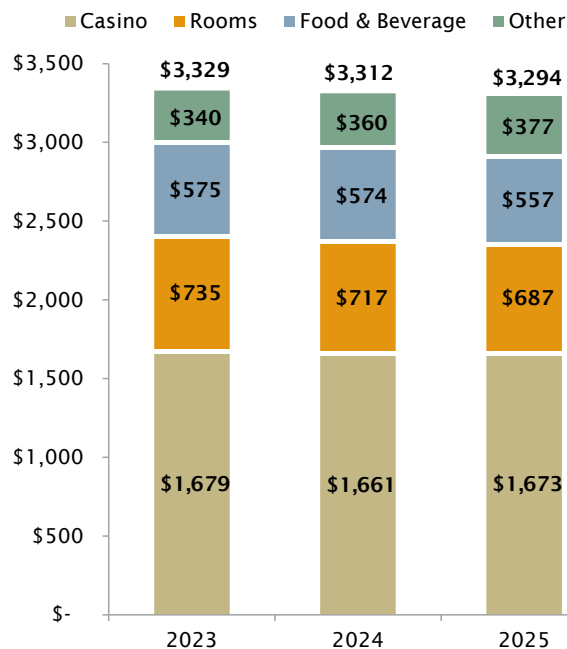
The Internet Gaming and Sports Wagering Net Revenue reported by a casino and included in the Net Revenue statistics depends on the type of contractual arrangement.

Notes contained in each casino's quarterly reports are an integral part of the financial results. Valid comparisons cannot be made without using this information.

In CY 2025, Net Revenue was **\$3.294 billion**, a decrease of **\$17.6 million** or **0.5%** from 2024.

Quarterly reports are available at:
<https://www.njoag.gov/about/divisions-and-offices/division-of-gaming-enforcement-home/financial-and-statistical-information/quarterly-financial-reports/>
 Subject to amendment. May not foot due to rounding.

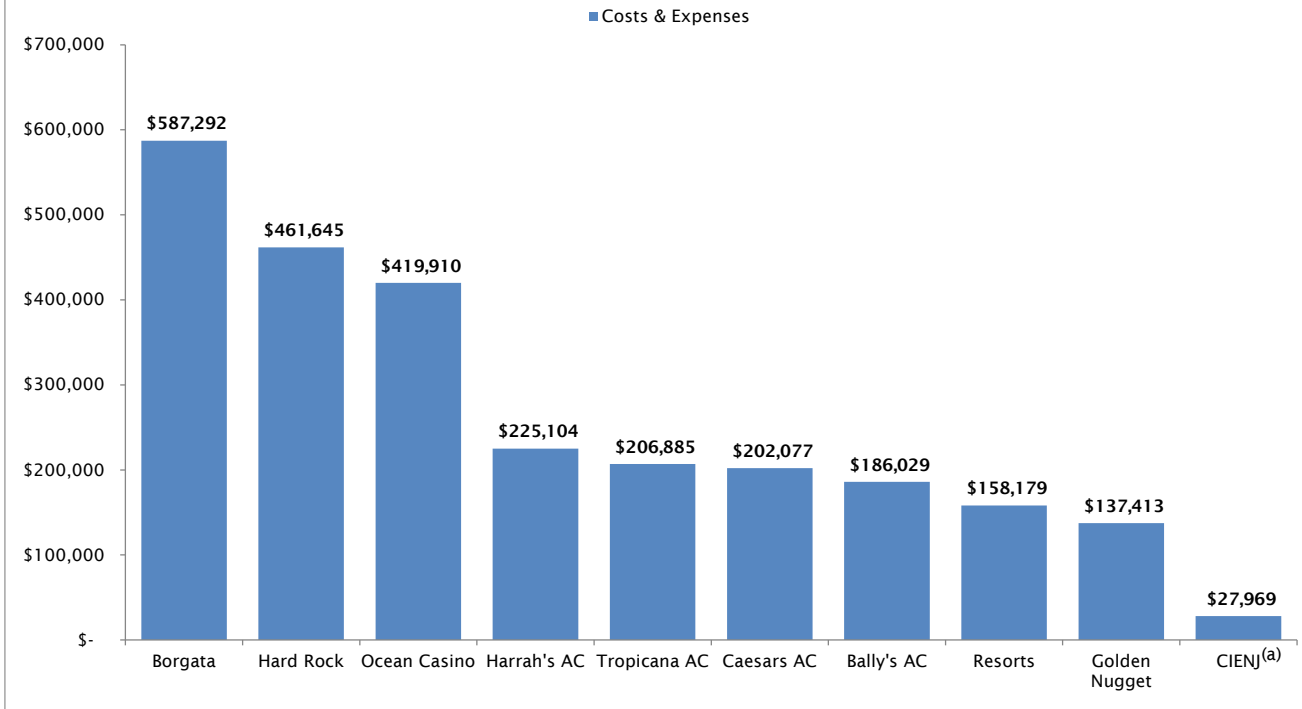
ATLANTIC CITY CASINOS NET REVENUE BY CATEGORY FOR THE THREE YEARS ENDED DECEMBER 31, 2025 (*\$ IN MILLIONS*)



Note: Figures include casino-owned outlets only. See page 53 for definition of each category.

Source of data: DGE Quarterly Press Releases and Statistical Summaries and Quarterly Financial Reports Form DGE-210 (as of 04/08/26).

ATLANTIC CITY CASINOS COSTS & EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2025 (\$ IN THOUSANDS)



(a) CIENJ is a licensed Internet Gaming Affiliate of Caesars AC, Harrah's AC, and Tropicana AC.

COSTS & EXPENSES

Direct costs including Casino, Rooms, Food and Beverage and Other costs and expenses that reduce Net Revenue when determining Gross Operating Profit.

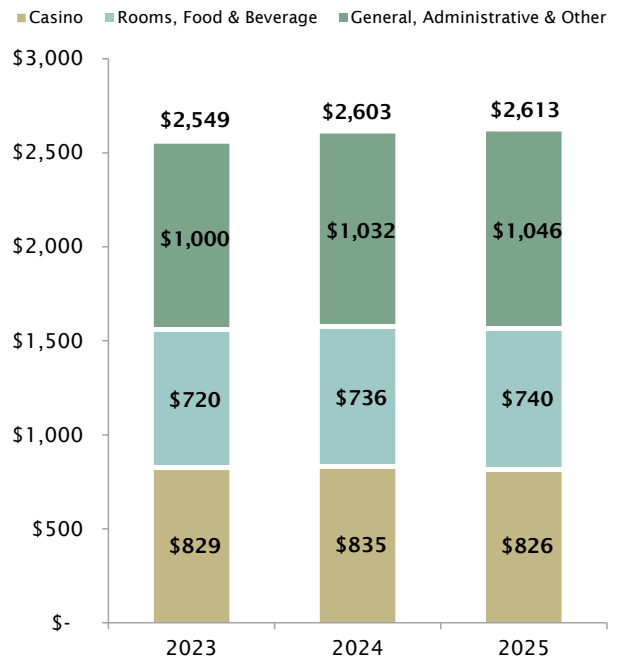
The Internet Gaming and Sports Wagering Costs and Expenses reported by a casino and included in the Costs and Expenses statistics depends on the type of contractual arrangement.

Notes contained in each casino's quarterly reports are an integral part of the financial results. Valid comparisons cannot be made without using this information.

In CY 2025, Costs & Expenses were **\$2.613 billion**, an increase of **\$10 million** or **0.4%** from 2024.

Quarterly reports are available at:
<https://www.njoag.gov/about/divisions-and-offices/division-of-gaming-enforcement-home/financial-and-statistical-information/quarterly-financial-reports/>
Subject to amendment. May not foot due to rounding.

