

Strong financial performance

Very strong performances from B2B and Snaitech drive 25% growth in Group Adjusted EBITDA.

Revenue¹

€1,205m

| | |
|------|-------|
| 2021 | 1,205 |
| 2020 | 1,079 |
| 2019 | 1,441 |

Adjusted operating cash flow²

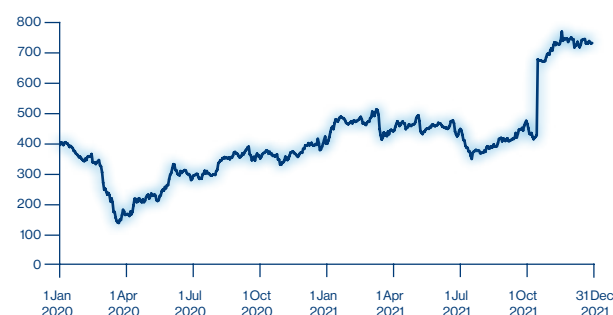
€315m

| | |
|------|-----|
| 2021 | 315 |
| 2020 | 364 |
| 2019 | 321 |

¹ From continuing operations.

² Operating cash flow includes Finalto and is adjusted for Snaitech's PREU tax payment of €90 million relating to 2020, which was paid in 2021 due to circumstances around COVID-19.

Share price chart



Adjusted EBITDA¹

€317m

| | |
|------|-----|
| 2021 | 317 |
| 2020 | 254 |
| 2019 | 375 |

Revenue from regulated markets¹

85%

| | |
|------|-----|
| 2021 | 85% |
| 2020 | 84% |
| 2019 | 87% |

“Our core B2B and B2C businesses remained resilient throughout the pandemic-hit months to drive a very strong EBITDA performance in 2021.”

Andrew Smith
Chief Financial Officer

Success across the Group

Business expansion

US momentum

Playtech continued to expand its presence in the US in 2021. The Company signed a strategic agreement with the Greenwood Companies to license Playtech products in Michigan, Indiana, New Jersey and Pennsylvania. The Group also built on its existing presence in New Jersey by partnering with Unibet to supply the Kindred-owned group with RNG Casino software, with more states to follow. Playtech also announced the launch of its Live Casino offering in the US, with state-of-the-art facilities opening in Michigan and New Jersey.

Significant progress in LatAm

Playtech's operations in Latin America continue to go from strength to strength, with existing partnerships showing strong growth alongside several new strategic agreements in the region. Caliente in Mexico saw significant growth alongside an increasing contribution from Wplay in Colombia. The Group also launched in Costa Rica and Panama, while plans are underway to open a new Live Casino facility in Peru to better serve Playtech's clients in the region.

Extended B2B agreements

Playtech made good progress in both extending agreements with the consumer-facing online gambling giants and striking new partnerships. The Company announced a five-year contract extension with Flutter Entertainment for its Paddy Power, Betfair and Sky Casino brands. In addition, it extended its partnership with Swiss Casinos through the launch of a new Live Casino studio and signed a new agreement with Scientific Games that allows both parties to benefit from each other's reach and scale.

Technology leadership

Record-breaking Live Casino game

Playtech's Live division rolled out a number of exciting new products, including a Who Wants To Be a Millionaire™ roulette game that has broken records for the most number of players on a Live table in the Company's history. The Live Casino vertical also added to its gameshow series with the launch of The Money Drop Live™, based on the iconic Banijay-owned brand, among others.

Snaitech online outperformance

Snaitech continued its record of outperformance, cementing its position as the number one retail and online sports betting brand in Italy across 2021. While pandemic-driven retail closures and sporting cancellations impacted the business, EBITDA from Snaitech's online business grew by over 50% as it benefited from its leading technology and brand recognition.

Strategic, multi-channel launch

Playtech signed a new, long-term strategic agreement with Holland Casino, enabling the state-owned casino operator to expand into the online betting and gaming space. Having launched with Playtech's full turnkey multi-channel technology as well as other products, Holland Casino has the most advanced offering in the Netherlands. A Live Casino facility has also been built near one of Holland Casino's existing locations as part of the deal.

Building a better business

Recognition in Safer Gambling

Alongside its industry-leading products and services, Playtech has worked with its licensees to raise industry standards in responsible business and safer gambling. The progress made in this space was recognised by GamCare, which made Playtech the first recipient of its new B2B Safer Gambling Standard. Playtech also partnered with Kindbridge to advance research into treatment for gambling-related disorders in a virtual setting.

Further progress with Sustainable Success

Following the launch of Playtech's Sustainable Success strategy in 2020, 2021 saw significant progress towards the programme's goal of building a safer, more sustainable entertainment industry for the benefit of all stakeholders. Among the key developments was the launch of a new Sustainability and Public Policy Committee that will advise on a wide range of responsible business topics and is directly overseen by the Board.

Significant evolution of the Board

2021 was a significant year in the evolution of Playtech's Board. Brian Mattingley took over as Chairman, bringing significant industry experience and a track record of delivering strong corporate governance. Brian appointed a new Senior Independent Director, Ian Penrose. Linda Marston-Weston joined the Board as a Non-executive Director, bringing extensive experience across a range of disciplines, including in promoting diversity and inclusion.

Company overview

Our purpose

Creating technology that changes the way people experience gambling entertainment

A global business

Playtech was established at the inception of the online gambling industry and possesses unparalleled knowledge and expertise in the sector, with over 20 years of experience and investment in technology.

Playtech's global scale and distribution capabilities, with over 180 licensees operating in over 30 regulated markets and with offices in 26 countries, mean we are ideally positioned to capture opportunities in newly regulating markets and high growth markets with low online penetration.

Our investment case

Playtech is the leading technology provider to the global gambling industry, with high operating margins and high cash generation.

This strong financial profile creates the ability to further extend our leading market position by investing in R&D, targeted strategic M&A, and generating value and returns for shareholders.

● [Read more about Playtech's investment case on page 8](#)

How we do this

Scale and distribution

Retail and online software for over 180 licensees in more than 30 regulated markets.

Data

Data-driven analytics and tools to develop intelligent platform features to improve customer experience.

Sustainable Success

Growing our business in a way that has a positive impact on our people, our communities, the environment and our industry.

Innovation and disruption

Delivering innovative ways for end customers to experience content and services, for example being the pioneer of omni-channel gaming.

Regulated jurisdictions

>30

Countries with offices

26

Employees

c.6,600



Our operations

B2B

Providing technology to gambling operators globally through a revenue share model and, in certain agreements, taking a profit share in addition.

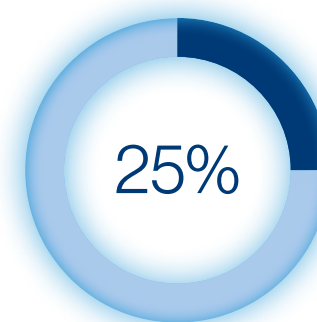
Revenue

€554m

EBITDA

€139m

EBITDA margin



● [Read more on pages 79 and 80](#)

B2C

Acting directly as an operator in select markets and generating revenues from online gambling, gaming machines and retail betting.

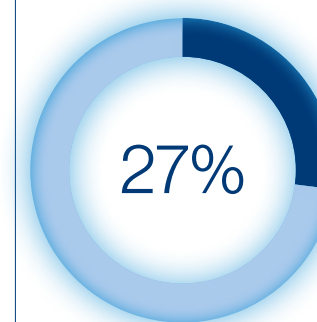
Revenue

€664m

EBITDA

€178m

EBITDA margin



● [Read more on pages 80 and 81](#)

Strong performance with significant progress in key markets



Brian Mattingley
Chairman

I joined Playtech on the strength of its unrivalled technology offering, its expertise in online gaming and the calibre of its team. Since I joined, it is fair to say that there has been a great deal of activity, not only in terms of its strategic development but also with regards to approaches by parties interested in acquiring the Company or its B2B and B2C businesses separately. This has, of course, all taken place against a backdrop of various levels of lockdowns and restrictions related to COVID-19. Throughout all of this, I have been extremely impressed by the achievements of my colleagues, who have helped drive the continued strong performance of the business, while real strides have been made in terms of Playtech's governance and sustainability.

I would like to thank my Board colleagues, the Executive Management and the wider team, together with our advisers, who have worked tirelessly to deliver these excellent financial, operational and strategic results, against the backdrop of the pandemic and corporate activity.

Strong performance underlined by progress in key global markets

I am very pleased to report the significant strategic progress Playtech made in its key markets throughout 2021.

- We continued to build our leadership position in Latin America with strong growth from Caliente in Mexico and Wplay in Colombia and signed a new agreement in Brazil.
- In the US, we signed and launched with Parx Casino, launched our Live Casino product in Michigan and New Jersey and secured new licences in additional states.
- We signed further strategic agreements including with Holland Casino in the Netherlands and with NorthStar Gaming in Canada.
- Snaitech had a very strong 2021 driven by continued outperformance from its online business and the reopening of retail locations in the second half of 2021.

Sustainable Success and Board governance

One of my highest priorities when joining Playtech was to build a more robust corporate governance structure, befitting our status as the world's leading gambling software company. In September we reorganised the Board structure, with Ian Penrose becoming Senior Independent Director, John Krumins appointed as Chair of the Audit Committee and Anna Massion as Chair of the Risk Committee. In October, we welcomed Linda Marston-Weston, currently Head of the Transaction Tax team at accountancy firm Cooper Parry, to the Board as a Non-executive Director. Linda's 30 years' experience of working with UK and global businesses across corporate finance, strategy, tax, culture and leadership is invaluable to the Board, as is her passion for delivering diversity and inclusion initiatives. Linda is therefore ideally suited to act as Chair of our new Sustainability and Public Policy Committee and help to drive forward our "Sustainable Success" strategy.

● [Read more about Sustainable Success on page 14](#)

One of my ongoing priorities as Chairman is to continue to improve the diversity of the Board and also more broadly across the Group. At Non-executive level the Board is now 40% female but when including our CEO and CFO the Board composition falls to 29% female, and I acknowledge that this as an area that needs to be addressed. Playtech has been involved in takeover discussions since October 2021 and as such has not been in a position to further change the composition of the Board. This, of course, remains the case but the Board is committed to addressing Board composition as a priority matter at the appropriate time.

Corporate transaction updates

Offer and possible offer for Playtech

The Board remains confident in the positive long-term prospects for the Group and this is supported by the trading performance across both its core B2B and B2C businesses in 2021 and the strategic progress we have made in transitioning the business. The strong performance we have delivered is all the more notable given the intensity of the continuous corporate activity Playtech has been involved in throughout 2021, and which remains ongoing. I am deeply impressed by the dedication of all our employees and our management team in achieving this result, despite the additional workload and the uncertainty they have faced over the last year.

In October 2021 the Board recommended an all-cash offer from Aristocrat at a 58% premium to the prevailing share price. This offer was universally well received by shareholders at the time, but, ultimately, at the Court and General Meetings held on 2 February 2022, Aristocrat's proposal did not achieve the requisite 75% level of shareholder approval needed for its offer to progress.

Shortly after Aristocrat's proposal lapsed, Playtech received an approach by an investor group formed and advised by TTB Partners Limited expressing interest in making an offer for the Company. On 21 February 2022, Playtech announced that it had consented to a request from our CEO, Mor Weizer, to join TTB Partners' investor group in considering an offer for the Company and that an independent Board Committee had therefore been formed at Playtech which excludes our CEO from all matters relating to any possible offer from TTB Partners. Discussions with TTB Partners are ongoing, and there can be no certainty as to whether an offer for the Company will be announced, or the terms on which any offer might be made.

