

betsson ab

Annual and sustainability report



2023



Contents

This is Betsson	4
The market	5
Operational business	6
Vision and strategy	8
2023 in brief	11
CEO's statement	12
Betsson as an investment	14
Sustainability report	15
Management report	39
Risks and risk management	44
Betsson's work for sustainable gaming regulations	49
Corporate Governance Report	53
Board of Directors and Auditor	62
Group Management	64
The share and shareholders	68
Five-year summary	70
Consolidated accounts	72
Parent Company accounts	78
Notes	81
Proposed appropriation of profit	107
Auditor's report	108
Auditor's statement on the statutory Sustainability Report	112
Notes to the Sustainability Report	113
GRI index	122
Information to shareholders	124

This is Betsson

Betsson AB (publ) is a holding company that invests in and manages fast-growing and profitable companies operating in the online gaming industry. The Group is one of the largest online gaming companies in Europe. The Company's ambition is to grow at a pace that exceeds the market growth rate, both organically and through acquisitions. Growth is to be generated in a profitable and sustainable manner, primarily in locally regulated markets. Betsson AB is listed in the large cap segment on NASDAQ Stockholm (BETS B).

Betsson's vision

is to deliver the best customer experience in the gaming industry through its operating subsidiaries. The product offering comprises casino games, sports betting and other forms of gaming such as poker and bingo, and is continuously renewed so that it remains attractive to both new and existing markets.

Betsson's gaming sites

are mainly operated through its own technology platform, on which approximately 90 percent of the Group's current revenues are generated. The platform is integrated with Betsson's proprietary sportsbook, third-party casino game providers and payment service providers.

Sustainability

is an integral element in Betsson's business strategy, with five focus areas: responsible gaming, ethics and compliance, employee impact, social impact and climate impact.

The Group

has a clear structure and organisation. The Parent Company is responsible for strategy and objectives, corporate governance and internal control, acquisitions and divestments, and financial communication. The subsidiaries are responsible for running the operational gaming business, including platforms, gaming sites, technology and product development, brands, responsible gaming and regulatory compliance.



The market

Gaming is a popular pastime all over the world that has been enjoyed since time immemorial. More and more gaming has moved online over the last two decades. This is why the online gaming market has experienced significant growth in recent years.

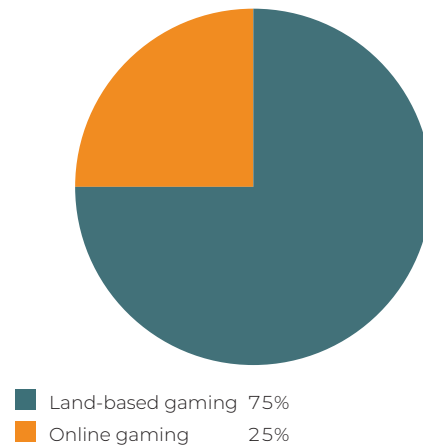
Some of the key structural drivers of growth in online gaming are and have been as follows:

- Greater internet penetration
- Proliferation of smartphones and connected devices
- Legalisation and new regulations
- Product innovations such as virtual slot machines (slots) and live casino
- Integration of sports and live betting
- Flexible new payment solutions
- Digital marketing

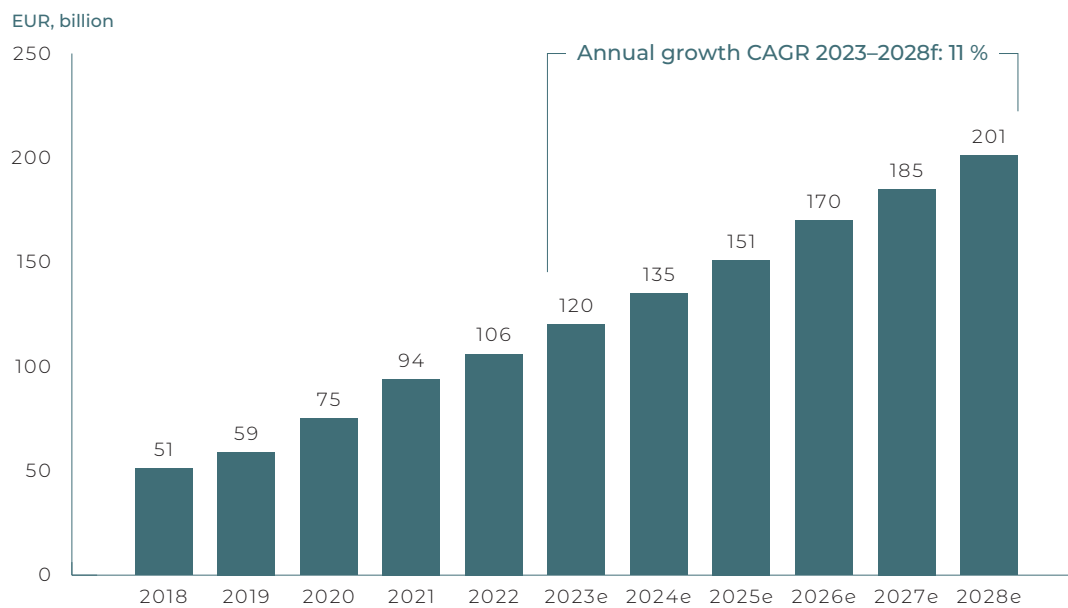
According to consultancy firm H2 Gambling Capital, the online gaming market has grown at an average annual rate of 19 percent over the past five years. The increase in 2023 stood at 13 percent. The online gaming market is expected to grow at an average annual rate of 11 percent over the next five years (CAGR).

