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BEFORE THE MISSOURI GAMING COMMISSION  
3417 KNIPP DRIVE  
JEFFERSON CITY, MISSOURI 65109

TRANSCRIPT OF HEARING  
January 15, 2025  
9:30 A.M.

*JAN ZIMMERMAN, Commission Chairman*  
*DAVID W. HANE, Commission Vice Chairman*  
*PAT CONWAY, Commissioner*  
*Kevin Spaulding, Commissioner*  
*MIKE LEARA, Executive Director*

P R O C E E D I N G S

1  
2 CHAIRMAN ZIMMERMAN: Good morning and welcome,  
3 everyone, to the January meeting of the Missouri Gaming  
4 Commission. I hope everybody had a safe and happy holiday and  
5 dug out from the blizzard last week.

6 Before we get started, I want to welcome Kevin Bond,  
7 our new Deputy Director who comes to us from DPS. We are so  
8 excited to have him here and his experience, and I know that  
9 as we get into everything to deal with sports betting, that  
10 having Kevin here with us is going to be a huge help to the  
11 rest of the team.

12 So I'll now call the January 15, 2025, Missouri Gaming  
13 Commission meeting to order. Angie, would you call the roll?

14 MS. FRANKS: Chairman Zimmerman?

15 CHAIRMAN ZIMMERMAN: Present.

16 MS. FRANKS: Commissioner Conway?

17 COMMISSIONER CONWAY: Present.

18 MS. FRANKS: Commissioner Hane?

19 COMMISSIONER HANE: Present.

20 MS. FRANKS: Commissioner Spaulding?

21 COMMISSIONER SPAULDING: Present.

22 CHAIRMAN ZIMMERMAN: Okay, we have a quorum, so let's  
23 get started.

24 First we have Team Member Recognition. I believe that  
25 General Counsel Nikki Evans has a few presentations.

1 MS. EVANS: Good morning, Chairman and Commissioners.  
2 We do have three team members to recognize this morning.  
3 First up we have Meghan Dowell. Meghan joined the MGC in  
4 December of 2014 and serves as an Audit Supervisor. Meghan's  
5 co-workers and managers describe her as a dedicated employee  
6 who has embraced her supervisory role.

7 Meghan leads the team by example and continuously  
8 strives to help everyone around her. She is thoughtful,  
9 knowledgeable, and detail-oriented, which makes her not only a  
10 great auditor, but a great teammate and leader.

11 Congratulations to Meghan for ten years of dedicated  
12 service to the MGC.

13 (INAUDIBLE)

14 MS. EVANS: Next up we have LeAnn McCarthy.

15 (INAUDIBLE)

16 MS. EVANS: LeAnn joined MGC in January of 2005 and was  
17 our long-time Public Relations Coordinator before becoming our  
18 Licensing and Discipline Manager. LeAnn was one of my first  
19 MGC friends and has always embodied the belief of our Staff  
20 that we support each other when we support the work of this  
21 agency.

22 LeAnn's co-workers echoed this as they noted she always  
23 has the best interests of the MGC in everything that she does.  
24 She is unapologetically herself, which also means she isn't  
25 afraid to speak up and stick her neck out for what she

1 believes is right.

2 LeAnn has been an asset to the MGC. We don't know what  
3 we'd do without her. Congratulations to LeAnn for 20 years.

4 MS. MCCARTHY: Thank you.

5 MS. EVANS: Last, but not least, we have Deb McDaniel,  
6 who is retiring. Deb joined the MGC in January of 2002 and  
7 has been the smiling face you see when you walk into our  
8 office for many, many years. Deb is the embodiment of  
9 kindness. I remember when I walked in the front door for my  
10 interview with the MGC, I barely started to say my name and  
11 why I was there, and she greeted me by name and immediately  
12 made me feel welcome.

13 She is extremely generous and always loves to show her  
14 appreciation for her co-workers. We will miss her as the  
15 office Santa. She always had wonderful little gifts for  
16 everyone at the holiday season. We are grateful to Deb for  
17 your years of service and wish you super well in your  
18 retirement.

19 (INAUDIBLE)

20 CHAIRMAN ZIMMERMAN: Congratulations to Meghan and  
21 LeAnn. We're going to keep you all around for a while longer  
22 before (inaudible). Deb, we're going to miss you and we're  
23 going to miss your smiling face up front. I never knew how  
24 she figured it out, but she always was standing there waiting  
25 to hold the door open when we got here. So she was watching

1 the parking lot, apparently, to make sure that we didn't have  
2 to stand outside too long.

3 So we so much appreciate you, and we're going to miss  
4 your smiling face for sure.

5 The first item this morning is the Adoption of the  
6 Agenda. I move that we adopt today's Agenda. Is there a  
7 second?

8 COMMISSIONER CONWAY: Second.

9 CHAIRMAN ZIMMERMAN: Any discussion? Seeing none,  
10 Angie, would you call the roll?

11 MS. FRANKS: Chairman Zimmerman?

12 CHAIRMAN ZIMMERMAN: Approved.

13 MS. FRANKS: Commissioner Conway?

14 COMMISSIONER CONWAY: Approved.

15 MS. FRANKS: Commissioner Hane?

16 COMMISSIONER HANE: Approved.

17 MS. FRANKS: Commissioner Spaulding?

18 COMMISSIONER SPAULDING: Approved.

19 MS. FRANKS: By your vote, you've adopted the Agenda.

20 CHAIRMAN ZIMMERMAN: The next item of business is  
21 Consideration of the Minutes from the December meetings. I  
22 move that the Minutes of the December 3 and December 4, 2024  
23 meetings be approved. Is there a second?

24 COMMISSIONER HANE: Second.

25 CHAIRMAN ZIMMERMAN: Any discussion? All right, seeing

1 none, Angie, would you call the roll?  
2 MS. FRANKS: Chairman Zimmerman?  
3 CHAIRMAN ZIMMERMAN: Approved.  
4 MS. FRANKS: Commissioner Conway?  
5 COMMISSIONER CONWAY: Approved.  
6 MS. FRANKS: Commissioner Hane?  
7 COMMISSIONER HANE: Approved.  
8 MS. FRANKS: Commissioner Spaulding?  
9 COMMISSIONER SPAULDING: Approved.  
10 MS. FRANKS: By your vote, you've adopted the Minutes  
11 of the December 3 and December 4, 2024 meetings.  
12 CHAIRMAN ZIMMERMAN: Next we have Consideration of  
13 Hearing Officer Recommendation for Shelly Weaks, Resolution  
14 25-001. Mr. Tom Snider was the hearing officer. Sir, you  
15 have the floor.  
16 MR. SNIDER: Good morning. This is the first time I've  
17 done this. Good morning. I did have the opportunity to  
18 preside as the hearing officer over a matter involving a  
19 proposed suspension of Shelly Weaks' Level II license, I  
20 believe.  
21 Upon consideration of the evidence, it was clear that,  
22 even by admission, Ms. Weaks was made aware of some improper  
23 treatment of sensitive keys. They were -- she admitted that  
24 she was aware that they were being secured in a non-secure  
25 fashion to a (inaudible) without the use of a secure fob.

1           And after the testimony and the presentation by the  
2 Gaming Commission's counsel, I recommend that the suspension  
3 be upheld.

4           CHAIRMAN ZIMMERMAN: Are there any questions for Mr.  
5 Snider? Thank you so much, Mr. Snider.

6           MR. SNIDER: Thank you.

7           CHAIRMAN ZIMMERMAN: I move to approve Resolution  
8 25-001. Is there a second?

9           COMMISSIONER SPAULDING: Second.

10          CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
11 would you call the roll?

12          MR. VENNEMAN: I'm sorry to interrupt. I believe  
13 Ms. Weaks is present today.

14          CHAIRMAN ZIMMERMAN: Okay.

15          MR. VENNEMAN: I don't know if she would like the  
16 opportunity to make a comment.

17          CHAIRMAN ZIMMERMAN: Absolutely.

18          MS. WEAKS: Thank you.

19          CHAIRMAN ZIMMERMAN: Ms. Weaks, if you would state your  
20 name for the record, I'd appreciate it.

21          MS. WEAKS: Shelly Weaks. Prior to the rekey of slot  
22 machines, Casey Burec, which is a Shift Manager of Security,  
23 she was going down with -- to take a sensitive key ring,  
24 remove an old -- getting ready to be an old obsolete key. So  
25 during the rekey, there's two keys that run simultaneously to

1 take off the old locks and turn in the new locks.

2 She decided for herself, without my approval, that she  
3 would take the keys down to remove the soon-to-be  
4 non-sensitive key and she would add the new key, so she took a  
5 one-inch key ring and placed it on the outside of the secured  
6 key hub.

7 Unfortunately, I was not made aware until after the key  
8 was removed that she had actually put those on the outside of  
9 the key ring. In prior discussion, it was not a good idea,  
10 it's -- you know, I didn't approve it. She didn't tell me  
11 that she did it when she was downstairs in the radio room.

12 One thing is that she violated it, she knew that if she  
13 needed to go use the chain of command and go above me, she  
14 could have done so. She felt like I was violating Chapter B  
15 and the violation of key control.

16 So I've maintained my Level I license for the past 18  
17 years without an incident across three different casinos in  
18 Missouri. Throughout my career, I have consistently adhered  
19 to the highest standards of security and integrity and  
20 ensuring the compliance of all gaming regulations and  
21 protocols.

22 The disciplinary action against my license is not  
23 reflective of my actions or intent, and I respectfully request  
24 the Commission to consider removing the sanction from my  
25 record. I remain committed to upholding the integrity and



1 security of all operations on my supervision. Thank you.

2 CHAIRMAN ZIMMERMAN: Thanks, Ms. Weaks. Tom, did you  
3 want to --

4 MR. VENNEMAN: Commissioners, Tom Venneman, Deputy  
5 General Counsel. We are not here today to relitigate the  
6 facts of this case. We did this in the hearing. The MGC  
7 maintains the position that Ms. Weaks is in a managerial role.  
8 Based on her position, it's her responsibility to maintain  
9 control of sensitive keys, and that responsibility fell  
10 through the cracks in this particular instance, so we just ask  
11 that the Commission adopt this resolution at this time.

12 CHAIRMAN ZIMMERMAN: Any questions for Mr. Venneman? I  
13 think I've already made the motion.

14 MS. FRANKS: And you got a second.

15 CHAIRMAN ZIMMERMAN: And a second.

16 MR. VENNEMAN: Thank you.

17 CHAIRMAN ZIMMERMAN: Thank you. We have a motion and a  
18 second. Is there any further discussion?

19 COMMISSIONER HANE: The recommendation is to --

20 CHAIRMAN ZIMMERMAN: One suspension day.

21 COMMISSIONER HANE: One suspension day?

22 CHAIRMAN ZIMMERMAN: Correct. Any further discussion?

23 COMMISSIONER CONWAY: Is the suspension permanent, or  
24 is it --

25 CHAIRMAN ZIMMERMAN: It's one day.

1 MR. HANE: One day.

2 CHAIRMAN ZIMMERMAN: It's one suspension day, which I  
3 believe has already been served.

4 MR. VENNEMAN: Correct.

5 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
6 would you call the roll?