Caliente/Calipay

As part of the disclosures made in relation to Aristocrat's proposed offer for Playtech, we confirmed that the Company had been exploring a possible transaction in relation to our agreement with Caliente which would allow it to enter selected US states on an accelerated basis. Should the transaction proceed to completion, Calipay would be acquired by a US listed special purpose acquisition company (SPAC) and it is also currently envisaged that the combined business of the SPAC and Calipay would enter into a long-term commercial agreement with a leading media partner. Under the proposed terms of the transaction, Playtech would continue to provide its software and services to Calipay in Mexico and extend this offering into the US and receive software and services fees. In addition, Playtech would become a holder of a material minority equity interest in the SPAC and would no longer receive its existing net adjusted revenues linked services fee (and cease to provide the related services) which it currently receives from Calipay. The gross revenues attached to this services fee for 2021 were approximately €49 million. Discussions between the parties involved remain ongoing, and whilst the opportunity remains an exciting one for Playtech, there can be no certainty that the transaction will proceed.



Finalto

On 1 December 2021, shareholders approved the proposed disposal of our financials trading business, Finalto, to Gopher Investments. This disposal is now only subject to the required regulatory approvals, and, as far as Playtech is aware, remains on track for completion in Q2 2022. The disposal, once completed, will be a significant step in simplifying the Company.

Looking ahead

As a global business, we are acutely aware of the impact of geopolitics and other macroeconomic shocks on our Company, and in particular on our colleagues. Just as global restrictions related to COVID-19 begin lifting, and we tentatively began contemplating the idea of living with a virus which has impacted us in so many ways, we are now faced with the prospect of further devastation and harm through the escalating conflict in Ukraine. Playtech has several hundred full time staff based in Ukraine and has been putting in place multi-layered support schemes for our people and their families, including evacuation where needed and providing accommodation and facilities for those who have needed to leave their country. We will continue to do all we can to support our affected colleagues.

As the leading technology company in the gambling industry, with an unrivalled quality and breadth of products, Playtech has a strong track record of growth, and the strategy and expertise to continue that growth for many years to come. That is in no small part down to the strength of our people, and we are extremely grateful to our staff for their commitment and expertise, which ultimately make Playtech the successful business it is.

Brian Mattingley
Chairman
24 March 2022

Leadership in a growing market

Playtech is the leading technology provider to the global gambling industry, with high operating margins and high cash generation. It operates a flexible business model and through its comprehensive technology offering can serve any operator in any market. The Company's strong financial profile creates the ability to further extend its leading market position by investing in R&D and targeted strategic M&A and generating value for shareholders.

Our sector/position

Demand for technology in the gambling sector is accelerating as regulation opens new markets

New jurisdictions globally are introducing regulation to allow gambling, which drives the need for technology in order for operators to capture the market opportunity. Playtech is ideally positioned to work with operators to develop new markets with its leading technology offering including safer gambling tools, its experience operating in over 30 regulated markets globally and its flexible business model. Playtech expects to work with the established local players to enable their businesses to expand as their markets regulate and to support established international operators in entering new markets such as the US and Latin America.

Operating cash flow in last five years

>€1.6bn

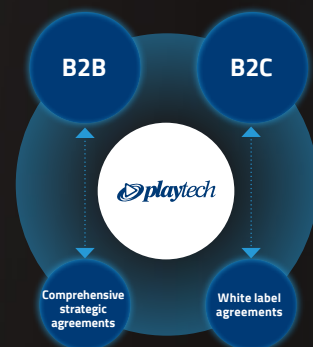
Read more about Playtech's key markets on pages 10 and 11

Our business model

Comprehensive and flexible offering to support any operator in any market

Regulation can differ significantly between jurisdictions, whereby in certain markets any local or international operator can apply for a licence while other markets are restrictive, and licences may be limited to existing land-based operators or government monopolies. Playtech's flexible B2B technology offering positions it well to partner with operators under any regulatory scenario.

In the majority of markets, Playtech's preferred business model will be to operate on a B2B basis (including comprehensive strategic agreements in some markets) providing its technology to local and/or international operators. In a few select markets Playtech may operate directly as a B2C provider, or under a white label agreement with a local brand.



Read more about Playtech's business model on pages 16 and 17

Our strengths

Unparalleled scale in the gambling industry

Playtech was established at the outset of the online gambling industry and its more than 20 years of experience and investment in technology have resulted in unparalleled knowledge and expertise. Playtech's global scale and distribution capabilities, with over 180 licensees operating in over 30 regulated markets and with offices in 26 countries, mean it is ideally positioned to provide its technology to operators in new regulated and regulating markets (including the US, Latin America, Central and Eastern Europe and Scandinavia).

Regulated markets

>30

Read more about Playtech's business model on pages 16 and 17

Leading B2B technology

Playtech's comprehensive B2B technology offering covers the entire gambling value chain, with all products available to be integrated into our leading proprietary IMS platform. In recent years Playtech has broken down the IMS into components, allowing it to be a one-stop shop for complete technology solutions to the gambling industry or to address the bespoke needs of specific operators. This evolution of our B2B offering has allowed the Company to significantly increase its addressable market.

Given its scale, the data that Playtech leverages enables it to improve product design, develop cutting edge safer gambling tools and support regulatory requirements of operators in various jurisdictions. Together this intelligence and insight leads to a safer gambling environment and an improved customer experience, as well as improved value for end-users.

Read more about Playtech's technology expertise on pages 30 to 33

Driving innovation

Playtech's leading B2B technology offering has been driven by a history of innovation. Playtech has consistently invested in R&D to deliver its technological innovation and industry-leading products to the gambling industry. Innovations from Playtech include being the pioneer of omni-channel technology and content integration in the gambling industry. The flexibility and agility of our products give licensees the ability to continue to enjoy the benefits of our investments in the future, on a bundled or customised basis according to client preferences and segment, creating significant long-term growth value.

Playtech's scale allows it to consistently invest in R&D and product-related investment at higher levels than its peers. In the last five years Playtech has made over €650 million of R&D and product-related investments, which is significantly more than its peers, and ensures all Playtech customers will benefit from cutting edge technology indefinitely.

Read more about innovation on pages 35 and 36

Leader in the highly attractive Italian market

Playtech's Italian B2C business, Snaitech, is the market leader in the highly attractive Italian online market. Italy is the second largest gambling market in Europe, with a total GGR of over €14 billion in 2021 and €20 billion in 2019 prior to the impacts of the pandemic. The online segment has seen significant growth at a CAGR of 32% between 2019 and 2021, yet it remains less developed than retail, with online penetration at only 27% in 2021 (versus 67% 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.

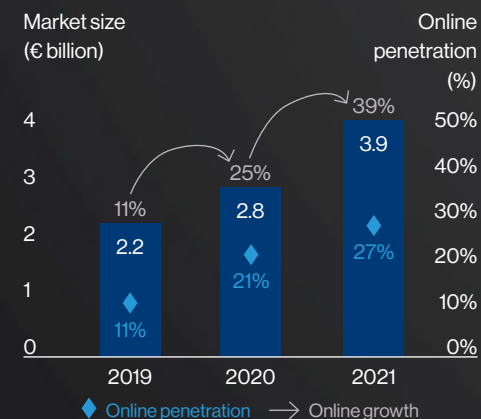
Read more about Snaitech on pages 38 and 39

Our impressive financial track record

Playtech has an impressive financial track record, having grown revenue and Adjusted EBITDA at a compound annual growth rate (CAGR) of 23% and 15% respectively since 2007. In the last five years Playtech has generated over €1.6 billion in operating cash flow and in the last ten years has returned over €1 billion to shareholders through dividends and share repurchases.

Playtech's growth historically has been driven by the continued development and expansion of its product offering to address the needs of new markets. As markets continue to regulate and the global market therefore continues to expand, Playtech is confident its leading technology and pipeline of opportunities will support continued growth in the future.

Evolution of Italian online market



Total shareholder returns in last ten years

>€1bn

Focus on sustainability

Playtech is committed to helping build a safer, more sustainable entertainment industry for the benefit of all stakeholders and in 2021 continued progressing on Sustainable Success, its five-year sustainable and responsible business strategy.

A key focus for Playtech is to cement its position as an industry leader in safer products, data analytics and player engagement solutions. In 2021 Playtech established a new Board Sustainability and Public Policy Committee to enhance oversight of its environmental, social and governance (ESG) strategy and performance.

Read more about sustainability on pages 43 to 76

Number of charities and community organisations we supported

>120

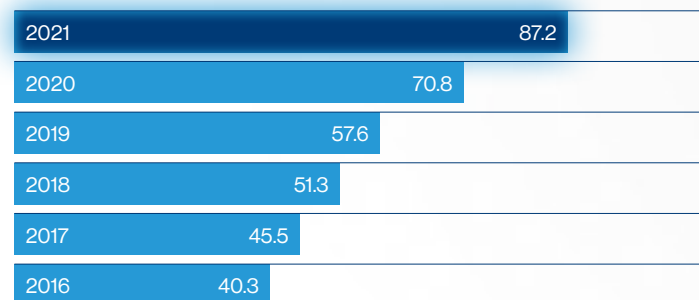
High growth industry

Global online market

The 2021 global online gambling market was estimated at €87 billion gross gaming revenue (GGR). The market is estimated to have grown 23% in 2021 compared to 2020 and has seen growth at a CAGR of 19% over the past three years. One of the drivers was the growth in mobile, which represented 43% of online gambling in 2021, up from 37% in 2018. Another driver was regulation of new markets, which is discussed below. Playtech's global presence, particularly in regulated markets, has allowed it to capitalise on market growth and the Company's scale and online expertise leave it well positioned to continue taking market share in the future.

Global online market

€87.2bn



Source: H2GC.

Driven by product innovation, the growth of mobile gambling and US regulation of sports betting and iGaming, the global online gambling market is projected to grow at a CAGR of 11% between 2021 and 2025, boosted by growth predicted in the US (30%) and Latin America (16%).

Mobile as a percentage of global online gambling is forecasted to grow from 43% in 2021 to 50% by 2025.

11%

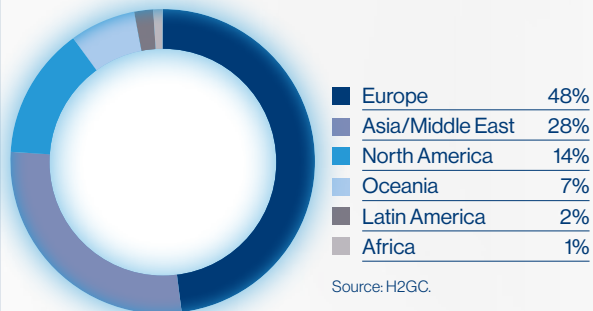
forecast CAGR of global online gambling market between 2021 and 2025

H2GC data (December 2021).

Online market

The European online gambling market is the largest globally, making up 48% of the global online market, and has grown at a CAGR of 17% between 2018 and 2021. The European market represented almost 60% of Playtech's core B2B Gambling revenues, driven by the UK, which is discussed below.

Online gambling market



The North American online market, which includes the US, Canada and Mexico, grew 55% in 2021 and made up 14% of the global online market, up from its 12% share in 2020. This was driven by the US online market, which (excluding lotteries) grew 69% in 2021 with growth in online casino of 65% being a significant contributor. Following the repeal of PASPA in 2018, the US market is expected to experience significant growth in the coming years and is discussed in more detail below.