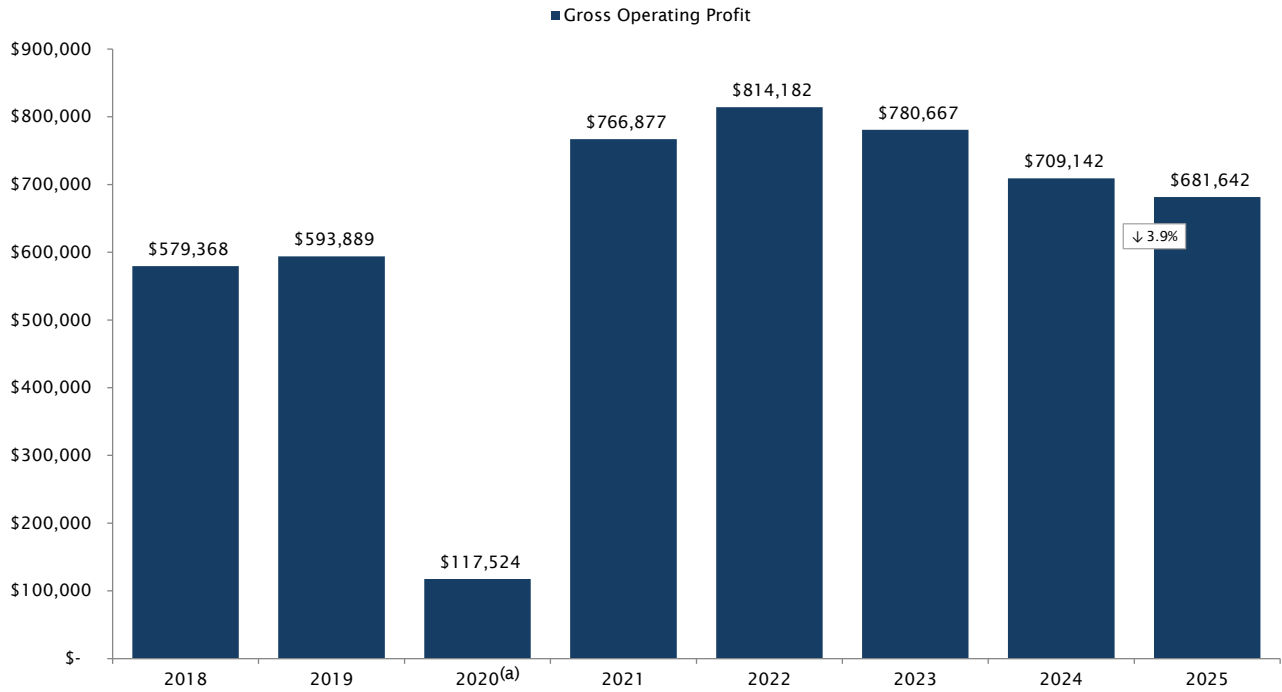
ATLANTIC CITY CASINOS COSTS & EXPENSES BY CATEGORY FOR THE THREE YEARS ENDED DECEMBER 31, 2025 (\$ IN MILLIONS)



Note: Figures include casino-owned outlets only. See page 53 for definition of each category.

Source of data: DGE Quarterly Press Releases and Statistical Summaries and Quarterly Financial Reports Form DGE-210 (as of 04/08/26).

ATLANTIC CITY CASINOS GROSS OPERATING PROFIT FOR THE EIGHT YEARS ENDED DECEMBER 31, 2025 (\$ IN THOUSANDS)



GROSS OPERATING PROFIT (GOP)

Earnings before interest, taxes, depreciation, amortization, charges from affiliates, and other miscellaneous items. It is a widely-accepted measure of profitability in the Atlantic City gaming industry.

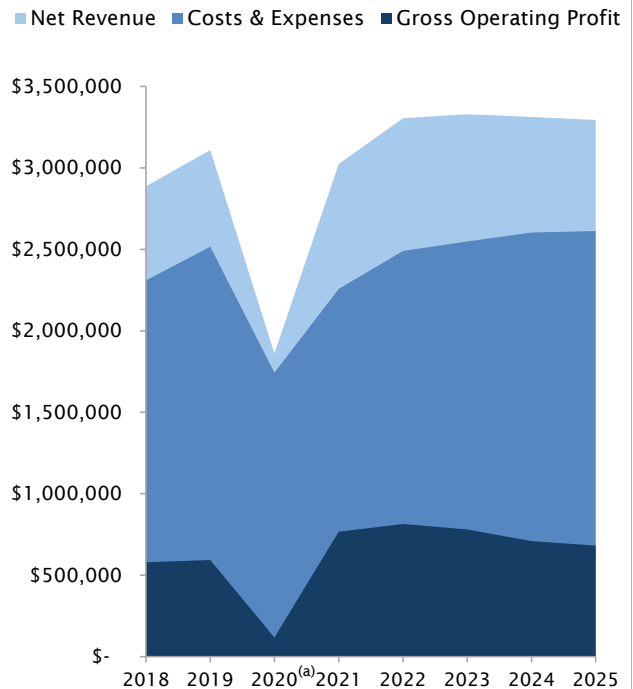
The Internet Gaming and Sports Wagering GOP reported by a casino and included in the GOP statistics depends on the type of contractual arrangement.

Notes contained in each casino's quarterly reports are an integral part of the financial results. Valid comparisons cannot be made without using this information.

In CY 2025, Gross Operating Profit was **\$681.6 million**, a decrease of **\$27.5 million** or **3.9%** from 2024.

Quarterly reports are available at:
<https://www.njoag.gov/about/divisions-and-offices/division-of-gaming-enforcement-home/financial-and-statistical-information/quarterly-financial-reports/>
 Subject to amendment. May not foot due to rounding.

ATLANTIC CITY CASINOS NET REVENUE, COSTS & EXPENSES, & GOP FOR THE EIGHT YEARS ENDED DECEMBER 31, 2025 (\$ IN THOUSANDS)



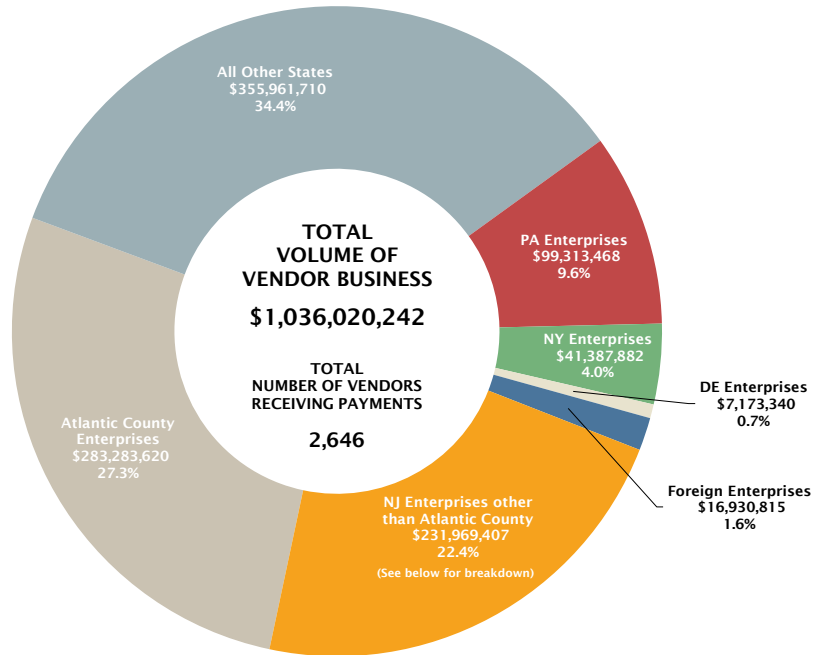
Source of data: DGE Quarterly Press Releases and Statistical Summaries and Quarterly Financial Reports Form DGE-210 (as of 04/08/26).

(a) Due to coronavirus-related closures and restrictions in 2020, comparisons with other time periods are not reasonable.

ATLANTIC CITY CASINO HOTELS TOTAL VOLUME OF VENDOR BUSINESS*

FOR THE YEAR ENDED DECEMBER 31, 2025

- Atlantic County Enterprises
- All Other States
- PA Enterprises
- NY Enterprises
- DE Enterprises
- Foreign Enterprises
- NJ Enterprises other than Atlantic County



*Volume of Business represents only those monies paid by casino hotels for goods and services including disbursements to subcontractors. This figure does not include such payments as governmental taxes, fines and fees, charitable contributions, guest losses, and court garnishments.

Numbers reflect the states in which offices serving hotel/casinos are located and may not be the states in which the enterprises are incorporated or have a home office.

Note: May not foot due to rounding.