7 MS. FRANKS: Chairman Zimmerman?

8 CHAIRMAN ZIMMERMAN: Approved.

9 MS. FRANKS: Commissioner Conway?

10 COMMISSIONER CONWAY: Approved.

11 MS. FRANKS: Commissioner Hane?

12 COMMISSIONER HANE: Approved.

13 MS. FRANKS: Commissioner Spaulding?

14 COMMISSIONER SPAULDING: Approved.

15 MS. FRANKS: By your vote, you've adopted Resolution  
16 Number 25-001.

17 CHAIRMAN ZIMMERMAN: Thank you, everyone. Next we have  
18 Consideration of Licensure of Certain Key Applicants,  
19 Resolution 25-002. Sergeant Brian Vernon, you have the floor.

20 SERGEANT VERNON: Good morning, Chairman and  
21 Commissioners. Missouri State Highway Patrol Investigators  
22 and Missouri Gaming Commission Financial Analysts conducted  
23 comprehensive background investigations on Key and Level I  
24 applicants.

25 The investigations included, but were not limited to,

1 civil, criminal, financial, and general character inquiries  
2 that were made in the jurisdictions where the applicants have  
3 lived, worked, and frequented.

4 The following applicants are being presented for your  
5 consideration.

6 Arisa Mallory Kozuki of Konami Gaming, Incorporated as  
7 Managing Director, and Michael Lee Thoma of PENN Entertainment  
8 as Vice President and General Manager.

9 Investigative findings were provided to the Missouri  
10 Gaming Commission Staff for their review, and investigators  
11 are available to answer any questions you might have. Thank  
12 you.

13 CHAIRMAN ZIMMERMAN: Thank you. Does anyone have any  
14 questions for Sergeant Vernon? Seeing none, I move to approve  
15 Resolution 25-002. Is there a second?

16 COMMISSIONER CONWAY: Second.

17 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
18 would you call the roll?

19 MS. FRANKS: Chairman Zimmerman?

20 CHAIRMAN ZIMMERMAN: Approved.

21 MS. FRANKS: Commissioner Conway?

22 COMMISSIONER CONWAY: Approved.

23 MS. FRANKS: Commissioner Hane?

24 COMMISSIONER HANE: Approved.

25 MS. FRANKS: Commissioner Spaulding?

1 COMMISSIONER SPAULDING: Approved.

2 MS. FRANKS: By your vote, you've adopted Resolution  
3 Number 25-002.

4 CHAIRMAN ZIMMERMAN: Next we have Consideration of  
5 Relicensure of Certain Key Person Licenses, Resolution 25-003.  
6 I believe Corporal Don Doza will be giving the presentation  
7 this morning.

8 CORPORAL DOZA: Good morning, Ms. Chairman and  
9 Commissioners. Missouri State Highway Patrol investigators  
10 conducted background investigation updates on Key Person  
11 license renewals. The investigations included an application  
12 review as well as civil, criminal, and general character  
13 inquiries made in the jurisdictions where the applicants  
14 currently reside.

15 The following renewals are being presented for your  
16 consideration.

17 Nicholas Paul Kimokeo Akiona, CFO, AGS LLC.

18 Pierre Marie Bosseloo, Director, Cartamundi NV.

19 Adam Chibib, Independent Director and Chairman of the  
20 Board, PlayAGS, Incorporated.

21 Louis Emile A. de Cartier de Marchienne, Director,  
22 Brepols Group NV.

23 Sally Ann Denby, Chief Financial Officer, Aristocrat  
24 Leisure Limited.

25 David Jacques Farahi, Independent Director, PlayAGS,

1 Incorporated.

2 Geoffrey Todd Freeman, Independent Director, PlayAGS,  
3 Incorporated.

4 Mackenzie Leigh Haugh, Chief Delivery Officer, Gaming  
5 Laboratories International, LLC.

6 Ian Hughes, Chief Commercial Officer, Gaming  
7 Laboratories International, LLC.

8 Thomas Anthony Jingoli, Executive Vice President, Chief  
9 Operating Officer, Secretary and Director, Konami Gaming,  
10 Incorporated.

11 Marla E. Kaplowitz, Director, PENN Entertainment,  
12 Incorporated.

13 Timothy James Lambert, SVP and Assistant General  
14 Counsel, Operations, Regulatory and Compliance, Caesars  
15 Entertainment, Incorporated.

16 Billy George Lance, Junior, Non-Executive Director,  
17 Aristocrat Leisure Limited.

18 Yvette Ehr Landau, Independent Director, PlayAGS,  
19 Incorporated.

20 David Benjamin John Lopez, CEO, President, Secretary,  
21 AGS LLC.

22 Li Lynn Mah, Chief Financial Officer, Ainsworth Game  
23 Technology Limited.

24 Anna Massion-Greenberg, Independent Director, PlayAGS,  
25 Incorporated.

1 Jaymin Balvantbhai Patel, Independent Director, Bally's  
2 Corporation.

3 Edmund Lawrence Quatmann, Junior, Executive Vice  
4 President, Chief Legal Officer and Secretary, Caesars  
5 Entertainment, Incorporated.

6 Tatsuhiko Saruwatari, Director, Japan Cash Machine  
7 Company, LTD.

8 Stephen Sutherland, President, Chief Executive Officer,  
9 Treasurer and Director, Konami Gaming, Incorporated.

10 Tsuyoshi Takagaki, Executive Director, Japan Cash  
11 Machine Company, LTD.

12 Investigative findings were provided to the Missouri  
13 Gaming Commission staff for their review, and I would be glad  
14 to answer any questions you might have. Thank you.

15 CHAIRMAN ZIMMERMAN: Thank you, Corporal Doza. Any  
16 questions? All right, no questions, thank you so much.

17 I move to approve Resolution 25-003. Is there a  
18 second?

19 COMMISSIONER SPAULDING: Second.

20 CHAIRMAN ZIMMERMAN: Angie, would you call the roll?

21 MS. FRANKS: Chairman Zimmerman?

22 CHAIRMAN ZIMMERMAN: Approved.

23 MS. FRANKS: Commissioner Conway?

24 COMMISSIONER CONWAY: Approved.

25 MS. FRANKS: Commissioner Hane?

1 COMMISSIONER HANE: Approved.

2 MS. FRANKS: Commissioner Spaulding?

3 COMMISSIONER SPAULDING: Approved.

4 MS. FRANKS: By your vote, you've adopted Resolution  
5 Number 25-003.

6 CHAIRMAN ZIMMERMAN: Our next item of business is  
7 Consideration of Relicensure of Certain Class A and Class B  
8 Licensees and Key Business Entities. There are numerous  
9 resolutions which we'll vote on separately after we hear from  
10 a number of folks. So I'd like to invite the following people  
11 up to the podium, and I'll let you all decide what order you  
12 want to go in.

13 Scott Butera, CEO of Affinity; Donald Wren, GM of HGI-  
14 St. Joseph, LLC; Ryan Lounsbury, GM of HGI-Mark Twain, LLC;  
15 the Honorable Mayor John Josendale, City of St. Joseph; and  
16 the Honorable Mayor Bob Corbin, City of La Grange. Welcome,  
17 everyone.

18 MS. GRIFFIN: Good morning, Commissioners. Thank you  
19 for the opportunity to present today. My name is Jennifer  
20 Griffin. I'm with Lathrop GPM. I'm local counsel for the  
21 Class A and B licensees, and I would like to introduce the  
22 team to you this morning.

23 Scott Butera, CEO.

24 MR. BUTERA: Good morning.

25 MS. GRIFFIN: And we have Amy McCain, who is the Vice

1 President of Compliance, and we have Don Wren, who is the Vice  
2 President and General Manager of St. Jo Casino to my right.  
3 And we have Ryan Lounsbury, who is the Vice President and  
4 General Manager of Mark Twain Casino. And I'll leave the  
5 other introductions to the rest of the team as they proceed  
6 with the presentation, and I believe Mr. Butera will be making  
7 that.

8 MR. BUTERA: Okay, thank you, Chairman Zimmerman and  
9 the Commission. It's a real honor to be here today. I've  
10 always enjoyed the State of Missouri. I've been here many  
11 times as a fan, as a traveler. I've done some business here  
12 early on in the banking community, but it's really, really  
13 exciting to hopefully become a member of the business  
14 community in this great, proud, historic state; so thank you  
15 for the opportunity.

16 I'll talk a little bit about what's happening at  
17 Affinity Interactive and the properties here in Missouri.  
18 About six months ago, our ownership through Z Capital  
19 Management realized that we had significant untapped  
20 opportunity at all of our properties and if they could only be  
21 managed better and reinvested in, there was a potential for  
22 growth, not only in its current state, but with maybe future  
23 developments, given some of the land holdings that we have.

24 So they inserted me as the Chief Executive Officer,  
25 really with the idea to be a little bit of an agent for growth



1 and an agent for change. And the first thing that we did is  
2 we went in and we made significant investments in our people.  
3 We brought on new positions of people with tremendous  
4 experience that really didn't exist at the company. We have a  
5 new head of Gaming that's invested significant time in  
6 improving our slot product, and both Ryan and Don will talk  
7 about some of the changes that have already been happening at  
8 their property.

9 We brought in new marketing people so we could better  
10 relate to the community and we could service our customers  
11 better and be much more experiential as opposed to being  
12 transactional. And that's starting to take place.

13 We've engaged quite a bit with our communities and, you  
14 know, I'm very proud to see that leadership both in the  
15 political arena and in the business communities for both St.  
16 Jo and La Grange are here to support us and explain the  
17 relationships that we've been able to develop and would  
18 develop further as we proceed with our new plans.

19 So it's very exciting to be here, and I think what  
20 you'll see, not only from us today but hopefully the upcoming  
21 years, is something we can all be very proud of because I  
22 certainly want to serve this state very well because, as I  
23 mentioned, I've had great experiences here and if I can  
24 contribute in any way and give back in any way, it will bring  
25 me great joy.

1           So with that, I'll proceed with a short presentation.  
2 I believe you may know that Z Capital did purchase Affinity  
3 Interactive in 2017. We currently have seven casino  
4 properties; we have four in Nevada, Clark County, and we have  
5 three in the Midwest, including our two here in Missouri. We  
6 also have one in southern Iowa.