Latin America makes up only 2% of the global online market. Despite its relative infancy in size compared to other geographies, it is a high growth market which is expected to grow at a CAGR of 17% (excluding lotteries) between 2021 and 2025 according to H2 Gambling Capital (H2GC) estimates.

Retail market

While online markets represent significant growth opportunities in many geographies, the global retail market is much more mature and had already begun to slow in growth prior to the impacts of COVID-19. Between 2016 and 2019, the global retail market saw an estimated CAGR of only 2%. In 2020, the retail market globally was estimated to have contracted 29%, largely driven by retail locations in many countries being closed or otherwise impacted by lockdown measures imposed by various governments in response to the COVID-19 pandemic for large parts of the year.

In 2021 the retail market returned to growth, albeit off a lower base, of 8% and is forecasted to grow at a CAGR of 9% between 2021 and 2025. This is expected to be driven by the recoveries of the largest retail markets, namely North America, Asia and Europe, on the assumption that countries become better equipped to deal with COVID-19 without the stringent lockdowns seen in 2020 and 2021.

Regulation

Regulation is a key driver of growth across the global market. Regulation across the sector varies in every country, from markets where gambling is prohibited (black markets), to markets where governments are yet to legislate for online products (grey markets), to fully regulated markets and government-owned monopolies. Playtech does not operate and does not allow its software to be used in black markets.

Governments across the world continue to introduce regulation, which in turn leads to further markets where gambling can be tracked, made safer and taxed by governments. In recent years numerous markets have regulated in Europe, such as Sweden and the Netherlands. The repeal of the federal ban on sports betting in the US is another example of a government following this trend, while sports betting legislation has been passed in Brazil and is expected to be implemented in the near future. This trend presents Playtech with a significant opportunity as it continues to focus on regulated markets.

When stripping out the pandemic, the European market is expected to grow in the coming years driven by newly regulating markets, despite its largest markets, such as the UK and Italy, being at mature stages and experiencing increasing regulation.

Latin America, conversely, is still seen as a growth market with more countries likely to regulate and grow in the way Mexico and Colombia have in recent years.

The North American retail market makes up 39% of the global pie, having grown from making up 31% in 2019. One of the drivers has been regulation in the US, with the legalisation of retail sportsbooks in several US states since PASPA was repealed in 2018.

Geographic focus

US

The US online market (excluding lotteries) has grown at a CAGR of 44% in the last three years and is expected to grow at a CAGR of 30% between 2021 and 2025, with online betting CAGR estimated at 23% and iGaming at 36% according to H2GC. The market is regulating state by state, with over 27 states now offering sports betting and six offering a form of iGaming. Following the legalisation and launch of retail sportsbooks in several states, the retail sports betting market is expected to grow at a CAGR of 9% between 2021 and 2025 according to H2GC.

Jefferies estimates that the US sports betting (retail and online combined) market will reach \$20 billion in gross gaming revenue (GGR) in the long term, with the iGaming market estimated to reach \$19 billion.

Playtech has an exciting part to play in this high growth market, having made operational progress in New Jersey and Michigan including significant deals and the launch of its Live Casino facilities in both states. Playtech also received licences to operate in Arizona (online and retail sports) and Mississippi (retail sports), with further licence applications underway and further deals in the pipeline.

\$39bn

forecasted US market size

Read more about Playtech's US market opportunity on pages 18 and 19



Latin America

The Latin American online market saw year-on-year growth slow from 25% in 2019 to 9% in 2020, with the drastic fall attributable to the impacts of the pandemic on spending capacity in the region. However, the market saw a strong recovery in 2021 with 52% growth on the prior year, albeit off a lower base. The market is expected to continue growing strongly with double-digit growth expected over each of the next four years, at a CAGR of 16%.

Following the success of its business in Mexico and Colombia in recent years, Playtech is well positioned to capitalise on the high growth potential in Latin America in the coming years, having launched its recent strategic agreements in Costa Rica and Panama in 2021 and with an exciting strategic agreement in place in Brazil.

52%

year-on-year online growth in LatAm

Italy

Italy is the second largest overall gambling market in Europe and the largest until the pandemic-driven retail decline from early 2020, with an underpenetrated online channel. In 2019 only 11% of the total Italian market (GGR) was online, presenting a significant long-term growth opportunity, and this increased to 21% in 2020, albeit amplified by government-imposed retail closures in response to the COVID-19 pandemic at various points in the year. In 2021, online is estimated to have represented 27% of the total market, with the shift once again aided by lockdowns throughout most of H1 2021.

However, a substantial proportion of this shift could become permanent if Italy follows the digital trends of other geographies. The online market in Italy grew at a CAGR of 25% in the last three years and the Playtech Group is, through Snaitech, perfectly positioned to capitalise on the shift towards online.

UK

The largest regulated online market globally is the UK, which is estimated to have grown at a CAGR of 12% in the last three years and 18% in 2021 compared to 2020. The market, which had already begun accelerating its shift towards online over recent years, evolved from being 36% online in 2015 to 45% in 2019.

In 2021, the UK market was 67% online, albeit amplified by the shutdown of retail activity during the COVID-19 pandemic lockdowns in 2020 and 2021 and the resulting shifts towards online. While online growth is likely to slow in the event that retail remains open without further significant lockdowns, the online market is expected to continue growing at a mid-single-digit CAGR in the coming years.

A strategy for sustainable growth

Our strategic priorities

In a rapidly evolving sector Playtech has a clear strategy to succeed in the coming years.



1

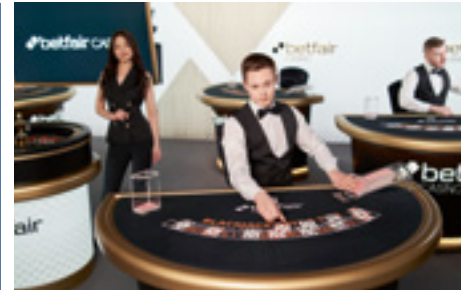
Drive growth in newly regulated markets including US and LatAm

Regulated and regulating markets will be the main source of income and present the highest growth opportunities in the gambling industry going forward. Playtech's growth in these new regulated markets will be driven through new licensee or partnership agreements as well as expanding into these markets with existing customers.

While growth opportunities exist in regulating markets globally, Playtech believes that the US and Latin America are especially attractive and will drive the Company's growth in the years ahead.

Examples of this strategy in action are Playtech's strategic agreements with the Greenwood companies in the US, Caliente in Mexico, Wplay in Colombia and Holland Casino in the Netherlands.

● Read more about Playtech's US presence on pages 18 and 19 and more about regulation on pages 41 and 42



2

Diversify through new partnerships and business models

Due to its flexible technology, comprehensive product and service offering, land-based capabilities, and ability to offer a full turnkey solution, Playtech can enter new markets via a number of different business models and partnership arrangements depending on the conditions in each regulated or regulating market. These business models include comprehensive structured agreements, product, technology and software licensing or through its flexible and modular SaaS offering.

Examples of this strategy in action are Playtech's recently launched SaaS offering, which has secured over 250 new brands since its launch, as well as the new agreements and models deployed to capture the opportunity in Latin America with partners such as Caliente, Wplay and Tenlot Group.



3

Drive innovation to remain technology provider of choice

Playtech has been at the forefront of innovation in the industry and is focused on continuing this going forward. Playtech has spent in excess of €650 million on R&D in the last five years in order to improve end-user experience and overall customer value by continually developing the IMS platform and by producing industry-leading and engaging content (including new games and integrated content). Playtech will continue to invest in R&D to remain a major source of innovation in the industry by further developing its technology platform and delivering innovative ways for end-users to experience content.

The Group has a data-driven approach to innovation. It collects non-personal data across its global licensee base in order to determine the prevalent trends and growth areas and tailor solutions, while also driving data network effects. This enables Playtech to provide intelligent services and add new capabilities to the IMS platform to improve the experience and reward end-users while maintaining a safer gambling environment.



4

Commitment to sustainability

Playtech is committed to helping build a safer, more sustainable entertainment industry for the benefit of all stakeholders and in 2021 continued to drive Sustainable Success, its five-year sustainable and responsible business strategy. As part of the strategy, Playtech is investing in initiatives that boost digital resilience and safer gambling behaviours. A key pillar of Playtech's corporate strategy is to cement its position as a global leader in safer products, data analytics and player engagement solutions.

To support this, a key commitment of Sustainable Success is to increase the uptake of safer gambling tools and solutions. Alongside powering safer gambling tools, a key commitment of Sustainable Success is for Playtech to partner with global leaders on the shared societal challenges presented by digital and online life.

● Read more in our Sustainability Report on pages 43 to 76



5

M&A to focus on core businesses

Playtech's strategic focus is on its Core B2B and B2C Gambling divisions and it will use M&A to enhance its Core businesses through acquisitions or to divest non-core assets.

Playtech has grown historically through a combination of organic development and acquisitions. While organic development has been the priority throughout 2021, Playtech continues to consider acquiring businesses (or their assets) that possess technologies, products and distribution capabilities which will strategically complement or enhance the Group's existing businesses. In delivering this strategy, Playtech is committed to a prudent and disciplined approach to acquisitions.

Playtech is also focused on simplifying its corporate structure to enhance its focus on its core businesses and may use M&A to help deliver this by disposing of non-core assets. Examples of this strategy in action are the disposal of its Casual and Social Gaming assets and the agreement to dispose of Finalto.

A guide to Sustainable Success

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.

Sustainable Success is how we are bringing the principles of sustainability and responsible business into everything we do. It is about raising standards for Playtech and the whole of the gambling sector.

Sustainable Success is built around our commitments to powering safer gambling, promoting integrity and inclusivity, and partnering on shared societal challenges. These commitments outline our approach for tackling the material environmental, social and governance (ESG) issues for our business.

By bringing our passion for innovation to this ambition, we are determined to be a leader in advancing a sustainable, digital entertainment industry.

A global framework powered by local action

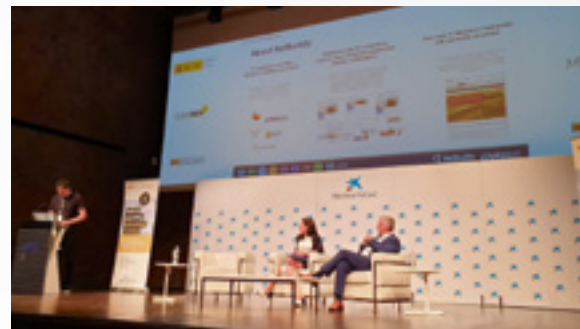
Sustainable Success builds on Playtech's strong tradition of responsible business practices. We are now at a size and scale, however, where we need to co-ordinate our activities through a global framework.

Sustainable Success provides the framework for aligning our culture and values with our plans and ambitions, and to focus our attention, energy and resources.

At the heart of Sustainable Success are three commitments:

- powering safer gambling solutions;
- promoting integrity and an inclusive culture; and
- partnering on shared societal challenges.

We have set goals for each of these commitment areas and will report on our progress year on year (and celebrate our successes).



1. Powering safer gambling solutions

The biggest impact we have on society relates to our gambling technology. That is why our first commitment is about powering safer gambling solutions. This is already a vital area for us, but will only become more important in the years ahead as we work to:

- increase uptake of safer gambling technology, tools and solutions;
- harness investment in R&D to advance the next generation of safer solutions; and
- strengthen operational safer gambling standards and technology – both B2B and B2C.

