



AMERICAN
GAMING
ASSOCIATION®

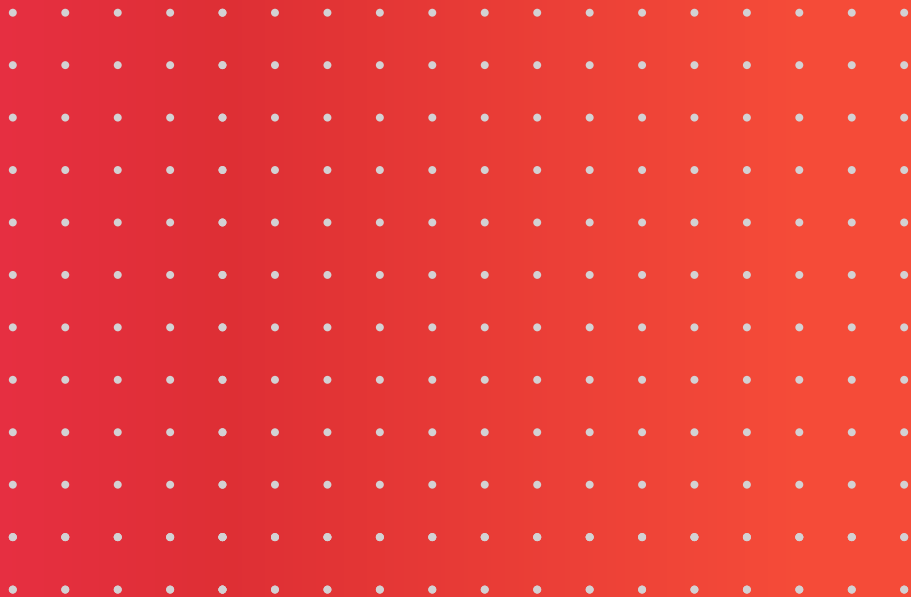
2025

Strategic Plan



Our Mission

Foster a policy and business environment where legal, regulated gaming thrives.



Guiding Principles

Accomplish for the industry what individual members cannot do alone.

We serve as the industry's champion across the country. We advocate on complex issues that individual members cannot change alone.

Lead a rigorous and inclusive process to define positions on consequential industry issues.

We define our positions based on a process that builds consensus and considers the diverse needs of our members.

Advance industry priorities that enable growth, modernization and continued success.

We lead policy campaigns, drive communications, execute original research, and develop partnerships to create greater value for our members and ensure a sustainable market for gaming.

Serve as a convener by aligning stakeholder interests, creating unity and driving action.

We are the global gaming industry's most effective convener, bringing together industry leaders, regulators, adjacent industries and other essential stakeholders to define and pursue shared priorities.



A Note from the CEO

Summer 2022

I am pleased to present the American Gaming Association's Strategic Plan 2025 – our roadmap to ensure legal, regulated gaming remains vibrant, strong and thriving.

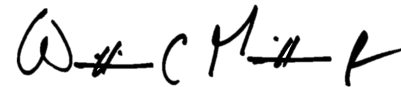
Our plan underscores AGA's focus on creating a favorable policy and business environment to fuel industry growth. It recognizes AGA's critical role in reinforcing and raising the bar on our industry's commitment to responsible leadership. It defines a strategy to ensure our organization endures as the indispensable voice of gaming.

We are in a new era of industry expansion and rising public expectations. A younger generation of customers is getting to know our industry. The legalization of sports betting is bringing gaming further into the mainstream. The growing interest in iGaming presents broad opportunities. Meanwhile, casino gaming – as with all industries – faces new demands from investors, policymakers, employees and patrons to not only deliver strong financial performance, but to make positive societal contributions. By following a disciplined strategy, we are confident the AGA will help gaming meet the moment and seize the opportunities before us.

Our confidence is rooted in our members' exceptional leadership and unwavering commitment to their employees, customers and local communities, and in the AGA's ability to unite the industry and galvanize the support of policymakers and regulators. We look to the future with optimism, excitement and resolve.

As we lead the industry forward, we are fortunate to enjoy the trust of our dedicated members; the guidance of a strong, engaged Executive Committee and Board of Directors; and the support of our high-performing AGA staff.