7           And then in 2021, something that's less familiar to  
8 people is we bought a company called Sports Information Group,  
9 which is really the *Daily Racing Form*. I actually ran the  
10 *Daily Racing Form* for about nine months before becoming the  
11 CEO of Affinity. And what it is is it's really a media  
12 company, but it's the most authoritative -- it's the  
13 authoritative entity for Thoroughbred horse racing. We  
14 provide all of the programs that you'll see at various  
15 Thoroughbred tracks as well as a great interactive experience  
16 for people that enjoy handicapping and betting on horse  
17 racing, so that's another part of our entity, as a little  
18 lesson.

19           Myself, I've been in the gaming business for about 30  
20 years. I originally started as a banker. Actually, one of my  
21 assignments when I was a banker in real estate was to value  
22 and sell off Country Club Plaza in Kansas City, so that's when  
23 I first got to know Missouri really well, a beautiful place,  
24 by the way. I spent about six months here in Missouri doing  
25 that.

1           But after banking, I got involved in gaming in 2021,  
2 always with the idea of improving companies, turning them  
3 around, helping them grow. I got my first start in Atlantic  
4 City for Trump Entertainment, which was Donald Trump's gaming  
5 and real estate enterprise, we did a big turnaround of that  
6 company in the early 2000s, and then very successfully when I  
7 was in a similar deal for Tropicana Resorts. I was at  
8 Foxwoods in Connecticut which is still today I think one of  
9 the largest resorts in North America, about seven million  
10 square feet, and it deals with Cosmopolitan.

11           And I also spent time in media. I worked for a  
12 streaming company called FuboTV, which has now done a deal  
13 with Disney. I was the commissioner of the Arena Football  
14 League for a period of time. So as you can see, I'm old, but  
15 I have a lot of good experience and hopefully can help bring  
16 some of that skill base here.

17           Some of the people who are not here today but are part  
18 of our team, again a lot of new people that have a lot of  
19 experience. Halise Uysal is our Chief Financial Officer. She  
20 comes to us from California Gaming. Charles Paelinck is a  
21 long-time Information Technology Professional, worked at  
22 places like Caesars and Stations, not only -- one of the few  
23 people I know on the info tech side that is also very astute  
24 in business and marketing. Chantelle Mark handles a lot of  
25 our human resource matters, and she's somebody who's very

1 involved in our personnel here in Missouri, as you can  
2 imagine.

3 And then to mention, you know, Z Capital, which is run  
4 by James Zenni. James is a very prominent investor that's  
5 been involved in gaming almost as long as I have and is very  
6 supportive of the company, not only financially, but in some  
7 of the day-to-day activities and is certainly supportive of  
8 the initiatives that we're taking on.

9 I think I mentioned our portfolio, and I don't think we  
10 need to go through that. As you can see, we are a company of  
11 substance. A little hard to read there, but we have -- let me  
12 pull up my own stats here. As I mentioned, we have just under  
13 3,000 slot machines, 13 table games, 16 hybrid games across  
14 our portfolio, just over -- just under 250,000 square feet of  
15 gaming space. We have 2,500 hotel rooms and 1,200 employees.

16 If you look at our total, I think I mentioned some of  
17 this, but just to highlight Missouri, where we do have over  
18 35,000 square feet of gaming space, over 800 slots, many of  
19 which are being replaced and are going to be brand new. And  
20 importantly, we have 70 acres of land, which can be used  
21 either by ourselves or with third parties, hopefully to  
22 develop additional amenities that can support our community  
23 and our facilities as well.

24 Over the last four years, we've paid just under 85  
25 million in taxes which we're proud of. And again, the

1 Missouri property in terms of capital investments, a little  
2 over 17 million over four years, the company's invested a  
3 hundred million, and I would expect that -- I would expect  
4 that to grow as we continue to improve all of our properties.

5 So again, very, very happy to be here. I think, you  
6 know, we have a bright future here in Missouri. We are a  
7 company of growth. Should the opportunity present itself to  
8 make additional investments here, we would look to do that.  
9 We've had great success here, and I think with our new team,  
10 our new approach and the investments we're making and the  
11 support that we have from our community, we'll be very  
12 successful.

13 We're in really two exciting places. St. Joe has  
14 tremendous history. I had an opportunity several times to  
15 tour the community. It's an incredible place, a place one  
16 would strive to live and want to be a part of, and La Grange  
17 is making great strides as well, as Ryan will discuss.

18 So with that, I'll turn it over to Ryan, and again, I  
19 appreciate your time and consideration.

20 MR. LOUNSBURY: Thank you very much for allowing us to  
21 present today. Good morning as well.

22 The Mark Twain Casino's been here since 2001, and it's  
23 had a long history here within the State of Missouri. Our  
24 particular community, while it is small, we do pull from three  
25 different markets basically, Adams County in Illinois, of

1 course the eastern Missouri area and the south of Iowa as  
2 well, too, so we pull down from that area.

3 You know, the property, while be it small, certainly is  
4 a lot of fun. We've done a lot of work over the last -- since  
5 2021 and actually (inaudible) too to really change what the  
6 facility looks like, what the interaction is. We've had great  
7 support from our community leaders like Bob and our city  
8 administrator and chief of police and so on.

9 As we continue to push forward, our main focuses at the  
10 property is to provide a fun entertainment experience for our  
11 customers, make sure that while they're here, you know,  
12 they're able to enjoy themselves, feel like they are in a safe  
13 and clean environment as well, too. You know, that's really  
14 been a focus of mine while I've been at the property.

15 I've officially been here one year now, was licensed  
16 officially in August, and I appreciate you guys for the  
17 consideration for that as well, too.

18 You know, outside of maintaining the facility and  
19 making sure that we're providing a great product for our  
20 customers, we're doing the same for our team members as well,  
21 too; so our goal being to hire good staff, provide a place  
22 where they can grow and also contribute to our community.

23 Community contribution is extremely important to me,  
24 and coming to the property, we put a lot of initiatives  
25 together that have allowed us to help engage our customers,

1 our team members, and grow the community as well, too.

2 So, you know, and then the big piece that I found was  
3 extremely important at this property was to create a culture  
4 of accountability at the property. You know, it's really  
5 important to focus on what we have to do as a business, you  
6 know, following policy procedure and then of course what we  
7 need to do from a Missouri perspective, following the CSRs,  
8 the MICS, the ICs, and so we put a lot of effort into that  
9 over this last year to make sure that our team members are  
10 prepared and know what they need to do and make sure that they  
11 follow the rules and the regs that are appropriate, to those  
12 particular areas.

13 From a property perspective, you know, we've  
14 (inaudible) since 2021 with 7.3 million into it. Mr. Mike  
15 Leara has been able to come over and see our facility shortly  
16 after he started. And even to his admission, he's like, It's  
17 a different place. And it really is.

18 The interior over the last few years has been  
19 completely redone, the restaurants have been redone, slot  
20 floor had new carpeting, redesign. You know, it's just very  
21 different than what it once was.

22 This year we accomplished a lot from the exterior  
23 perspective. We've repainted the outside, re-vinyl on the  
24 outside, replacing lights, you know, completely going through  
25 the parking lot, refinishing it. It really is a different

1 experience than what it was previously.

2 Here are some pictures from the old floor through the  
3 construction and then some from the new facility is right  
4 here, so just this last year we were able to put 63 new slot  
5 machines on the casino floor. That was one of our challenges,  
6 was the product that we had on the floor. Those 63 machines  
7 have gone in, they have seen great results.

8 On top of that, we've also invested on the leased side  
9 of our business as well for slot machines to bring in new  
10 product on the leased side as well, too. That's allowed our  
11 customers to have games that are fun and enjoyable and then  
12 keep up with what we need to do.

13 You know, obviously 2025 will bring more of that as  
14 well, too, because that again, to Scott's feedback about  
15 having a gaming person at our -- at our corporate level,  
16 giving us more opportunity to bring in additional games in  
17 2025.

18 From an employee demographic perspective, we do get a  
19 lot of team members, you know, obviously from Missouri, which  
20 is great considering we're more of a rural casino. Our  
21 largest city around us is Quincy, Illinois, so we get about 40  
22 percent of our applications out of that area. However, you  
23 know, as you can see from a standpoint of hiring, we're able  
24 to maintain and hire a lot of folks that are out of the  
25 Missouri area, which is fantastic.



1           So, you know, our next largest community to us  
2 Hannibal, which is about 30 minutes, and so the drive is  
3 certainly challenging for some if they decide to choose to  
4 come work for us, but our local small communities, La Grange,  
5 you know, Canton, Ewing, Palmyra, those types of places, we're  
6 able to pull staff out of those areas and help provide a good  
7 local experience for our customers.

8           And then from a vendor perspective, we'll get into the  
9 MBE/WBE details, but one of the things that we've really tried  
10 to push forward in 2024 is to focus on purchasing in Missouri  
11 as well, too. So purchasing in Missouri first and then  
12 obviously, you know, utilizing the opportunity to do MBE/WBE  
13 initiatives. You can see we've seen continued growth of the  
14 Missouri vendors that we've utilized.

15           Some of our MBE/WBE customers that we work with for our  
16 vendor perspective, all in, we're from a women-only business  
17 perspective, a little under 35 percent and a little over 5  
18 percent for minority-owned businesses as well. So each of  
19 those continue to work forward, and the spend here is just  
20 through the third quarter, so there's actually more dollars  
21 spent as well, too, for 2024.

22           And like we talk about earlier, the community  
23 involvement is extremely important to me. One of the big  
24 things that we were able to accomplish this year in 2024, we  
25 actually utilized some of our marketing programming to help

1 engage our customers in helping us raise additional dollars  
2 for local community efforts here. And that goes through a  
3 promotion basically that says, Hey, come on in, donate to this  
4 particular charity, we'll offer you free slot play, so  
5 everybody kind of wins in the situation. All the money, we're  
6 just essentially passing it directly along to that particular  
7 charitable organization. Every single dollar goes to them.

8 And then we also have implemented TM ticket boxes  
9 around our floor as well, too, to acquire money there, and  
10 then just recently through our ATMs have instituted to where  
11 they can actually just donate their change if they so choose  
12 directly through the ATMs as well, too.

13 So all those dollars go directly to the charitable  
14 organizations, and we've had very -- many great moments just  
15 like these that you see on the screen within the community.  
16 And that's really been pushed out through making sure to let  
17 the people know that we're there and that we're here to  
18 support the community as well, too, and of course volunteer  
19 hours that we've been able to put in.

20 One of our HR efforts is to provide volunteer time off,  
21 which has been fantastic, so when team members volunteer their  
22 time, we're actually paying them for that opportunity to  
23 volunteer their time to help encourage them to do that.

24 And then of course we have little competitions as well,  
25 too, that we put in place so the more they volunteer, the more

1 opportunities they have to earn other additional prizes as  
2 well, so that's been a great effort for us as well.

