Building the leader in betting, gaming, and interactive entertainment

12th August 2021
Today’s agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entain’s platform for growth</td>
<td>Jette Nygaard-Andersen CEO</td>
</tr>
<tr>
<td>Entain Technology</td>
<td>Sandeep Tiku COO</td>
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<tr>
<td>UK Digital</td>
<td>Dominic Grounsell MD UK Digital</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>Presenters and Rob Wood</td>
</tr>
</tbody>
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Entain is a truly differentiated interactive entertainment business

<table>
<thead>
<tr>
<th>Unparalleled Growth Momentum and Profitability</th>
<th>Truly Global Market Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>22</strong> consecutive quarters of double-digit online growth</td>
<td><strong>UK</strong></td>
</tr>
<tr>
<td><strong>29-30%</strong> Online EBITDA margin (FY21E)</td>
<td><strong>US</strong></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Diverse Product Offering with Omni-Channel Capabilities</th>
<th>Robust, Reliable, Market-Leading Technology</th>
</tr>
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<tbody>
<tr>
<td><img src="image" alt="SPORTS" /> <img src="image" alt="CASINO" /> <img src="image" alt="BINGO" /> <img src="image" alt="POKER" /> <img src="image" alt="RETAIL" /></td>
<td><strong>3,000+</strong> Technologists</td>
</tr>
<tr>
<td><strong>2M</strong> Daily bets through platform</td>
<td><strong>99.95%</strong> Service availability (&gt;99.9% every year)</td>
</tr>
<tr>
<td><strong>99.95%</strong> Service availability (&gt;99.9% every year)</td>
<td><strong>120+</strong> Changes per day with zero downtime</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bespoke Customer Offering Ensuring Quality User Experience</th>
<th>Proven Digital Expertise Powered by Advanced Data &amp; Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>25M</strong> Betting offers from in-house trading platform, across 90+ sports and 200+ in-play events</td>
<td><strong>160M+</strong> Customer data profiles based on 250TB of data</td>
</tr>
<tr>
<td><strong>71%</strong> BetMGM customers playing on in-house and exclusive content</td>
<td><strong>100+</strong> Content recommendation models</td>
</tr>
<tr>
<td><strong>300+</strong> In-house games</td>
<td><strong>50+</strong> AI prediction models</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Significant Regulatory Experience</th>
<th>Leadership in Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>100</strong> Licenses across 27 countries globally</td>
<td><strong>ARC</strong> Advanced Responsibility &amp; Care</td>
</tr>
<tr>
<td><strong>645</strong> Experienced Legal and Compliance personnel</td>
<td><strong>'000s</strong> Personalised offers from data-powered CRM technology</td>
</tr>
<tr>
<td><strong>99%</strong> Revenues from regulated and regulating markets</td>
<td><strong>100</strong> Content recommendation models</td>
</tr>
</tbody>
</table>

For notes see appendix
Industry-leading Entain Platform provides unique competitive advantages and powers growth
Evolving our strategic narrative

VISION

The world leader in betting, gaming and interactive entertainment

PURPOSE

Bring moments of excitement into people’s lives

STRATEGY

SUSTAINABILITY

- Regulated markets
- Lead on responsibility
- Best-in-class corporate governance
- Investing in people & communities

ENTAIN PLATFORM

GROWTH

- Leadership in the U.S.
- Grow presence in core markets
- Expand into new regulated markets
- Extend into new interactive entertainment experiences
We are winning in the U.S.

BetMGM is the established #2 operator with significant runway for growth and profit generation

- Long-term total addressable market (TAM) $32bn
- Expected long-term U.S. market share 20-25%
- Expected long-term EBITDA margin 30-35%
- Forecasted 2022 net revenue $1bn+

For notes see appendix
Growing share across all markets in the US

**BETMGM market shares**²

- **#1** Leader in iGaming
- **30%** Q2 2021 iGaming market share²,⁴
- **#2** US Sports betting & iGaming operator²,⁴
- **22%** Q2 2021 total market share²,⁴
- **35%** Q2 2021 market share in Tennessee OSB³
- **32%** Q2 2021 market share in Colorado OSB³

For notes see appendix

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**For notes see appendix**

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**For notes see appendix**

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**For notes see appendix**

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**For notes see appendix**
Leading growth in the global online regulated market