Total global gaming market 2023

Total EUR 485 billion



The global online gaming market 2018–2028



Source: H2 Gambling Capital, January 2024

Betsson's operating activities

The Group's activities are conducted in its operating subsidiaries, which offer games through some twenty brands, including Betsson, Betsafe and Nordicbet.

Competitive product range

Betsson offers one of the market's largest selections of games, with local adaptations to satisfy consumer demand in different markets. The products consist mainly of casino and sports betting. The largest category of casino is slots, i.e. virtual slot machines, followed by live casino, which provides the player with a virtual casino experience resembling real life, with table games broadcast live from the game provider's studio. In total, Betsson's casino product includes around 6,000 different games offered through its proprietary technology platform. Sports betting is also offered on a proprietary platform with betting that can be adapted to available sporting events and market demand. The sportsbook is available both directly to players through its own brands (B2C) and as a B2B offering for other operators.

Strong brands

Betsson has around 20 brands – global, regional and local – which include either the entire product portfolio, such as Betsson, Betsafe and Nordicbet, or just one product, such as Racebets (betting on horses) and Jalla Casino (casino). The brands' services are offered primarily through the proprietary platform that manages payments, customer information, accounts, transactions and the range of games on offer.

Local presence

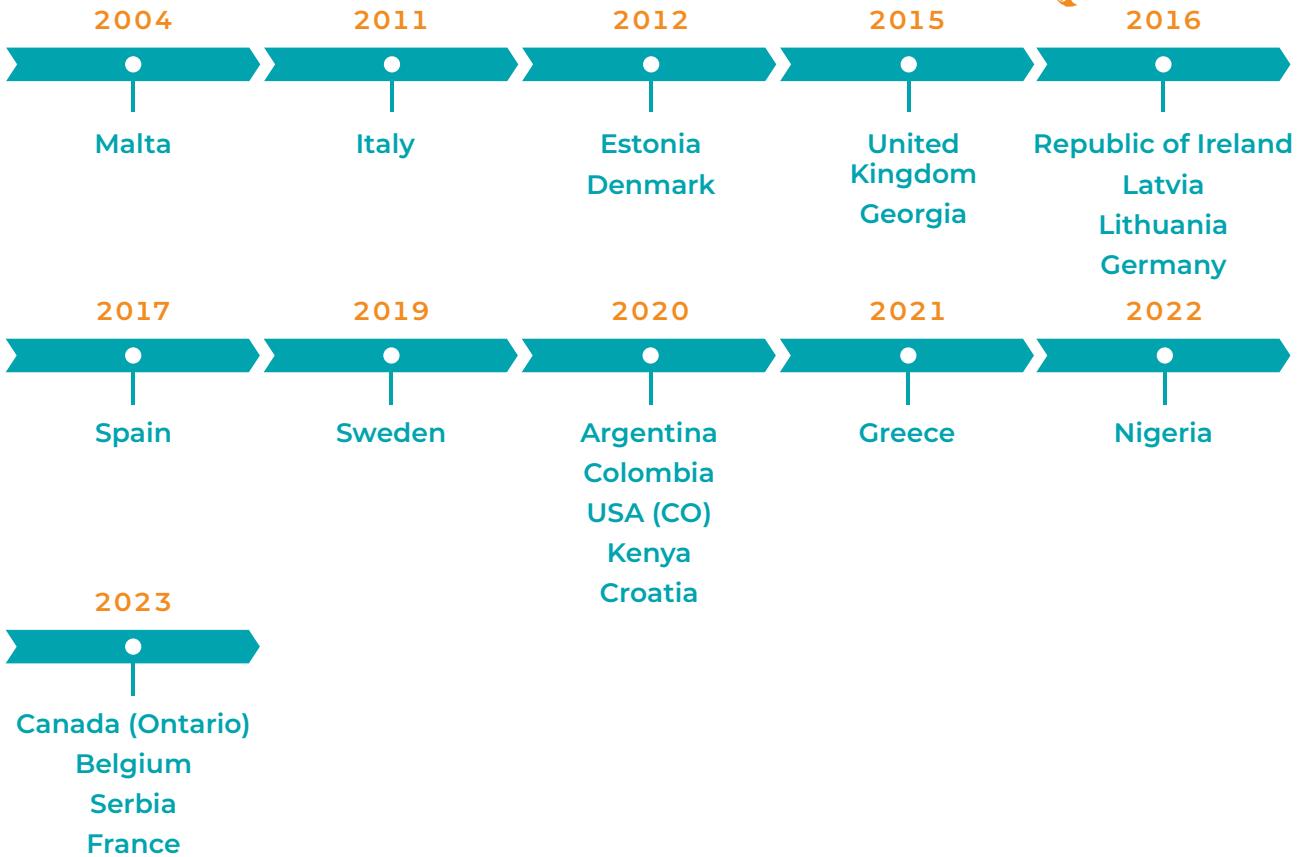
The Group's 2,100 or so employees represent more than 70 nationalities and work at Group offices in 18 different countries all over the world. The operational headquarters are located in Malta, where approximately half of the employees are based.



