



Our strategy

Building a market-leading global business

Playtech has a clear plan to continue to drive growth in a responsible and sustainable way. Here we outline the medium-term strategic priorities for both the B2B and B2C divisions, which will enable us to deliver revenue growth, expand margins and generate shareholder and stakeholder value.

B2B: well positioned in markets set for growth

1 Be the partner of choice for newly regulating markets

Growth in the gambling industry is primarily driven by regulation – growth comes from markets that are early in the journey of regulating, which then moderates as markets progressively mature. We aim to be the partner of choice for operators in newly regulating markets, with a particular focus on the Americas and Europe.

The US represents a huge revenue opportunity of \$3 billion for Playtech on a per annum basis across iGaming, online sports and platform.

The LatAm region has strong structural drivers (see page 21). Playtech is ideally positioned to deliver strong growth via its structured agreements in multiple countries, including Brazil.

Finally, there continues to be strong potential in European markets that are either regulating or underpenetrated online where Playtech can bring the strength of its offerings to bear such as Spain and Germany.

Link to KPIs



Link to risks



2 Capitalise on Live and SaaS opportunities

Live represents an enormous opportunity (see page 24), in which Playtech has invested heavily. 12 studios are currently operational, including three in the US with Pennsylvania opening at the end of 2023. We have more than doubled the number of tables over the past five years and invested in both the latest cutting-edge technology and branded content, launching Jumanji™ The Bonus Level Live and Big Bad Wolf Live in the year. With significant operating leverage in the business, growth in Live is margin accretive.

The SaaS business model (see page 29) allows Playtech to serve those operators looking for Playtech's content without the platform, thus increasing the Company's total addressable market. With investments already made in building out infrastructure, such as data centres, SaaS is a high-margin segment. Although SaaS revenues have been growing strongly, revenue from each operator represents a small proportion of their wallet. Thus, we see ample scope to increase wallet share amongst these existing customers.

Link to KPIs



Link to risks



3 Realign resources to reflect B2B growth areas

With exciting areas of growth in regulated markets and several technology trends (see technology trends on page 23) maturing at the same time, there is a need to continue to invest in the B2B division to ensure Playtech maintains and grows its market share lead. We see opportunities across the B2B business where we can improve efficiencies and eliminate duplication, the savings of which can be used to fund any required investments.



Link to KPIs



Link to risks



→ See risk section on pages 95 to 100

→ See KPI section on pages 12 and 13

Embedding sustainability into our culture

At Playtech, we are embedding sustainability in the DNA of our Company. Our vision is to be the leading technology provider and partner of choice in regulated markets, delivering a safer, engaging and entertaining experience and driving a more responsible and sustainable business and industry.

Sustainability is a Board-level strategic priority, which includes sustainability-linked remuneration for selected leaders and the integration of sustainability principles throughout our operations and supply and value chain.

The most impactful contribution Playtech can make to society is to advance safer gambling and player protection solutions through

technology. By developing and bringing safer products, data analytics and player engagement solutions to the market, we are helping the industry strengthen player protection measures whilst also helping our licensees succeed in regulated markets.

In addition, we are promoting a culture of integrity and inclusion, empowering Playtech colleagues to be a force for good in the world. This includes efforts to ensure operational and day-to-day decision-making takes into consideration environmental and social impacts. We are building an equitable workplace, which includes our efforts to achieve gender equity and equality and support our people in all dimensions of wellbeing.

B2C: a digital-led approach to drive growth

4 Leverage retail presence to grow Snaitech's online business

Italy is one of the top two gambling markets in Europe, along with the UK. Unlike the UK, the online market in Italy is still underpenetrated – 30% currently versus 59% in the UK. As a result, we see significant scope for the higher margin online business to grow.

Snaitech's strong retail brand is critical to its success and a competitive advantage compared to online-only operators, particularly in light of the advertising ban in Italy. With average revenue per online customer acquired via retail sites more than three times higher than those acquired directly through online channels, Snaitech's cross-selling approach means it is ideally positioned to benefit from this growth opportunity.



Link to KPIs

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Link to risks

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5 Optimise HAPPYBET for online

HAPPYBET sits under the management of the Snaitech team which continues the process to optimise HAPPYBET's online business. This involves rationalising its retail footprint with significant investment in the online business, mirroring the successful Snaitech strategy.

With Germany now a regulated market, HAPPYBET is in a strong position, having been awarded an online sports betting licence in Germany and beginning to offer online casino.



Link to KPIs

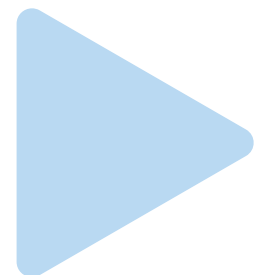
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Link to risks

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6 Targeted M&A to expand Snaitech

The Snaitech management team transitioned the business to take advantage of the shift to online. With this high-quality management team in place, there is scope to utilise this skill set and experience to participate in the consolidation of the Italian market and to expand to neighbouring European countries. Consolidation of HAPPYBET's position in Germany and Austria through M&A looks attractive, while acquiring assets in other neighbouring European countries provides further opportunity.



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Link to risks

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