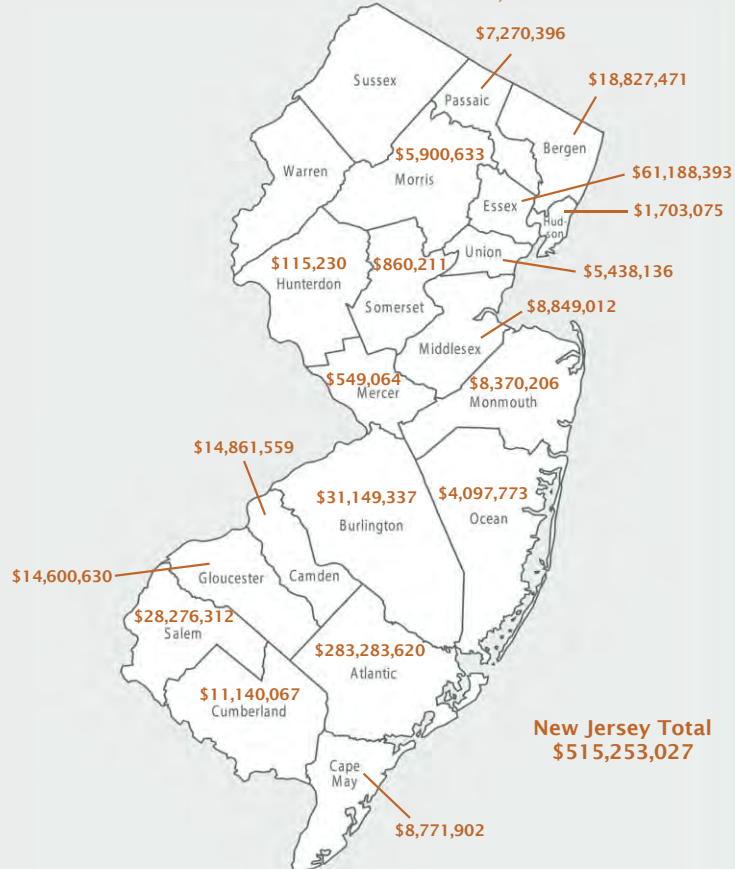
Source of data: Vendor Statistics provided by the casinos to the DGE.

Number of N.J. Vendors Receiving Payments:

Atlantic	429
Bergen	39
Burlington	61
Camden	88
Cape May	20
Cumberland	27
Essex	24
Gloucester	43
Hudson	12
Hunterdon	6
Mercer	20
Middlesex	32
Monmouth	43
Morris	26
Ocean	35
Passaic	10
Salem	5
Somerset	10
Sussex	†
Union	17
Warren	†
New Jersey Total	947

† = fewer than 5 not reported

NEW JERSEY ENTERPRISES BY COUNTY - VENDOR VOLUME OF BUSINESS FOR THE YEAR ENDED DECEMBER 31, 2025



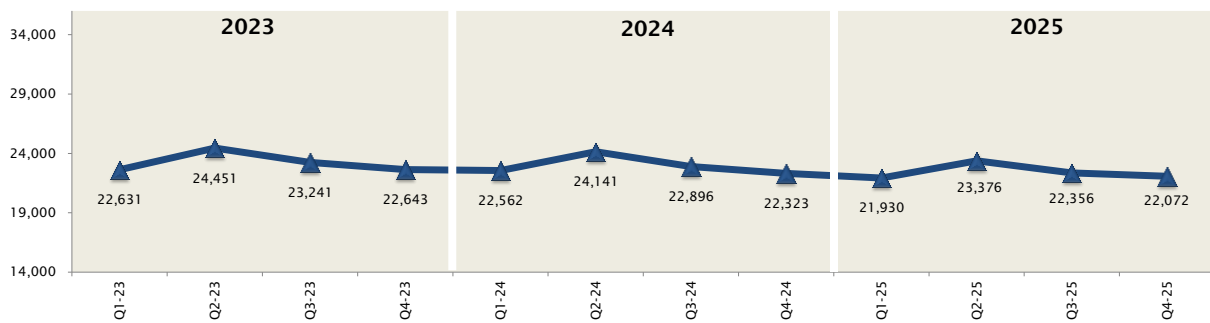
Source of data: Vendor Statistics provided by the casinos to the DGE.
Photo Credit: iStock.com/New Jersey Counties Map

ATLANTIC CITY CASINO HOTELS EMPLOYMENT STATISTICS^(a) FOR THE THREE YEARS ENDED DECEMBER 31, 2025

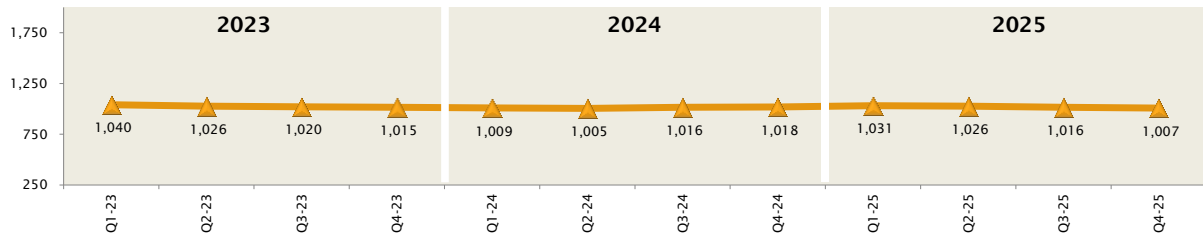
CASINO	2023	2024	2025
Bally's AC	1,332	1,352	1,258
Borgata	4,478	4,457	4,425
Caesars AC ^(b)	2,514	2,507	2,608
Golden Nugget	1,347	1,353	1,332
Hard Rock	3,518	3,549	3,536
Harrah's AC	2,388	2,269	2,234
Ocean Casino	3,430	3,459	3,373
Resorts ^(c)	1,556	1,404	1,326
Tropicana AC	2,080	1,973	1,980
ATLANTIC CITY TOTALS	22,643	22,323	22,072*

*16,052 (72.7%) are full time employees, 2,222 (10.1%) are part time employees, and 3,798 (17.2%) are considered other employees. (Other includes seasonal employees and employees on extended leave).
 (b) Caesars AC figures include Caesars Interactive Entertainment (CIENJ) and Caesars Enterprise Services (CES).
 (c) Resorts Digital Gaming (RDG) was a licensed Internet Gaming Affiliate of Resorts from August 2015 to August 31, 2024 and operated the online gaming business of Resorts during that period. Resorts figures during that period include RDG.

ATLANTIC CITY CASINO HOTELS TOTAL EMPLOYEES AT QUARTER END^(a) 2023 THROUGH 2025



ATLANTIC CITY CASINO HOTELS KEY LICENSEES EMPLOYED AT QUARTER END^(a) 2023 THROUGH 2025



Note: Totals include individuals that may be working in a position that does not require a key license.

(a) Totals do not include employees not directly employed by casino hotels such as employees of leased outlets, technical providers, and racetracks.

Source of data: Employment statistics provided by the casinos to the DGE.

ATLANTIC CITY CASINO HOTELS — SALARIES AND WAGES

FOR THE THREE YEARS ENDED DECEMBER 31, 2025
(\$ IN THOUSANDS)

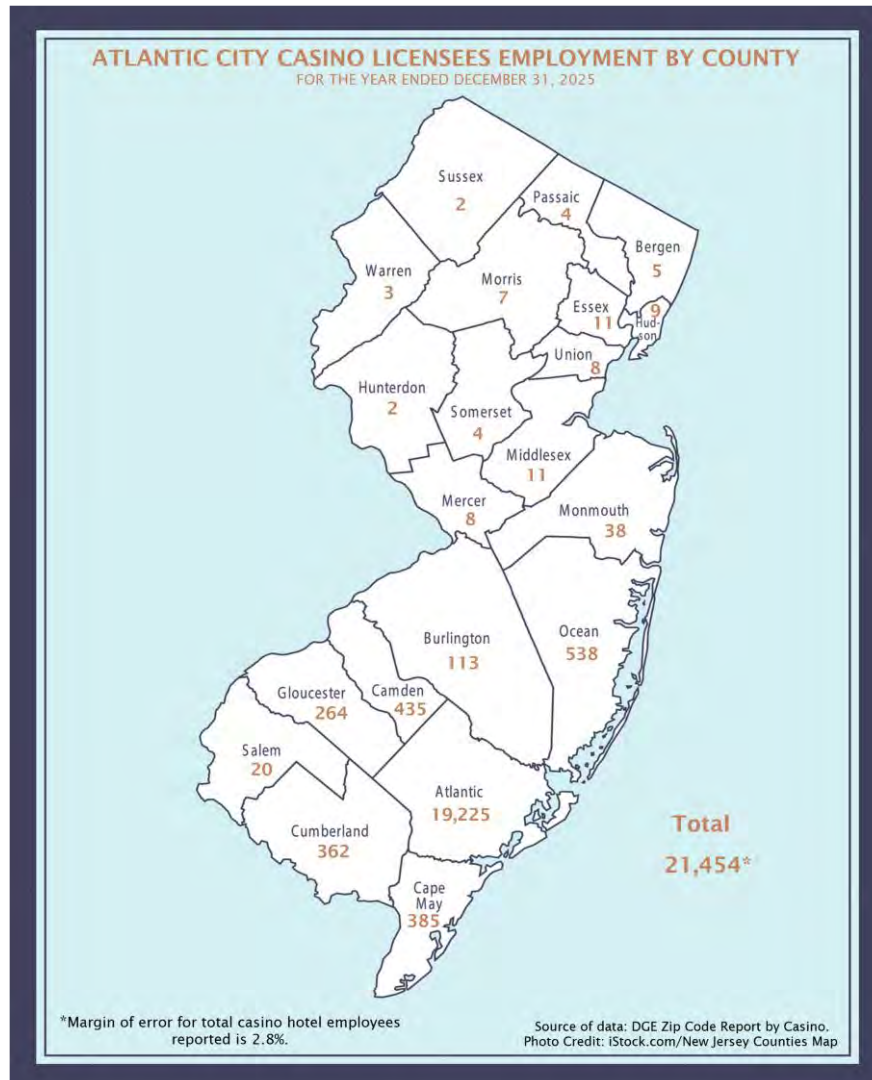
CASINO	2023	2024	2025
Bally's AC	\$ 44,489	\$ 46,526	\$ 41,169
Borgata	153,874	159,285	163,843
Caesars AC ^(a)	63,006	62,302	64,615
Golden Nugget	45,502	47,233	45,768
Hard Rock	115,158	122,708	128,958
Harrah's AC ^(a)	67,934	66,331	70,172
Ocean Casino	110,653	119,722	123,144
Resorts ^(b)	55,913	53,073	54,038
Tropicana AC ^(a)	64,134	62,584	61,871
ATLANTIC CITY TOTALS^(c)	\$ 720,663	\$ 739,764	\$ 753,578