**Strong track record of growth**

- **23%** online NGR growth\(^5\) in Q2 2021
- **50%** Online EBITDA growth in 2020
- **22** Consecutive quarters of double-digit online y/y growth
- **29-30%** EBITDA margin FY21E\(^1\)
- **20%** 3-year CAGR in Online NGR

**Online NGR (£M) and y/y growth**

20% 3-year CAGR

For notes see appendix
Further high-quality growth built into our existing markets

Well-positioned to deliver growth from existing markets

<table>
<thead>
<tr>
<th>Hexagon</th>
<th>Description</th>
<th>Percentage</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW BETTORS AND GAMERS</td>
<td>of adults in Entain’s existing markets are not betting today but are interested in betting/gaming</td>
<td>25-40%</td>
<td>-</td>
</tr>
<tr>
<td>MORE SPORTS BETTING</td>
<td>of adults in Entain’s existing markets indicate an interest to bet somewhat or significantly more</td>
<td>30-69%</td>
<td>-</td>
</tr>
<tr>
<td>MORE GAMING</td>
<td>of adults in Entain’s existing markets indicate an interest to participate in gaming somewhat or significantly more</td>
<td>26-63%</td>
<td>-</td>
</tr>
<tr>
<td>97%</td>
<td>of online NGR from markets where we are growing &gt;10%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>87%</td>
<td>of online NGR from markets where online penetration is &lt;35%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>100%</td>
<td>Revenue from regulated markets by end of 2023</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

GGR IN ENTAIN’S CURRENT MARKETS
Online and Current Retail Market (2020-Long-Term)

- $40bn
- $59bn
- $70bn

+ c.$30bn

2020 - 2025 CAGR % 8.3%

Sources: H2GC, Vixio, World Bank Development Indicators, Activate Betting & Gaming Research Study (n = 21,570), Activate analysis
For notes see appendix
Growing new regulated market opportunities

Significant opportunity in new markets⁹

- **c.50 Potential new markets**
- **$40bn New market opportunity** (online and retail)
- Track record of accretive M&A
- Significant regulatory experience

<table>
<thead>
<tr>
<th>Region</th>
<th>2020</th>
<th>2025E</th>
<th>Long-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>$6.6bn</td>
<td>$12.4bn</td>
<td>$18.5bn</td>
</tr>
<tr>
<td>Africa</td>
<td>$2.1bn</td>
<td>$5.2bn</td>
<td>$11.5bn</td>
</tr>
<tr>
<td>LatAm</td>
<td>$1.3bn</td>
<td>$5.2bn</td>
<td>$9.6bn</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10bn</td>
<td>$24bn</td>
<td><strong>$40bn</strong></td>
</tr>
</tbody>
</table>

2020 - PROJECTED LONG-TERM CAGR %

- Europe: 11%
- Africa: 19%
- LatAm: 22%
- **Total: 15%**

Note: Numbers may not sum due to rounding.
Sources: HZGC, VIIXIO, World Bank Development Indicators, Activate interviews and analysis
For notes see appendix
Significant revenue opportunity of c.$142bn from current business areas

$70bn
GGR opportunity in existing markets\(^{10}\)

$32bn
North America GGR market opportunity\(^{10}\)

$40bn
New regulated market opportunity\(^{10}\)

Sources: H2GC, VIXIO, World Bank Development Indicators, Activate interviews and analysis
For notes see appendix
NEW GROWTH DRIVERS
Consumer trends opening new growth opportunities

Opportunity for Entain to serve customers with an ecosystem of adjacent content, games and social features
Sports bettors are materially more likely to engage in much more content than non-bettors

Up to 2.8X more likely to watch betting content
Up to 2.7X more likely to play free to play games
Up to 1.9X more likely to read statistics & analysis

...than sports followers who do not bet

Sources: Activate Betting & Gaming Research Study (n = 21,570), Activate analysis
For notes see appendix
Video gamers are more likely to participate in betting and iGaming

Global adult\textsuperscript{11} video gamers\textsuperscript{15} betting and iGaming participation\textsuperscript{12}

**Betting**

- Video gamers are **UP TO 4.3X** More likely to participate in betting\textsuperscript{16}

- Sports Betting
- Virtual Sports Betting
- Esports Betting
- Non-Sports Event Betting

**iGaming**

- Video gamers are **UP TO 4.5X** More likely to participate in iGaming\textsuperscript{17}

- Casino Slots
- Casino Table Games
- Poker
- Bingo

Sources: Activate Betting & Gaming Research Study (n = 21,570), Activate analysis
For notes see appendix
Video gamers expect more media content and social experiences

Global adult\textsuperscript{11} video gamers\textsuperscript{15} media activity participation\textsuperscript{12}

Video gamers are...

