



FY 2023 results

27 March 2024



▶ **Mor Weizer**
Chief Executive Officer

Highlights



▶ **Chris McGinnis**
Chief Financial Officer

Financial review and outlook



▶ **Mor Weizer**
Chief Executive Officer

Strategic priorities

2023 performance ahead of expectations; on track to meet medium-term EBITDA targets

- FY 2023 Adjusted EBITDA up 9% to €432 million, ahead of previously raised expectations
- Performance driven by growth in regulated markets
- B2B: Strong performance from Caliplay and significant progress in the US
- B2C: Snaitech seeing good growth across online and retail
- Strong financial performance; continued investment in strategic priorities
- On track to meet medium-term B2B and B2C EBITDA targets



Financial Review and Outlook

Chris McGinnis

Chief Financial Officer

Strong financial performance

€ millions ¹	FY 2023	FY 2022	FY 23 v FY 22 %
Group revenue	1,706.7	1,601.8	7%
Group Adjusted EBITDA²	432.3	395.4	9%
Group Adjusted EBITDA margin	25.3%	24.7%	
Net debt	282.8	275.2	3%
Net debt / EBITDA	0.7x	0.7x	
Adjusted operating cash flow³	383.2	396.9	-3%
FCF⁴	254.0	249.2	2%

- Group Adjusted EBITDA of €432m (+9% versus FY 2022), ahead of previously raised expectations
- Resilient cash generation
- Balance sheet remains strong
- Stable leverage achieved while absorbing large working capital swing and €170m of investing activities

¹ From continuing operations (excludes Finalto, the sale of which was completed in July 2022)

² B2C Adjusted EBITDA for FY22 includes €10.2 million of online bank charges for Snaitech, which were previously recognised in finance costs, and are now recognised within Adjusted EBITDA

³ After adjusting for changes in jackpot balances, security deposits, client funds, professional fees, and ADM security deposit.

⁴ FCF calculated as Adjusted EBITDA less IFRS operating leases less capex and capitalised development; FY 2023 excludes the €65.7 million working capital impact from Caliplay

Solid performance across both the B2B and B2C divisions

	€ millions	FY 2023	FY 2022	FY 23 v FY 22 %
B2B	Revenue	684.1	632.4	8%
	Adjusted EBITDA	182.0	160.2	14%
	Adjusted EBITDA margin	26.6%	25.3%	
	FCF ¹	68.3	48.6	41%
B2C	Revenue	1,037.0	983.1	5%
	Adjusted EBITDA ²	250.3	235.2	6%
	Adjusted EBITDA margin	24.1%	23.9%	
	FCF ¹	185.7	200.6	-7%
Group	Revenue	1,706.7	1,601.8	7%
	Adjusted EBITDA	432.3	395.4	9%
	Adjusted EBITDA margin	25.3%	24.7%	
	FCF ¹	254.0	249.2	2%

B2B:

- Regulated markets drove strong revenue growth
- Adjusted EBITDA margins benefitted from high operating leverage, despite increased investment in strategic areas

B2C:

- Snaitech saw growth in both online and retail
- Strength in H1, partly offset by customer-friendly sporting results in H2
- Strong FCF, whilst absorbing higher Italian concession payments in FY 2023

¹ FCF calculated as Adjusted EBITDA less IFRS operating leases less capex and capitalised development; FY 2023 B2B FCF excludes the €65.7 million working capital impact from Caliplay

² B2C Adjusted EBITDA for FY22 includes €10.2 million of online bank charges for Snaitech, which were previously recognised in finance costs, and are now recognised within Adjusted EBITDA.

* Group removes impact of intercompany

Healthy growth in regulated markets, led by the Americas

€ millions	FY 2023	FY 2022	FY 23 v FY 22 %	FY 23 v FY 22 CC%
Americas	211.9	144.7	46%	35%
<i>US and Canada</i>	13.2	7.6	74%	82%
<i>Latin America</i>	198.7	137.1	45%	32%
Europe ex-UK	200.1	184.6	8%	8%
UK	126.1	126.7	0%	1%
Rest of World	7.0	5.6	25%	25%
Total Regulated B2B revenue	545.1	461.6	18%	15%
Unregulated	139.0	170.8	-19%	-17%
Total B2B Gambling revenue	684.1	632.4	8%	6%
Total B2B costs	(502.1)	(472.2)	6%	
B2B Adjusted EBITDA	182.0	160.2	14%	

- All regions in regulated markets saw growth on a constant currency basis
- The Americas was the biggest driver of growth with Caliplay continuing to impress
- Strong growth in US and Canada
- Europe ex-UK performed well, driven by Poland and Spain
- The UK continues to be impacted by regulation
- Unregulated declined mainly due to Ontario and South Africa regulating and softness in Asia
- Cost control and operating leverage led to B2B Adjusted EBITDA growing 14% in FY 2023

B2C growth powered by Snaitech

€ millions	Revenue			Adjusted EBITDA		
	FY 2023	FY 2022	%	FY 2023	FY 2022	%
Snaitech ¹	946.6	899.8	5%	256.1	244.0	5%
HAPPYBET	18.2	20.1	-9%	(11.8)	(10.8)	n/a
Sun Bingo and Other B2C	73.4	65.3	12%	6.0	2.0	200%
Intercompany	(1.2)	(2.1)	n/a	-	-	n/a
Total B2C	1,037.0	983.1	5%	250.3	235.2	6%

- Snaitech continues to perform well, driven by both the retail and online segments
- HAPPYBET delivered Adjusted EBITDA loss of €9.8 million, when excluding a €2.0 million historical litigation settlement expense. Losses are expected to narrow as we move through FY 2024.
- Sun Bingo and Other B2C saw Adjusted EBITDA grow to €6.0 million (FY 2022: €2.0 million), driven by more effective marketing spend and higher retention of customers due to improved user experience.

¹ Snaitech Adjusted EBITDA for FY22 includes €10.2 million of online bank charges, which were previously recognised in finance costs, and are now recognised within Adjusted EBITDA

Snaitech saw good growth across retail and online

€ millions	FY 2023	FY 2022	FY 23 v FY 22 %
Retail betting	214.2	186.6	15%
Gaming machines	447.1	447.0	0%
Online	251.8	234.2	8%
Other	33.5	32.0	5%
Total revenue	946.6	899.8	5%
Retail Adjusted EBITDA	129.0	122.0	6%
Online Adjusted EBITDA	127.1	122.0	4%
Adjusted EBITDA¹	256.1	244.0	5%
Retail Adjusted EBITDA margin	18.6%	18.3%	
Online Adjusted EBITDA margin	50.5%	52.0%	
Adjusted EBITDA margin	27.1%	27.1%	
FCF *	192.7	197.9	-3%