3 Just the community-given dollars here, as you can see,  
4 2024 was our strongest year in terms of community-given  
5 dollars as well as volunteer hours as well, and I continue to  
6 expect that to continue to grow in 2025.

7 For me, you know, I live in the community, I'm part of  
8 the community. Every casino I've ever worked at, it's been  
9 that way, and this has always been a focus of mine. You have  
10 to be a great community partner in order to ensure, you know,  
11 support the people that support your business.

12 Taxes, you guys pretty much know about those. I don't  
13 know if you want to go through numbers or anything of that  
14 nature. Probably not, I would imagine.

15 You know, team members, one thing I will point out here  
16 as far as staffing is concerned, you know, because we are a  
17 rural community and the majority of our population is 25-plus  
18 minutes away from us, it does make challenging times for  
19 hiring. And everybody, I think, is sort of facing that as  
20 well, too; but we're working through a lot of different  
21 efforts by social media posts and social media sponsored ads,  
22 doing things that help create an impact, you know, doing  
23 things within like say LinkedIn, for example, where I'm  
24 highlighting team members and what they're doing, you know, at  
25 our property, celebrating their wins, celebrating their

1 anniversaries. We've got a lot of Day One team members at our  
2 property, so that's pretty impressive, considering it's a  
3 23-year-old property.

4 Again, just our local taxes paid, you can see the  
5 little elevated shot there of the property. That's with the  
6 new paint and everything that the exterior has received as  
7 well as the parking lot.

8 And one of the things that, you know, we talk about  
9 consistently is going to be our, you know, responsible gaming.  
10 This year in 2024 we installed Veridocs at our entry level so  
11 that way when customers come in we have actually, instead of  
12 just somebody making a decision on their own, there's actually  
13 a tool in place for them to make a decision if the individual  
14 is over the age of 21. With that system, we're actually able  
15 to upload our DAP system as well too so if somebody is a DAP,  
16 they get flagged and we're able to get them at the entry  
17 point, which is a great place to stop them versus, say, having  
18 to find them on the casino floor, of course.

19 You know, we continue to push through that. One of the  
20 big things that we've done as well to stay in compliance is  
21 initiate a checklist for each of our team members. When they  
22 join our team, they go through this checklist basically that  
23 talks through every single thing from policy procedure, CSR,  
24 MICS and ICs; and our HR team as well as our Compliance team  
25 member on property goes through that with each of those team

1 members.

2           Then we initiate a 30-60-90 basically temperature check  
3 with both our HR and Compliance with those individuals. This  
4 does two things. First, make sure that they truly do  
5 understand the rules and regs, and then on top of that, it  
6 also gives us an opportunity to temperature check how they're  
7 doing and hopefully keep those people with us longer. So  
8 basically if there is an issue, within 90 days typically  
9 you're going to know it, try to fix that problem before they  
10 try to depart the property since it's challenging to find  
11 staff where we're at at times.

12           Other than that, I don't have anything else unless you  
13 guys have any questions. I'd like to give an opportunity to  
14 our mayor to speak if that's okay.

15           CHAIRMAN ZIMMERMAN: I do have a quick question,  
16 Mr. Lounsbury.

17           MR. LOUNSBURY: Certainly.

18           CHAIRMAN ZIMMERMAN: I know in our report it talked  
19 about continuing to seek opportunities for the advancement of  
20 females and minorities and just wondered, you know, what you  
21 all might have been doing -- and for MBE vendors as well, just  
22 wondered if you had, you know, anything that you're working on  
23 to create those opportunities.

24           MR. LOUNSBURY: Yeah, absolutely. So one of the things  
25 I realized when I came to the property in January was that we

1 don't have a very good succession program in place, so one of  
2 the things I've gone through is trying to initiate that. So  
3 we've actually instituted multiple assistant manager roles  
4 that exist within the property, and that's allowed us to get  
5 some people in place from a secondary position to push them  
6 forward.

7 Most of our leadership team, from assistant managers  
8 and managers, are -- I think it's 50 -- a little over 50  
9 percent, if not more, are female. And then from a minority  
10 perspective, it's a little more challenging because our  
11 community isn't as diverse as, say, maybe a St. Louis or a  
12 Kansas City, but we do have -- our assistant manager is  
13 minority for Food and Beverage, and then we also have another  
14 that is as well; and so between the two of them, you know,  
15 we're helping them grow so long term, hopefully they'll be  
16 able to fulfill those roles. My goal is always to promote  
17 from within, and if we can do that through developing these  
18 folks in these assistant positions and supervisory roles.

19 From a vendor perspective, you know, that's obviously  
20 something that we have to focus on. And from that  
21 perspective, we basically push forward any purchases that are  
22 done are actually going either from a local side or we're  
23 putting into our corporate purchasing. And corporate  
24 purchasing is high priority on minority as well as the  
25 women-owned businesses as well, too. And then like I said,

1 focus of Missouri-owned businesses as well because that's  
2 important as well.

3 MR. BUTERA: In addition to some of the senior  
4 management that I mentioned, Ryan did bring in new leadership  
5 in Purchasing, and this is their highest priority.

6 CHAIRMAN ZIMMERMAN: Thanks so much. Thank you.  
7 Questions for Mr. Lounsbury? Okay, I'll let you pass it off  
8 to whoever's next.

9 MR. LOUNSBURY: Thanks very much. Mayor Bob Corbin.

10 MR. CORBIN: I'm very pleased to be here today. This  
11 is I think my third or fourth time here on this. Ryan has  
12 come in here within the last year. As far as the city, myself  
13 as the mayor of La Grange, I feel he's doing a wonderful job.  
14 He's turned the casino around to where it looks like it's  
15 completely different than it did three or four years ago.

16 I'm just here basically to say the city of La Grange is  
17 here to back our casino because our casino backs us on a lot  
18 of different things. And he was talking about the money that  
19 he's bringing, that they have raised for different -- the  
20 Honor Flight. I'm a veteran. I was on the Honor Flight.  
21 They just had a thing for the Lion's Club. I'm a Lion's  
22 member.

23 So all of those things helps our community, and I think  
24 Ryan is doing a super job. He's very friendly with everybody.  
25 You go there, you see him out on the floor, very personal, and

1 I'm just here to back our casino. That's all I really have to  
2 say.

3 CHAIRMAN ZIMMERMAN: Well, we appreciate you being here  
4 because knowing that, you know, the leadership in La Grange,  
5 you know, is backing what Ryan is doing and backing the  
6 efforts of the casino, we appreciate you taking the time to be  
7 with us.

8 MR. CORBIN: Thank you all.

9 MR. LOUNSBURY: Mr. Don -- Don Wren, our GM of St. Jo.

10 MR. WREN: Good morning, everybody. It's so cool to be  
11 able to stand in front of you and talk. I've met so many of  
12 you over a period of time and had such great interaction, so  
13 it's really nice to be able to sit -- or stand here and talk  
14 about the positive things of such a great little property as  
15 St. Jo Frontier Casino.

16 It started in 1994 as a sailing vessel, and now a barge  
17 in its current location. It's been there since 1998. There's  
18 been a lot of changes. We've lived through a lot of things.  
19 The floods of 2011 and 2019, I'm sure everybody here will  
20 remember that have been here. I wasn't here. I got here  
21 right after it, although I do remember the threat we had last  
22 year. We were completely prepared to deal with that. Thank  
23 God, we didn't have to do it so, you know, I did miss out on  
24 some of the action.

25 But the things that are going on with St. Jo Frontier



1 Casino now are so exciting. I'm so proud to be a part of that  
2 for the last two and a half years. We've done so many really  
3 cool things. I've been in the industry over 40 years. I hate  
4 to say that, I age myself here a little bit, but I've been  
5 doing this more than 40 years across the country in some of  
6 the biggest entities in the gaming industry, and I'm so proud  
7 to be part of this group.

8 Since Scott came in and even before that, I think we  
9 were always heading in the right place, and now that Scott's  
10 at the head of things, things seem to be taking on a whole new  
11 direction, and it's exciting. And again, we're -- I'm really  
12 excited to be part of it.

13 I'm really excited to be part of that, not only in  
14 regard to working with the group that we work with at the  
15 casino -- we have a --

16 (INAUDIBLE)

17 MR. WREN: Sorry. But also being part of the community  
18 and being able to give back and be involved with the community  
19 as well. I have a couple of people that are going to speak  
20 here on our behalf when I'm done, and it's just been a great  
21 opportunity to be part of that.

22 We've invested quite a bit of money in the property  
23 over the last few years. We've put in 59 slot machines just  
24 in the last year. We -- like where I am, we will continue to  
25 invest in 2025 in new product, but also in leased product

1 moving forward to make the expectations of our guests be as  
2 competitive as we possibly can.

3 We've done repairs to the levee. After the 2019 flood,  
4 there was considerable investment in the levee to repair that  
5 to minimize any impact in the future. The high back system,  
6 we spent quite a bit of money on and will continue to do that.

7 The building, we started to take care of the outside  
8 just a little bit more. We've done the west side of the  
9 property. The rest of it's about to be done in 2025 as far as  
10 investment and keeping up the facility.

11 We've invested quite a bit in surveillance, making sure  
12 that, you know, we have a good eye on everything that's going  
13 on down there. We've worked with our local agents too, you  
14 know, to put some of the things together that we wanted to do  
15 from a surveillance standpoint.

16 Of course, like Ryan, the refresh and remodel was an  
17 exciting process for us. You can see what the building looked  
18 like before that. We had some pretty old, dated carpeting and  
19 it really needed a nice refresh; so we did that and had our  
20 grand reopening in 2024, in December of 2024.

21 And, you know, it's funny because that moment when we  
22 did that remodel and we did the reopening really gave me a  
23 good understanding of the collaboration between us and you.  
24 For some of you to come down and be part of that and actually  
25 do the interviews and the ribbon cutting, I thought was so

1 cool. And it really, really opened up a lot of our eyes to  
2 really what the possibilities are when groups work together.  
3 So we're really proud about that and great to be able to stand  
4 in front of you and say that.

5 I think you have a good team. On a side note, you  
6 know, you've always been very professional with us. You know,  
7 one of the first people I ever dealt with was LeAnn, so it's  
8 fun to see her recognized. Going through that 71-page  
9 document I had to go through like everybody else, LeAnn was  
10 such a great help, never made me feel ridiculous. So I  
11 figured I'd mention that; it's just been a nice collaboration.

12 Our employee base, we roughly run about 155 employees.  
13 Our minority makeup, makeup is about 18 percent. That's not  
14 just at the line level, that's at the leadership level as  
15 well. I think that's a good number. Our female population is  
16 55 percent of that. You know, 92 percent of it is all  
17 Missouri. There's only 8 percent that's out of state, so I  
18 think that's a really good story for us, and I'm very proud of  
19 that.