(a) Totals do not include employees of Caesars Interactive Entertainment (CIENJ) and Caesars Enterprise Services (CES).

(b) Resorts Digital Gaming (RDG) was a licensed Internet Gaming Affiliate of Resorts from August 2015 to August 31, 2024 and operated the online gaming business of Resorts during that period. Resorts figures during that period include RDG.

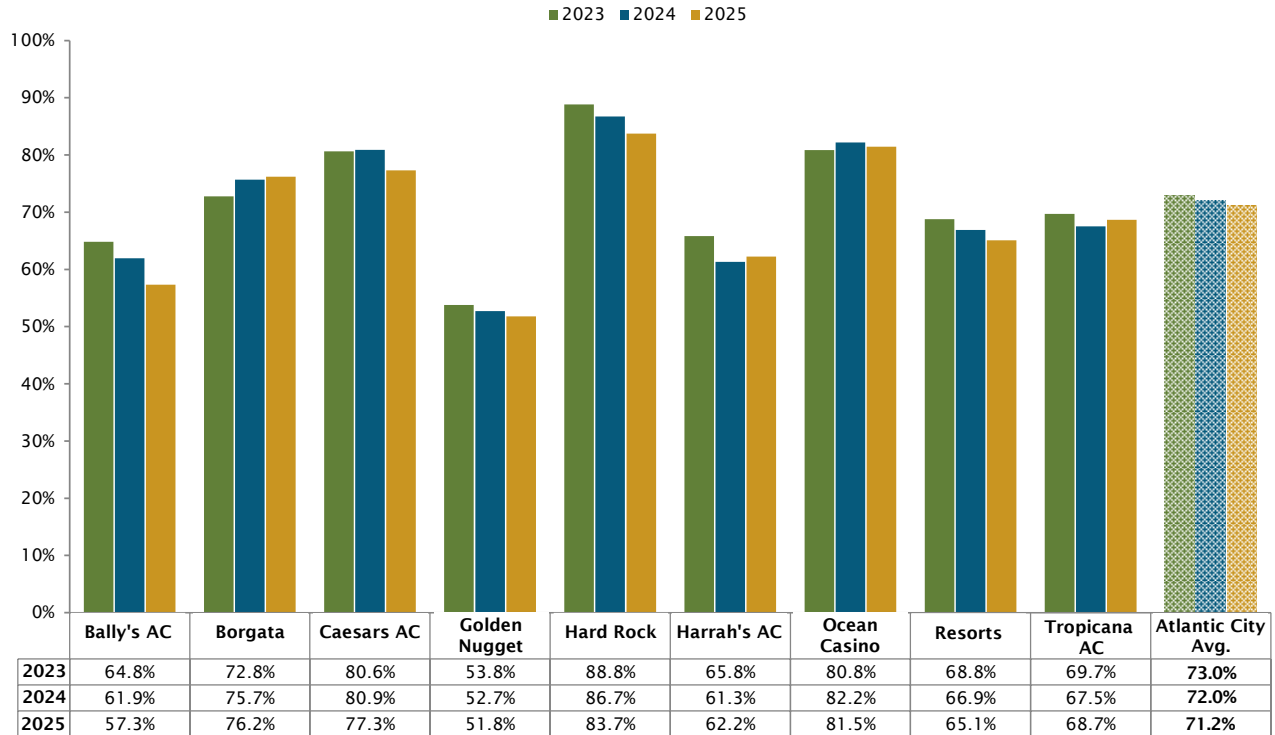
(c) Totals do not include employees not directly employed by casino hotels such as employees of leased outlets, technical providers, and racetracks.

Source of data: Quarterly Financial Reports—Annual Filings Form DGE-370 (as of 04/08/26).



ATLANTIC CITY CASINO HOTELS — HOTEL OCCUPANCY RATES

2023-2025 YEARLY AVERAGES BY CASINO



ATLANTIC CITY CASINO HOTELS HOTEL ROOM STATISTICS

FOR THE YEAR ENDED DECEMBER 31, 2025

CASINO	# OF HOTEL ROOMS AT YEAR END	# OF AVAILABLE ROOM NIGHTS	AVERAGE RATE PER OCCUPIED ROOM
Bally's AC	1,121	409,165	\$144
Borgata	2,727	995,355	\$178
Caesars AC	1,136	412,954	\$180
Golden Nugget	717	261,705	\$113
Hard Rock	1,973	715,702	\$170
Harrah's AC	2,584	942,542	\$143
Ocean Casino	1,860	678,900	\$276
Resorts	942	343,920	\$131
Tropicana AC	2,364	744,902	\$152
ATLANTIC CITY TOTALS	15,424	5,505,145	\$175

Source of data: DGE Quarterly Press Releases and Statistical Summaries (as of 04/08/26).

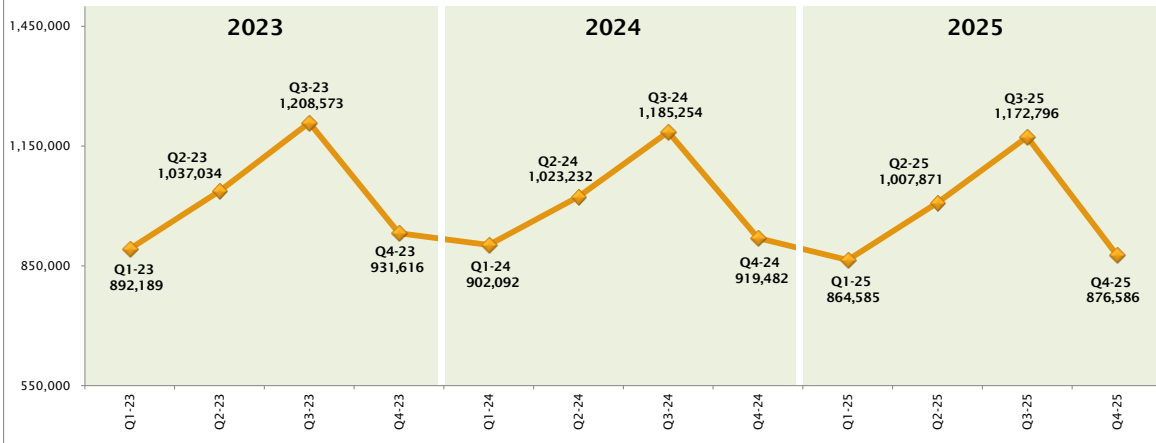
ATLANTIC CITY CASINO HOTELS — NUMBER OF OCCUPIED ROOM NIGHTS*

FOR THE THREE YEARS ENDED DECEMBER 31, 2025

CASINO	2023	2024	2025
Bally's AC	285,166	265,359	234,577
Borgata	727,864	755,409	758,572
Caesars AC	319,019	329,843	319,195
Golden Nugget	140,739	138,274	135,513
Hard Rock	630,495	625,623	599,175
Harrah's AC	610,337	578,374	586,437
Ocean Casino	548,531	559,371	553,000
Resorts	236,408	230,646	223,767
Tropicana AC	570,853	547,161	511,602
ATLANTIC CITY TOTALS	4,069,412	4,030,060	3,921,838

ATLANTIC CITY CASINO HOTELS NUMBER OF OCCUPIED ROOM NIGHTS BY QUARTER*

2023 THROUGH 2025



*Includes complimentary rooms.