In this Annual Report, the name Betsson or 'the Group' is used to describe the entire business that is run by the operational subsidiaries. Betsson AB or the Company refers to the Parent Company.

Gaming licences

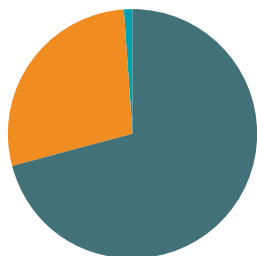
The Group holds local gaming licences in 23 countries in Europe, Africa, North America and South America.



Revenue split 2023

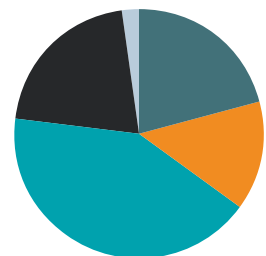
Revenue per product

Casino	71 %
Sportsbook	28 %
Other	1 %



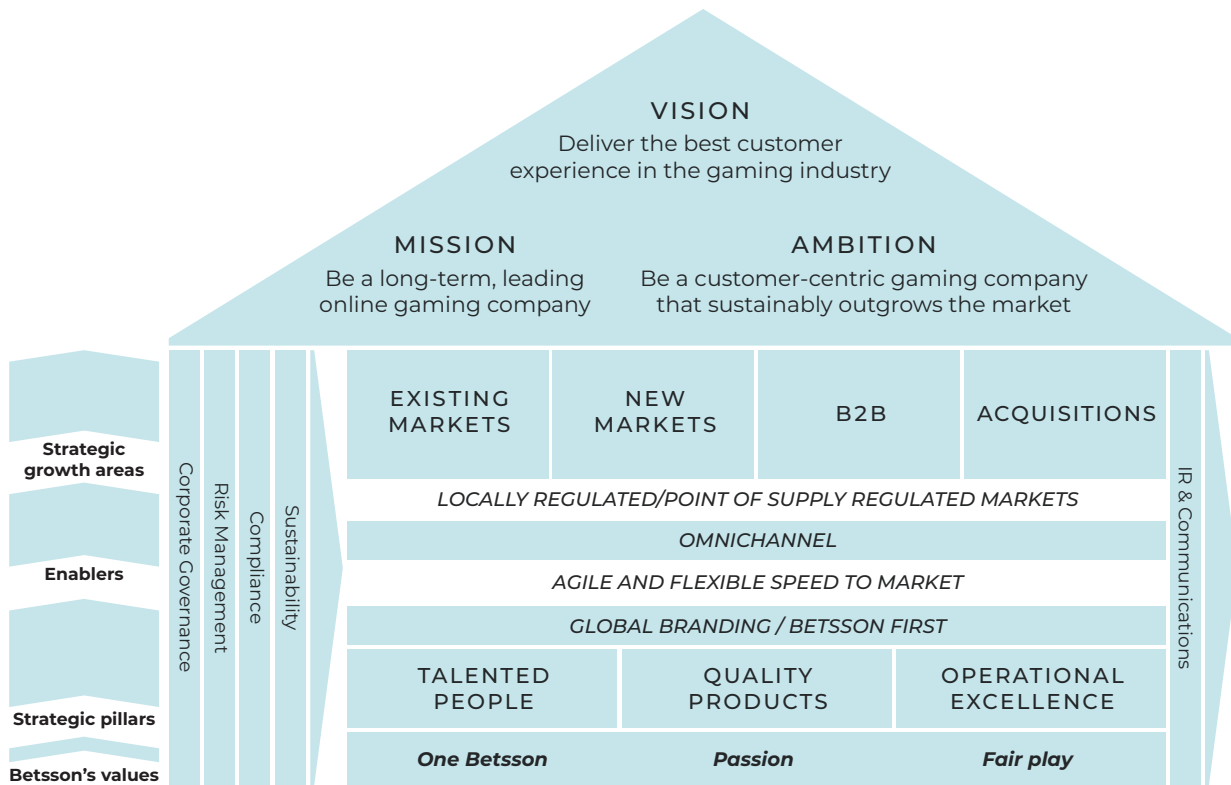
Revenue by region

Nordics	21 %
Western Europe	14 %
CEECA	42 %
Latin America	21 %
Rest of world	2 %



Vision and strategy

Betsson's vision is to provide the best customer experience in the gaming industry. The mission is to be the long-term leader in online gaming, and the ambition is to be customer-focused in order to achieve growth that is more long-term and sustainable than the market as a whole. Betsson's strategy is illustrated in the figure below.



Betsson has gradually extended and expanded the structure that visualises the Group's business strategy. The common values provide the foundation and the strategy rests on three strategic pillars: Talented People, Quality Products and Operational Excellence. Based on its strengths and thorough market analysis, Betsson has formulated four strategic growth areas where the focus is on the customer: existing markets, new markets, business-to-business (B2B) opportunities and acquisitions.

Betsson should strengthen its position in existing markets by prioritising the segments where the Group is best placed to offer leading products with good efficiency while also evaluating other segments. Betsson's broad brand portfolio together with its control of technology and proprietary platforms put the Group in a good position to be able to establish a presence in new markets quickly and flexibly. The proprietary sportsbook has operational leverage, and further economies of scale can be realised by offering it to other operators as an outsourced B2B solution. Betsson's financial position enables acquisitions that complement organic growth,

create synergies, accelerate geographic expansion and reinforce the product offering. For Betsson to be able to maintain a long-term approach in its actions and provide a customised offering, it is important to run the business responsibly by constantly developing areas such as corporate governance, risk management, compliance and sustainability issues, and always including these perspectives in the day-to-day business.

Betsson's strengths drive value creation