20 The vendor statistics, you know, this is an interesting  
21 slide. If you look at 2021 and you look at where we're at  
22 from, you know, a vendor spend, Missouri vendor spend has  
23 really, you know, come up. That's flipped, you know, at 69  
24 percent, so I think it's a good -- somewhat of a good story  
25 there.

1           Our MBE/WBE, like Ryan, we have a whole list of here.  
2           It's a good story. We've done a good -- I think we've done a  
3           good job. We've engaged quite a bit. One of the things that  
4           we do, at least on our property, if we need a new vendor, they  
5           have to go out and get at least three, you know, quotes and  
6           different vendor opportunities, and two of them have to be  
7           minority or women.

8           So we -- you know, we're working on not only doing that  
9           over at the property, but working with corporate to make sure  
10          that that's a process that we continue and we continue to  
11          build on those numbers.

12          The community involvement, as Ryan said, we're really  
13          proud of that. We've done a lot of really cool things. Those  
14          pictures that you see up there are just a fraction of the  
15          things that we're involved in with community and being able to  
16          give back. And that's some of the coolest things about being  
17          in the position that I'm in and being able to be part of that,  
18          being able to partner up with the community and John and the  
19          St. Joe Chamber of Commerce. It's just a really active group  
20          so they -- you know, that whole collaboration between the  
21          community and the community leaders I think is phenomenal at  
22          St. Joe.

23          Again, some of the charity and community volunteering;  
24          we didn't list all of the stuff there at the bottom of 2024,  
25          but again we're really proud of the impact that we have on the

1 community, and it's particularly impactful when you're out and  
2 you're giving one of those checks or you're out on the casino  
3 floor and you're at one of the events and somebody comes up to  
4 you and thanks you personally for the impact that we've made  
5 and the contributions that we've made on behalf of them. So  
6 it's really, really not only a great story, but it's a lot of  
7 fun.

8 Taxes and payroll, one of the things that you see  
9 there, the payroll continues to increase, you know, throughout  
10 the last year or so. Scott's been really good in making sure  
11 we are out there and we're competitive with our wages. We  
12 increased some of the areas, particularly in security, quite a  
13 bit just in the last year and a half to just not only stay  
14 competitive, but also make sure that we get the right people  
15 in the right positions and especially with security when we  
16 talk about, you know, responsible gaming.

17 MR. BUTERA: Again, just to help out, we do have a new  
18 leadership position as the Head of Security, 30-year veteran  
19 in casino security that's joining us, a position we never had  
20 before.

21 MR. WREN: So responsibility, as Ryan said, we're  
22 really excited to have the Veridocs process in place for us.  
23 It really helps. We've seen an influx of foreign documents  
24 coming in that we have to verify, and it makes it a lot easier  
25 for our employees to verify that. We take the responsible

1 gaming and under 21 very, very seriously. We have very few  
2 incidents.

3 We've made some significant changes. We also go  
4 through the same training process and expectations that Ryan  
5 does. It's a corporate initiative as far as the checklists  
6 and then making sure that, you know, people are not only  
7 educated, but we hold them accountable going forward.

8 So that's St. Jo. I talk really quick. If anybody's  
9 got any questions -- but before you do, I'd like to introduce  
10 two of the people that came up with me, John Josendale, our  
11 president -- or our mayor, rather. Sorry, sir. (Inaudible)  
12 stepped on our president.

13 MR. JOSENDALE: Yeah, I don't want to do that. Good  
14 morning, I'm John Josendale, mayor of St. Joe. A couple of  
15 quick things, and I am here to support St. Jo Frontier Casino  
16 and what they do for St. Joe.

17 Don talks a lot about what they've done, but what  
18 they've given back to the community has been real. I also had  
19 the opportunity that involved you all, as does the mayor of La  
20 Grange. We both sit on Home Dock, and that's an organization  
21 that supports the casinos and works within the state. So  
22 watching what other casinos do and talking with each other, I  
23 feel very fortunate to be able to sit here today and talk to  
24 you about what Don and the St. Jo Frontier Casino give back to  
25 St. Joe because they don't just give the casino, the gaming,

1 that, they give back to the community.

2 They've done -- with the reopening, they brought people  
3 back to the casino. They -- we have -- we have in St. Joe  
4 have developed a new trail system. They've keyed into that  
5 because it's kind of closely located where they are, so  
6 they're going out and reaching out. We're bringing in people  
7 from all over the country right now. We -- at any given  
8 weekend in their parking lot, you can see cars from six, seven  
9 states that come down. And they come to enjoy our park, but  
10 also come to the casino, so it's something that gives back to  
11 us that helps us draw people here.

12 And what Don does as far as, you know, he has events  
13 down at the casino that bring people down, get people  
14 involved. They just redid their ballroom which has been able  
15 to accommodate us in having some different meetings, so from  
16 our point of view, very much a community-oriented group. They  
17 really are part of us and where we're growing.

18 We do have a lot of ideas. We talk about the ideas all  
19 the time, which is a lot of fun, but it's a give-and-take, so  
20 we work together, and I think that's really positive.

21 With that, I'd like to turn it over to Brad Lau from  
22 the Chamber of Commerce.

23 MR. LAU: Good morning. I'm Brad Lau with the St.  
24 Joseph Chamber of Commerce and St. Joseph Economic Development  
25 Partnership. I'm pleased this morning to speak on behalf of

1 the St. Joseph Frontier Casino and the positive impact that  
2 they make in the community and the St. Joseph region.

3 Funding benefits that the community and many  
4 organizations, including Economic Development in St. Joseph  
5 received from the St. Joseph Frontier Casino, they have  
6 actually a revenue requirement that they provide the city and  
7 the county associated with the lease of the property that  
8 they're on on the river, and that allows the St. Joseph  
9 Economic Development Partnership to work with existing  
10 business and industry on expansions and locating new industry  
11 in St. Joseph to ensure a growing and vibrant economic base.

12 The funding also allows us to work with workhorse  
13 Development efforts to ensure St. Joseph has a pipeline of  
14 skilled workers that are ready to fill our industry's needs.  
15 Without the contribution that's made through this gaming fund,  
16 our economic development efforts would be severely restricted.

17 And just as kind of a little stat, the St. Joseph  
18 Economic Development Partnership, which includes the city, the  
19 county, the St. Joseph businesses and including the St. Joseph  
20 Frontier Casino, over the last five calendar years, 2021  
21 through 2024 have reported 681 protected new jobs and new  
22 capital investments in our primary industries of about 624  
23 million dollars, so substantial investment in our community.

24 In addition to the economic development side St. Jo  
25 Frontier Casino provides, they also purchase over \$20,000 in



1 sponsorships to support community initiatives like Parkways on  
2 the Park, Parties on the Parkway, career fairs and other  
3 workhorse Development initiatives.

4 And then their contributions go beyond the monetary  
5 investments. The casino allows their employees to be involved  
6 in the community. The casino employees are part of the  
7 Chamber's diplomat, which is a voluntary resource of  
8 volunteers that provides labor for community programs such as  
9 Parties on the Parkways, and the casino actually has five of  
10 their staff that are diplomats, including Don.

11 So these are just a few of the areas that the casino  
12 shows they, as Don showed on his PowerPoint, they support a  
13 number of other non-profit organizations in the community. So  
14 we certainly appreciate everything St. Jo Frontier Casino does  
15 for St. Joseph.

16 MR. WREN: Thank you so much. Any questions?

17 MR. BUTERA: Actually, just in conclusion, one, thank  
18 you, thank you so much members of the community, for  
19 supporting us. I know we had a chance to talk a lot about all  
20 the things that we're doing at the property, the product and  
21 everything, but one thing I'd like to leave you with is that  
22 it's really, in my 30 years of gaming experience, it's never  
23 really about the building, it's always about the people.

24 And one of the things I think we did not do a good job  
25 of historically is investing in our people and creating an

1 environment where they could grow and have a rewarding  
2 experience and be part of something special that would  
3 translate to our customers.

4 And that is the number one focus across the board.  
5 That's why we are increasing wages, that's why we are changing  
6 the way we incentivise people, that's why we are changing the  
7 way that we train people to interact and in recruiting,  
8 training and rewarding and creating, you know, a warm  
9 environment where people want to come to work, they're proud  
10 to be part of the community of gaming.

11 We're an employer of choice where people say, I can go  
12 through and have a great career or I can use it as a stepping  
13 stone and do something else and learn a great deal from some  
14 amazing people and have interaction with the community. Those  
15 are -- those are the things that are of highest importance.

16 And what I always say is we will treat anyone the way  
17 they treat our team, the way they treat our company. If you  
18 come into our company and you come into our team and you're  
19 respectful and you work hard and you try every day, you're  
20 going to have a great experience. If you're somebody that  
21 feels less passionate, we'll help find a place for you that  
22 you can find that passion.

23 But that's really what we're about and hopefully that  
24 helps us succeed. But thank you so much for your time.

25 CHAIRMAN ZIMMERMAN: Thank you so much.

1 MR. BUTERA: With that, we'll take questions.

2 CHAIRMAN ZIMMERMAN: Any questions for the folks from  
3 Affinity or their GMs or their Honors from La Grange or St.  
4 Joe? All right, thank you, gentlemen.

5 MR. BUTERA: Thank you so much.

6 CHAIRMAN ZIMMERMAN: Seeing none, we'll move on to  
7 public comments, and I'd invite anyone from the public to step  
8 up to the podium, state your name for the record, and keep  
9 your comments to less than five minutes.

10 All right, seeing none, next I'll ask Sergeant Sammy  
11 Seaton to come forward and provide the investigatory summaries  
12 for the properties.

13 SERGEANT SEATON: Chairman Zimmerman and Commissioners,  
14 good morning. Five inter-related companies, including  
15 Affinity Interactive, its two Missouri operating companies and  
16 two of its parent companies, have submitted applications  
17 seeking renewal of their respective Missouri gaming licenses  
18 which are all set to expire on January 31, 2025.

19 Affinity Interactive based in Las Vegas, Nevada, is a  
20 gaming company which owns and operates seven casinos in three  
21 states. In Missouri, Affinity Interactive is a holder of a  
22 Class A Riverboat Gaming License. Two of its 100 percent  
23 wholly owned riverboat gaming operations are HGI-St. Jo, LLC,  
24 doing business as St. Jo Frontier Casino located in St.  
25 Joseph, Missouri, and HGI-Mark Twain, LLC doing business as

1 Mark Twain Casino located in La Grange, Missouri.

2 St. Jo Frontier Casino and Mark Twain Casino each hold  
3 a Class B Riverboat Gaming License. Two of Affinity's parent  
4 companies, Affinity Gaming Owner, LLC and Z Capital Group, LLC  
5 are holding companies within privately held Z Capital Group of  
6 companies.