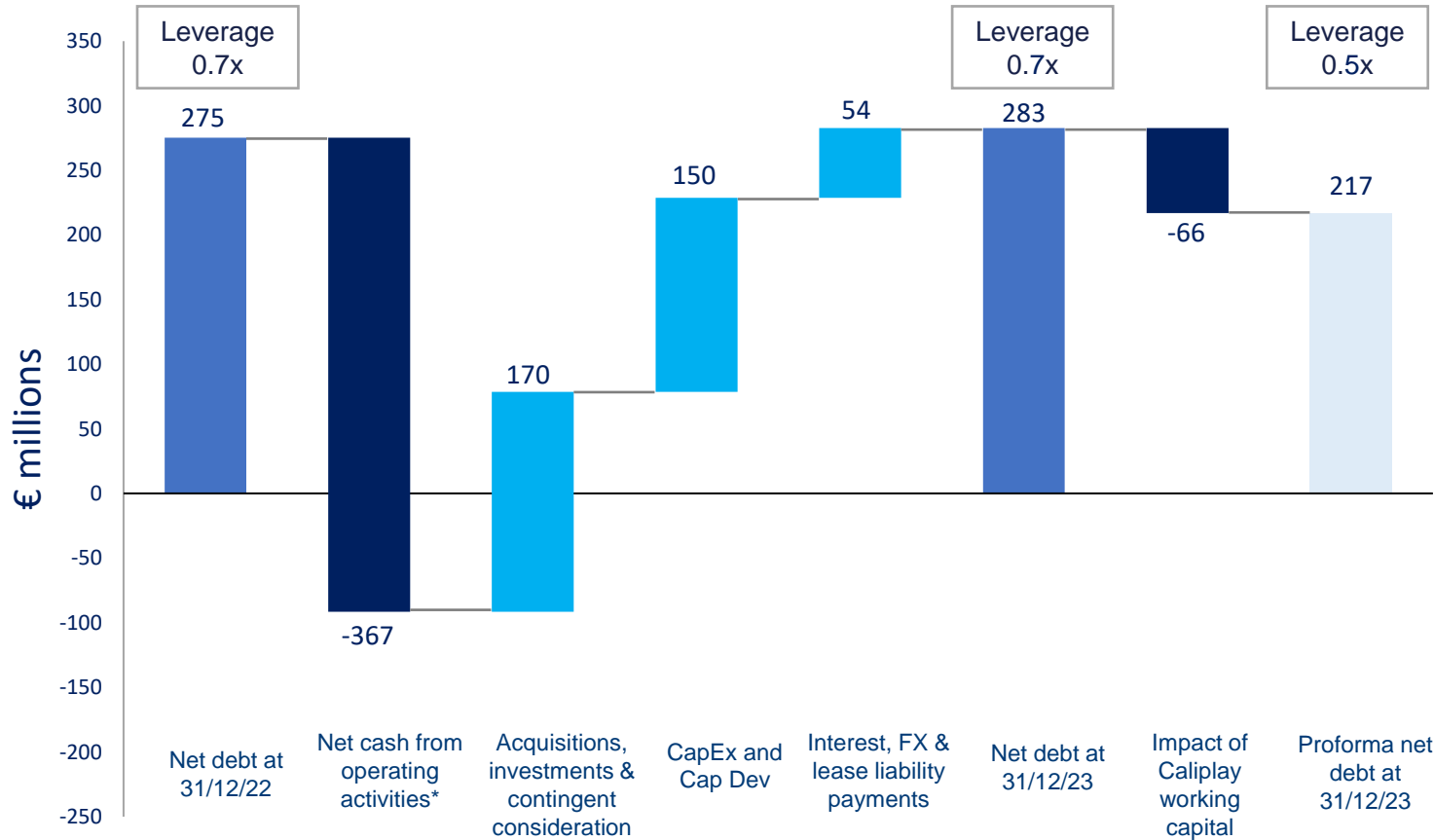
- Strong H1; H2 impacted by customer-friendly sporting results
- Online continues to benefit from strong Snai brand
- Retail betting saw excellent revenue growth
- Revenue from Gaming Machines was flat as it normalises post-pandemic
- Strong FCF generation, despite absorbing a higher Italian concession payment in FY 2023 versus FY 2022.

* FCF defined to be Adjusted EBITDA less IFRS 16 adjustment less capex, less capitalised development

¹ Snaitech Adjusted EBITDA for FY22 includes €10.2 million of online bank charges, which were previously recognised in finance costs, and are now recognised within Adjusted EBITDA

▶ Net debt bridge from FY 2022 to FY 2023

Strong balance sheet






- Net debt remained broadly flat at end of FY 2023 versus end of FY 2022
- Working capital impact from Caliplay situation is €66 million
- Prudent cash management
- Net debt has absorbed investments of €170 million in FY 2023, including HRD and structured agreements

* Net cash from operating activities is after adjusting for changes in jackpot balances, security deposits and client funds

** Totals may not exactly equal the components of the total due to rounding

▶ Update on CFO priorities and priorities for 2024

Good progress made in FY 2023 around disclosure and cost efficiency; more to come in FY 24

 Priorities discussed 12 months ago	 Progress made in FY23	 Focus for 2024
<p>Improve cash generation, particularly in B2B</p>	<p>Excluding Caliplay impact, FCF generation has improved in B2B</p>	<p>Continued focus on FCF generation across the Group</p>
<p>Refocus on core B2B activities, opportunities for efficiencies</p>	<p>Focus on cost efficiency reflected in B2B margin improvement</p>	<p>Cost efficiency remains a priority Evaluating underperforming businesses</p>
<p>Provide additional disclosures to improve transparency</p>	<p>Additional disclosure around B2B cost base New HAPPYBET KPI disclosure</p>	<p>Continue to re-evaluate additional disclosure to improve transparency</p>

FY 2024 capex (including capitalised development): €160 million - €170 million including c.€45 million of Italian concessions

FY 2024 effective tax rate to be c.30%

Focus on executing on growth opportunities; medium-term EBITDA targets reaffirmed

- Solid start to trading in 2024, reflecting underlying growth trends
- Medium term B2B and B2C Adjusted EBITDA targets reaffirmed:
 - B2B: Adjusted EBITDA target of €200 million to €250 million
 - B2C: Adjusted EBITDA target of €300 million to €350 million
- Focus on taking advantage of significant growth opportunities
- Board is confident of Playtech's prospects for 2024 and beyond

Strategic Priorities

Mor Weizer

Chief Executive Officer

▶ Playtech's medium term strategy on-track

Drive organic revenue growth and expand margins, supplemented by inorganic growth

B2B

Be partner of choice for newly regulating markets

Capitalise on Live and SaaS opportunities

Realign resources to reflect B2B growth areas

Medium term EBITDA target: €200m – €250m

B2C

Leverage retail presence to grow
Snaitech's online business

Optimise HAPPYBET for online

Targeted M&A to expand Snaitech

Medium term EBITDA target: €300m – €350m

Underpinned by our sustainability strategy

On track to meet medium-term EBITDA target of €200 million to €250 million

B2B

1. Be partner of choice for newly regulating markets



2. Capitalise on Live and SaaS opportunities

Live

- Regulated revenues grew +24% in FY 23
- Third Live studio opened in Pennsylvania
- Continue to lead the way in innovative content