The launch of Playtech Protect in 2020 was a signal of our commitment to be at the forefront of innovation, bringing our safer gambling technology, tools and services and research under one digital roof.

In the years ahead we want to have an even greater impact on the regulatory environment and fuel greater levels of industry collaboration.



2. Promoting integrity and an inclusive culture

At Playtech, our behaviour is governed by our values of integrity, innovation, excellence and performance. By making a commitment to promoting integrity and an inclusive culture, we are working to enshrine our values in everything we do. Over the next five years, we will focus on:

- promoting integrity and reducing compliance risk;
- reducing our carbon footprint by 40% by 2025;
- supporting employee wellbeing; and
- reducing the gender pay gap, promoting an inclusive culture and increasing representation of women at all levels of the organisation and across all functions.

The source of Playtech's success has always been that we have the best people in the industry. By making Playtech's culture truly inclusive, we want to continue attracting and retaining talented people to develop their skills and careers at Playtech.



3. Partnering on shared societal challenges

Our third commitment is partnering on shared societal challenges. Quite simply, if we want to have a positive impact, we cannot do it alone. This is why we are working with expert partners to drive:

- healthier online lives and digital resilience;
- increasing employee participation in local volunteering projects; and
- research, education and training to prevent gambling-related harm.

To support these areas, we have made an initial pledge of £5 million over the next five years to fund partners which are working to help people live healthier online lives and adopt digital wellbeing and resilience.

Flexibility to capture every opportunity

Our core strengths

Unparalleled scale

Playtech's global scale, extensive experience and expertise in regulated markets, and leading technology are unparalleled in the industry today.

Leading technology

Our full-service solution, which includes every product vertical integrated into our leading proprietary IMS platform, sets us apart from our competitors across the gambling value chain.

At the forefront of industry innovation

Our long history of investing in R&D to drive innovation has seen us pioneer omni-channel technology and the integration of our industry-leading content. The wealth of data we capture daily will enable further intelligence-driven investment.

Commitment to sustainability and safer gambling

We are focused on building a safe, sustainable industry for the benefit of all our stakeholders. This includes furthering Playtech's position as a global leader in safer products, data analytics and player engagement solutions.

Strong financial track record

Our proven track record of revenue generation and cash generation provides us with a strong base from which to reinvest and grow the business.

R&D investment

Playtech annually invests around 25% of B2B revenue in R&D, significantly more than its peers, to ensure all Playtech customers will benefit from cutting edge technology which promotes entertainment in a safe gambling environment indefinitely.

Read more about our leading technology on pages 30 to 33

What we do

Our core strengths position us to capture any market opportunity in our industry, through:

B2B

Providing technology to gambling operators globally through a revenue share model. Comprehensive offering covers the end-to-end gambling value chain, including the design, development and distribution across every gambling vertical integrated with Playtech's leading IMS platform.

Comprehensive strategic agreements

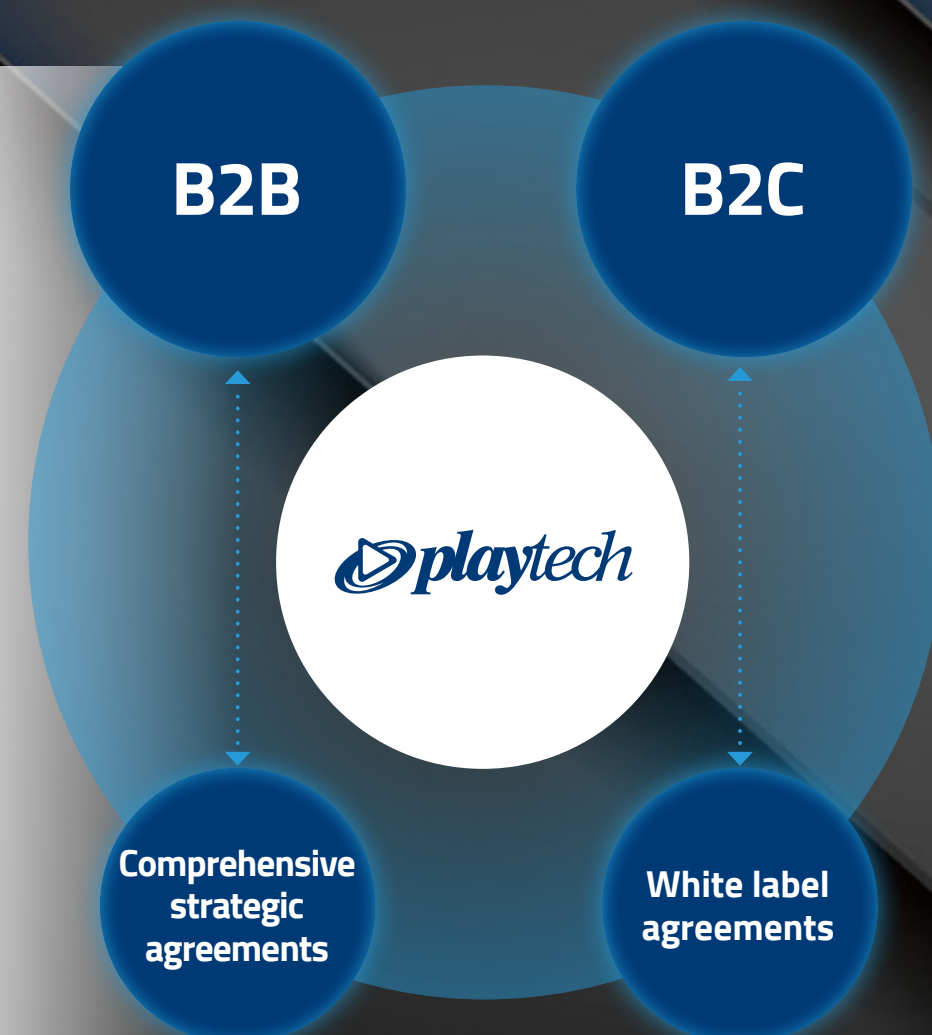
An extension of Playtech's B2B technology offering in which it partners with local heroes with a strong retail brand and presence to drive sales but without the technological expertise to succeed online.

B2C

Leveraging Playtech's proprietary technology while operating directly as an operator in select markets and generating revenues from online gambling, gaming machines and retail betting.

White label agreements

Utilising Playtech's proprietary technology and capabilities to create value by running a B2C operation on behalf of a notable media or operator brand.



Value created

For customers

Amount invested in cash R&D including safer gambling initiatives

c.€150m

Total number of sports bets

c.400m

Number of poker tournaments on our networks

c.50m

For society and employees

Jobs (i.e. number of employees)

c.6,600

Number of charities and community organisations we supported

>120

For shareholders

Operating cash flow

c.€315m

Building momentum in the US market

Significant long-term opportunity across Playtech's product suite.

The regulatory landscape in the US is ever progressing. In the three years since the repeal of PASPA in 2018, legalisation of sports betting has progressed at a blistering pace. More than 27 states now offer or have introduced legislation to allow sports betting with further states expected to pass legislation in the coming years. Many of these markets have already launched in both online and retail channels, with others expected to launch soon.

iGaming, which was not subject to PASPA, is allowed at the discretion of individual states. The tribes of Connecticut most recently received federal approval to operate online casino games, while Michigan launched in early 2021, joining New Jersey, Pennsylvania, Delaware and West Virginia, while Nevada allows online poker only.

“The total long-term B2B opportunity across sports, iGaming and PAM is around \$3 billion. We are seeing significant demand for the full breadth of our product offering and I am very confident of Playtech's prospects in this market.”

Mor Weizer
Chief Executive Officer

\$20bn

Estimated long-term US sports betting market size (GGR)

Jefferies estimates that the US sports betting (retail and online combined) market will reach \$20 billion in gross gaming revenue (GGR) in the long term. Despite taking a prudent approach when estimating the number of states that will legalise iGaming, the iGaming market is estimated to reach \$19 billion in the long term.

The opportunity for Playtech in the US includes sports, iGaming and Player Account Management (PAM) or platform deals. There is a wide range of estimates for the overall size of the market, with some forecasts of more than \$60 billion. Playtech is assuming a long-term addressable market of \$39 billion, in order to be conservative.

Using the Jefferies market sizing estimates alongside estimates for the third-party share of the market and estimated royalty rates, Playtech estimates a B2B supplier opportunity of over \$800 million for online sports, \$1.8 billion for iGaming and \$390 million for PAM. This can be seen in the diagram on the following page.

In total, the Company expects a total addressable market for B2B suppliers of c. \$3 billion, excluding any further opportunities which could be derived from structured agreements in the US.

Momentum building

After entering the New Jersey market in 2020, providing its online casino product to both bet365 and Entain, Playtech has subsequently secured multi-product deals with Parx Casino, Unibet, 888 and others which are soon to be announced. Over time, Playtech will increase its products on offer to include Sports, platform and Live Casino in line with state-by-state regulations.

Playtech has also received provisional iGaming licences in Michigan and Pennsylvania and is underway with the licensing process in several additional US states. The Company has a strong pipeline of opportunities with potential new customers as well as existing customers in various states and will continue to increase its strategic investment in the US market.

\$19bn

Estimated long-term US iGaming market size (GGR)

In H1 2021 the Company signed strategic agreements with various subsidiaries of Greenwood Racing Inc. which own and operate the Parx Casino in Pennsylvania. Parx Casino is the leading casino and racetrack operator in Pennsylvania. The Greenwood companies also operate sports betting and online casino in Pennsylvania, New Jersey and Michigan.

The agreements include the licensing of Playtech products to the Greenwood companies in the states of Michigan, Indiana, New Jersey and Pennsylvania.

Following the signing of the agreement, Parx launched online casino in Michigan on Playtech's IMS Platform and Player Account Management (PAM) software in April and will continue to launch in further states and with additional products going forward.

Playtech also signed a global iGaming distribution partnership with Scientific Games which will enable both parties to mutually benefit from each other's scale and reach across the US, as well as other regulated markets. The Company also announced a strategic partnership with Novomatic Americas to market, sell and distribute sports betting products in the US.

US B2B revenue opportunity

Total long-term B2B addressable market of c. \$3 billion

| | Market size ¹ | | Third-party share | | Royalty share | | Revenue opp. |
|--|--------------------------|---|-------------------|---|---------------|---|-----------------|
| Sports betting (online) | \$20bn | X | 33% | X | 10–15% | = | c. \$825m |
| iGaming | \$19bn | X | 75% | X | 10–15% | = | c. \$1.8bn |
| Platform (PAM) | \$39bn | X | 25% | X | 3–5% | = | c. \$390m |
| Total B2B opportunity (excl. structured agreements) | | | | | | | c. \$3bn |

Source: Jefferies research and Company estimates (2021).

¹ Market sizes are GGR based on forecasts for online sports betting/iGaming.



Playtech has launched Live Casino facilities in Michigan and New Jersey, while further facilities are progressing in Pennsylvania among other locations.

The Company has significantly expanded its operational and back-office teams in the US in order to accelerate its presence in the region.

Total long-term B2B opportunity

\$3bn

➤ To read more about the US market dynamics and regulatory backdrop, please refer to pages 18 and 41 respectively

Engaging regularly with all stakeholders

Playtech continues to maintain strong relationships with stakeholders.

Introduction

As a technology leader and trusted service provider in the gambling industry, Playtech's success is built upon maintaining strong relationships and trust with its stakeholders. Collaboration has been essential to the Group's success and is fundamental to how Playtech thinks about and delivers its commercial strategy as well as its social responsibilities. The pandemic's continued impact on our workforce, business, industry, customers, business partners and society at large has further reinforced the importance of ensuring that we fulfil our obligations to stakeholders impacted by our business.