Source of data: DGE Quarterly Press Releases and Statistical Summaries (as of 04/08/26).

STATE OCCUPANCY FEE

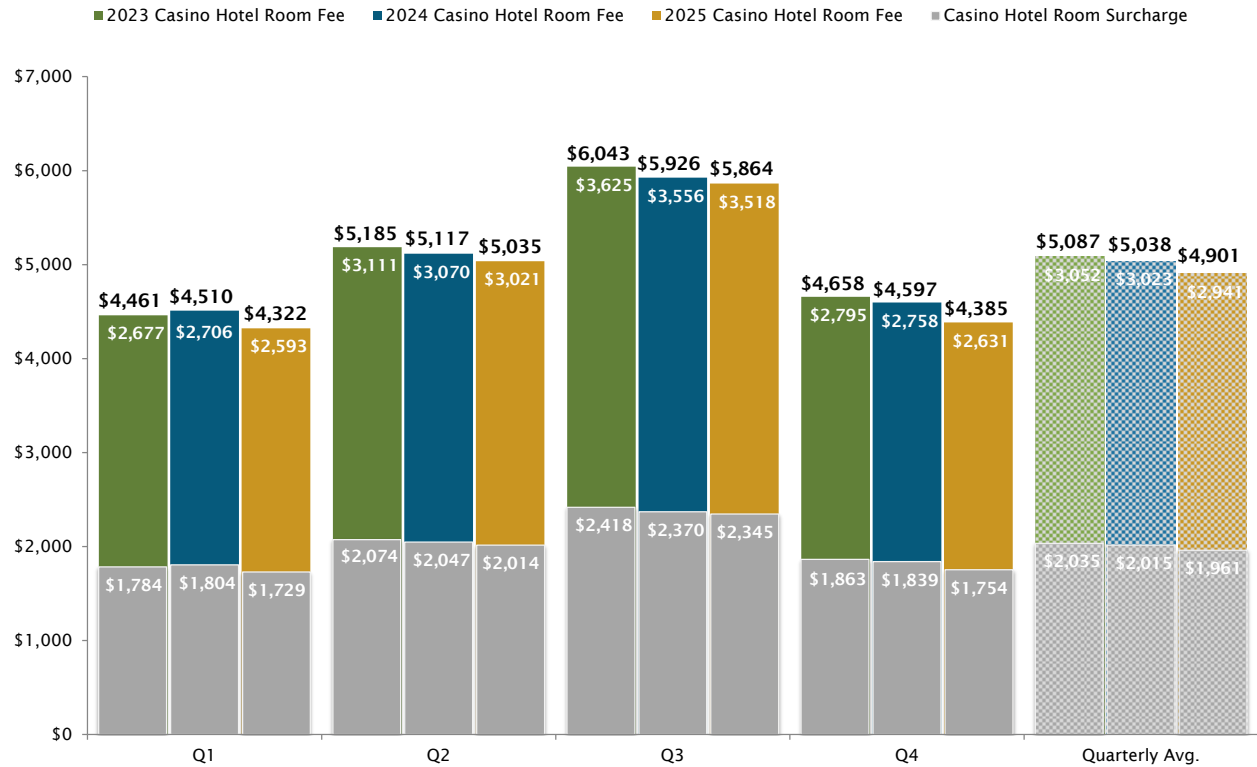
1% for Atlantic City. The State Occupancy Fee is imposed on charges for the rental of hotel and motel rooms that are subject to New Jersey Sales Tax and is in addition to the Sales Tax. Transient accommodations and short term rentals (i.e. less than 90 days) are subject to the State Occupancy Fee.

The general State Occupancy Fee rate is 5% and the Municipal Occupancy Tax is less than or equal to 3%. The State Occupancy Fee is imposed at a lower rate in cities in which hotel and motel occupancies are already subject to a local tax, including Atlantic City.

<https://www.nj.gov/treasury/taxation/hotelcounty.shtml>

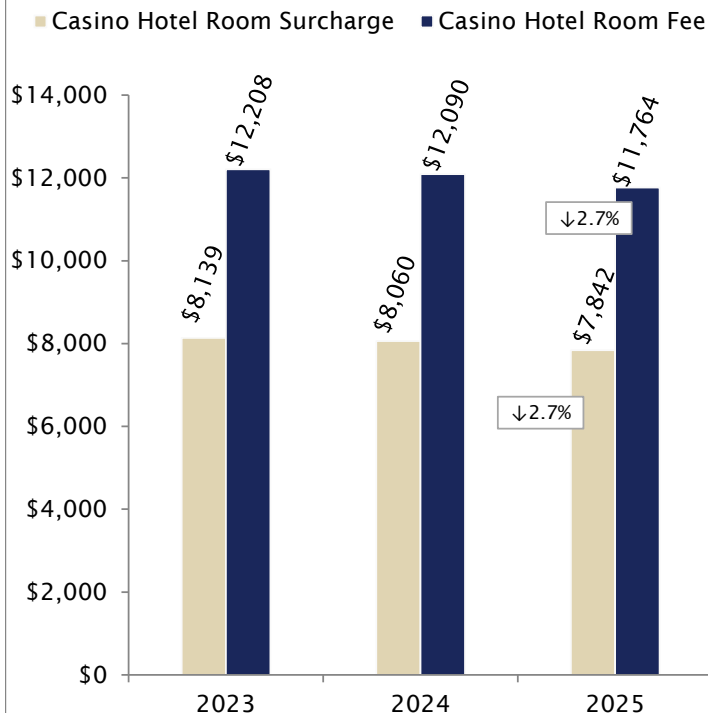
ATLANTIC CITY CASINO HOTEL ROOM FEE AND SURCHARGE

QUARTERLY TOTALS 2023 THROUGH 2025
(\$ IN THOUSANDS)



ATLANTIC CITY CASINO HOTEL ROOM FEE AND SURCHARGE

FOR THE THREE YEARS ENDED DECEMBER 31, 2025
(\$ IN THOUSANDS)



Note: Subject to amendment. May not foot due to rounding.

CASINO HOTEL ROOM FEE

\$3 per occupied casino hotel room.
Following the satisfaction of debt service on bonds, \$2.00 of each \$3.00 Hotel Room Fee is deposited into the **Casino Revenue Fund** and \$1.00 is distributed to **Casino Reinvestment Development Authority (CRDA)**.

N.J.S.A. 5:12-145.8.

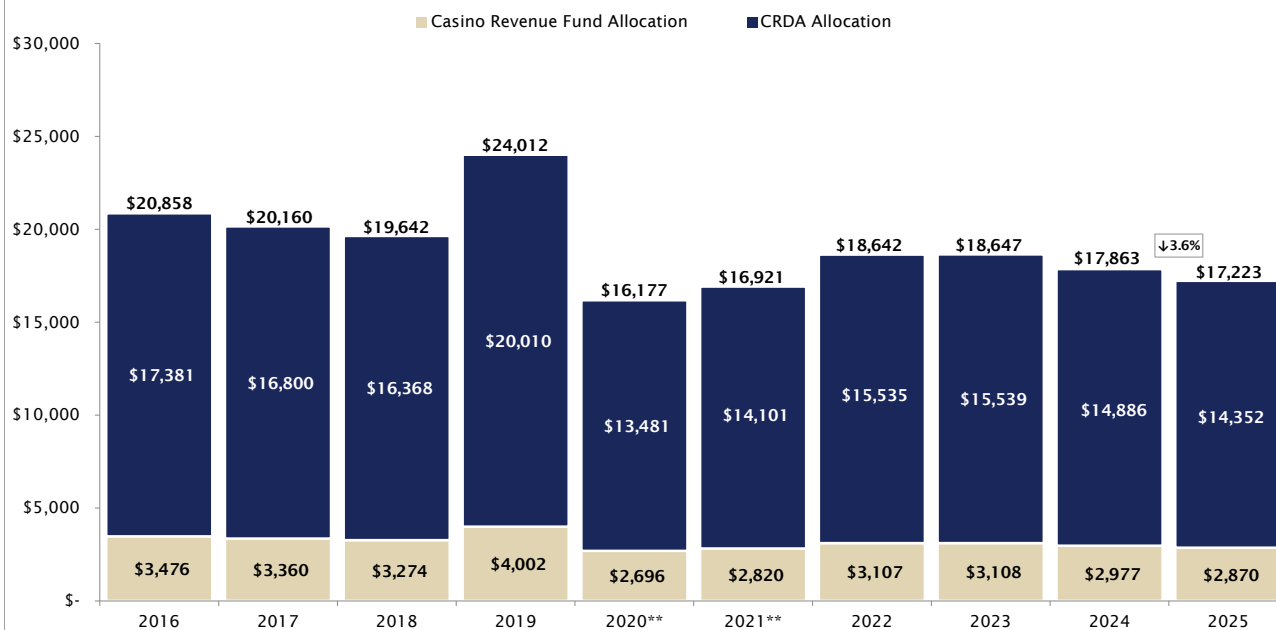
CASINO HOTEL ROOM SURCHARGE

\$2 per occupied casino hotel room.
Effective March 1, 2022, Casino Hotel Room Surcharge is imposed to fund **public safety services** in Atlantic City.