- **UP TO 1.6X**
  - More likely to watch VIDEO CONTENT

- **UP TO 1.5X**
  - More likely to listen to AUDIO CONTENT

- **UP TO 1.8X**
  - More likely to use SOCIAL MEDIA

Sources: Activate Betting & Gaming Research Study (n = 21,570), Activate analysis
For notes see appendix
By expanding our customer offerings, enabled by our platform, we create powerful flywheel effects, further driving real money gaming.
Driving user acquisition, engagement, and retention through content and media

**CONTENT, MEDIA AND GAMING ARE CONVERGING**
- User acquisition
- User retention
- Increased engagement
- Community effects

**ENTAIN IS ALREADY CREATING CONTENT IN THESE CATEGORIES:**
- Audio
- Video
- Sports & betting media
- Free-to-play games
- Innovative ways to interact with content (VR/AR)

**EXPAND CONTENT & MEDIA**
- **Building** – in-house content creation capabilities
- **Acquiring** – strong M&A and integration track record
- **Partnering** – existing and new partnership opportunities

Source: Activate analysis
Engaging our users with more content drives deeper engagement and builds relationships

Sports and betting content

**CORAL & ITV PARTNERSHIP**
Producing a 10 month series of high quality documentaries about sporting greats

**LADBROKES AUSTRALIA PRESENTS**
Weekly original racing stories to entertain and educate fans

**MOODY ON THE MIC**
Australia’s leading horse racing podcast featuring legendary trainer Peter Moody
Entain’s sports and betting media creates relevant and engaging customer experiences

Bwin Content Partnerships

- Partnerships with high-reach sports properties
  - Driving traffic and bets by integrating odds near relevant sports content
- Localised offerings tailored to individual markets and consumer preferences
- Social, dynamic live tickers and embedded news content

Sources: Company Sites, Activate analysis
We are constantly updating our free-to-play offerings to bring new users into the ecosystem and keep them coming back.

**Success from free-to-play games**

**NEDS’ LIVE TRIVIA**
A micro-market game to engage players while sporting events are in-play

**CORAL REWARDS GRABBER**
Arcade-style game available daily to users on the Coral platform

**LADBROKES 1-2-FREE**
Score and match prediction game available weekly on the Ladbrokes platform

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6 free-to-play propositions currently live across UK sports brands:

- **C.700k** average cumulative weekly customers playing FTPs
- >70% average conversion from FTP to real money play
- **C.300k** new customers acquired by FTP in the last 12 months

Sources: Entain internal data, Activate analysis
Leading the way in virtual sports experiences

Forthcoming innovative experiences

AR/VR Content
First-of-its-kind virtual reality Sports Club experience

- First-of-its-kind virtual reality Sports Club experience
- Innovation project together with partner Verizon Media
- Using a Quest 2 VR headset, customers will be able to:
  - Play and compete with each other in various games
  - Watch sports live streaming
  - Engage with our unique propositions

Sources: Company Sites, Activate analysis
THE INTERACTIVE ENTERTAINMENT OPPORTUNITY
Esports audiences are growing rapidly with strong affinity for betting

**Video game and esports ecosystem**

**Definitions**

- Consumers playing digital interactive games for **general entertainment**

- **Skill-based wagering** *(Casual games)*
  Competitive play of skill-based games, with players betting on their own performance

- **Amateur players** competing based on **structured rankings** determined by skill and performance

- **Skill-based wagering** *(Amateur esports)*
  Competitive play of skill-based games, with players betting on their own performance

- **Professional athletes and teams** competing in **official leagues and/or organized tournaments**

**Betting applications**

- **Esportsbook**
  Platform for viewers to wager on esports competitions, offered by most traditional sportsbook operators

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Source: Activate analysis
Esports already competes with major traditional sports and events for viewership

Viewership by League, Global, 2021

- 281M NFL
- 231M NBA
- 105M MLB
- 474M Esports Viewers

Sources: Forbes, NewZoo, Nielsen, Activate Analysis
The esports wagering opportunity will grow to c.$12bn by 2025