SaaS

- SaaS revenue growth of >50% in FY 23
- On track to meet medium-term revenue target of €60-80 million
- >100 brands launched in FY23; > 450 now live

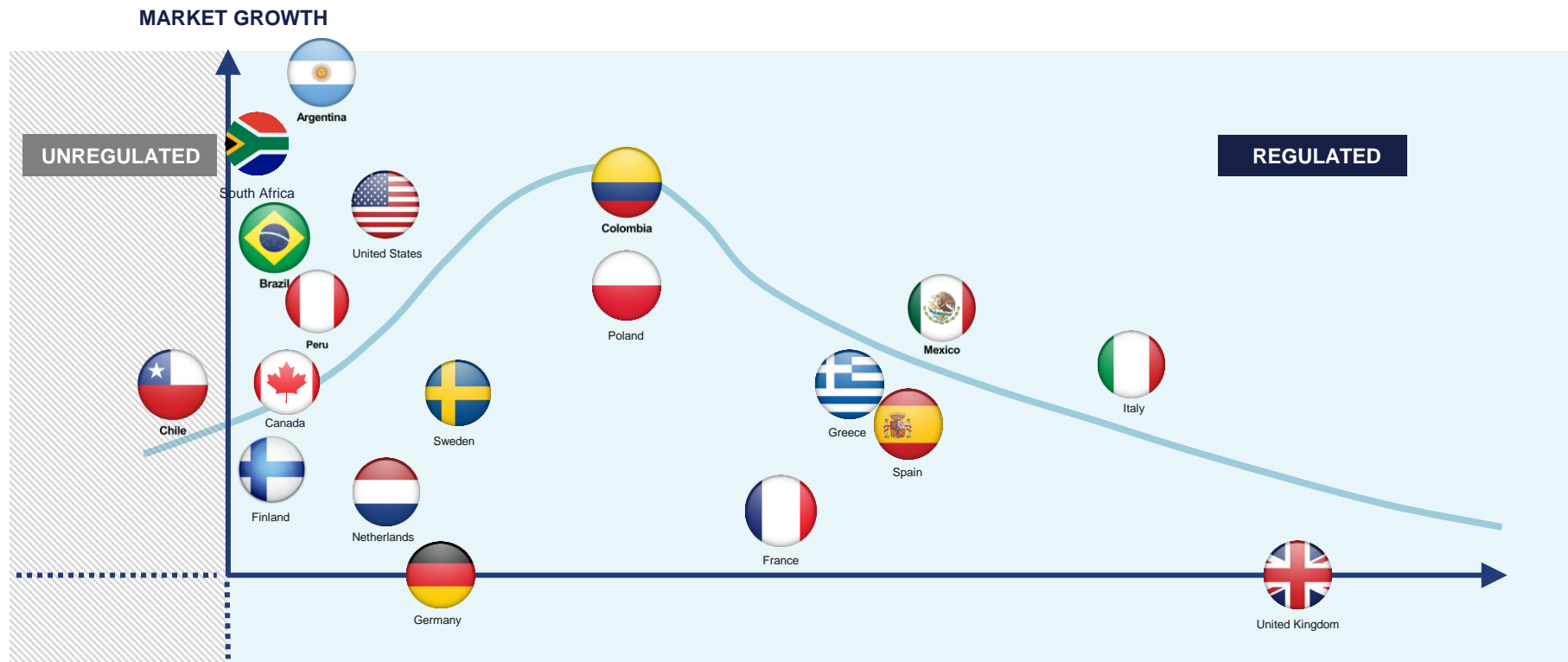
3. Realign resources to reflect B2B growth areas

- Multi-year transformation programme ongoing
- Tighter control on where costs are allocated
- Healthy M&A pipeline to take advantage of growth areas

Underpinned by our sustainability strategy

▶ B2B: Partner of choice for newly regulated markets

Exposure to both fast-growing and more mature cash-generative markets



POINT OF ONLINE LEGALISATION

MATURITY OF REGULATION



▶ B2B: Partner of choice for newly regulating markets



Executing on our US strategy to drive revenue growth



▶ B2B: Partner of choice for newly regulated markets

Well positioned in the attractive Brazilian, Colombian and Canadian markets



Market dynamics

- President signed in law new legislation for online betting and casino at the end of 2023
- Sports betting expected to reach €3 billion in 2028.

- Strong growth trajectory in Colombian market as players shift to online and attractive demographics

- Online sports betting and casino projected to nearly double in size to \$6 billion by 2028
- Market exhibiting attractive LTV and CAC metrics

How Playtech is positioned



- Sports betting platform migrated to Playtech's in 2023
- Galerabet acquisition of F12
- Exposure via several other B2B partners



- Wplay has a high market share
- 2023 saw very strong growth with Wplay



▶ B2B: Capitalise on Live opportunity

Delivering good performance; more to come in the medium term driven by the Americas

Good progress made in FY 2023; more to come in FY 2024

- In regulated markets, FY 2023 revenues grew 24%
- Over 350 tables now live
- Expanded with operators; new brands signed or launched



- Third US facility opened in Pennsylvania; second studio opened in Lima, Peru; extended Riga and Romania studios
- Plan to expand Live studio capacity in key strategic markets to satisfy upcoming demand

Investments in infrastructure and content continues



▶ B2B: Capitalise on SaaS opportunity

On track to meet medium-term €60 – €80 million revenue target

Robust technology and scalable business model

- SaaS initially focused on small brands
- Given technology has been proven to be robust, addressable market has expanded to larger-sized brands, with 888 as an example

Maintaining a diversified revenue profile

- SaaS revenue is diversified across brands and geographies, ensuring a higher quality B2B revenue stream
- Added > 100 brands in FY 2023; >450 launched since 2019



>450

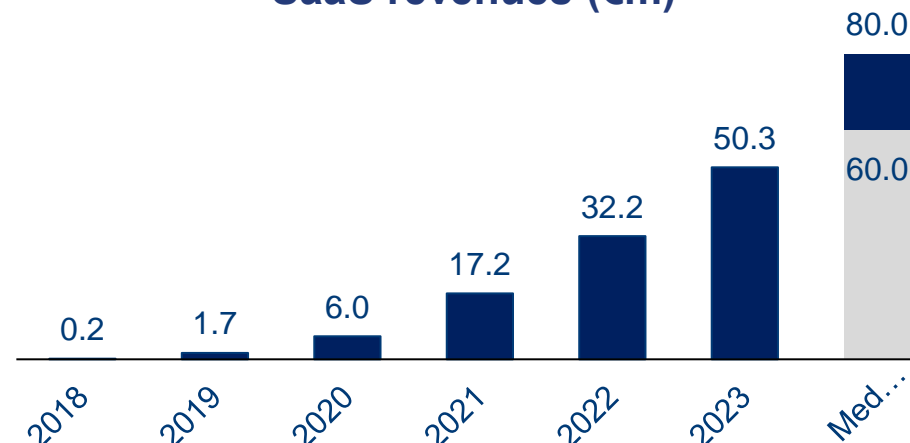
SaaS brands added since launch



Strong delivery in FY 2023

- Firmly on track to meet medium term target with €50 million generated in FY 23, up >50% v FY 22
- High contribution margin from SaaS given investment made and mechanics of business model