7 Affinity Gaming Owner is the 100 percent owner of  
8 Affinity Interactive. Z Capital Group is the indirect owner  
9 of Affinity Gaming Owner, Affinity Interactive St. Jo Frontier  
10 Casino and Mark Twain Casino.

11 Affinity Gaming Owner and Z Capital Group are each  
12 holders of a Missouri Riverboat Key Business Entity License.

13 Missouri State Highway Patrol Investigators and MGC  
14 Financial Analysts conducted individual licensing renewal  
15 investigations on each of the afore-mentioned applicants, and  
16 these investigations included, but were not limited to,  
17 financial reviews, inquiries with local, county, and state  
18 officials, out-of-state gaming agency jurisdictional  
19 inquiries, a review of disciplinary actions, litigation,  
20 business credit profiles, and a review of the key persons  
21 associated with each company.

22 The investigative summary reports were provided to the  
23 MGC Staff for their review, and I would be happy to answer any  
24 questions you might have.

25 CHAIRMAN ZIMMERMAN: I actually have several questions.

1 And I may be all over the map, Sergeant Seaton so, you know,  
2 jumping from questions about Affinity to both of the  
3 individual properties. Just to make sure that I understand,  
4 in 2016 Z Capital Partners went from owning 41.14 percent of  
5 Affinity to acquiring all Affinity shares. Is that my  
6 understanding?

7 SERGEANT SEATON: I believe so, yes, ma'am.

8 CHAIRMAN ZIMMERMAN: Am I understanding that correctly?  
9 And I know that they were incorporated in Delaware in 2015.  
10 Is that their base of operation, in Delaware?

11 SERGEANT SEATON: Are you referring to Affinity or --

12 CHAIRMAN ZIMMERMAN: I think Z Capital Partners.

13 SERGEANT SEATON: They're in New York City.

14 CHAIRMAN ZIMMERMAN: In New York City.

15 SERGEANT SEATON: Yes.

16 CHAIRMAN ZIMMERMAN: Okay. And then I know that James  
17 Zenni, Junior has been continuously licensed with the MGC  
18 since 2012. When will he come up for renewal? Do we know?

19 MS. MCCARTHY: It would be September 30 of 2026.

20 CHAIRMAN ZIMMERMAN: Okay. So he's still got a couple  
21 of years on his current license, okay. Thank you. And then  
22 this may be -- this next question may be for Jenny Hemmel when  
23 she comes up to talk about the MBE/WBE compliance, but I  
24 recognize that not all of the 2024 figures were included  
25 because the fourth quarter was not available yet, but in those

1 MBE expenditures in St. Joseph, I wondered if there was an  
2 explanation for the significant drop from 180,000 to 64,000 at  
3 the end of September.

4 I know that they went through a pretty significant  
5 renovation because I got to be there for the ribbon cutting,  
6 but wondered if maybe that was a reason for the dropoff. And  
7 again, that may be something that Jenny will address.

8 MS. HEMMEL: Do you want me to address it now?

9 CHAIRMAN ZIMMERMAN: I know you're going to come up and  
10 give a report, so just a -- like I said, I apologize for kind  
11 of being all over the map.

12 And then I did have the opportunity to ask Commissioner  
13 Conway about the bridge construction and its negative impact  
14 on, you know, the amount of traffic that's able to get to  
15 the -- any end in sight on the bridge construction?

16 MR. CORBIN: We hope so. We've had a lot of difficulty  
17 with the contractor. That contractor was also building a  
18 bridge in Boonville, and they were spending a lot more time on  
19 the Boonville bridge because their penalties were much higher  
20 on the Boonville bridge than there was on our bridge.

21 So we are in touch with them every single day. We're  
22 working on it. We're looking for a February-March completion  
23 on that. They've got one side of it done. Hopefully we can  
24 get the other motivated to get it completed.

25 CHAIRMAN ZIMMERMAN: February-March would be nice. I

1 know you all will be looking forward to that.

2 Other questions for Sergeant Seaton? No? Okay. I'll  
3 now ask Jenny Hemmel, Regulatory Auditor, regarding MBE/WBE  
4 compliance to come up.

5 DIRECTOR LEARA: Madam Chair, maybe we could remind the  
6 guests as they get back up to speak, because we're recording  
7 versus our court reporter's not here, if they could state  
8 their name.

9 CHAIRMAN ZIMMERMAN: Absolutely, thank you. I keep  
10 forgetting she's not there.

11 MS. HEMMEL: Good morning, Chairman and Commissioners.  
12 In 2024, the Missouri Gaming Commission Staff conducted an  
13 audit of the MBE/WBE records for the Class B licensees, Mark  
14 Twain Casino and the St. Jo Frontier Casino. The results of  
15 our audit and specific details related to those findings are  
16 included in the summary reports in your possession. I'll be  
17 happy to answer any questions that you have.

18 CHAIRMAN ZIMMERMAN: And, Jenny, just that question  
19 about that drop from 180K to 64K. Was that because of, you  
20 know, some significant projects that were happening up in St.  
21 Joe?

22 MS. HEMMEL: Yes. Sorry, was that for Mark Twain or  
23 St. Jo?

24 CHAIRMAN ZIMMERMAN: That was actually St. Jo.

25 MS. HEMMEL: Okay. I will let Mr. Wren --

1 MR. WREN: Yes.

2 CHAIRMAN ZIMMERMAN: State your name again, please.

3 MR. WREN: Don Wren, Vice President and General  
4 Manager. Yes, and it really was a result of the expansion and  
5 the money that we were spending on the remodel that kind of  
6 offset that. And where it looks like we're at, we'll work on  
7 that diligently in 2025 for sure.

8 CHAIRMAN ZIMMERMAN: Thank you so much. Any other  
9 questions for Ms. Hemmel? Thank you. Thank you, Jenny.

10 Next we'll hear from Executive Director Mike Leara with  
11 the Staff recommendation.

12 DIRECTOR LEARA: Chairman and Commissioners, Staff  
13 recommends approval of relicensure.

14 CHAIRMAN ZIMMERMAN: Thank you, Director Leara. Any  
15 other questions? All right, seeing none, thank you.

16 First I move to approve Resolution 25-004, Affinity  
17 Interactive. Is there a second?

18 COMMISSIONER CONWAY: Second.

19 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
20 would you call the roll?

21 MS. FRANKS: Chairman Zimmerman?

22 CHAIRMAN ZIMMERMAN: Approved.

23 MS. FRANKS: Commissioner Conway?

24 COMMISSIONER CONWAY: Approved.

25 MS. FRANKS: Commissioner Hane?



1 COMMISSIONER HANE: Approved.  
2 MS. FRANKS: Commissioner Spaulding?  
3 COMMISSIONER SPAULDING: Approved.  
4 MS. FRANKS: By your vote, you've adopted Resolution  
5 Number 25-004.  
6 CHAIRMAN ZIMMERMAN: Thank you. Next I move to approve  
7 Resolution 25-005, HGI-St. Joseph. Is there a second?  
8 COMMISSIONER HANE: Second.  
9 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
10 would you call the roll?  
11 MS. FRANKS: Chairman Zimmerman?  
12 CHAIRMAN ZIMMERMAN: Approved.  
13 MS. FRANKS: Commissioner Conway?  
14 COMMISSIONER CONWAY: Approved.  
15 MS. FRANKS: Commissioner Hane?  
16 COMMISSIONER HANE: Approved.  
17 MS. FRANKS: Commissioner Spaulding?  
18 COMMISSIONER SPAULDING: Approved.  
19 MS. FRANKS: By your vote, you've adopted Resolution  
20 Number 25-005.  
21 CHAIRMAN ZIMMERMAN: Thank you. Next I move to approve  
22 Resolution 25-006, HGI-Mark Twain. Is there a second?  
23 COMMISSIONER SPAULDING: Second.  
24 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
25 would you call the roll?

1 MS. FRANKS: Chairman Zimmerman?  
2 CHAIRMAN ZIMMERMAN: Approved.  
3 MS. FRANKS: Commissioner Conway?  
4 COMMISSIONER CONWAY: Approved.  
5 MS. FRANKS: Commissioner Hane?  
6 COMMISSIONER HANE: Approved.  
7 MS. FRANKS: Commissioner Spaulding?  
8 COMMISSIONER SPAULDING: Approved.  
9 MS. FRANKS: By your vote, you've adopted Resolution  
10 Number 25-006.  
11 CHAIRMAN ZIMMERMAN: Thank you. Next I move to approve  
12 Resolution 25-007, Key Business Entities, Affinity Gaming  
13 Owner and Z Capital Group, LLC. Is there a second?  
14 COMMISSIONER CONWAY: Second.  
15 CHAIRMAN ZIMMERMAN: Any further discussion? Seeing  
16 none, Angie, would you call the roll?  
17 MS. FRANKS: Chairman Zimmerman?  
18 CHAIRMAN ZIMMERMAN: Approved.  
19 MS. FRANKS: Commissioner Conway?  
20 COMMISSIONER CONWAY: Approved.  
21 MS. FRANKS: Commissioner Hane?  
22 COMMISSIONER HANE: Approved.  
23 MS. FRANKS: Commissioner Spaulding?  
24 COMMISSIONER SPAULDING: Approved.  
25 MS. FRANKS: By your vote, you've adopted Resolution

1 Number 25-007.

2 CHAIRMAN ZIMMERMAN: Next we have Consideration of  
3 Licensure of Key Business Entity, Affinity Gaming Holdings,  
4 LLC, Resolution 25-008. Sergeant Sammy Seaton, you still have  
5 the floor.

6 SERGEANT SEATON: Thank you, Chairman Zimmerman. In  
7 August 2024 Affinity Gaming Holdings, LLC submitted an  
8 application to the Missouri Gaming Commission seeking a Key  
9 Business Entity License as an indirect owner of Missouri Class  
10 A License Holder Affinity Interactive. Affinity Gaming  
11 Holdings, LLC is the owner of current Missouri Riverboat Key  
12 Business Entity, Affinity Gaming Owner, LLC.

13 Missouri State Highway Patrol Investigators and MGC  
14 Financial Analysts conducted an investigation of Affinity  
15 Gaming Holdings, LLC which consisted of, but was not limited  
16 to, a financial review, a review of the founding documents,  
17 ownership structure, jurisdictional inquiries, litigation,  
18 regulatory disciplinary history, and a review of the key  
19 person license holder associated with the company.

20 Investigative findings were provided to the MGC Staff  
21 for their review, and I would be happy to answer any questions  
22 you might have.

23 CHAIRMAN ZIMMERMAN: Any questions for Sergeant Seaton?  
24 All right, thank you, Sergeant Seaton.

25 I move to approve Resolution 25-008. Is there a

1 second?

2 COMMISSIONER HANE: Second.

3 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
4 would you call the roll?