Sources: Entain internal data, H2GC, Newzoo, PricewaterhouseCoopers, VIXIO, Activate analysis & interviews
For notes see appendix
Unikrn leverages global player bases, offering both skill-based wagering and esportsbook

**Example esports titles:**
- StarCraft
- League of Legends
- DOTA 2
- PUBG
- Counter Strike

**Skill-Based Wagering**
Bet on your own performance, and compete against others to win prize pools

**Esportsbook**
Bet on professional esports competitions and events, similar to traditional sportsbooks

Unikrn surrounds these esports experiences with content & media and social integrations

- Social
- Programming
- Streaming
Entain and UNIKRN combination creates the first fully-integrated esports platform

<table>
<thead>
<tr>
<th>Key Capabilities</th>
<th>UNIKRN</th>
<th>Entain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill-Based Wagering: Bet on your own performance</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Enhanced Esportsbook: Bet on esports matches and virtual esports events</td>
<td>✓</td>
<td>Traditional esportsbook</td>
</tr>
<tr>
<td>Streaming: Watch esports streams and bet on favorite streamers</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Social &amp; Community: Interact with other users and engage with creators</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Original Content: Original news programming on esports &amp; esports betting</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Esports Data: In-play game data for skill based wagering</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Scale: Global reach to support large-scale distribution</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Capital Resources: Financial resources to support growth</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Technology: Engineering resources and IP</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Data Analytics: Intelligent analysis of player data</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>People: Talent and personnel</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Regulatory Experience: History of regulatory compliance across markets</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Player Protection: Product features designed to protect players</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Marketing Expertise: Experience and resources to effectively grow audiences</td>
<td>✓</td>
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</table>
Opportunity to extend into casual gaming categories that align with our strategy

Key areas of attractiveness to Entain

- Alignment with Entain’s core offerings and capabilities
- High-growth opportunities
  - c.10%+ CAGR 2020-2025E
- Existing behavior among current Entain audiences
  - More than 50% of Entain’s existing free-to-play players transition to real-money gaming
- Ability to attract new users to core offerings
  - E.g. Significant proportion of social casino players are current or potential bettors

Example: social casino adult market size, 2020-2025E, global

- c.$5bn to c.$8bn
- +c.$3bn
- CAGR % c.10%

Sources: Entain internal data, Activate Betting & Gaming Research Study (n = 21,570), Newzoo, SensorTower, Activate analysis

For notes see appendix
Entain’s flywheel drives user acquisition, engagement, and retention, enabled by Entain’s unique platform.
Unlocking significant market opportunities

Entain is moving from a $40bn to a $160bn total addressable market

Pre-eminent, Digital, Global Betting & Gaming Platform

Integrated Global Ecosystem

Sources: Entain internal data, H2GC, VIXIO, World Bank, NewZoo, Sensor Tower, Activate interviews and analysis
Sandeep Tiku
Chief Operating Officer
Entain Group CTO 2014-2020
7 years ago, we set an ambitious target

2014

- Best customer experience
- Strongest technology
- Awesome products
- Build for the future
While the competition assembled boxes, we did something different

Linear approach

Sportsbook → Casino

Poker ← Bingo

Just assembling the boxes isn’t smart

At Entain, we set about developing

Intelligent Technology

To power the growth of the business
To transform the future of the industry
Intelligent powerhouse, real engineering outcome
Precision approach, differentiated from the competition

Linear approach

Cognitive approach

Reactive - Chasing the customer

Proactive - One step ahead
Operating at Scale with Speed and Security

Large-scale global operations running seamlessly

7x
vs Amazon
Entain's UK Brands handle 7x transactions every Saturday vs Amazon's UK setup on a Black Friday*

71k+
Trading events per min
Entain's Trading platform generates 71k+ events per minute - comparable to leading stock exchanges

100+
Cyber attacks
100+ Cyber Security attacks in last 2 years with ZERO impact to our services and customers

Notes: * Like for like comparison based on Statista Amazon report. Nov 23rd, 2018, Black Friday, Amazon UK reported 4.22M transactions that day. Each Saturday, Entain UK brands report 28M+ transactions (2018-2021+)
Delivering powerful & agile operations

