



Business model

Flexibility to capture every opportunity



B2B

	Conventional	Structured agreement	SaaS
Services		✓	
Content	✓	✓	✓
Platform	✓	✓	
Clients	<ul style="list-style-type: none"> Entain Bet365 Parx Flutter 888 BetMGM 	<ul style="list-style-type: none"> Caliplay Wplay Galerabet NorthStar 	<ul style="list-style-type: none"> Hollywoodbet LeoVegas Betway Novibet SkillOnNet DOXXbet

How we work

Conventional model

Platform + content

The conventional model involves us providing the operator with a platform-based solution, underpinned by Playtech's leading Player Account Management + (PAM+) offering. The operator can then choose from a wide range of product verticals and content, including Live, Casino, Sports, Bingo and Poker.

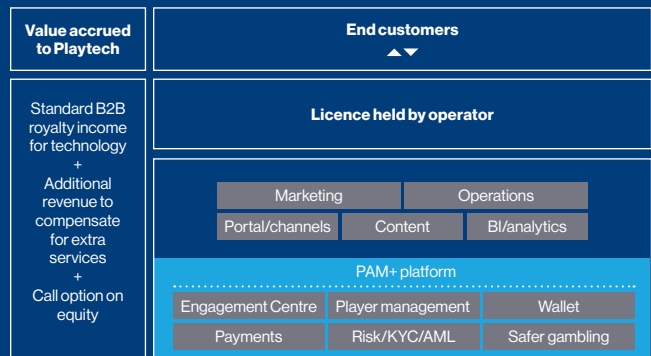
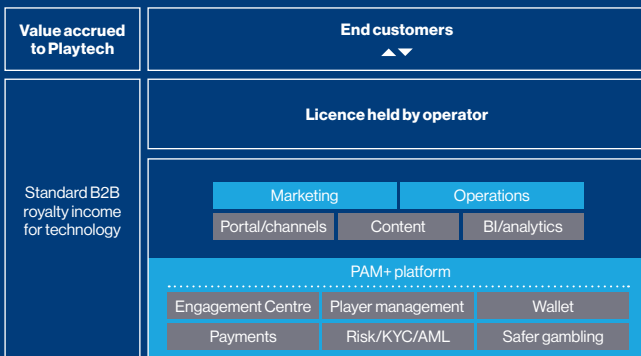
The operator, which holds the gambling licence, is typically responsible for building and maintaining its brand in addition to customer services and marketing. In exchange for providing the technology, Playtech employs a revenue share model with the operator.

Structured agreements

Platform + content + services

We also partner with "local heroes" with a strong retail brand and presence but without the necessary technological expertise to succeed online. Under a structured agreement, we provide a platform-based solution as per a conventional model, in addition to a range of marketing and operational services, some of which are subcontracted out to a third party.

This model also involves a revenue share framework with the operator, with Playtech's share typically higher than in a conventional model to compensate for the provision of these additional services. Playtech also typically injects capital into these operators to help facilitate growth and in return receives an equity call option which can be exercised should the operator be acquired.



● Playtech provides/subcontracted ● Operator provides



SaaS Content

For those operators that have their own platform, we also offer customers the ability to access our content, in a plug-and-play SaaS model. Operators benefit from low implementation costs and quick time to market, while Playtech is able to expand its addressable market and generates a recurring, monthly revenue stream at a higher margin.



B2C

Snaitech

Our B2C division is comprised primarily of Snaitech in Italy and HAPPYBET, the retail and online Sports B2C business in Austria and Germany. Both businesses are led and operated by the Snaitech management team.

Snaitech is a leading operator in the Italian betting and gaming market, and generates revenues from gaming machines, retail betting and online gambling. The business was acquired by Playtech in 2018, bringing together Playtech's leading technology stack with Snaitech's powerful brand and local expertise in one of Europe's largest gambling markets.

Retail

The retail betting business predominantly operates a franchise model with franchisees responsible for staff costs, rent and facilities, while Snaitech itself provides the licence, content, technology and brand.

The franchise model generates growth with relatively low capital intensity, generating high return on capital. Meanwhile, the value sharing agreement with franchisees is at the revenue level, meaning Snaitech is less affected by rising cost pressures.

The gaming machine segment predominantly consists of video lottery terminals (VLTs) and amusement with prizes (AWPs). Snaitech has a higher revenue share from VLTs but incurs the cost for content from operators, while for AWPs, the machine owner takes a higher revenue share but incurs the cost of hardware and content. Further detail is provided in the table below.

Retail	Players in value chain	Share of NGR	Responsibilities
Sports betting	Franchisee	50%–55%	Staff, rent and facilities
	Licence holder	45%–50%	Licence, brand, content, technology, trading and risk
Gaming machines	Platform/machine owner	20%–25%	Machine installation and maintenance; hardware, software and content
	Location owner	50%–55%	Security, location costs and staff
	Licence holder	20%–30%	Licence

Online

The online business operates a direct-to-consumer model, with Snaitech paying a share of revenue to the retail franchisee owners should they sign up customers at their retail site or to affiliates which direct customers to Snaitech's online site. Platform and content costs, part of which are supplied by Playtech, are incurred by Snaitech.

Online	Players in value chain	Share of NGR	Responsibilities
Sports betting and casino	Platform and content owner	10%–15%	Platform and content
	Affiliates/retail sites	20%–25%	Customer acquisition
	Licence holder	60%–70%	Licence, tech, trading, risk and customer services



Business model continued

Our strengths

1

Unparalleled scale

Playtech has a vast reach, with over 180 licensees operating across more than 40 regulated markets and offices in 19 countries. Given this scale, the data, knowledge and expertise that Playtech leverages enable it to improve product design, develop cutting-edge safer gambling tools and support regulatory requirements of operators in various jurisdictions.

2

Award-winning technology

Playtech has a strong track record of innovation and content creation. Thanks to our scale, we're able to invest heavily in R&D and product-related innovations, allocating significantly more funds towards these efforts than our competitors. In fact, over the past five years alone, we've dedicated more than €720 million to support the development of our cutting-edge technological platform.

€720m

Amount invested in R&D over the last five years

3

Flexibility to cater to almost any operator

Playtech's comprehensive B2B technology offering covers the entire gambling value chain with all products integrated into the PAM+ platform. Playtech also boasts one of the industry's broadest content portfolios, available even without having to deploy PAM+, as well as access to third-party content via Playtech Open Platform (POP).

4

Leader in highly attractive Italian market

Playtech's Italian B2C business, Snaitech, is a market leader in the lucrative Italian market. The online segment has seen significant growth at a CAGR of 20% between 2019 and 2023, yet it remains less developed than retail, with online penetration at only 30% (versus 59% in the UK). Snaitech's leading brand and retail presence in Italy, combined with Playtech's technology expertise, make it ideally positioned to continue capturing this market opportunity.

€17bn

Size of Italian retail and online market in 2023 (GGR)

5

Our incredible people

Playtech's people are truly exceptional. They are talented, dedicated and passionate about their work. They invest their time and expertise in the Company. In return, Playtech provides a fun, creative, rewarding and inspiring working environment. We constantly invest in and reward our talent, which has helped us to become the world's leading gaming business, employing over 7,700 people across offices in 19 countries.

6

Focus on sustainability

At Playtech, we are committed to growing our business in a way that has a positive impact on our people, our communities, the environment and our industry. Advancing safer gambling and player protection technology is a key priority. Through our safer products, data analytics and player engagement solutions, we are keeping players safe and helping our licensees succeed in regulated and fast-moving markets.