5 MS. FRANKS: Chairman Zimmerman?

6 CHAIRMAN ZIMMERMAN: Approved.

7 MS. FRANKS: Commissioner Conway?

8 COMMISSIONER CONWAY: Approved.

9 MS. FRANKS: Commissioner Hane?

10 COMMISSIONER HANE: Approved.

11 MS. FRANKS: Commissioner Spaulding?

12 COMMISSIONER SPAULDING: Approved.

13 MS. FRANKS: By your vote, you've adopted Resolution  
14 Number 25-008.

15 CHAIRMAN ZIMMERMAN: Next we have Consideration of  
16 Relicensure of Certain Suppliers -- I guess that's Licensure  
17 and Relicensure -- of Certain Suppliers and their Key Business  
18 Entities. There are numerous resolutions which we'll vote on  
19 separately after we hear from Sergeant Brian Vernon.

20 Sergeant Vernon, if you'd like to present on AGS first,  
21 and then we can vote on both of those resolutions, then you  
22 can present on Konami, or however it works best for you. you  
23 have the floor.

24 SERGEANT VERNON: Chairman Zimmerman and Commissioners,  
25 AGS LLC submitted applications to the Missouri Gaming

1 Commission for renewal of its Supplier License and renewal of  
2 Key Business Entity License for PlayAGS, Incorporated. Their  
3 current licenses are scheduled to expire January 31, 2025.

4 Missouri State Highway Patrol Investigators and  
5 Missouri Gaming Commission Financial Analysts conducted  
6 relicensing investigations which consisted of a financial  
7 review, jurisdictional inquiries, a review of disciplinary  
8 actions, litigations, and the key people associated with the  
9 company.

10 The findings of these investigations were provided to  
11 the Missouri Gaming Commission Staff, and I would be glad to  
12 answer any questions you might have. Thank you.

13 CHAIRMAN ZIMMERMAN: I do have a question. The  
14 investigation revealed that there are six intermediary holding  
15 companies that are not licensed with the State of Missouri; is  
16 that my understanding, and if the acquisition by Brightstar  
17 does not proceed, will the MGC -- will we be seeking -- will  
18 we be asking those companies to submit applications if that  
19 acquisition doesn't happen? Because I know that the report  
20 said that if the acquisition -- if the acquisition does -- I'm  
21 probably not saying it right -- if the acquisition does  
22 proceed, will we be seeking licensure from those subsidiary  
23 companies of Brightstar Capital Partners?

24 DIRECTOR LEARA: I think best to answer that question  
25 may be on the hot seat again, LeAnn, do you have some

1 comments?

2 MS. MCCARTHY: Yes.

3 DIRECTOR LEARA: Thank you.

4 CHAIRMAN ZIMMERMAN: LeAnn's always on the hot seat.

5 MS. MCCARTHY: I sure feel that way. I'm LeAnn  
6 McCarthy, Licensing and Discipline Manager, Chairman and  
7 Commissioners.

8 So when a transaction occurs, we go through and we  
9 review and, you know, we discern who needs to be licensed, who  
10 doesn't need to be; so yeah, if the transaction doesn't occur,  
11 we will go back and relook at that structure. We relook at  
12 structures all the time. That's a daily occurrence with all  
13 of our background and financial people.

14 CHAIRMAN ZIMMERMAN: Yeah, I just -- I noticed in the  
15 report -- and thank you, LeAnn, I appreciate it -- because I  
16 noticed that, you know, if this happens, then this will happen  
17 or if this doesn't happen, then -- that's why I wondered, you  
18 know, what would happen with those subsidiary companies if the  
19 transaction didn't go through, so --

20 MS. MCCARTHY: Yeah, you just -- we would review the  
21 ORG charts like we do --

22 CHAIRMAN ZIMMERMAN: Okay, all right. Thank you.  
23 Thank you very much.

24 COMMISSIONER HANE: Upon approval, this is for a  
25 license for two years; correct?

1 MS. MCCARTHY: Yes. The suppliers are two years.

2 COMMISSIONER HANE: Okay.

3 CHAIRMAN ZIMMERMAN: Any more questions? All right,  
4 first I move to approve Supplier AGS LLC, Resolution 25-009.  
5 Is there a second?

6 COMMISSIONER SPAULDING: Second.

7 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
8 would you call the roll?

9 MS. FRANKS: Chairman Zimmerman?

10 CHAIRMAN ZIMMERMAN: Approved.

11 MS. FRANKS: Commissioner Conway?

12 COMMISSIONER CONWAY: Approved.

13 MS. FRANKS: Commissioner Hane?

14 COMMISSIONER HANE: Approved.

15 MS. FRANKS: Commissioner Spaulding?

16 COMMISSIONER SPAULDING: Approved.

17 MS. FRANKS: By your vote, you've adopted Resolution  
18 Number 25-009.

19 CHAIRMAN ZIMMERMAN: And then separate presentation, or  
20 was that part of -- this next resolution, was that part of  
21 what we've already talked about?

22 SERGEANT VERNON: The next is a separate presentation.

23 CHAIRMAN ZIMMERMAN: Okay, go ahead.

24 SERGEANT VERNON: Chairman Zimmerman and Commissioners,  
25 Konami Gaming, Incorporated submitted applications to the

1 Missouri Gaming Commission for the renewal of its Supplier --  
2 DIRECTOR LEARA: We did have another resolution that  
3 was not addressed --  
4 CHAIRMAN ZIMMERMAN: Oh, okay.  
5 DIRECTOR LEARA: -- relating to --  
6 CHAIRMAN ZIMMERMAN: Ten?  
7 MS. FRANKS: Correct.  
8 CHAIRMAN ZIMMERMAN: Okay.  
9 DIRECTOR LEARA: The presentation was done, so --  
10 CHAIRMAN ZIMMERMAN: Yeah, thank you. That's what I  
11 was asking.  
12 DIRECTOR LEARA: We need another motion.  
13 CHAIRMAN ZIMMERMAN: Okay. Next I move to approve Key  
14 Business Entity PlayAGS, Inc., Resolution 25-010. Is there a  
15 second?  
16 COMMISSIONER CONWAY: Second.  
17 CHAIRMAN ZIMMERMAN: Any further discussion? Thank  
18 you. Angie, would you call the roll?  
19 MS. FRANKS: Chairman Zimmerman?  
20 CHAIRMAN ZIMMERMAN: Approved.  
21 MS. FRANKS: Commissioner Conway?  
22 COMMISSIONER CONWAY: Approved.  
23 MS. FRANKS: Commissioner Hane?  
24 COMMISSIONER HANE: Approved.  
25 MS. FRANKS: Commissioner Spaulding?



1 COMMISSIONER SPAULDING: Approved.

2 MS. FRANKS: By your vote, you've adopted Resolution  
3 Number 25-010.

4 CHAIRMAN ZIMMERMAN: Okay, now we have Consideration of  
5 Licensure and Relicensure of Certain Suppliers and their Key  
6 Business Entities, numerous resolutions, as I mentioned, which  
7 we'll vote on separately. So Sergeant Vernon, you still have  
8 the floor.

9 SERGEANT VERNON: Chairman Zimmerman and Commissioners,  
10 Konami Gaming, Incorporated, submitted applications to the  
11 Missouri Gaming Commission for the renewal of its Supplier  
12 License and Key Business Entity License for Konami Group  
13 Corporation. The current licenses are set to expire on  
14 January 31, 2025.

15 Konami Gaming, Incorporated also submitted applications  
16 for new Key Business Entity Licenses for Konami Corporation of  
17 America, Kozuki Holding B.V. and the Kozuki Foundation.

18 Missouri State Highway Patrol Investigators and  
19 Missouri Gaming Commission Financial Analysts conducted  
20 relicensing investigations which consisted of a financial  
21 review, jurisdictional inquiries, a review of disciplinary  
22 actions, litigation, and the key people associated with the  
23 company.

24 The findings of these investigations were provided to  
25 the Missouri Gaming Commission Staff, and I'd be glad to

1 answer any questions you might have. Thank you.

2 CHAIRMAN ZIMMERMAN: Any questions for Sergeant Vernon?  
3 First I move to approve Supplier License for Konami, Inc.,  
4 Resolution 25-011. Is there a second?

5 COMMISSIONER HANE: Second.

6 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
7 would you call the roll?

8 MS. FRANKS: Chairman Zimmerman?

9 CHAIRMAN ZIMMERMAN: Approved.

10 MS. FRANKS: Commissioner Conway?

11 COMMISSIONER CONWAY: Approved.

12 MS. FRANKS: Commissioner Hane?

13 COMMISSIONER HANE: Approved.

14 MS. FRANKS: Commissioner Spaulding?

15 COMMISSIONER SPAULDING: Approved.

16 MS. FRANKS: By your vote, you've adopted Resolution  
17 Number 25-011.

18 CHAIRMAN ZIMMERMAN: Thank you. Next I move to approve  
19 Key Business Entity, Konami Corporation of America, Resolution  
20 25-012. Is there a second?

21 COMMISSIONER CONWAY: Second.

22 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
23 would you call the roll?

24 MS. FRANKS: Chairman Zimmerman?

25 CHAIRMAN ZIMMERMAN: Approved.

1 MS. FRANKS: Commissioner Conway?  
2 COMMISSIONER CONWAY: Approved.  
3 MS. FRANKS: Commissioner Hane?  
4 COMMISSIONER HANE: Approved.  
5 MS. FRANKS: Commissioner Spaulding?  
6 COMMISSIONER SPAULDING: Approved.  
7 MS. FRANKS: By your vote, you've adopted Resolution  
8 Number 25-012.  
9 CHAIRMAN ZIMMERMAN: Thank you. Next I move to approve  
10 Konami Group Corporation, Resolution 25-013. Is there a  
11 second?  
12 COMMISSIONER SPAULDING: Second.  
13 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
14 would you call the roll?  
15 MS. FRANKS: Chairman Zimmerman?  
16 CHAIRMAN ZIMMERMAN: Approved.  
17 MS. FRANKS: Commissioner Conway?  
18 COMMISSIONER CONWAY: Approved.  
19 MS. FRANKS: Commissioner Hane?  
20 COMMISSIONER HANE: Approved.  
21 MS. FRANKS: Commissioner Spaulding?  
22 COMMISSIONER SPAULDING: Approved.  
23 MS. FRANKS: By your vote, you've adopted Resolution  
24 Number 25-013.  
25 CHAIRMAN ZIMMERMAN: Thank you. Next I move to approve

1 Key Business Entity Kozuki Holding B.V., Resolution 25-014.

2 Is there a second?

3 COMMISSIONER SPAULDING: Second.

4 CHAIRMAN ZIMMERMAN: Angie, would you call the roll?

5 MS. FRANKS: Chairman Zimmerman?

6 CHAIRMAN ZIMMERMAN: Approved.

7 MS. FRANKS: Commissioner Conway?

8 COMMISSIONER CONWAY: Approved.

9 MS. FRANKS: Commissioner Hane?

10 COMMISSIONER HANE: Approved.

11 MS. FRANKS: Commissioner Spaulding?

12 COMMISSIONER SPAULDING: Approved.

13 MS. FRANKS: By your vote, you've adopted Resolution  
14 Number 25-014.

15 CHAIRMAN ZIMMERMAN: Thank you. I now move to approve  
16 Key Business Entity, the Kozuki Foundation, Resolution 25-015.