Five major projects delivered in one single day

1. Ladbrokes migrated to Entain’s platform (industry’s largest migration to date)
2. PayPal Germany regulatory change with mandatory deadline
3. Sportsbook migration from Gibraltar to Dublin
4. Moved casino for Coral & Ladbrokes to centralised application stack
5. Online gaming launch ready for West Virginia
Delivering more for our customers

Improvement across the board

- **Customer delight**: 10% increase in customer delight since Jan '21
- **More agile**: 476% improvement in time to set up a new geography / market
- **More flexible**: 780% reduction in the time to integrate any 3rd party

Notes: Customer delight based on new customer engagement measurement framework and sentimental analytics. New market setup reduced from 8-9 weeks to 1-2 weeks. New third-party integrations reduced from 20-24 weeks to 2-3 weeks.
5+ years of double-digit growth

Total Entain Digital NGR (£m)

20% 3-year CAGR

#1 US Gaming

#1 Brazil

#2 Germany

#2 UK

#2 Italy
We are well-positioned to lead our sector

Entain has technology in its DNA; the Group has built a key differentiating factor

<table>
<thead>
<tr>
<th>Performance against Top Digital Peers</th>
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<tbody>
<tr>
<td>Architecture &amp; Innovation</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2.8</td>
</tr>
<tr>
<td>4.1</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>Technology Strategy &amp; Operating Model</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>3.0</td>
</tr>
<tr>
<td>3.4</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>Technology Procurement</td>
</tr>
<tr>
<td>1</td>
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<tr>
<td>2.5</td>
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<td>3.3</td>
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<tr>
<td>5</td>
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<tr>
<td>Infrastructure &amp; Operations</td>
</tr>
<tr>
<td>1</td>
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<tr>
<td>3.1</td>
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<tr>
<td>4.1</td>
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<tr>
<td>5</td>
</tr>
<tr>
<td>Risk &amp; Security Management</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>3.1</td>
</tr>
<tr>
<td>4.4</td>
</tr>
<tr>
<td>5</td>
</tr>
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</table>

Legend

Entain Maturity Level
Peer Average (Top 15 percentile)

Notes: As recognised by a leading global research and advisory company
Top Digital Peers with revenues >5B USD, Operating in >15 countries, with IT spend >150M USD
1. AI First Strategy
2. Engineering Innovation
3. Development Ecosystem
4. Customer Protection
5. Awesome Products
1. AI First Strategy
2. Engineering Innovation
3. Development Ecosystem
4. Customer Protection
5. Awesome Products
160m+
Unique customer profiles

250+
Terabytes of Data

50+
AI models

50+
Data scientists

Connected information driving step-change outcomes
REVOLUTIONARY AI-FIRST STRATEGY

Enabled by Entain’s proprietary intelligent technology

Delivering value today

✓ Hyper-personalised experiences for every customer
✓ Far higher accuracy
✓ Understands new customers in
  ▪ < 12 hours with 70% accuracy
  ▪ < 3 days with 90% accuracy
✓ Real-time Voice of the Customer & AI driving Entain’s product experience
1. AI First Strategy
2. Engineering Innovation
3. Development Ecosystem
4. Customer Protection
5. Awesome Products
2 Engineered Innovation

Automated technology integrations

Self-Detect

Self-Learn

Self-Migrate

25m customers migrated recently
ZERO IMPACT

Invisible migration, visible benefits

Ladbrokes & Coral
Online Monthly NGR (£m)

Migration to Entain platform

38% growth since migration

* 12 months post-migration vs. 12 months pre-migration
1. AI First Strategy
2. Engineering Innovation
3. Development Ecosystem
4. Customer Protection
5. Awesome Products
Development Eco-system

Central delivery eco-system powered by Entain’s relevance factor

**MULTIPLIER**

**DELIVERY MODEL**

<table>
<thead>
<tr>
<th>Region</th>
<th>Planned Features</th>
<th>Shared Features</th>
<th>Multiplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>253</td>
<td>769</td>
<td>3x</td>
</tr>
<tr>
<td>Europe</td>
<td>42</td>
<td>313</td>
<td>7.5x</td>
</tr>
<tr>
<td>US</td>
<td>265</td>
<td>453</td>
<td>2x</td>
</tr>
<tr>
<td>Casino</td>
<td>230</td>
<td>311</td>
<td>1.5x</td>
</tr>
<tr>
<td>Others</td>
<td>687</td>
<td>1,770</td>
<td>2.5x</td>
</tr>
</tbody>
</table>

Average benefits per stream in 2020 of **332%**
Development Eco-system, accelerating growth

Delivering scale with efficient operations

In 2018 Ladbrokes Coral depended on...