N.J.S.A. 5:12-152.1.

Source of data: DGE Taxes and Fees Source Report (as of 02/26/26) and State of New Jersey Department of the Treasury.

ATLANTIC CITY CASINO HOTELS
CASINO PARKING FEES CERTIFIED BY ALLOCATION*
 FOR THE TEN FISCAL YEARS ENDED JUNE 30, 2025
 (\$ IN THOUSANDS)



*Does not include parking fee review assessments or adjustments.

**Due to COVID-19, FY 2020 was extended three months to September 30, 2020. P.L. 2020, c.19. Figures are presented in 12-month fiscal periods to aid comparability.

Note: May not foot due to rounding.

Source: Monthly Filings Form CCC-120 and certified by CCC.

ATLANTIC CITY CASINO HOTELS
PARKING SPACE TOTALS
 FOR THE YEAR ENDED DECEMBER 31, 2025

Bally's AC	2,668
Borgata	6,145
Caesars AC	5,364
Golden Nugget	2,690
Hard Rock	6,298
Harrah's AC	5,831
Ocean Casino	7,184
Resorts	1,722
Tropicana AC	5,056
TOTAL	42,958

Figures provided by the casinos to the CCC.

CASINO PARKING FEE

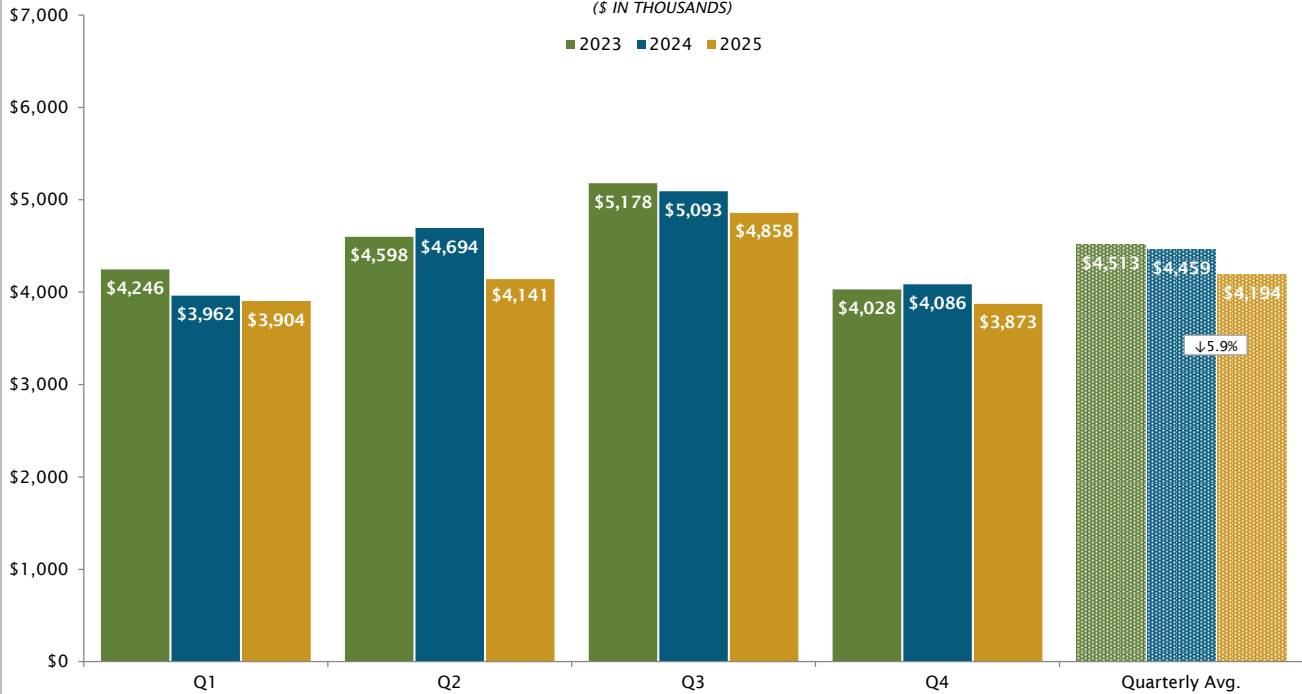
\$3.00 per day imposed on each **occupied casino parking space**. **\$0.50** is allocated to the **Casino Revenue Fund** to benefit the senior citizens and disabled residents of New Jersey. **\$2.50** is allocated to the **Casino Reinvestment Development Authority** for purposes restricted by statute, including the service of bonds and for the benefit of Atlantic City.

The \$3.00 parking fee is not subject to sales tax. Any amount collected in excess of \$3.00 is subject to sales tax.

N.J.S.A. 5:12-1.73.2 and 3.

ATLANTIC CITY CASINO HOTELS CASINO PARKING FEES CERTIFIED*

QUARTERLY TOTALS 2023 THROUGH 2025
(\$ IN THOUSANDS)