In addition, following the Board-recommended takeover offer of the Group by Aristocrat, Playtech engaged with all of its stakeholders including employees, shareholders, licensees and regulators. This engagement involved communication of the situation and the relevant potential impacts, if any, on each group. This engagement included regular communication with employees and an ongoing dialogue with major shareholders, as well as engagement with licensees and regulators.

As an Isle of Man registered company, we are not bound by the Companies Act 2006. However, we seek to adhere to best practice and as such, guided by section 172, our Directors seek to act in a way that promotes the success of the Company for the benefit of its members as a whole. The following section outlines how the Directors take into account their obligations under section 172(1) (a) to (f) of the Companies Act 2006. Playtech's approach to stakeholder engagement is summarised in this section as well as noted throughout this report.

Our approach

The Board utilises a range of channels to understand and consider stakeholder concerns when taking strategic decisions about the business and to communicate the Company's strategy, values and purpose to those stakeholders. These channels comprise of:

- direct engagement with stakeholders;
- use of communications channels including social media, digital media, internal Company channels, and participation conferences and one-to-one meetings;
- utilisation of Playtech's proprietary employee training and learning platform;
- regular Board updates from key functional leaders responsible for engaging with key external stakeholders;
- relevant functional reports and updates to the Remuneration, Audit and Risk & Compliance Board Committee;
- regular Board updates from the COO and HR on employee issues;
- briefings with functional leaders about emerging and/or live stakeholder issues;
- briefings on issues raised through the Speak Up/Whistleblowing hotline;
- direct participation of the Risk & Compliance Committee Chair in the Company's Global Community Investment Committee;
- direct participation of the Non-executive Directors through the new Board Sustainability and Public Policy Committee; and
- direct participation of the Non-executive Directors, Executive Committee members and senior leaders through the recently established Stakeholder Advisory Panel.

The Director of Investor Relations, Director of Corporate Affairs, Chief Operating Officer, and Chief Compliance Officer are standing attendees at Board meetings and regularly update the Board on investor, regulatory, policy, employee and commercial stakeholder views and perspectives. In addition, the Sustainability and Public Policy Committee and Risk & Compliance Committee of the Board, respectively, are tasked with reviewing and considering developments on wider environmental, social and governance issues as well as compliance and regulatory affairs matters, along with evolving political, regulatory and compliance developments.

The following provides an overview of our stakeholders, the topics raised and considered, and how the Board assessed their interests when considering decisions during the year.

Employees

Summary of issues and interests

The unprecedented impact of the pandemic was the primary area of focus amongst our workforce in 2021. Key issues in focus during the year were diversity and inclusion, workplace health and safety (including employee support for remote working), mental health and wellbeing, job security, learning and development and the future of work. In addition, the proposed acquisition of Playtech by Aristocrat triggered formal engagement with employees (and work councils), and updates continued as the situation developed with other interested buyers.

How we engaged and key considerations

The Board engages with the Chief Operating Officer (COO) and Global Head of Human Resources on strategic and operational issues affecting and of interest to the workforce, including remuneration, talent pipeline, wellbeing and diversity and inclusion. The COO is a standing attendee at the Board meetings. In addition, the Company has established a Speak Up hotline, which enables employees to raise concerns confidentially and independently of management. Any concerns raised are reported to the General Counsel and Chief Compliance Officer for discussion and consideration by the Risk & Compliance Board Committee.

In 2021, the health, safety and wellbeing of our employees continued to be of utmost importance for the Board and Executive leadership team.

As the pandemic has continued, the Executive Leadership, Site Operations and Human Resources functions continue to work together to monitor and respond to local developments, impacts and issues impacting our business and workforce.

Playtech has also implemented a new global working from home and hybrid work model to create more flexibility in the workplace and enable employees to strike a healthy work-life balance.

During 2021, Playtech introduced a comprehensive health and wellbeing strategy which includes programmes to support the physical, mental, social and financial wellbeing of employees. We have published a Global Wellbeing Policy and a revised Health, Safety and Wellbeing Policy that has global reach and is supported by a framework that aligns with local activities. The policy launch will be accompanied by a programme of events that explains the policies and highlights the benefits to individual employees and the business of these changes.

Building an inclusive workplace continues to be of interest to our employees and other stakeholders. To support our progress, we have been refreshing our diversity and inclusion strategy. For more information, please refer to our Sustainability section on page 43. Plans for 2022 include the roll-out of an inclusion survey to better understand our current performance, including opportunities to improve cultural diversity in leadership levels. Playtech has approved a refreshed diversity and inclusion strategy (as well as targets) and has made progress in reducing its UK gender pay gap. In addition, Playtech has increased female representation at senior levels, including the Executive Committee.

Personal and professional development continues to be a priority for our prospective and current employees. To strengthen our approach, we plan to publish a new L&D Global policy and learning framework in 2022.



Investors

Summary of issues and interests

- Proposed acquisition by Aristocrat and alternative takeover offers from others
- Simplification of the Group including disposal of Finalto
- US and Latin America strategy
- Capturing the market opportunity in Italy
- Corporate governance
- ESG strategy and progress on safer gambling

How we engaged and key considerations

The Board is committed to having a continuing, constructive dialogue with its current and prospective shareholders and ensuring it is aware of their views regarding the Company on issues including strategy, governance and sustainability. The Chairman regularly engages with major shareholders and other members of the Board meet with shareholders as required. The Director of Investor Relations (IR) attends Board meetings and provides regular reports on shareholder engagement, issues of concern and investors and analysts' views on strategic aspects. Whenever required, the Executive Directors and the Chairman communicate with the Company's brokers, Goodbody and Jefferies, to confirm shareholder sentiment and consult on governance issues.

In 2021, following his appointment on 1 June, the new Chairman met with the Company's major shareholders to understand their views on the Company's strategy, governance and sustainability. The Chairman has continued to have an ongoing dialogue with many of its shareholders. In 2021 the Company also continued its well-established IR processes which support a structured programme of communications with existing and prospective investors and analysts. The Executive Directors and members of the IR team participate in a number of investor events, attend industry conferences and regularly meet or are in contact with existing and prospective institutional investors from around the world, ensuring that Group performance and strategy are effectively communicated, within regulatory constraints.

Licensees and customers

Summary of issues and interests

- Business and operational continuity during the pandemic
- Competitive pricing
- Service reliability and scalability
- Solutions and support to meet and anticipate regulatory developments – including safer gambling
- Innovation across content, products and platform

How we engaged and key considerations during the year

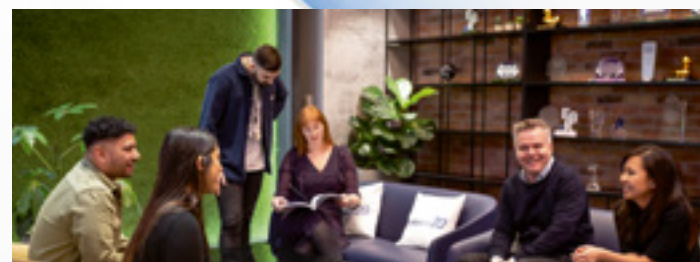
The Board received regular updates on commercial developments, joint ventures, licensee relationships and business development from the COO and VP of Business Development. In 2021, the key priority continued to be ensuring high levels of business continuity with a focus on reliability and minimal service disruption.

Our ability to innovate our content, products and platform in an agile manner is also a key expectation from our licensees. Playtech continues to support existing licensees with new technologies that support greater flexibility in running their businesses as well as improved ability to meet evolving regulatory and market needs. In addition, Playtech Academy provides learning support for our licensees, providing them with accessible and versatile training content and services.

• For more information on Playtech Academy, please see page 38

Playtech also continues to meet current and future licensee needs and interests related to the evolving regulatory environment and the focus on safer gambling. In 2020, the Company launched Playtech Protect, a new business unit dedicated to supporting licensees with safer gambling solutions, and continued to develop the offering in 2021.

• For more information on safer gambling, please see pages 48 to 53



Suppliers and technology partners

Summary of issues and interests

- Complexity and speed of onboarding process for new suppliers
- Impact of the pandemic on supply chain continuity and timely delivery
- Consistent and regular communication and engagement
- On-time payments
- New opportunities to ensure businesses – including small suppliers – do business with Playtech (onboarding, payments and processes)

How we engaged and key considerations during the year

Suppliers

The central procurement team leads on setting the strategic direction and engagement with our suppliers. The team uses several mechanisms for engaging with suppliers including:

- open communication with vendors and suppliers;
- virtual meetings during renewals, negotiations and establishing new deals and contracts;
- engagement with suppliers about new trends and solutions;
- periodic supplier briefings;
- joint forecasting of opportunities; and
- management of pricing and supply chain disruptions.

During the year, Playtech worked with its suppliers to address the challenges associated with the pandemic including supply chain continuity, and ensuring access and supply of key infrastructure hardware. In addition, we are starting to order our hardware in advance to mitigate the risk of supply chain disruption and late delivery that can impact the business. We are also enhancing proactive engagement with suppliers on responsible business topics, which will be part of our RFP process including climate, GDPR and responsible business practices. In the future, we will explore additional mechanisms for engaging with suppliers including evaluation processes.

Technology partners

The Product Research team is the primary function responsible for engaging and forging partnerships with third-party technology partners. The Board has directed Playtech to partner selectively with those that are leaders in their own field and share Playtech's standards and values.

As part of our strategy, Playtech has onboarded a number of specialist partners to our Software as a Service (SaaS) Partner programme, which is designed to support our licensees with innovative technology solutions to support them as they compete, grow and thrive in a changing regulatory landscape. In 2021, our engagement with SaaS partners increased and we saw an upsurge in interest from potential partners, in particular those applicable to the new markets Playtech's customers are working in. Playtech licensees have benefited significantly from newly integrated solutions, cutting down time to market and operational overheads and improving their overall proposition to players.

Regulators and policymakers

Summary of issues and interests

Regulation continues to be a fast-growing force across our existing and future markets. In regulated markets such as the UK, Italy, Sweden and Spain, concerns about the pandemic have seen continued calls for action and monitoring of consumers who could be at additional risk due to the impacts of the pandemic, as well as action to further restrict and monitor the behaviour and impact of the sector on consumer protection and safer gambling. Advertising, affordability, product safety and public health issues continue to be areas of regulatory and political focus, particularly in markets such as the UK, where the regulatory and legislative framework is undergoing review, which will continue into 2022. New jurisdictions, such as Ontario and additional US states, continue introducing regulation to allow online gambling, which drives the need for technology in order for operators to capture the market opportunity.

How we engaged and key considerations during the year

The Board continues to monitor and engage on regulatory and policy issues via the Chief Compliance Officer, who has primary (delegated) responsibility for engaging with regulators and policymakers and providing the Board with regular updates on developments. The Company continues to actively promote regulation in existing, future and emerging markets through one-on-one engagements as well as participation in industry trade bodies, including the Betting and Gaming Council (BGC), to monitor and engage with policymakers and regulators on current and emerging developments.

Throughout 2021, the Board received ongoing updates on the review of the UK Gambling Act and regulatory developments in the US, Canada and Latin America, as well as developments related to more stringent safer gambling regulations across Europe.