Betsson is an established operator with a long history of building its activities with good growth and profitability. Betsson focuses on maintaining its strong position in existing markets by offering a diversified product and brand portfolio and by investing in proprietary technology that gives the Group both the control and the expertise to adapt the platform to constantly changing market conditions. The proprietary technology platform also creates favourable conditions to continuously develop new offerings. For that reason, further development of its own technology platform is one of the Company's top priorities.

To implement the strategy with a view to long-term value creation, Betsson has defined five principles for how the operational activities should be run and quality assured:



A responsible business that puts players first

Sustainability is an integral part of Betsson's business strategy and is crucial to creating value for shareholders while taking long-term responsibility for customers, employees and the communities in which the Group operates. Betsson should provide customers with entertainment in a responsible manner and work towards long-term sustainable gaming legislation that takes into account customers and their opportunities to play.

Operational excellence that drives efficiency

The Group is striving constantly to optimise its entire operations by means of well-established working practices and processes, supported by internal governance documents and external independent audits. Proprietary technology creates competitive advantage through speed, flexibility and scalability.



Living the Betsson culture: One Betsson, Passion and Fair Play

Betsson's values set the tone for the way employees treat customers, each other and other stakeholders. These values emphasise the significance of working together as a team, acting with integrity and the importance of a strong commitment to what you do.

The first choice as an employer and business partner

Attracting the most qualified and committed staff and the best partners is a key success factor for Betsson. Employees are the key to developing top-quality products with high entertainment value, ensuring good consumer protection at the same time.



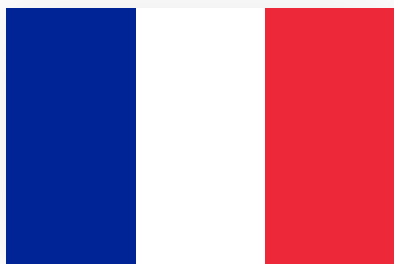
Global presence with local focus

Betsson's growth is generated globally through expansion into new markets and is driven by an attractive offering. Betsson attaches great importance to local presence and local expertise in order to be able to offer the most popular games in each market.