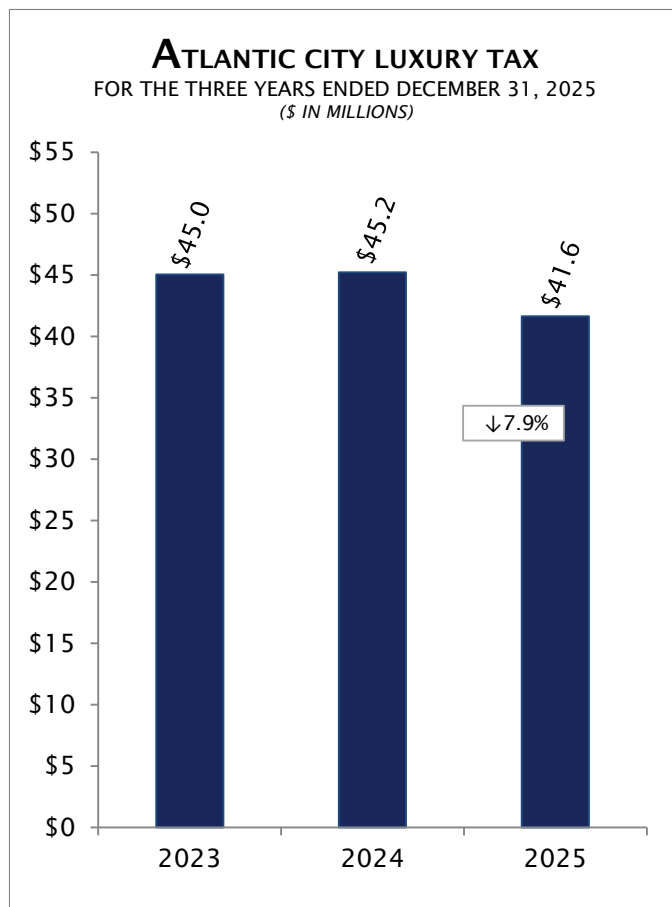
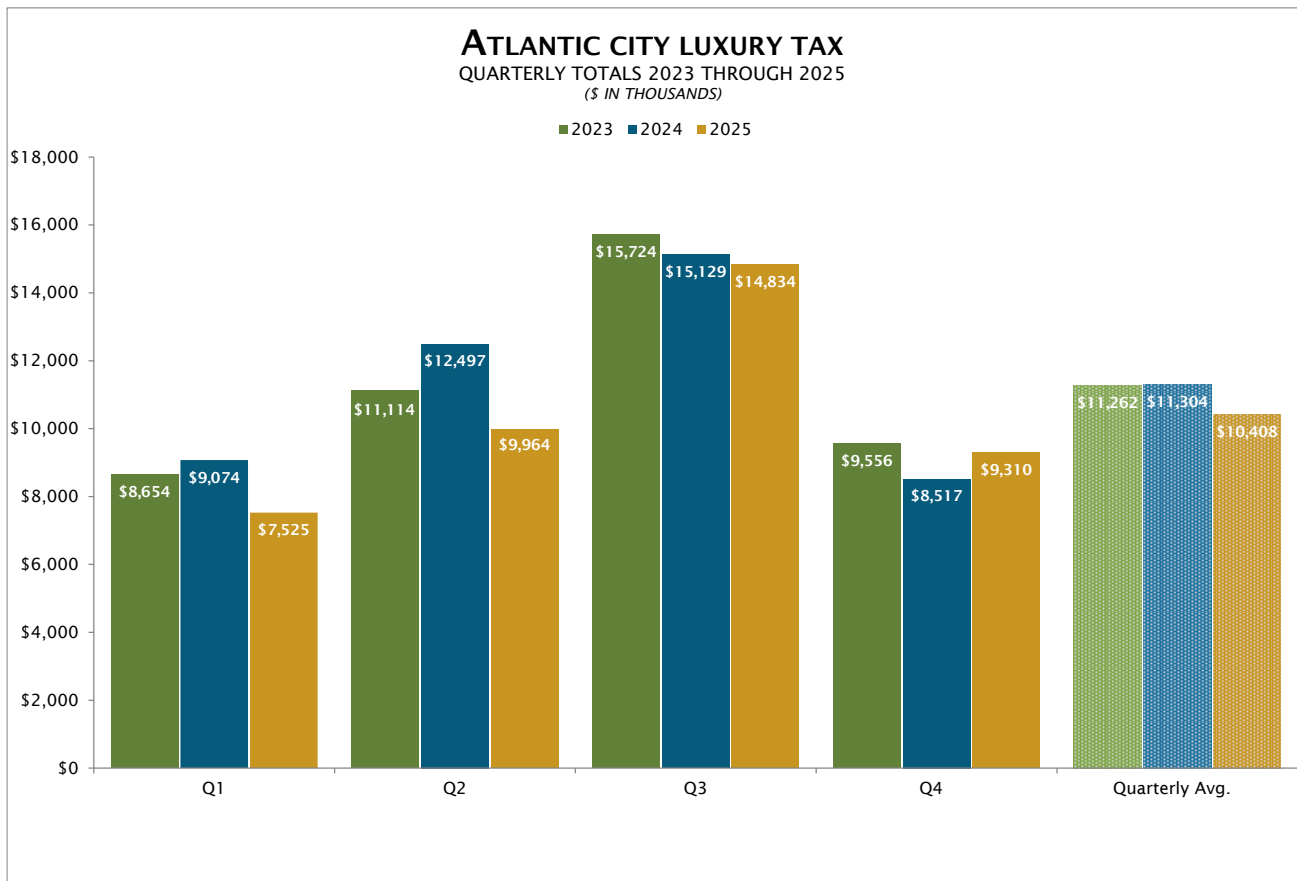
ATLANTIC CITY CASINO HOTELS CASINO PARKING FEES CERTIFIED AND NUMBER OF PARKING TRANSACTIONS*

FOR THE THREE YEARS ENDED DECEMBER 31, 2025

MONTH	2023		2024		2025	
	FEES CERTIFIED	# OF TRANSACTIONS	FEES CERTIFIED	# OF TRANSACTIONS	FEES CERTIFIED	# OF TRANSACTIONS
Jan.	\$1,366,917	455,639	\$1,231,629	410,543	\$1,268,658	422,886
Feb.	1,377,174	459,058	1,296,276	432,092	1,199,619	399,873
Mar.	1,501,422	500,474	1,434,006	478,002	1,435,323	478,441
Apr.	1,494,705	498,235	1,217,301	405,767	1,270,719	423,573
May	1,493,916	497,972	1,812,496	604,165	1,379,631	459,877
Jun.	1,609,236	536,412	1,664,481	554,827	1,490,160	496,720
Jul.	1,915,848	638,616	1,839,024	613,008	1,621,317	540,439
Aug.	1,831,263	610,421	1,787,235	595,745	1,837,599	612,533
Sep.	1,431,327	477,109	1,466,568	488,856	1,398,714	466,238
Oct.	1,342,832	447,611	1,328,220	442,740	1,317,423	439,141
Nov.	1,319,941	439,980	1,397,154	465,718	1,353,312	451,104
Dec.	1,365,636	455,212	1,360,449	453,483	1,202,673	400,891
TOTALS	\$18,050,217	6,016,739	\$17,834,839	5,944,946	\$16,775,148	5,591,716

Note: Parking transactions do not include exemptions allowed by law.

*Does not include parking fee review assessments or adjustments.



Note: Subject to amendment. May not foot due to rounding.

LUXURY TAX

3% of the cost of alcoholic beverages and **9% of the cost of all other taxable sales** (i.e. cover and entertainment charges, room rentals, rentals of beach chairs, cabanas, rolling chairs, and tickets of admission within Atlantic City).

SALES TAX

6.625% on the receipts from every retail sale of tangible personal property, specified digital products, and the sale of certain services, except as otherwise provided.

For sales subject to both the Luxury Tax and Sales Tax, a Sales Tax Rate of **3.625%** is imposed.

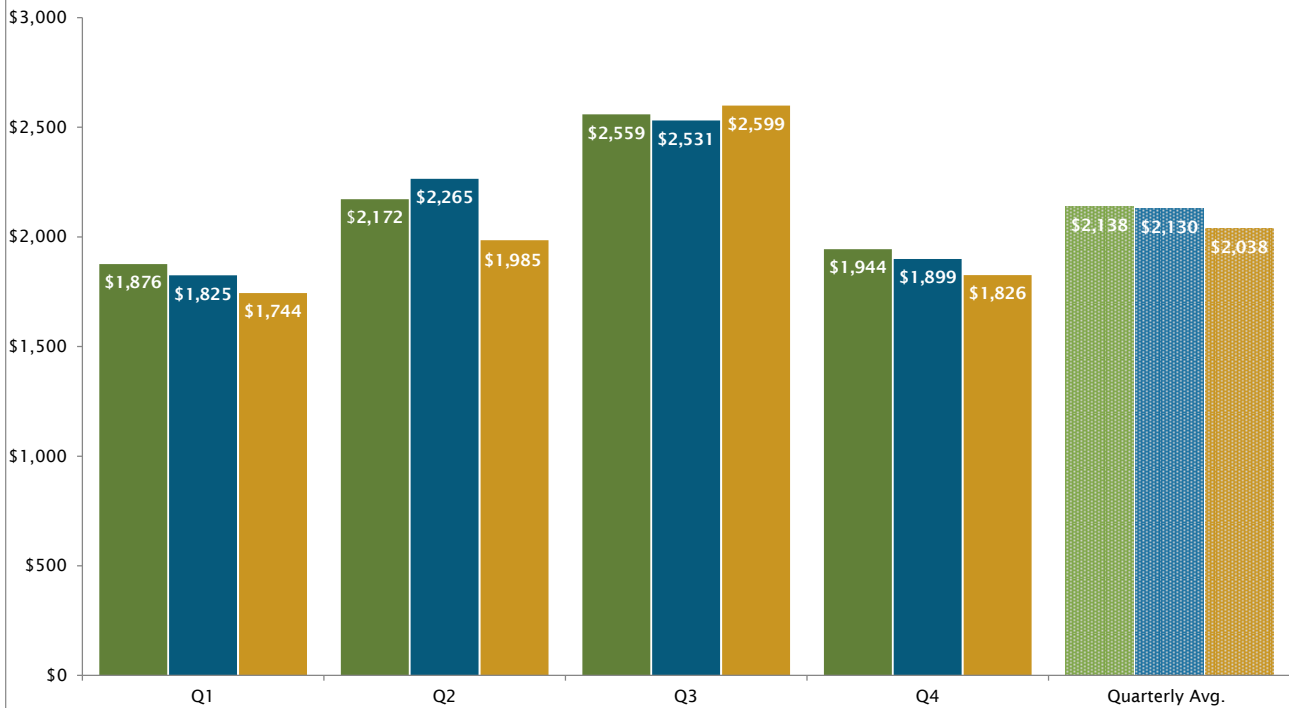
<https://nj.gov/treasury/taxation/businesses/salestax/index.shtml>

Source of data: State of New Jersey Department of the Treasury.