• For more information, please refer to the Regulation section on pages 41 and 42

Society and communities

Summary of issues and interests

Safer gambling – spanning product safety, mental health, ethics and technology – continues to be a key concern for consumers, opinion formers, policy makers and regulators. Playtech recognises that the “always on” digital culture is raising important questions about wellbeing, safer gambling and mental health. The continued impacts of the pandemic mean that societal concerns about digital wellbeing and safer gambling continue to be material concerns in the sector. Non-profit organisations providing prevention and treatment services continue to require support to aid those affected by gambling-related harm, as well as frontline services in the communities where Playtech operates. 2021 was also a defining year for climate change with the historic COP26 conference raising the profile and call to action to tackle climate change. In addition, diversity and inclusion, with a focus on gender and ethnic diversity at leadership levels, continued to be a prominent issue.

How we engaged and key considerations during the year

In 2021, Playtech established two new mechanisms for enhancing its Board-level engagement on sustainability and responsible business issues. At the beginning of the year, the Company established a Stakeholder Advisory Panel. The Panel was established to gain a better appreciation of changing stakeholder expectations and take them into account in how we do business. The Panel was also established in order to help Playtech advance its own strategy as well as help us raise standards for responsible business practices within the wider sector.

The Stakeholder Advisory Panel brought together external topic experts with our CEO, Non-executive Directors and senior internal decision makers to sense check, challenge and provide direction against key non-financial topics, such as the overall responsible business strategy, safer gambling, diversity and inclusion, and climate change.

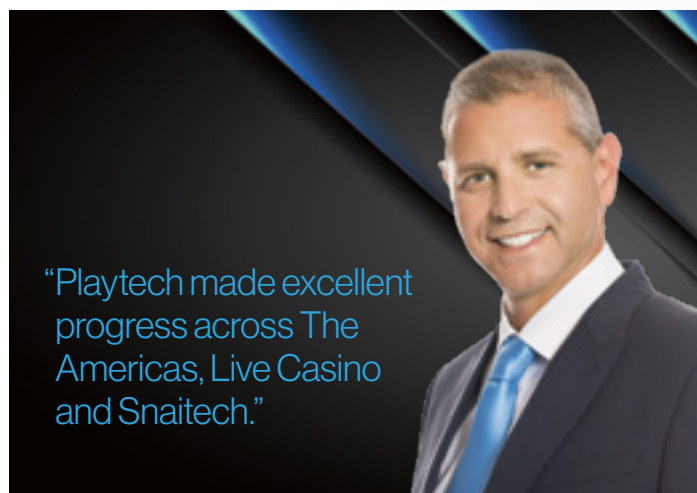
During the year, Playtech also established a new Board Sustainability and Public Policy Committee to enhance oversight of its environmental, social and governance (ESG) strategy and performance. In addition to these new forums, the Board is provided with updates on developments through regular updates provided by the Compliance, Regulatory Affairs, Sustainability and Corporate Affairs functions. In 2021, the Board tabled sustainability during the April meeting where sustainability and ESG topics were considered. In addition, the Board Sustainability and Public Policy Committee met twice to review the strategy and priorities, as well as the refreshed diversity and inclusion strategy. In addition, the CEO, several Non-executive Directors and senior management participated in Playtech's Stakeholder Advisory Panel meetings throughout the year. During the year, Playtech held four, two-hour sessions of the Panel to discuss the sustainability strategy and material ESG topics for the Company, safer gambling strategy and diversity and inclusion, as well as climate change. The Stakeholder Advisory Panel served as a supplement to Playtech's existing mechanism for engaging with stakeholders and help advance its sustainability strategy as well as help us raise standards for responsible business practices within the sector.

The formal summaries of the Stakeholder Advisory Panel meetings can be found on our sustainability website at www.playtech.com.

The Board also received a formal update on trends and developments related to sustainability and ESG in April 2021. These formal updates are informed by regular stakeholder engagement activities, stakeholder materiality analysis and research initiated by the functions.

• For more information, please go to the Sustainability section on pages 43 to 76

Excellent progress on our strategic priorities



Mor Weizer
Chief Executive Officer

Playtech's crisis management team continues to lead a comprehensive response to the crisis in Ukraine, with the safety of the Group's employees and their families being the priority.

Overview

Playtech made strong progress on its strategic priorities throughout 2021, leaving the Group well positioned to capture the exciting market opportunity ahead. The Company continues to focus on regulated and newly regulating markets.

Playtech continued to accelerate its US presence in 2021. The US is a highly strategic market for Playtech and represents a significant long-term opportunity across its full product suite. In 2021 the Company opened state-of-the-art Live Casino facilities in both Michigan and New Jersey. The Group announced strategic agreements with the Greenwood companies, which operate the Parx Casino in Pennsylvania, to license its products in four US states which include Michigan, where Parx launched online casino on Playtech's IMS Platform and Player Account Management (PAM) software and subsequently launched Playtech's Live Casino product. Playtech also received licences to operate in Arizona and Mississippi and is progressing with the licensing process in additional US states.

The Group will continue to increase its investment in the US market in order to take advantage of a strong pipeline of opportunities with potential new customers and existing customers from other markets.

In Latin America, Playtech continued to strengthen its market leadership as Caliente continued its excellent growth in Mexico and Wplay saw very strong growth in Colombia. The Group also launched in Costa Rica and Panama during 2021. Playtech also signed an exciting strategic agreement in Brazil ahead of expected regulation. The Company is progressing plans to develop a new Live Casino facility in Peru, which is expected to launch in 2022, as it continues to expand its addressable market across Latin America. In 2021, the Group recognised a significant unrealised gain in relation to the fair value of the Group's options in Latin America. The gain relates to holdings in Caliente, Wplay and others and highlights the value of the Group's strategic agreements in Latin America.

The Group's B2B Gambling division continued to add customers, including attracting new customers in both regulated and soon to be regulated markets. Playtech signed an exciting new long-term agreement with Holland Casino, the state-owned land-based casino operator in the Netherlands, ahead of the market's launch in October 2021. The agreement, which includes Playtech's full suite of products, also included the construction of a Live Casino facility which launched in Q4 2021.

To continue diversifying its B2B division, Playtech progressed discussions on further new strategic agreements and joint ventures, while also adding over 100 new brands to its SaaS offering. Playtech has now added over 250 new brands since launching the SaaS offering back in 2019.

Within B2C Gambling, while impacted by retail closures for almost half of the year, Snaitech's Adjusted EBITDA grew 38%, highlighting the attractiveness of its flexible business model and the growing strength in online. Snaitech's online business saw revenue growth of 45% compared to 2020 and Adjusted EBITDA growth of 54%. Furthermore, Snaitech achieved the number one market share position by brand in the Italian sports betting market (retail and online combined measured by GGR) in 2021 and this business continues to go from strength to strength.

Playtech continued to execute its Sustainable Success strategy in 2021, the highlights of which are detailed below and include the establishment of a Sustainability and Public Policy Committee to provide Board-level oversight on key non-financial strategy, commitments, targets and reporting matters. Playtech also launched a £3 million COVID-19 Recovery and Resilience Fund in partnership with the Charities Aid Foundation (CAF) to support over 50 organisations across 10 countries to date. The Company has continued to progress its strategic initiatives via its newly formed Executive Committee of senior management, comprising three female and seven male members, and it continues to implement changes throughout the organisation to drive progress towards its gender diversity targets.

As part of the Group's simplification strategy, the last remaining Casual Gaming assets were disposed of in early 2021 and the completion of the sale process of Finalto is expected in Q2 2022. Once this process is completed, Playtech will be a simpler business, focused on the attractive markets of B2B Gambling and B2C Gambling.

Playtech's employees are at the heart of its success and have remained cohesive and collaborative despite the continued uncertainty surrounding the Company. The hard work and commitment of Playtech's people has contributed significantly to this positive trading performance.

Ukraine crisis

Playtech has over 700 employees based in Ukraine and the Group's crisis management team continues to lead a comprehensive response to the crisis with the safety of the Group's employees being the priority.

Playtech is making every possible effort to support employees and their families during the crisis. The support includes assisting with relocation to safer parts of the country or to other countries. Playtech has built an organisational structure to support the employees including 24/7 transportation services, accommodation support for those displaced, emergency supplies and shelter, logistical assistance and a 24/7 communication hotline, as well as mental health and wellbeing support. Hundreds of volunteers across the

Company are working to help however possible including keeping in continuous contact with their colleagues.

Playtech has robust business continuity plans which were activated immediately to minimise disruption to the business. The B2B business has employees from a variety of functions based in Ukraine but none of those functions are wholly run from the country. As well, any critical infrastructure in Ukraine was relocated prior to the crisis as part of our risk management process.

B2B Gambling Regulated markets

The strategic focus of Playtech's B2B Gambling business continues to be on opportunities in regulated or soon to be regulated markets, with a focus on high growth markets such as the US, Latin America and certain parts of Europe.

Regulated markets saw growth of 16% compared to FY 2020 and 25% when looking at online only, once again driven by excellent revenue growth from Caliente in Mexico, as well as strong growth in other regulated markets such as Italy, Poland, Greece and Colombia.

The Americas

Revenue from the Americas continued to grow impressively, with 2021 revenue up 64% at constant currency compared to 2020, driven by outstanding growth from Caliente as well as increasing contributions from other customers.

In the US, Playtech continues to expand its presence. In Q1 2021, the Company signed strategic agreements with various subsidiaries of Greenwood Racing Inc. which own and operate the Parx Casino in Pennsylvania. The agreements include the licensing of Playtech products to the Greenwood companies in the states of Michigan, Indiana, New Jersey and Pennsylvania.

In Michigan, Parx launched online casino on Playtech's IMS Platform and Player Account Management (PAM) software in Q2 and went on to launch Playtech's Live Casino product in Q4. Parx will continue to launch in further states and with additional products going forward. Playtech also launched Live Casino with Bet365 in New Jersey in Q4 as it continued to accelerate the distribution of its live dealer product.

With physical expansion of the Company's infrastructure being a key part of its strategy, Playtech launched its first US Live Casino facilities in late 2021, with state-of-the-art studios launching in both Michigan and New Jersey. Further expansion is in progress in New Jersey and another facility is under construction in Pennsylvania. The Company has significantly expanded its operational and back-office teams in the US in order to accelerate its presence in the region.

Playtech also signed a global iGaming distribution partnership with Scientific Games which will enable both parties to mutually benefit from each other's scale and reach across the US, as well as other regulated markets. The Company also announced a strategic partnership with Novomatic Americas to jointly market, sell and distribute sports betting products in the US.

The regulatory landscape in the US is ever progressing. Since the repeal of PASPA in 2018, numerous states have approved legislation to legalise sports betting. Many of these markets have already launched in both online and retail channels, with others expected to launch soon. In 2021, Playtech received further licences in the US and can now incrementally launch its online and retail sports betting products in Arizona, and its retail sports product in Mississippi. In early 2022 Playtech received a licence for Pennsylvania.

Online casino, which was not subject to PASPA, is allowed at the discretion of individual states. The tribes of Connecticut most recently received federal approval to operate online casino games, while Michigan launched in 2021, joining New Jersey, Pennsylvania, Delaware and West Virginia, while Nevada allows online poker only.

During 2021, the Group recognised a significant unrealised gain in relation to fair value of the Group's options in Latin America. The gain relates to holdings in Caliente, Wplay and others and highlights the value of the Group's strategic agreements in Latin America.

"Playtech launched its first US Live Casino facilities in late 2021, with state-of-the-art studios launching in both Michigan and New Jersey. Another facility is under construction in Pennsylvania. The Company has significantly expanded its operational and back-office teams in the US to accelerate its presence in the region."