The AGA is eager to build on our industry's strong momentum and, together with our members, lead in this new era of growth.



BILL MILLER
President and CEO
American Gaming Association



Strategic Framework

STRATEGIC PILLARS			
Foster an Environment for Industry Growth and Momentum	Drive Effective and Efficient Regulation	Bolster Gaming's Commitment to Responsible Leadership	Strengthen Organizational and Financial Positioning
<ul style="list-style-type: none"> • Cultivate Congressional champions and other allies to advance industry priorities and protect business opportunities. • Ensure gaming is treated fairly as a mainstream business sector and not burdened by outdated policies. • Bolster industry reputation with key stakeholders through communications, research, thought leadership and convenings. • Spur policy, legal and regulatory action to crackdown on illegal gambling and hold bad actors accountable. 	<ul style="list-style-type: none"> • Accelerate industry growth by creating and supporting opportunities for innovation (e.g., iGaming and payment modernization). • Enhance and protect the opportunity for legal, regulated sports betting. • Leverage partnerships with federal regulators to highlight industry leadership and ensure effective compliance structures. 	<ul style="list-style-type: none"> • Lead efforts to modernize responsible gaming and problem gambling prevention while highlighting industry leadership. • Drive gaming's commitment to and leadership on environmental stewardship; diversity, equity and inclusion; and community engagement. • Communicate gaming's significant economic contributions and broad social benefits. 	<ul style="list-style-type: none"> • Retain, grow and diversify membership to reflect the breadth of the industry. • Develop high-value partnerships that extend our reach, enhance expertise and maximize member value. • Reinforce G2E's standing as the industry's preeminent trade show. • Attract and retain high-performing talent to maximize subject matter expertise. • Create and convene events that place the AGA and members at the center of industry-defining issues and priorities.

Foster an Environment for Industry Growth and Momentum

To remove barriers inhibiting gaming's growth and help unlock new opportunities, we will strengthen our industry's positioning as a major economic contributor, community partner and strong supporter of consumer protections.



Cultivate Congressional champions and other allies in Washington, D.C. to advance industry priorities and protect business opportunities. Leaders and policymakers that understand our role in driving job creation, supporting small businesses and funding vital services are more likely to support our goals. We will continue to educate the administration, elected officials and their staffs, deepening our bench of allies and building a network of voices to help us fight for our policy priorities. We will use all the tools available to us, including our Political Action Committee, to ensure that the gaming industry's perspective is understood and priorities advanced in Washington, D.C.

Ensure gaming is treated fairly as a mainstream business sector and not burdened by outdated policies. The AGA and its members welcome fair policies that eradicate illegal gambling, protect consumers and enable industry innovation. We will work closely with policymakers to ensure the industry's ability to do business, reinvest and grow. We will also continue to fight antiquated policies that unfairly single out the gaming industry.

Bolster industry reputation with key stakeholders through communications, research, thought leadership and convenings. The gaming industry delivers outsized benefits for communities, employees and customers. We will leverage original research, strategic communications and events to champion these contributions. We will also engage opinion influencers and industry stakeholders to elevate gaming's reputation and advance gaming's regulatory and policy goals.

Spur policy, legal and regulatory action to crackdown on illegal gambling and hold bad actors accountable. Illegal gambling hurts consumers, undermines the industry's reputation, and limits tax revenues for governments. The AGA will work closely with policymakers, law enforcement and regulators to curb illegal gambling by cracking down on unregulated, illegal gaming machines and illegal online operators. We will also collaboratively work to identify and advance effective measures, including legislative fixes and law enforcement programs, to combat illegal gambling.



Drive Effective and Efficient Regulation

The casino gaming industry—rigorously regulated by 44 states and 251 tribal governments—has a long track record of exemplary compliance and effective partnerships with regulatory agencies. We will build on this by continuing to convene and inform regulators, providing the industry’s perspective on smart steps that protect consumers, serve the public interest, and support industry growth and investment.



Accelerate industry growth by creating and supporting opportunities for innovation. Gaming’s continued success relies upon new technologies, innovation and effective and efficient regulation. We will convene, educate and work with regulators and subject matter experts to advance industry interests in order to keep pace with consumer expectations, including with iGaming platforms and modern payments technologies.