SaaS revenues (€m)



Leveraging our strengths to take advantage of organic and inorganic growth opportunities

B2C

1. Leverage retail presence to grow Snaitech's online business

- New website to launch in early FY 24
- Continue to roll out new features and products to drive engagement

2. Optimise HAPPYBET for online

- Losses narrowed in FY23 v FY22 excluding one-off litigation settlement
- Opportunity to accelerate growth through strategic M&A in Germany

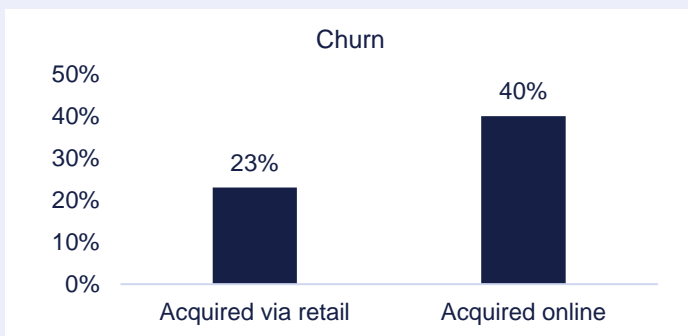
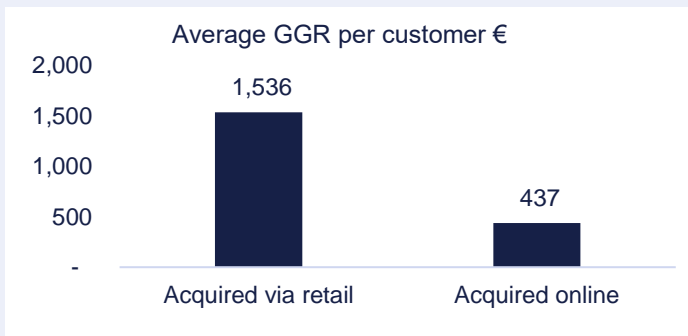
3. Targeted M&A to expand Snaitech

- Integration completed for Giove deal
- Online license renewal (expected in H2 24) likely to present opportunities
- Pipeline of Italy M&A bolt-ons remains strong

Underpinned by our sustainability strategy

Investing in the online segment to ensure advantage of retail footprint is fully utilised

Advantages of a retail footprint on the online segment



- Customers who utilise both the online and retail channels are more loyal, more active and generate more revenue per player
- Continued investment in online to optimise our valuable retail footprint as players migrate to online

Investment in online continues

New website

- Responsive website with a new look and feel
- Beta version launched; full out in H1 24

Renewal of technology infrastructure

- Data lake approach
- Improved customisation
- Ensures scalable and flexibility

Broadening content, tools and features

- Launch of new widgets to improve cross-selling activities from sports
- New loyalty programme

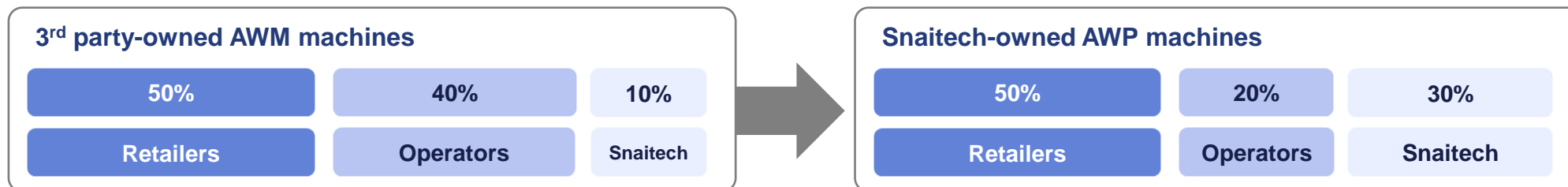
Opportunity to increase market share via bolt-on acquisitions

Online: healthy M&A pipeline to drive capital deployment in FY 2024 at attractive EV/EBITDA multiples

- Online concession tender: €7m expected per online licence, up from €250k currently; valid from 2025 for 9 years
- Large expected increase in online concession payment makes it uneconomical for many smaller operators
- Therefore, there is an opportunity to acquire part of the longer online tail

Retail: vertical integration strategy via bolt-on acquisitions both in betting and gaming machines sector

- In FY 2023, Snaitech completed the acquisition of Giove
- Over 2022 and 2023, Snaitech bought > 2,000 AWP machines (Av. EV/EBITDA multiple 3x), increasing the Snaitech share of profit



HAPPYBET

- Pursuing M&A to address the lack of scale at HAPPYBET in Germany

▶ Sustainability underpins our strategy

Progressing towards our 2025 sustainability commitments

Protect

16 Brands in 9 Jurisdictions

People

Planet

- SBTI Targets verified*
- Reduce Scope 1 & 2 Emissions:
50.4% by 2032;
90.0% by 2040

Partnerships

>160,000
People engaged

*Approved science-based emissions reduction targets with the SBTi and the SBTi has verified Playtech's net-zero science-based target by 2040. Near-Term Targets: Playtech commits to reduce absolute scope 1 and 2 GHG emissions 50.4% by 2032 from a 2022 base year and commits to reduce absolute scope 3 GHG emissions 50.4% within the same timeframe. Long-Term Targets: Playtech commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2040 from a 2022 base year and commits to reduce absolute scope 3 GHG emissions 90% within the same timeframe.