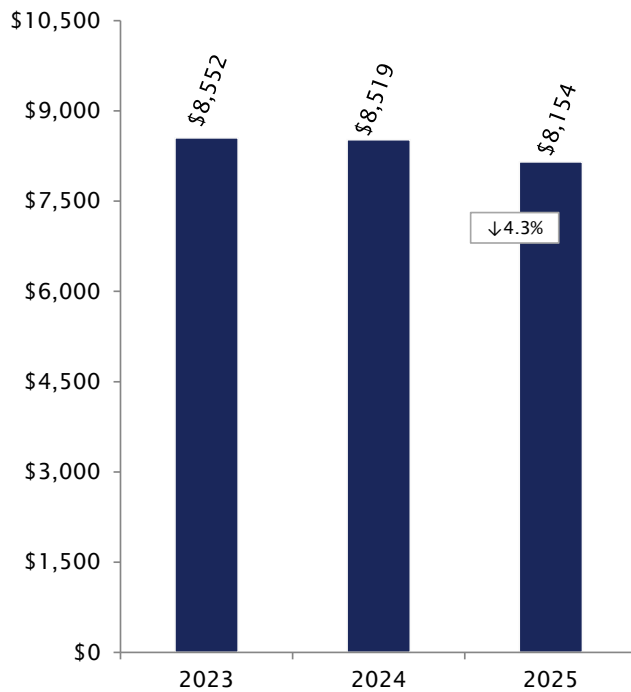
ATLANTIC CITY TOURISM PROMOTIONAL FEE REVENUE

QUARTERLY TOTALS 2023 THROUGH 2025
(\$ IN THOUSANDS)

■ 2023 ■ 2024 ■ 2025



ATLANTIC CITY TOURISM PROMOTIONAL FEE REVENUE FOR THE THREE YEARS ENDED DECEMBER 31, 2025 (\$ IN THOUSANDS)



Note: Subject to amendment. May not foot due to rounding.

TOURISM PROMOTIONAL FEE

\$2 per occupied casino hotel room and \$1 per occupied non-casino hotel/motel room and transient accommodation in Atlantic City.

Proceeds are appropriated to a special fund held by the convention center operating authority exclusively for the purpose of promoting tourism, conventions, resorts, and casino gaming.

N.J.S.A. 40:48-8.45 through 8.49.

Source of data: State of New Jersey Department of the Treasury.

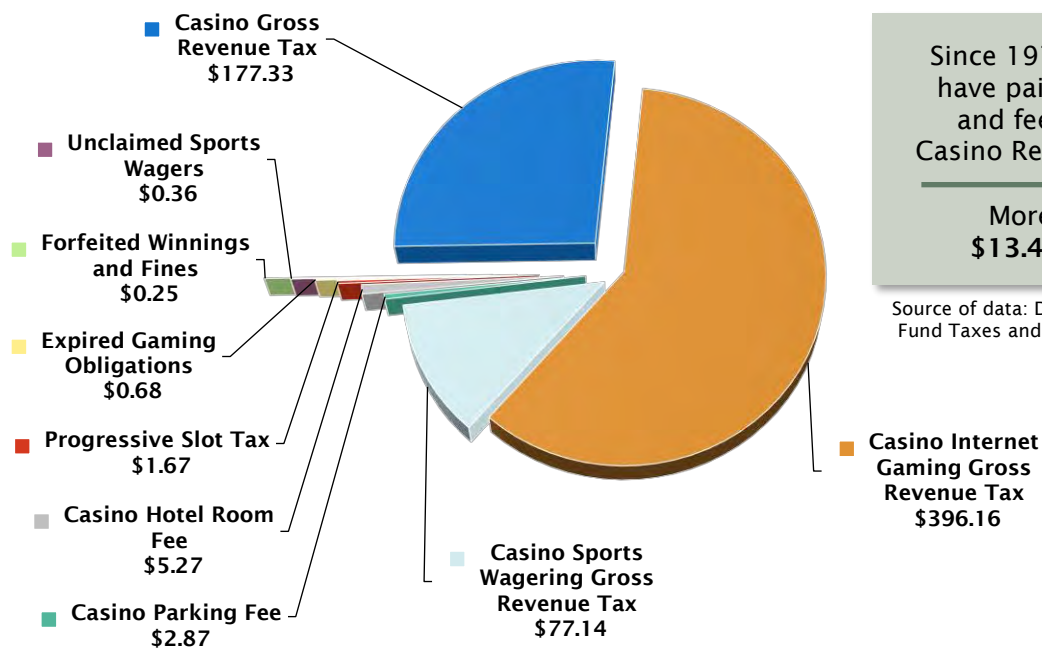
CASINO REVENUE FUND

Casino-related taxes and fees are appropriated to the Casino Revenue Fund (CRF) for the benefit of New Jersey's senior citizens and disabled residents. N.J.S.A. 5:12-145c. Specific appropriations are detailed on the Casino Revenue Fund Advisory Commission's website.

Funding is generated through various casino related sources administered by the Division of Gaming Enforcement, Division of Taxation, and the Casino Control Commission:

- **Casino Gross Revenue Tax:** 8% of the amount won from gamblers after all payouts are made. Includes audit assessments, penalties, interest, and other adjustments. N.J.S.A. 5:12-144.
- **Internet Gaming Gross Revenue Tax:** From inception in November 2013 through June 30, 2025, Internet gaming gross revenue was taxed at 15%. Effective July 1, 2025, Internet gaming gross revenue is taxed at 19.75%. P.L. 2025, c.66.
- **Sports Wagering Gross Revenue Tax:** From inception in June 2018 through June 30, 2025, online sports wagering gross revenue was taxed at 13%. Effective July 1, 2025, online sports wagering gross revenue is taxed at 19.75%. Retail sports wagering gross revenue is taxed at 8.5%. Gross revenue taxes paid by casinos and their online partners are allocated to the CRF. P.L. 2025, c.66.
- **Casino Parking Fee:** Casinos remit a fee of \$3.00 per day for each occupied casino parking space, \$0.50 of which is allocated to the CRF. N.J.S.A. 5:12-173.5.
- **Casino Hotel Room Fee:** Casinos remit \$3.00 per day for each occupied hotel room, \$2.00 of which is allocated to the CRF. N.J.S.A. 5:12-145.8.
- **Multi-Casino Progressive Slot Tax:** An 8% tax on casino service industry enterprise multi-casino progressive slot revenue. N.J.S.A. 5:12-148.2.
- **Expired Gaming Obligations:** 25% of each expired gaming obligation is allocated to the CRF. N.J.S.A. 5:12-141.2.
- **Forfeited Winnings:** Winnings of underage gamblers or excluded persons are subject to forfeiture. Forfeitures under \$100,000 are split equally between CRF and compulsive gambling programs. For forfeitures over \$100,000, compulsive gambling programs receive \$50,000 and the balance is allocated to the CRF. N.J.S.A. 5:12-71.3.
- **Fines:** The first \$600,000 in penalties collected each fiscal year is paid to the General Fund for compulsive gambling programs and any remainder is allocated to the CRF. N.J.S.A. 5:12-145a.
- **Unclaimed Winning Sports Wagers:** 50% of unclaimed winning sports wagers placed with a sports pool operated by or on behalf of a casino are allocated to the CRF. N.J.S.A. 5:12A-18.

Total Taxes and Fees Deposited Into Casino Revenue Fund for FY 2025: \$661.7 million (\$ in millions)



Since 1978 casinos have paid in taxes and fees to the Casino Revenue Fund

More than
\$13.4 billion

Source of data: DGE Casino Revenue Fund Taxes and Fees Source Report (as of 07/31/26).

INDEPENDENT AUDITOR'S REPORT

Available at:

[https://www.nj.gov/treasury/omb/publications/25fr/
NJFY2025Complete.pdf](https://www.nj.gov/treasury/omb/publications/25fr/NJFY2025Complete.pdf)

The State of New Jersey ANNUAL COMPREHENSIVE FINANCIAL REPORT



FOR THE FISCAL YEAR ENDED
JUNE 30, 2025

MIKIE SHERRILL, GOVERNOR



**Mikie Sherrill
Governor**



**New Jersey
Casino Control
Commission**

**James T. Plousis
Chairman**

**Joyce Mollineaux
Vice Chair**

**Mario C. Formica
Commissioner**

Tennessee Avenue & Boardwalk, Atlantic City, NJ 08401

609-441-3422

www.njccc.gov



If you or anyone you know has a gambling problem, call

1-800-GAMBLER

24/7 confidential help line