- 3 OUTSOURCING AGENCIES
- 250 CONTRACTORS
- 15 TECH SUPPLIERS

By 2020 this was reduced to...

- 0 OUTSOURCING AGENCIES
- 0 CONTRACTORS
- 3 TECH SUPPLIERS

50M £ Synergies in less than 24 months

150% increase in delivery throughput

3,000+ people

Corporate Operations
Poker & Casino Platform
Retail Development
Marketing Operations
Sports Development
Mobile Development

THEN

1000+ people

NOW

Scaling teams and moving functions to cost-optimized high-tech hub in India
1. AI First Strategy
2. Engineering Innovation
3. Development Ecosystem
4. Customer Protection
5. Awesome Products
Customer Protection

Breakthrough scientific approach to player safety

1. FOCUS ON BOTH CUSTOMER BEHAVIOURS & PRODUCT FEATURES
   - CUSTOMER BEHAVIOUR
     - Keeping customers in their Safe Zone
     - Setting behavioural baselines
     - Detecting spikes in their play
   - PRODUCT FEATURES
     - Continuously scanning our product for hot-spots
     - Making real-time changes to keep our customers safe

2. CREATES A SAFETY NET UNIQUE TO EACH CUSTOMER
   - PERSONAL SAFETY NET
     - Dynamic Bet Limits
     - Dynamic Deposit Limits
     - Dynamic Session Time Limits
     - Dynamic Feature Adaption

Tailored to each customer

INTELLIGENT APPROACH TO RISK REDUCTION

CARE CRAFTED TO EACH CUSTOMER
1. AI First Strategy
2. Engineering Innovation
3. Development Ecosystem
4. Customer Protection
5. Awesome Products
5Awesome Products

1000+ new features added every single year
Continually driving down costs

Technology gross cost base as % of NGR

33% reduction since 2018
Accelerating growth

Product innovation driving further growth

- **New Trading Platform**
  H2 2021 (4 years of investment)

- **Proprietary group Bet Station**
  by H2, 2021

- **Next-Gen Personalization Engine**
  by H1, 2022
Guy Kawasaki tells the story of how ICE 1.0 (left) became ICE 2.0 (right), through **disruptive innovation**
Ready for the next innovation curve

We are at the forefront

Innovation Lab & Brand launch In 2021

Disruptive & Innovative Product Lines

Key Partnerships

LIVE YOUR DREAM

TECHNOLOGY

GAMING

MEDIA

ENTERTAINMENT

SPORTS

SOCIAL
Ready for the next innovation curve

We are investing £100M in innovation over the next 3 years

100% funded through EVOLVE our cost optimisation programme
Key takeaways

#1 Powerful technology ecosystems

#2 Years ahead of the competition

#3 Ready to shape the future of our industry
UK digital market in consistent growth

UK Digital sector: Total net gaming revenue 2016-2020

Consistent growth for 15+ years

Growth driven by customer penetration & innovation

Tier 1 operators dominate

Out-performance requires leadership in key capabilities

Source: Regulus 2020 Market Data
Diverse UK brand portfolio

Key Entain UK brands & lead propositions

- **Ladbrokes**
  - Sports Betting
  - Slots
  - Table Games
  - Live Casino

- **Coral**
  - Sports Betting
  - Slots
  - Table Games
  - Live Casino

- **Party Poker**
  - Slots
  - Table Games
  - Live Casino
  - Poker

- **Party Casino**
  - Slots
  - Table Games
  - Live Casino

- **Gala Bingo**
  - Slots
  - Bingo
  - Table Games

- **Foxy Casino**
  - Bingo
  - Slots
  - Live Casino

- **Cheeky Bingo**
  - Bingo
  - Slots
  - Live Casino

Source: Regulus 2020 Market Data
Diverse UK customer base

Key Entain UK brands – customer audiences

- **Ladbrokes**
  - Younger Male
  - Football Focused
  - Recreational

- **Coral**
  - Older Male
  - Multi-Sport Focused
  - Experienced

- **PartyPoker**
  - Younger Male
  - Poker Focused
  - Recreational

- **GALA Casino**
  - Older Female
  - Casino Focused
  - Experienced

- **Foxy Bingo**
  - Younger Female
  - Bingo Focused
  - Experienced

- **Cheeky Bingo**
  - Older Female
  - Slots Focused
  - Recreational

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**Diverse Customer Base:**
- Ages
- Genders
- Lifestyles
- Product Preferences
- Playing Behaviours
Unique & highly effective operating model