▶ Outlook and 2024 priorities

25

Exciting year ahead, as Playtech looks to execute on multiple growth opportunities



Work towards resolving the situation for the benefit of all parties



Execute on existing partnerships; securing further platform deals



Utilise first mover advantage to gain market share and drive revenue growth



Partner with large operators to deliver innovative entertainment experience for players



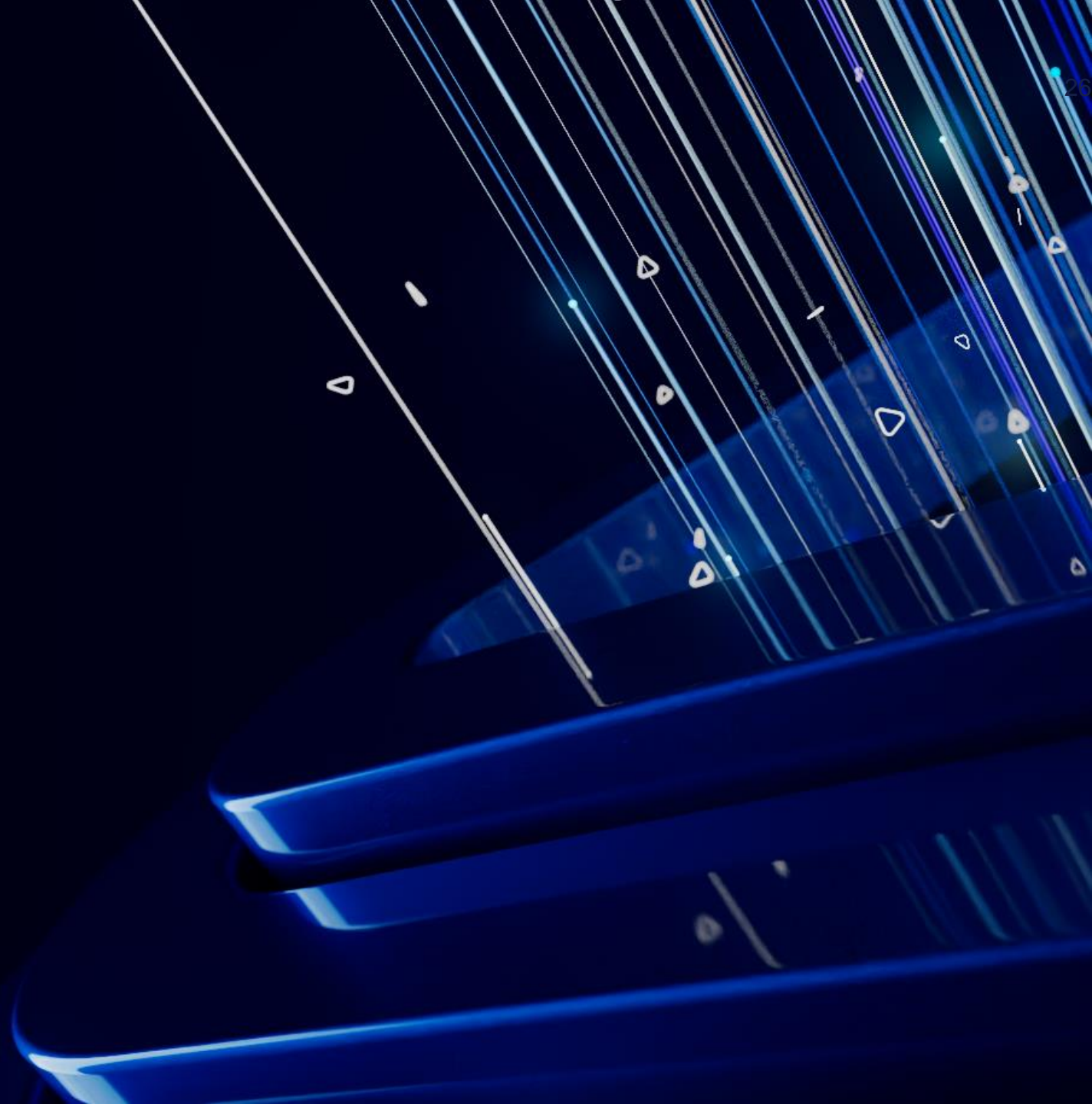
Continued organic and inorganic growth across both online and retail