Chief Executive Officer's review continued

B2B Gambling continued

The Americas continued

In Latin America, Playtech saw excellent growth from Caliente and this business continues to outperform. Wplay saw very strong growth in 2021 and is well positioned to continue its growth and capitalise on the exciting opportunity in Colombia in the years ahead. During the year, Playtech continued to execute on other strategic agreements in Latin America and launched its IMS platform alongside Casino, Live and Sports products in Panama, as well as launching its Bingo product in Costa Rica.

Playtech is also opening a new Live Casino facility in Peru as it continues to extend its presence across the region, in order to better serve its existing clients in Latin America, as well as in anticipation of the continued regulation and strong growth expected in the region in the years ahead. Construction of the Peru facility is underway with a launch expected in 2022.

Elsewhere in Latin America, sports betting legislation has been passed in Brazil, which is expected to be implemented in the near future. Brazil is anticipated to be a significant market given the large population and its access to the mobile channel. The Company has an exciting strategic agreement in place with Galerabet, with economics similar to its other arrangements in Latin America, in anticipation of regulation in this market.

"In Latin America, Playtech continued to strengthen its market leadership as Caliente continued its excellent growth in Mexico and Wplay saw very strong growth in Colombia."

Europe

In Europe, B2B revenue growth of 25% at constant currency was driven by strong growth in several countries including Italy, Poland and Greece.

During 2021 Playtech signed a new, expanded long-term strategic software and services agreement with Holland Casino, the state-owned land-based casino operator in the Netherlands. Having launched successfully in October following the market regulating, Playtech now supplies Holland Casino with a full turnkey multi-channel technology package, as well as certain ancillary services. The agreement includes the IMS platform, Sports betting, Online Casino, Live Casino, Poker and Bingo products, plus selected operational and marketing services. The agreement includes a Live Casino facility in the immediate vicinity of one of Holland Casino's existing locations which launched in Q4 2021.

Elsewhere in Europe, the Company launched a Live Casino facility in Switzerland as part of its agreement with Swiss Casinos. Further, Playtech extended its Live studio in Madrid, demonstrating the significant physical expansion of its Live Casino infrastructure across Europe.

Playtech's Live Casino business added several new customers including LeoVegas in Spain and went live with, among others, 888 and Betsson, each in multiple territories. Playtech's Casino business launched with several new customers across Europe and signed agreements to expand into new territories with its existing customers, for example in Croatia with Fortuna.

Regulation in Europe continues to evolve and regulated markets in the region represent significant growth opportunities. Netherlands and Germany, both top ten markets in Europe, progressed on their respective regulatory resolutions with the Netherlands market opening on 1 October 2021. Playtech is now well positioned in the Netherlands through its agreement with Holland Casino, which went live in October 2021.

● To read more about Regulation in Europe, please refer to pages 41 and 42

UK

UK revenues saw a decline of 15% at constant currency compared to FY 2020, driven by previously announced changes to a customer contract with Entain and were further impacted by retail closures due to the COVID-19 pandemic. Retail closures, which were in place for the majority of H1 2021, significantly impacted Playtech's B2B sports business which is heavily weighted towards retail via its self-service betting terminals (SSBTs).

Betting shops began to reopen in mid-April. Activity levels continued to gradually improve following reopening as various lockdown restrictions were eased and the momentum continued into H2 2021.

Playtech continued to extend its presence in the UK with several new customer signings, including Les Ambassadeurs Online, and numerous go-lives including Sky Vegas on its Live Casino product.

Playtech's Live Casino business saw strong growth in the UK in 2021, while the B2B online casino business continued its positive geographic diversification. This was driven by a marginal slowdown in UK activity, as well as significant growth in other regions as described above, such as Mexico, Italy and Poland.

The UK remains a key regulated market for Playtech given its longstanding relationships with major operators. Playtech has been actively involved in discussions around safer game design and online advertising and, through the

industry trade body the Betting and Gaming Council (BGC), is co-leading a working group on the subject. Playtech expects that its commitment to safer gambling and its use of technology and data to support its licensees in this area will see it remain the go-to platform for regulated markets including the UK.

● To read more about Regulation in the UK, please refer to page 42

Other unregulated (excl. Asia)

The Group's strategy to focus on both regulated and regulating markets includes unregulated markets which are likely to regulate in the future. Some of these are classified in the "Unregulated excl. Asia" line within B2B Gambling. These unregulated markets (excluding Asia) grew 8% at constant currency versus FY 2020, driven by markets such as Brazil and Canada, offset in part by a decline in Germany, which saw regulatory changes during the year.

Following the progress in the US, regulation advanced in Canada as parliament approved an amendment to Canadian law to allow single-game sports betting at the discretion of individual provinces. As of 27 August 2021, seven provinces including the country's largest province, Ontario, began allowing bets to be placed on single-game sporting events. In a further milestone, as of 4 April 2022, Ontario is due to become the first fully regulated online gambling market in Canada with iGaming due to launch.

As regulation progresses across Canada, it will continue to add to the size of the North America market opportunity. In line with the Company's strategy to target newly regulating markets, Playtech signed a strategic agreement with NorthStar Gaming, which will see the Group launch its IMS platform, Casino, Live Casino, Poker and Bingo technology in Canada.

Unregulated Asia

Unregulated Asia saw revenue growth of 1% compared to FY 2020. Despite lockdown measures in the Company's key markets in Asia at various stages of 2021, performance was aided by the diversification of revenues following actions taken by management in 2020. Revenue from non-Asian distributors saw significant growth while the new distributor the Company added in 2020 also performed strongly. Reflecting the actions taken over recent periods, the Asia business is now more diversified in terms of distributors as well as geographically compared to recent years.

B2B – product developments

In order to continue diversifying its B2B Gambling division, the Group continued to add customers depending on commercial suitability and market dynamics, including attracting new customers in both regulated and regulating markets and progressing discussions on new

strategic agreements and joint ventures, as well as adding new brands using its SaaS offering. Playtech has now added over 250 new brands since the launch of its SaaS model in 2019. Over 100 of those new brands were added during 2021, including 888, Kindred and Novibet.

During the year Playtech completed key strategic partnership product deliveries, including a Mystery Parcel game feature with real-time bonusing that can be used with any Playtech Casino content. Mystery Parcel was rolled out exclusively with Entain at first, with several other licensees including Holland Casino, Snaitech and William Hill now enjoying the feature.

Among various new product developments, Playtech launched its latest online casino "power suite" with Cash Collect™. The Company launched Sahara Riches™ as the first game within the Cash Collect™ suite, with the game's performance in its first week since release being Playtech's second strongest in its history.

Within Live Casino, Playtech continued to roll out new products with existing licensees, including a Who Wants To Be A Millionaire trivia game, which broke the record for the most concurrent players on a Live table in Playtech's history. This game has most notably seen success in the UK, Greece and Italy, and continues to attract traffic to our licensees' sites. The Who Wants To Be A Millionaire suite went on to release a Roulette game in H2, which has also seen a strong performance to date.

As a continuation of the Company's successful Fire Blaze suite of games, the Live Casino team also launched Mega Fire Blaze™ Roulette. In its first month since launch, Mega Fire Blaze™ Roulette significantly outperformed any previous Playtech Live Casino product in both gross gaming revenue (GGR) and wagering terms.

In 2021, the Live Casino business also launched Super Spin Roulette, a bespoke game created to empower our partner Bet365 to differentiate itself from its competitors.

B2C Gambling

Playtech's B2C business includes Snaitech (including HPYBET) and the white label operations, which are primarily Sun Bingo. Overall B2C revenues grew 11% compared to 2020 at constant currency while Adjusted EBITDA grew 39%.

Snaitech Italy

Snaitech revenue was up 12% in FY 2021 compared to FY 2020 while Adjusted EBITDA grew 38%, highlighting the attractiveness of its business model and continued strength in its online business.

At the start of 2021, Snaitech's expectation was that the retail closures in Italy would ease from approximately mid-March. However, given the continuing impact of the pandemic retail shops were forced to remain closed throughout H1 2021. This was against a comparative in 2020 which saw retail closed from mid-March until June and again from late October to the end of the year.

However, while in 2020 Snaitech's online betting business was severely impacted by the lack of sporting events for several months due to the pandemic, in 2021 the business saw sporting events continue largely as planned including the UEFA Euro 2020 championships in the summer of 2021. The continuation of sporting events helped the online business to perform well.

Despite the loss of significant revenue from retail closures, Snaitech's 38% Adjusted EBITDA growth was driven by the strong performance of online betting and gaming and supported by its franchise operating model with a low fixed cost base, as well as the actions taken by management to reduce costs.

On a revenue basis, the online business grew 45%, while at an Adjusted EBITDA level the online business grew 54% to €135.4 million (FY 2020: €87.7 million) during the period as Snaitech saw healthy overall margin expansion.

Furthermore, Snaitech achieved the number one market share position (retail and online combined measured by GGR) across Italian sports betting brands in FY 2021, demonstrating its consistent operational and brand strength.

Finally, Snaitech agreed the sale of surplus land for €20 million, of which €1 million was received on signing in July 2021 with the remainder expected to be received in instalments in 2022 following certain regulatory approvals.

Germany and Austria

HPYBET revenues were largely flat versus 2020, with retail closures in Germany and Austria for significant parts of H1 2021 compared to almost six months of closures spread out over 2020.

During the retail closures due to governmental lockdowns, management began upgrading the technology infrastructure in this business with a view to both drive retail performance and improve online performance in the future. The Snaitech betting platform was activated in HPYBET shops in May 2021 and the integration of HPYBET operations into Snaitech is complete. This business is being operated by Snaitech management and the Group is confident of its prospects going forward.

As discussed in the B2B section above, Germany's Interstate Treaty regulated online slots, online poker and sports betting from 1 July 2021. Playtech is well positioned in this market, having been awarded one of the few available online sports betting licences in Germany through its B2C division HPYBET in October 2020.



Sustainability Strategy 2020–2025

In 2020, Playtech launched its sustainability strategy – Sustainable Success. This is the Company's strategy for bringing the principles of sustainability and responsible business into everything it does. Details on Playtech's commitments can be found on page 44 onwards.

● Read about our sustainability strategy from page 43

Chief Executive Officer's review continued

Safer gambling and sustainability

During 2021, Playtech continued to progress with delivering its sustainability strategy and commitments, which were launched in 2020. The Group published a sustainability progress update on its corporate website in Q4. Some of the highlights are listed below.

ESG governance and engagement

The Board established a new Sustainability and Public Policy Committee, which is responsible for reviewing, monitoring and advising on Playtech's sustainability, responsible business and public policy matters. This includes oversight of a wide range of responsible business topics including ethics, safer gambling, diversity and inclusion, wellbeing, human rights and the Company's climate change strategy. The Committee will also oversee the Company's key non-financial commitments, strategy, targets and reporting at Board level. Playtech also established an external Stakeholder Advisory Panel to challenge and strengthen the Company's approach to sustainability, which has met four times since its formation in Q3.

Enhancing Playtech Protect and safer gambling standards

In 2021, Playtech continued to grow its Playtech Protect offering across research, partnerships and innovation and expanded its support for its licensees. Playtech is proud to have secured the first B2B GamCare Safer Gambling Standard in the UK and Snaitech once again secured the G4. Playtech also published research papers covering safer game design, real-time messaging, customer interaction and the impact of auto-play on player behaviours.