Customer Facing Brands
Driving the market level growth agendas

World Class Centralised Operational Functions
Ensuring consistency in execution in critical areas

Integrated Global Platform
Delivering cost efficiencies & global consistency, stability & alignment
Strong brand, customer & revenue performance

BUILDING STRONG BRANDS
Top UK Betting & Gaming Brands: % Customers Very/Somewhat Familiar

ATTRACTING MORE CUSTOMERS
Monthly Actives Customers Jan 2019-May 2021

DIVERSIFYING OUR CUSTOMER BASE
Recreational Player Volume 2019 vs 2020

IMPROVING CUSTOMER SATISFACTION
Av Weekly Coral Customer Satisfaction: 2019-2020

DELIVERING MARKET LEADING GROWTH
Operator 3 Year CAGR: 2017-2020

1) Nursery UK Digital Brand Tracker Q4 20, Q: How familiar are you with the following companies? N =>2000
2) Internal Entain data
3) Entain UK Voice of Customer Survey N=>1000
4) Regulus Market Data 2020
Four pillars of growth

Customer Insight, Data & Analytics

Brand

Innovation

Digital Marketing

Customer First approach
1. Insight, Data & Analytics
2. Brand
3. Innovation
4. Digital Marketing
Analysis & synthesis of external insight

- Market Tracking & Analysis
- Customer Tracking & Analysis
- Brand Health & Image Tracking
- Customer Satisfaction & Sentiment
- Feedback Csat Tracking Social Monitoring
- Market Size & Value Trends
- Innovation Reports
- Share Reports
- Competitor Monitoring
- Customer Volumes
- Customer Behaviours
- Socioeconomics
- Psychographics
- Geodemographics

Analysis & synthesis external insight

Identifying new growth opportunities

ACQUISITION
Opportunity Heatmap

RETENTION
Opportunity Heatmap

Identifying new growth opportunities
Innovating in customer research

Example: Leveraging neuro testing to optimise TV adverts

Develop TV Advert

Neuro-Testing Study

Rich insight to evaluate and optimize advert

Section 1

Section 2

Analyses of combined EEG, GSR and ET measurements allows us to identify where the ad is performing and where we can improve.
World class customer segmentation

Large scale research programme delivering in-depth segment insights

- Extensive Qualitative Research Phase
- High Volume Quantitative Study
- Detailed Factor & Cluster Analysis

Leveraging insight to create experiences tailored to segment needs

CURRENT AUDIENCE EXAMPLE

SEGMENT 1
- PROPOSITION
  - TAILORED SEGMENT EXPERIENCES
  - SERVICE
  - MARKETING

ADDITIONAL FUTURE AUDIENCE EXAMPLE

SEGMENT 8
- PROPOSITION
  - TAILORED SEGMENT EXPERIENCES
  - SERVICE
  - MARKETING
Leading edge data & analytical capabilities = data powered decision making

Focus Areas

CUSTOMER UNDERSTANDING
- AI Lifetime Value Models
- Customer DNA
- Segment Analysis

COMMERCIAL OPTIMISATION
- Commercial Analytics & Reporting
- Marketing Analytics Toolkit
- Bonus Abuse Models

MAXIMISING GROWTH
- AI Next Best Offer Engine
- AI Driven Personalisation
- Simulation Suite

CUSTOMER PROTECTION
- Compliance Analytics & Reporting
- KYC Engine
- AI Problem Gambling Prediction Engines
  (Part of ARC)

Foundations

- Integrated Global Data Platforms
- Enhanced AI Platform
- World Class Management Information Suite
- Advances Global Analytics Tool Kit
1. Insight, Data & Analytics
2. Brand
3. Innovation
4. Digital Marketing
Strong heritage and significant investment

Strongest heritage in the market

Ladbrokes: Founded 1902

Coral: Founded 1926

Significant investments in advertising

Gambling Brands Share of Advertising Media Spend: YTD May 2021

Source: Analysis of BARB & Nielsen Tracking
Building towards world class Brand Marketing