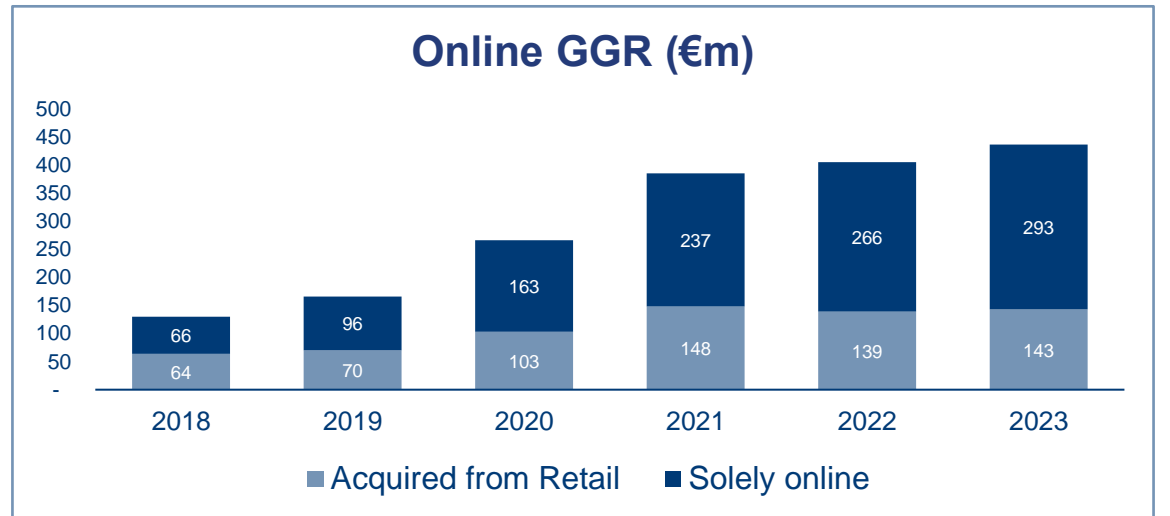
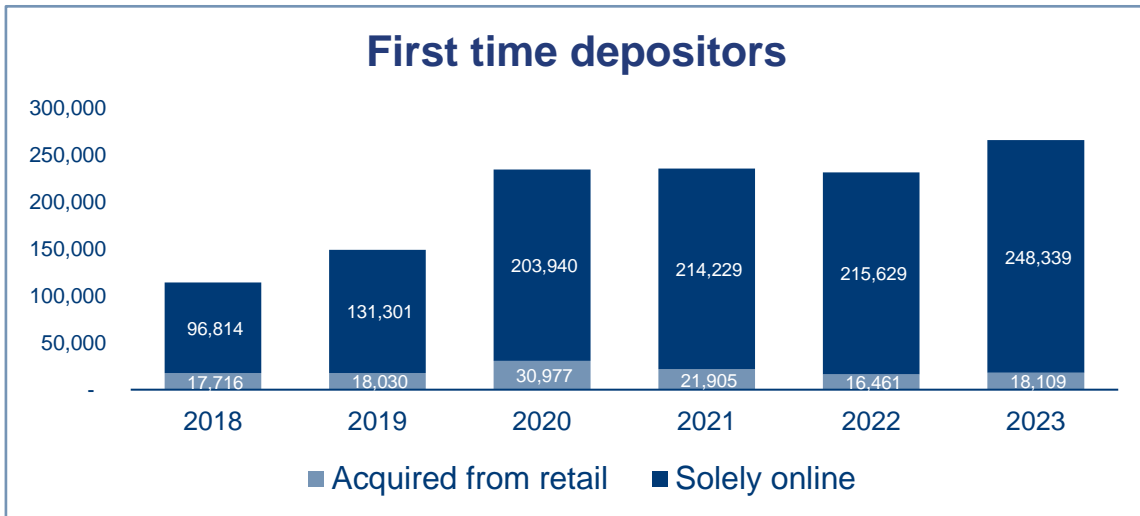
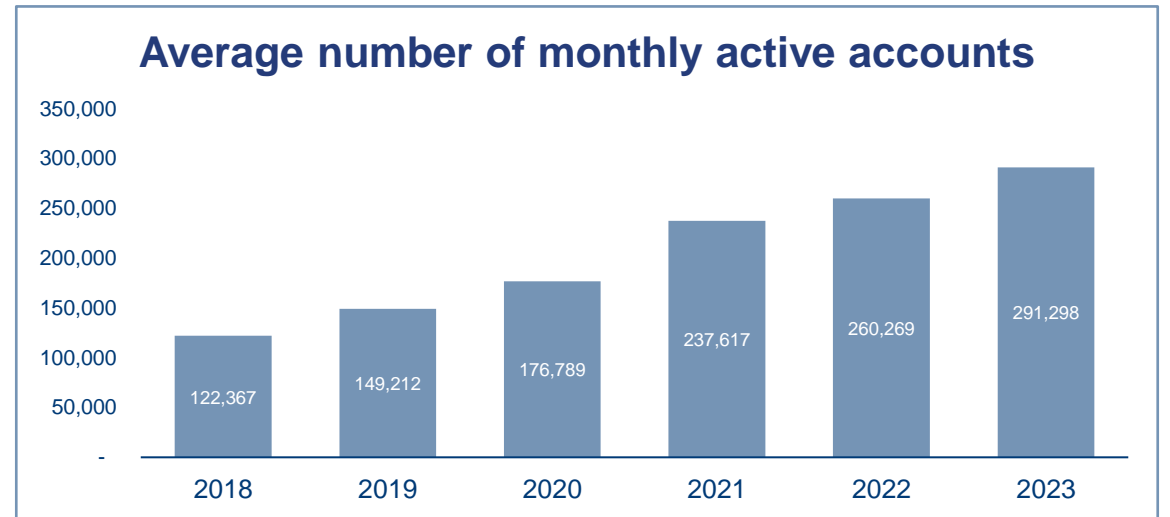
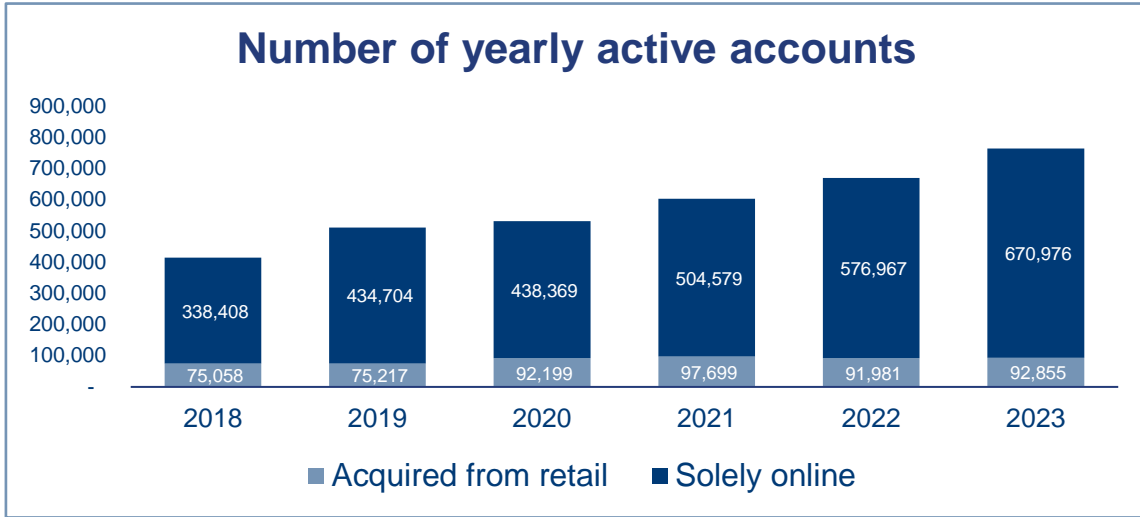