Carbon reduction

During 2021 the Company also strengthened its approach to carbon reduction. Playtech established a new environmental working group to direct and oversee its environmental and carbon reduction strategy. This included mapping the Company's Scope 3 emissions, which make up a significant portion of overall emissions. This mapping will also support Playtech's efforts to identify carbon reduction opportunities and to establish a carbon target aligned with science.

Diverse and inclusive culture

Playtech initiated a refresh of its diversity and inclusion objectives, targets and strategy to accelerate progress on gender diversity in leadership levels of the organisation. As announced in September, Playtech is also delighted to have joined the All-In Diversity Project as a founding member. This is an industry-driven initiative to accelerate diversity, equality and inclusion for the global betting and gaming sector.



The Company's Executive Committee comprises 30% female members, up from 0% in 2020, with further improvements to be made in line with the Group's diversity targets.

Mental health impacts of COVID-19

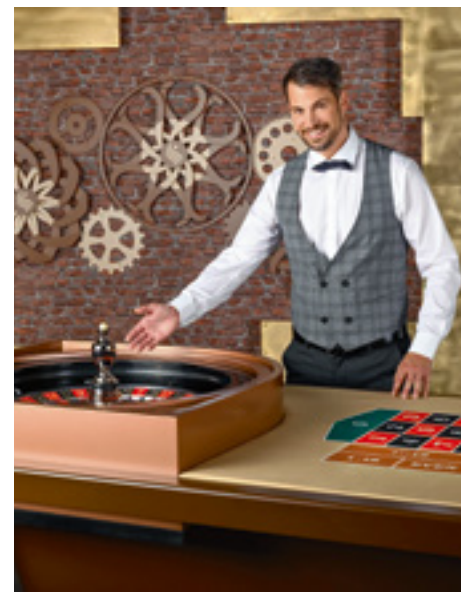
Recognising the significant impact of the pandemic on mental health, Playtech launched a £3 million COVID-19 Recovery and Resilience Fund, in partnership with the Charities Aid Foundation (CAF). The Company is pleased to have approved funding for 50 organisations in 10 countries to date.

Group simplification Finalto

At 31 December 2020, the Group's financial trading division, Finalto, was classified as a discontinued operation, as the Board continued its strategy to simplify Playtech in order to focus on the Group's core B2B and B2C Gambling businesses.

In May 2021, the Group announced the proposed sale of Finalto to a consortium led by Barinboim Group and backed by Leumi Partners Limited and Menora Mivtachim Insurance

"Recognising the significant impact of the pandemic on mental health, Playtech launched a £3 million COVID Recovery and Resilience Fund, in partnership with the Charities Aid Foundation."



Limited, together with key members of Finalto's management team (together "the Consortium"). The sale for up to US\$210 million was subject to shareholder approval. Prior to the shareholder vote, the Group received a non-binding offer for the Finalto Group from Gopher Investments ("Gopher"). Shareholders voted against the Consortium deal so that the Group could pursue the higher offer from Gopher.

As announced on 18 August 2021, since the resolution to approve the disposal of Finalto to the Consortium was not passed, the Consortium agreed with Playtech to terminate its SPA which allowed the Company to immediately engage with Gopher to progress a potential disposal of Finalto.

Playtech announced on 29 September 2021 that it had agreed an all-cash sale of Finalto to Gopher for US\$250 million with certain conditions attached. The subsequent General Meeting to approve the sale took place on 1 December 2021, and the ordinary resolution was approved by Playtech's shareholders. Playtech expects to complete the sale of Finalto in Q2 2022 following receipt of final regulatory clearances.

Mor Weizer
Chief Executive Officer
24 March 2022

Our awards

Major recognition for our products and our people

In a year where industry awards honoured not only innovation in technology and content, but also the companies and individuals who proved true industry leaders during the COVID-19 crisis, Playtech and its people were recognised across several major industry award programmes.

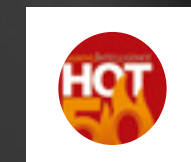


International recognition at the EGR B2B Awards

Combining a virtual format with an in-person ceremony after a purely virtual 2020, the EGR B2B Awards remained a key date in the industry calendar. This year, Playtech was honoured in the Aggregator of the Year category, recognising the Company's innovative three-pronged approach to game selection and discovery – the Playtech Open Platform (POP) aggregator, GPAS game creation and the Playtech Games Marketplace.



Elsewhere, following Playtech's first international EGR award in 2020, the Company triumphed in two categories at the EGR Italy Awards – Casino Platform Supplier and Software Supplier.



Playtech's record-breaking HOT 50 run continues

Playtech holds the record for the most entries in the Gaming Intelligence HOT 50, celebrating the industry's most talented, innovative and inspiring people. Honoured in the 2021 awards, and joining a long list of Playtech alumni, were Director of Digital Bingo Angus Nisbet, Sales Director Lucinda Apostolou and Eyecon Commercial Director Paul Gilbert. Key achievements highlighted included the expansion of Playtech's Bingo business into Italy and Austria, plus major new agreements with Casumo, 777.be and Jumpman Gaming.



Gaming Intelligence Outstanding Contribution Award

At a time when strong leadership has been more vital than ever for the industry, Gaming Intelligence presented its highest honour – the Outstanding Contribution Award – to Playtech CEO Mor Weizer, recognising initiatives such as Sustainable Success and Stronger Together. Judges praised Mor as "not just Playtech's leader; he is an industry leader. His impact has been huge".



Hat-trick in the SAGSE 2020 Rankings

Demonstrating Playtech's continuing impact not only in the key growth markets across the LatAm region but also in the United States, the Company experienced a triple success in the SAGSE 2020 Rankings, being recognised in the Best Online Platform Supplier, Best Online Poker Platform and Best Bingo Supplier categories.



Recognition for female leaders at Playtech

The return of the Women in Gaming Diversity Awards this year saw Playtech's then Operations Director for Live Casino, Renana Faktor, and Julie Craig, Head of Development for the Corosin programme, recognised as Leader of the Year and Innovator of the Year respectively.



Corporate & Financial Awards success

After being highly commended for its digital Annual Report in the Best Online Report: FTSE 250 category at the cross-industry Corporate & Financial Awards in 2020, Playtech's Investor Relations team took this to the next level in 2021, winning Silver in both the Best Online and Printed Report categories across the FTSE 250.



Playtech honoured at European Diversity Awards

Playtech's drive to increase and encourage diversity and equality across the wider industry was recognised at this year's European Diversity Awards, with the Company winning the Diversity in Tech Award. The awards honour "organisations whose outstanding leadership has made a genuine difference to the equality, diversity and inclusion agenda".

Playtech ONE

Through Playtech ONE, our proprietary technology solution, Playtech has pioneered omni-channel gambling technology, which provides an integrated and open platform across online and retail gambling channels, and a seamless customer experience.

Playtech ONE enables the Group to deliver data-driven marketing expertise, single wallet functionality, sophisticated client relationship management (CRM) and safer gambling solutions on a single, yet modular, platform across all product verticals and across retail and online. Playtech's core B2B business is leveraging its Playtech ONE technology stack at scale by partnering with operators and brands to deliver a seamless gambling experience to the end customer. As Playtech's technology is present at every point of the gambling value chain, from front end to back end, Playtech is able to directly deploy its products and services on behalf of brands through white label agreements, through joint ventures or by investing directly as a B2C brand in some markets.

Multi-channel platform launch with Holland Casino

In Q4 2021, Playtech signed a new, expanded long-term strategic software and services agreement with Holland Casino, the state-owned land-based casino operator in the Netherlands.

Playtech now supplies Holland Casino with a full turnkey multi-channel technology package, as well as certain ancillary services. The agreement includes the IMS platform, Sports betting, Online Casino, Live Casino, Poker and Bingo products, plus selected operational and marketing services.

Designed to deliver full compliance with the latest regulations in the Netherlands, as well as adaptability for long-term growth, the agreement gives Holland Casino the most complete and advanced product and services offering in the Netherlands.

The agreement includes the construction of a Live Casino facility in the immediate vicinity of one of Holland Casino's existing locations, offering Dutch players direct access to Playtech Live tables, including Live Blackjack, Roulette, Baccarat and the scalable Blackjack version of All Bets, via the casino website.

Principles of Playtech ONE

- One single Player Account Management (PAM) platform – IMS – for full player lifecycle visibility and management from a centralised point
- One single CRM, marketing automation platform and wallet
- Fully open platform, offering any product available across any distribution channel – online or retail
- One single customer view for data analysis
- A seamless player journey across any product or vertical
- Services and capabilities available across any platform and any product



Our flexible offering

Playtech's IMS platform is the result of 20+ years of unparalleled scale, innovation and development. Playtech's historical approach of selling its entire IMS platform remains a key part of its offering in newly regulated markets given the scale of some multi-product and multi-channel Tier 1 operators and local heroes. This approach has enabled us to achieve our current position as the leading provider of products and services in the industry.

However, our IMS platform capabilities can also be broken down into a set of easily identifiable services with distinct integrations. This componentisation of our software allows the delivery of a more agile distribution of our technology – ultimately making the data-driven capabilities in IMS more modular and allowing more operators to access the capabilities they need, including additional platform tools and products, on a Software as a Service (SaaS) basis.

This represents a significant barrier to entry for any other B2B provider or B2C operator trying to replicate our services-driven technology proposition. By using the latest API integration technology, this modular approach has reduced integration time from three to six months to a potential three to six weeks with a fraction of the integration costs and ongoing costs. This has created a more attractive commercial opportunity for licensees and Playtech alike, with a higher margin opportunity for Playtech.

Playtech has not replaced the original model, but simply extended its reach to new opportunities irrespective of their size. Some large-scale licensees will always require an integration that involves dedicated server infrastructure and the entire IMS. However, by delivering a more agile solution we are extending our reach to additional operators and allowing them to deploy our technology in a quicker and more cost-effective way. This will increase our cross-sell capabilities with our licensees.



Artificial intelligence

Playtech's artificial intelligence (AI) functionality, which is part of the IMS platform, allows its licensees the tools to analyse big data and use real-time automated insights into players' behavioural patterns, in order to provide each end-user with a personalised gaming experience. The AI functionality is driven by machine learning capabilities, which allows it to continuously improve itself and automatically provide a unique player experience with no additional effort or cost for licensees.

The functionality has several benefits for licensees, including the ability to segment players and personalise communication based on their behaviours, with a key focus on safer gambling. Insights from players' behavioural patterns combined with predictive models allow licensees to improve player protection, which can be done using Playtech's safer gambling technology driven by BetBuddy.

End-users can enjoy a data-driven, personalised experience throughout the player journey including bespoke games recommendations through Playtech's Personalised Games Grid (PGG).

The AI functionality is now embedded across Playtech's IMS platform and is used by Playtech's leading Tier 1 customers.

“By delivering a more agile solution we are extending our reach to additional operators and allowing them to deploy our technology in a quicker and more cost-effective way.”

Accessing new opportunities

By evolving our technology in recent years, we extended our offering to allow us to deliver a solution to any licensee in any market. This has delivered a further diversification of our client base beyond Tier 1 operators and local heroes and has provided Playtech with a significant future growth opportunity. This strategy successfully delivered more than 50 new brands in 2019, more than 100 new brands in 2020, and over 100 further new brands in 2021 across several markets.

>250

new brands added since extension of offering launched

Playtech's technology stack allows operators to distribute and configure industry-leading products through any channel. Through Playtech's award-winning player management platform (IMS), operators can design and deliver an automated and safe experience underpinned by insights from our data-driven business intelligence services.