- Human, Customer Centric Advertising
- Film Quality Production Values
- Innovating in Digital
  - Ladbrokes Horse Tinder
- Block Buster Campaigns

This Time We Play Together
The brand power of Retail

>2.5k ‘window’ advertising sites

Millions in potential media value

High quality digital window screens rolling out

Proprietary MarTech delivering localised messages

Key competitive advantage
1. Insight, Data & Analytics
2. Brand
3. Innovation
4. Digital Marketing
Ambitious, wide ranging innovation agenda

FREE-TO-PLAY
Market leading portfolio of games across Sports & Gaming

SPORTSBOOK
Driving engagement through gamification

GAMING
Breadth & depth of best-in-class content always available for customers

CORE JOURNEY
Making it easier & quicker for customers to complete key action

Integrated Global Platform
Setting the highest possible bar for future innovation

Example Customer Needs

Make it...
Simpler & More Intuitive
monzo

Make it...
More Fun & Entertaining
NETFLIX

Make it...
Personalised To Me
amazon

Make it...
Stay In Control
BARCLAYS

Our Bar For Innovation

Revolut
oculus
Uber
King
Facebook
Pinterest
ClearScore
1. Insight, Data & Analytics
2. Brand
3. Innovation
4. Digital Marketing
Extensive Marketing Technology estate & innovative digital marketing

Our MarTech estate incorporates best in class tools & platforms from a wide range of leading suppliers
Driving to the bleeding edge of what is possible

**Future Priorities**

**Drive channel expansion**

**Next phases of MarTech expansion**

**Deepen partnerships & integrations with key partners**

**Flow Marketing**
Conclusion

- Consistent track record of out-performance
- Significant investments in critical capabilities to drive growth
- Ambitious roadmap of innovation underway
- Major scope for future growth, built around being data driven & customer first
- World leader, not just category leader, in our key pillars of growth
References

1. As per company guidance with 2021 Interim results dated 12 August 2021
2. Total market share by GGR for retail, OSB and iGaming across all U.S., including jurisdictions where BetMGM is not currently active; internal estimates used where operator-specific results are unavailable.
3. In markets that BetMGM is active.
4. 3-month rolling market share April 2021 to June 2021, based on BetMGM revenues as a percentage of state reported revenues.
5. Constant currency basis.
6. Includes Australia, Belgium, Brazil, Canada, France, Germany, Italy, Mexico, Spain, United Kingdom, United States.
7. Excluding Germany.
8. Excluding UK.
9. Markets in which Entain is not licensed nor currently engaging with regulatory authorities in preparation for licensing.
11. Minimum age surveyed varied across countries due to betting/gaming age restrictions.
12. Global countries surveyed include: Australia, Belgium, Brazil, Canada, France, Germany, Italy, Japan, Mexico, Poland, Russia, Spain, United Kingdom, United States.
13. Sports bettors defined as those who have bet money on sports in the last 12 months.
14. Sports followers defined as those who have watched sports games or highlights, attended a sport event, or read articles/stats in the last 12 months.
15. Played video and/or mobile games on any device in the last 12 months.
16. Bettors defined as those who have participated in at least one betting activity (betting on sports, esports, virtual sports or non-sports events) in the last 12 months.
17. Gamers defined as those who have participated in at least one gaming activity (playing casino table games, bingo, poker, or slots with real money) in the last 12 months.
18. For non-ranked video games, players may be ranked according to performance statistics for multiplayer match-making to occur, to ensure fair level of play, and to support social interaction (e.g. leaderboards), though this score is often withheld from the player, is not professionally-driven, and is not used in situations analogous with rank-based competitions (e.g. players earning skill tiers, tournaments with payouts).
19. Includes revenue from adults aged 18+ only.

20. Current bettors defined as those who participated in at least one betting or gaming activity in the last 12 months. Potential bettors defined as those who have not participated in betting or gaming activities in the last 12 months but are at least slightly interested in participating in at least one in the future.

21. Core market long-term TAM (excluding the US) estimated to be c.$70bn based on GGR forecasts of current active geographies.


23. New market incremental long-term TAM estimated to be c.$40bn based on GGR forecasts of target markets where Entain is not currently active.

24. Forecast incremental 2025E TAM for interactive entertainment of c.$20bn equals forecast 2025E TAM of c.$12bn as addressable market for Esports betting and c.$8bn as addressable market for social casino.