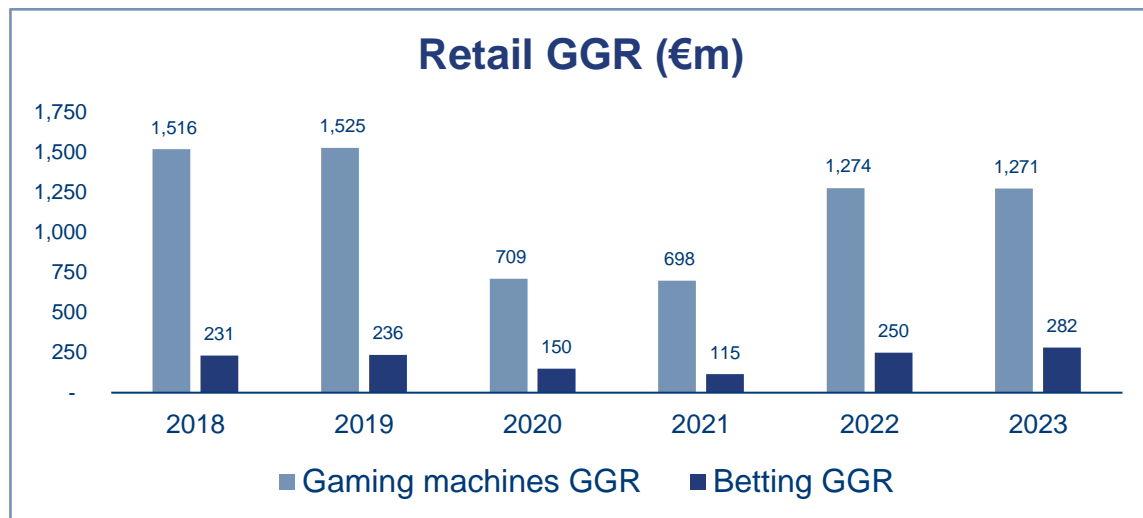
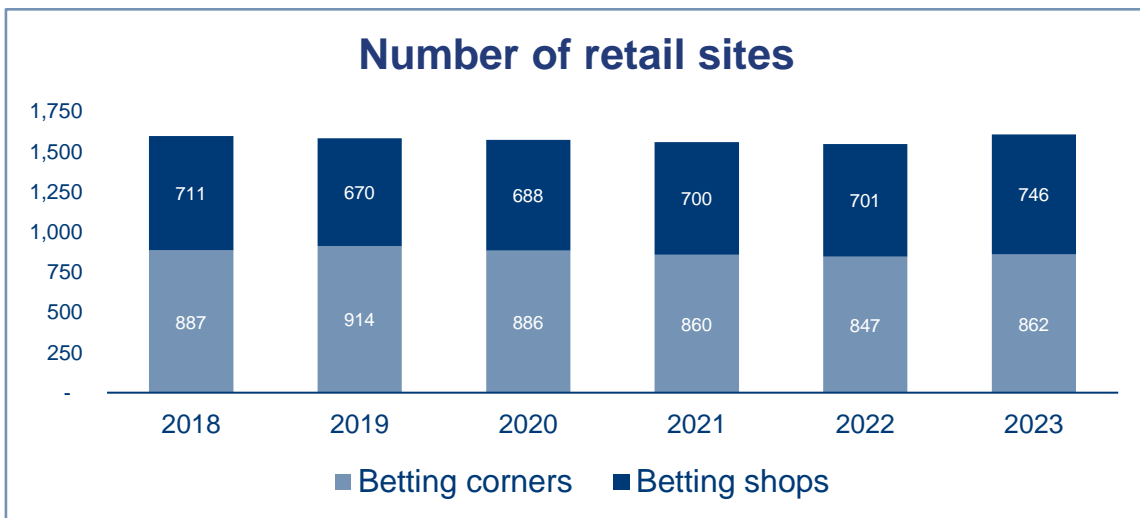
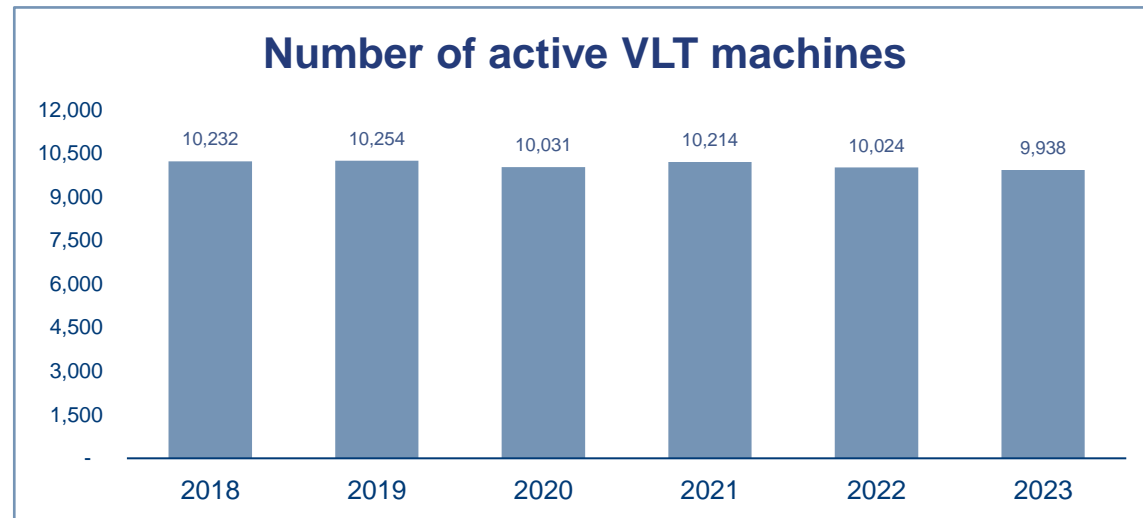
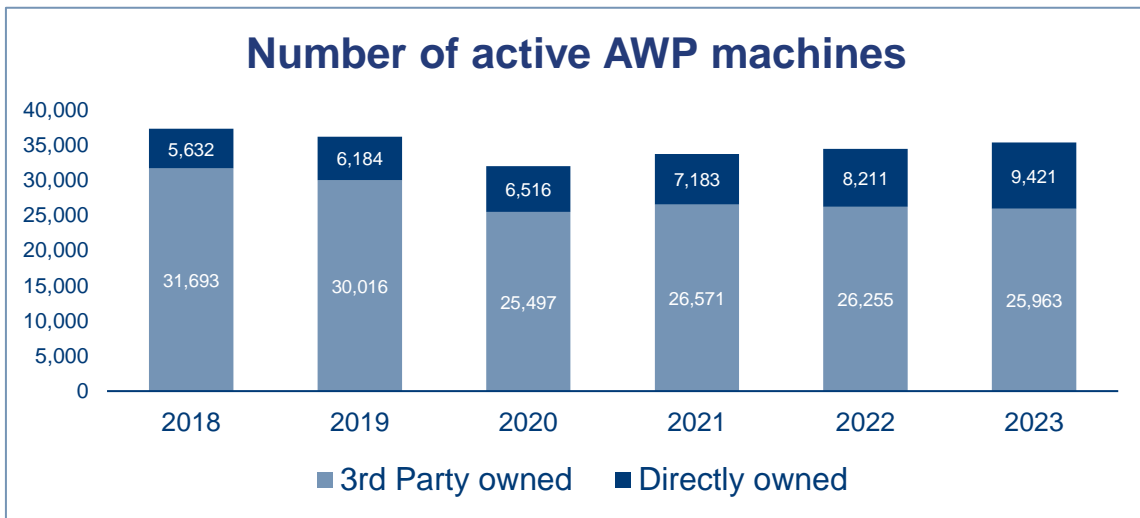
Moving towards breakeven by H1 25