17 Is there a second?

18 COMMISSIONER CONWAY: Second.

19 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
20 would you call the roll?

21 MS. FRANKS: Chairman Zimmerman?

22 CHAIRMAN ZIMMERMAN: Approved.

23 MS. FRANKS: Commissioner Conway?

24 COMMISSIONER CONWAY: Approved.

25 MS. FRANKS: Commissioner Hane?

1 COMMISSIONER HANE: Approved.

2 MS. FRANKS: Commissioner Spaulding?

3 COMMISSIONER SPAULDING: Approved.

4 MS. FRANKS: By your vote, you've adopted Resolution  
5 Number 25-015.

6 CHAIRMAN ZIMMERMAN: Thank you. Thank you all for  
7 keeping me straight.

8 The next item on our agenda is Consideration of waiver  
9 of Institutional Investors for Sumitomo Mitsui Trust  
10 Corporation -- Trust Group, Inc., Resolution 25-016.  
11 Financial Manager Kylee Wieberg will be making the  
12 presentation this morning.

13 MS. WIEBERG: Good morning, Chairman and Commissioners.  
14 Under Tab M, we have a renewal request for an institutional  
15 investor, Sumitomo Mitsui Trust Group, Inc. Sumitomo is a  
16 Japanese financial holding company publicly traded on the  
17 Japanese Stock Exchange.

18 Sumitomo has approximately 623 billion in assets under  
19 management. They currently hold a waiver for their ownership  
20 in Konami Group Corporation. I'd be happy to answer any  
21 questions you may have.

22 CHAIRMAN ZIMMERMAN: I just have one, Ms. Wieberg.  
23 Does Nikko have the same requirement for filing of licensures  
24 and waivers since they manage the majority of the shares?

25 MS. WIEBERG: They are wholly owned by Sumitomo, and so

1 as the wholly owned parent, they are the required entity  
2 applying for the waiver.

3 CHAIRMAN ZIMMERMAN: Okay, so they're already meeting  
4 those -- our requirements?

5 MS. WIEBERG: Yes.

6 CHAIRMAN ZIMMERMAN: Okay. Any other questions for  
7 Ms. wieberg? I know you're going to stay up there. I know  
8 we've got you for the next couple of items. Okay, seeing  
9 none, thank you, Ms. wieberg.

10 I move to approve Resolution 25-016. Is there a  
11 second?

12 COMMISSIONER HANE: Second.

13 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
14 would you call the roll?

15 MS. FRANKS: Chairman Zimmerman?

16 CHAIRMAN ZIMMERMAN: Approved.

17 MS. FRANKS: Commissioner Conway?

18 COMMISSIONER CONWAY: Approved.

19 MS. FRANKS: Commissioner Hane?

20 COMMISSIONER HANE: Approved.

21 MS. FRANKS: Commissioner Spaulding?

22 COMMISSIONER SPAULDING: Approved.

23 MS. FRANKS: By your vote, you've adopted Resolution  
24 Number 25-016.

25 CHAIRMAN ZIMMERMAN: Next item on our agenda is

1 Consideration of Waiver of Institutional Investor for the  
2 Vanguard Group, Inc., Resolution 25-017. Ms. Wieberg, you  
3 still have the floor.

4 MS. WIEBERG: Thank you. Under Tab N, we have the main  
5 request for institutional investor waiver from The Vanguard  
6 Group, Inc. Vanguard is a global investment management  
7 company that provides investment management and advisory  
8 services to their clients.

9 Vanguard has approximately 9.9 trillion in assets under  
10 management. They currently hold a waiver of their ownership  
11 in multiple Missouri licensees. I'd be happy to answer any  
12 questions you may have.

13 CHAIRMAN ZIMMERMAN: I do have one. It looks like  
14 Vanguard beneficially owns greater than 5 percent in 13 of the  
15 Missouri licensees. Does this renewal of the waiver change  
16 any of those percentages at all? Do they all stay the same?

17 MS. WIEBERG: From their previous --

18 CHAIRMAN ZIMMERMAN: Yeah, from the previous waiver.

19 MS. WIEBERG: Some of them have increased and some of  
20 them have decreased slightly from their prior application.

21 CHAIRMAN ZIMMERMAN: Okay.

22 COMMISSIONER HANE: So none over 20?

23 MS. WIEBERG: No.

24 CHAIRMAN ZIMMERMAN: Yeah, because they were already at  
25 over -- all 13 of them were already over 5 percent, I think,

1 at least from what I've read; so, you know, it didn't -- it  
2 didn't take them over 20, but it maybe changed internally,  
3 those amounts?

4 MS. WIEBERG: I believe the highest ownership  
5 percentage out of all of them that they have listed is from  
6 VICI with approximately 14, almost 15 percent, but it's still  
7 below that 20 percent threshold.

8 CHAIRMAN ZIMMERMAN: Okay. Any other questions for  
9 Ms. wieberg? Okay, seeing none, thank you. I move to approve  
10 Resolution 25-017. Is there a second?

11 COMMISSIONER CONWAY: Second.

12 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
13 would you call the roll?

14 MS. FRANKS: Chairman Zimmerman?

15 CHAIRMAN ZIMMERMAN: Approved.

16 MS. FRANKS: Commissioner Conway?

17 COMMISSIONER CONWAY: Approved.

18 MS. FRANKS: Commissioner Hane?

19 COMMISSIONER HANE: Approved.

20 MS. FRANKS: Commissioner Spaulding?

21 COMMISSIONER SPAULDING: Approved.

22 MS. FRANKS: By your vote, you've adopted Resolution  
23 Number 25-017.

24 CHAIRMAN ZIMMERMAN: The next item on our agenda is  
25 Consideration of waiver of Institutional Investor for



1 ArrowMark Colorado Holdings. It's 25-018. Ms. Wieberg?

2 MS. WIEBERG: Thank you. Under Tab O, we have a  
3 renewal request for institutional investor waiver from  
4 ArrowMark Colorado Holdings LLC. ArrowMark is a privately  
5 held investment management firm that is owned by their  
6 employees.

7 ArrowMark has approximately 20.3 billion in assets  
8 under management. They currently hold a waiver for their  
9 ownership in PlayAGS, Inc. I'd be happy to answer any  
10 questions you may have.

11 CHAIRMAN ZIMMERMAN: I actually have no questions. Any  
12 questions for Ms. Wieberg? Okay, thank you. I move to  
13 approve Resolution 25-018. Is there a second?

14 COMMISSIONER SPAULDING: Second.

15 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
16 would you call the roll?

17 MS. FRANKS: Chairman Zimmerman?

18 CHAIRMAN ZIMMERMAN: Approved.

19 MS. FRANKS: Commissioner Conway?

20 COMMISSIONER CONWAY: Approved.

21 MS. FRANKS: Commissioner Hane?

22 COMMISSIONER HANE: Approved.

23 MS. FRANKS: Commissioner Spaulding?

24 COMMISSIONER SPAULDING: Approved.

25 MS. FRANKS: By your vote, you've adopted Resolution

1 Number 25-018.

2 CHAIRMAN ZIMMERMAN: Thank you. Next item on the  
3 agenda is Consideration of Ratification of Extension of  
4 License, Resolution 25-019. General Counsel Nikki Evans will  
5 be making the presentation.

6 MS. EVANS: Thank you. Good morning again, Chairman  
7 and Commissioners. Under Tab P is a Request for Ratification  
8 and Extension of Licenses. Kimihiko Higashio, Kagemasa  
9 Kozuki, Kagetsugi Kozuki, and Yoko Kozuki are holders of key  
10 person licenses which were scheduled to expire on January 31,  
11 2025. The renewal applications for all four key persons were  
12 due on November 1, 2024.

13 while we have received some documentation related to  
14 these renewals, to date there is outstanding documentation for  
15 each key person. As a result, we were unable to complete the  
16 backgrounds by the Commission meeting here today.

17 Accordingly, Staff requested and Chairman Zimmerman  
18 approved an extension of the four key person licenses to  
19 March 13 of 2025. Staff does now request the Commission  
20 ratify that action taken by the Chairman. And I'd be happy to  
21 answer any questions that you have on this.

22 CHAIRMAN ZIMMERMAN: Any questions for Ms. Evans?  
23 Seeing none, I move to approve Resolution 25-019. Is there a  
24 second?

25 COMMISSIONER CONWAY: Second.

1 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
2 would you call the roll?

3 MS. FRANKS: Chairman Zimmerman?

4 CHAIRMAN ZIMMERMAN: Approved.

5 MS. FRANKS: Commissioner Conway?

6 COMMISSIONER CONWAY: Approved.

7 MS. FRANKS: Commissioner Hane?

8 COMMISSIONER HANE: Approved.

9 MS. FRANKS: Commissioner Spaulding?

10 COMMISSIONER SPAULDING: Approved.

11 MS. FRANKS: By your vote, you've adopted Resolution  
12 Number 25-019.

13 CHAIRMAN ZIMMERMAN: We are now to new portion in our  
14 agenda designated for public comments per 11 CSR 45-2.010,  
15 RSMo. We have received no written petitions to speak at the  
16 meeting today, so we'll move on from public comments.

17 This completes all of the items on our rather lengthy  
18 agenda today, so I will make a motion to adjourn the  
19 January 15, 2025 meeting of the Missouri Gaming Commission.  
20 Is there a second?

21 COMMISSIONER HANE: Second.

22 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,  
23 would you call the roll?

24 MS. FRANKS: Chairman Zimmerman?

25 CHAIRMAN ZIMMERMAN: Approved.

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MS. FRANKS: Commissioner Conway?

COMMISSIONER CONWAY: Approved.

MS. FRANKS: Commissioner Hane?

COMMISSIONER HANE: Approved.

MS. FRANKS: Commissioner Spaulding?

COMMISSIONER SPAULDING: Approved.

CHAIRMAN ZIMMERMAN: we are adjourned. Thank you all  
so much.

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REPORTER'S CERTIFICATE

I, Susanne E. Moon, Certified Court Reporter, Certified Real-time Reporter, and Registered Professional Reporter, certify that I transcribed from an audio recording the foregoing 68 pages and that they contain a true and accurate transcription of the audio to the best of my ability.

*Susanne Moon*

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Susanne E. Moon, RPR, CRR, CCR #473

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