Enhance and protect the opportunity for legal, regulated sports betting. The AGA will promote rational tax rates and seek policy changes that level the playing field for legal operators. We will fight to shut down predatory illegal operators and extend the consumer protections only the legal market provides. We will lead and evolve responsibility efforts that ensure an informed sports bettor and set high business standards through new and existing efforts including our *Have a Game Plan.® Bet Responsibly.™* public service campaign and the Responsible Marketing Code for Sports Wagering.

Leverage partnerships with federal regulators to highlight industry leadership and ensure effective compliance structures. The AGA will continue to seek opportunities to engage with federal officials on top regulatory priorities, especially anti-money laundering compliance, and demonstrate our industry’s leadership in core areas. We will work with the U.S. Department of Treasury’s Financial Crimes Enforcement Network, the U.S. Department of Justice and other agencies to share best practices and ensure federal regulators see the gaming industry as a leader and engaged partner, eager to tackle shared issues of concern.



Bolster Gaming's Commitment to Responsible Leadership

Public expectation about the role of business in society are rapidly changing. Today, all industries—including gaming—are being held to a new, higher standard. Stakeholders are calling for greater transparency and expect greater societal contributions. The AGA will help our members meet these expectations by elevating leading practices and identifying key issues for collaborative industry action.



Lead efforts to modernize responsible gaming and problem gambling prevention while highlighting industry leadership. The AGA and its members are committed to helping patrons responsibly enjoy gaming as entertainment, investing hundreds of millions of dollars annually to advance responsible gaming and help prevent problem gambling. We will enhance the industry's responsible gaming commitments by leading an evolution on the standards for today's modern gaming environment. The AGA will also drive existing initiatives like the Responsible Gaming Code of Conduct, Responsible Marketing Code for Sports Wagering and Have A Game Plan while deepening our engagement with third party stakeholders and investing in research to advance responsible gaming and problem gambling issues.

Drive gaming's commitment to, and leadership on, environmental stewardship; diversity, equity and inclusion; and community engagement. Our industry is elevating its commitments to drive a positive impact on society. AGA members are investing in sustainability and setting aggressive carbon emission reduction targets, continuing to create meaningful career opportunities for people from all backgrounds and are developing new pathways for success, and demonstrating what it means to be a good community partner. We have a good story to tell but know there is still more work to do. The AGA will effect change around shared priorities and principles to enhance our collective impact.

Communicate gaming's significant economic contributions and broad social benefits. We will continue to promote gaming's social and economic value to policymakers and the public—from the \$41 billion in tax revenue gaming generates, to the 1.8 million jobs our industry supports, to the improved quality of life we make possible through support of vital public services and small businesses.



Strengthen Organizational and Financial Positioning

To sustain the AGA's role as gaming's leading advocate, we will maintain a high-performing organization that creates and delivers member value by ensuring the financial stability and deploying the necessary resources to advance industry and association priorities. We will also continually raise the bar and find new ways to provide value through our talented people, partnerships and events.

Retain, grow and diversify membership to reflect the breadth of the industry.

The AGA knows its members and anticipates their needs. We will focus on broadening and deepening membership in all industry segments to create better outcomes for all members. This will also ensure AGA's financial health and enable future investment in initiatives that deliver industry value and exceed member expectations.

Develop high-value partnerships that extend our reach, enhance our expertise and maximize member value.

We will build strategic partnerships to provide our members fresh perspectives, deep knowledge and relevant expertise on core industry priorities.

Reinforce G2E's standing as the industry's preeminent trade show. We will strengthen AGA's role as the industry's leading global convener by investing in and improving our flagship trade show. We will enhance the value G2E delivers to participants, boosting industry-wide networking and sales opportunities, industry insights and education, and exclusive member engagement.

Attract and retain high-performing talent to maximize subject matter expertise. Our ability to deliver value for members relies upon the talented and dedicated AGA team. We will continue to invest in our employees, encourage their growth and deepen their expertise on issues that matter most to our members.

Create and convene events that place the AGA and members at the center of industry-defining issues and priorities. Leveraging our convening power, we will design and host events including webinars, summits and retreats to inform and shape discussions of critical industry priorities, such as iGaming, payments modernization and responsible gaming.





AMERICAN
GAMING
ASSOCIATION®