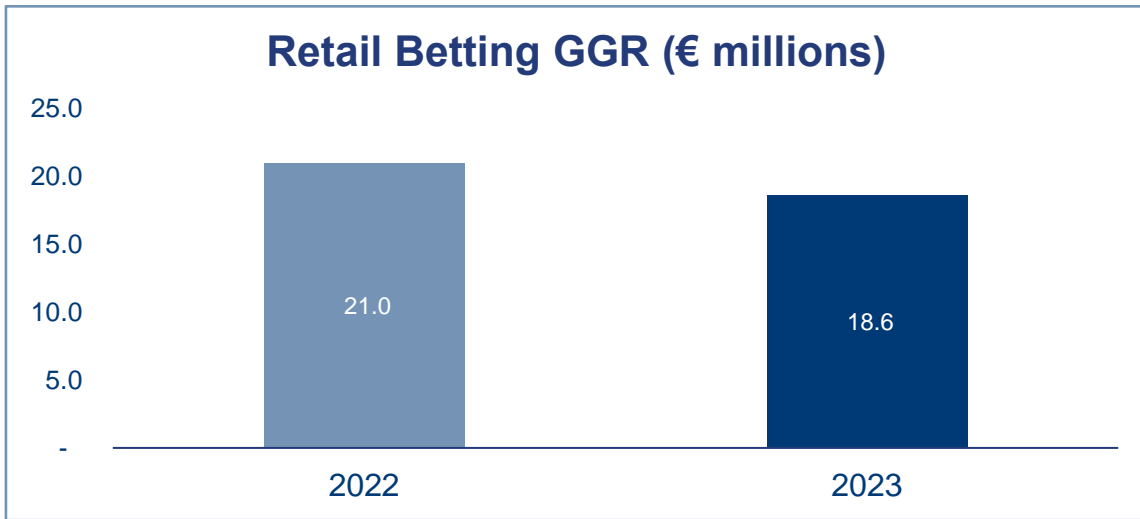
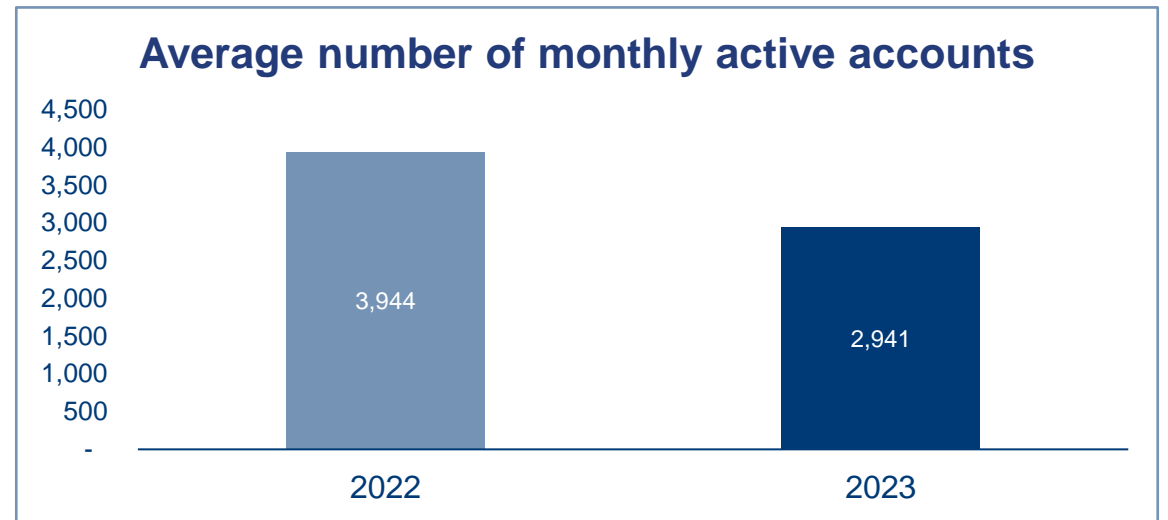
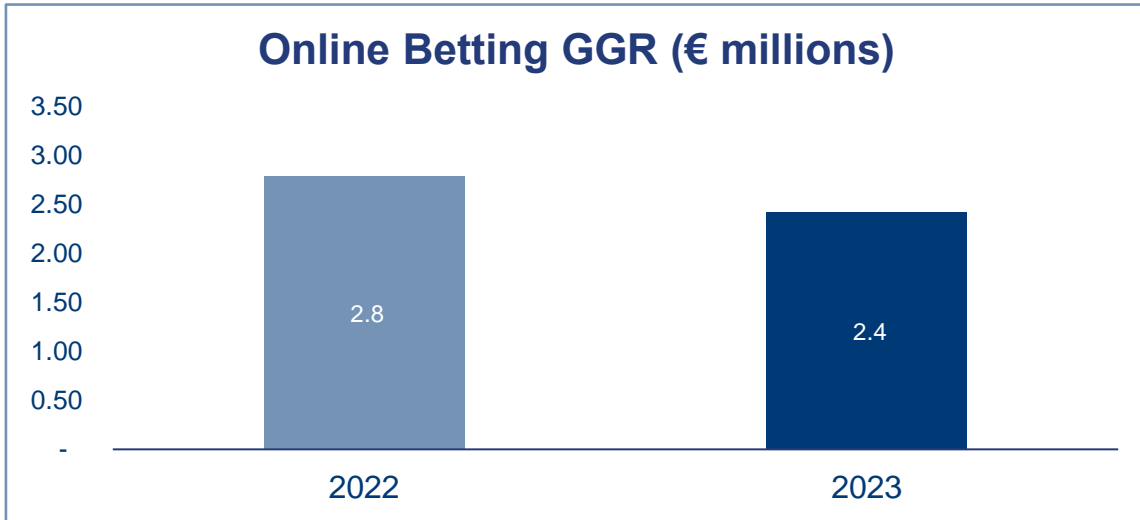
Sustainability Continue to build momentum to meet 2025 commitments

Appendix









Reconciliation of Snaitech's online margin

€ millions	FY 2023	FY 2022	%
Online gross revenue	435.6	405.0	8%
Gambling taxes	(110.4)	(106.8)	3%
Bonuses	(73.4)	(64.0)	15%
Online revenue (as reported)	251.8	234.2	8%
Online Adjusted EBITDA ¹	127.1	122.0	4%
Adjusted EBITDA margin (gross)	29.2%	30.1%	
Adjusted EBITDA margin (as reported)	50.5%	52.1%	

¹ Snaitech Adjusted EBITDA for FY22 includes €10.2 million of online bank charges, which were previously recognised in finance costs, and are now recognised within Adjusted EBITDA

€ millions	FY17	FY18	FY19	FY 20	FY 21	FY 22	FY 23
Total Operations	157.2	150.8	181.2	214.5	256.2	285.3	296.9
<i>Live operations</i>	25.5	29.9	33.9	49.9	63.4	78.8	96.3
<i>Structured agreement and managed services*</i>	15.4	17.0	22.9	39.2	47.4	52.2	54.2
<i>Other operations</i>	108.0	97.2	93.2	105.5	139.6	142.7	136.7
<i>Hardware costs</i>	8.3	6.7	31.2	19.9	5.8	11.6	9.7
R&D	87.4	80.5	80.9	76.1	78.2	87.5	100.2
Sales and Marketing	17.6	20.0	19.6	15.2	13.5	16.8	19.5
G&A	68.0	62.1	57.4	63.2	67.2	82.6	85.5
Total B2B costs	330.2	313.4	339.1	369.0	415.1	472.2	502.1

* Managed services costs have been moved out of Other operations, and now included in structured agreements

▶ B2B customer concentration

B2B customer concentration	FY 2023	FY 2022
Top 3	38%	33%
Top 5	51%	42%
Top 10	59%	55%
Top 15	67%	63%

▶ Contingent consideration

Group

Acquisition	Maximum payable earnout (per terms of acquisition)	Contingent consideration (as at 31.12.2023)	Payment date (based on maximum payable earnout)
Aus GMTC PTY Ltd	€45.3 million	€5.4 million	Q4 2025
Other	€0.8 million	€0.8 million	Various

Thank you