Implementing the strategy

In 2023, Betsson took several important steps to implement its growth strategy. In existing markets, activities were focused on adapting and developing the offering on the basis of changing customer behaviour, regulatory requirements and competition. A number of initiatives were implemented concerning expansion into new geographic markets such as Serbia, Belgium and

France. As regards technology, the switch to cloud-based operations continued for major elements of the Group's brands, resulting in faster download times, improved customer experience, enhanced efficiency, higher system capacity and – as a contribution to the Company's sustainability work – lower energy consumption.



betFIRST



betFIRST is the main sponsor of Royal Antwerp FC, who during the year won the Belgian football league for the first time since 1957. The deciding goal was scored in extra time by national team star Toby Alderweireld, pictured.

2023

in brief

- In February, the Group obtained a licence for online gaming in the province of Cordoba in Argentina. At the same time, licences were obtained for both online gaming as an operator (B2C) and as a supplier (B2B) for the locally regulated market in the province of Ontario in Canada.
- In June, the Group entered into an agreement concerning the acquisition of all shares in the betFIRST Group, which operates sports betting and casino games in Belgium under the betFIRST brand. The value of the transaction totalled EUR 120 million.
- A new strategic partnership was entered into with listed French casino operator Groupe Partouche in conjunction with the acquisition of betFIRST in order to jointly offer online casino games in certain regulated markets, starting in Belgium. The acquisition and partnership mean that the Group will be able to provide a full-scale offering for both sports betting and casino games on the Belgian market.
- Betsson's involvement in football is continuing. In June, it was announced that Betsson will be starting an important collaboration with Argentine football club Boca Juniors to become the team's main sponsor until the end of 2024.
- In September, Betsson issued senior unsecured bonds of EUR 75 million. These bonds have a maturity of three years and a floating interest rate of 3-month EURIBOR plus 460 basis points.
- In the third quarter, the Group was awarded a licence in Serbia for the locally regulated online casino market. An online casino offering under the Rizk brand was launched in connection with this.
- The Group was also awarded a licence to offer online sports betting on the locally regulated market in France in September, and the launch took place under the Betsson brand at the end of the year. The business in France is run in collaboration with a local partner.
- The Board of Directors proposes a dividend of EUR 0.645 (0.436) per share for the 2023 financial year, in the form of an automatic redemption programme.





betsson

CEO's statement

Gaming is a popular form of entertainment with a very long history. In 2023, we celebrated 60 years since the Group started offering entertainment in the form of various games for money. We continue to find our own paths and in recent decades we have been driving the digitalisation of the gaming industry with strategic investments in product development and expansion into new markets. Having a long-term perspective has been key for Betsson and therefore I am pleased to state that the average annual growth in revenue and profit has been in the double digits for the past ten years.

When we sum up the past jubilee year 2023, we can look back on a new record year for Betsson. Several important strategic initiatives were taken to strengthen the product offering, manage risks through geographic diversification, and to create conditions for continued profitable growth with an increased share of revenue from locally regulated markets. The year was characterized by continued high customer activity, which resulted in new record figures across the board. In 2023, revenue increased by 22 percent to 948 million euros and operating profit increased by 60 percent to 211 million euros, which corresponded to an operating margin of 22.2 percent. Operating cash flow amounted to 230 million euros, which means that we ended the year with a net cash position of 60 million euros. The strong cash flows of our business and the solid balance sheet mean that we can continue to pay attractive

dividends to our shareholders and invest in future growth. The Board proposes a 48 percent increase in the dividend for 2023 to EUR 0.645 per share.

In June, the leading Belgian sports betting operator betFIRST was acquired and at the same time a new strategic partnership was entered into with the publicly listed French casino operator Groupe Partouche, to offer online casino games in certain locally regulated markets, with Belgium being the first country for this collaboration. The combination of these strategic initiatives enables a competitive offer in online sports betting and casino for the Belgian market. Further milestones were passed in our geographical expansion when, during the autumn, we obtained local gaming licenses and launched offerings on the regulated markets in Serbia and France.

The share of revenue from locally regulated markets increased during the year and amounted to 46 percent in the fourth quarter of 2023. In 2024, Peru and Brazil are expected to introduce new licensing systems for online gaming and Betsson is preparing to apply for gaming licenses for these markets. Betsson works with a long-term perspective for sustainable gaming regulations with good conditions for fair competition between operators, an attractive customer offering with reasonable possibilities for marketing, and commercially sound levels for gaming taxes. A high channelization rate on locally regulated markets, and thereby the desired level of protection for the entire player base, can only be achieved if all these parameters are considered. Unfortunately, several countries - for example Germany and Great Britain - have in recent years introduced strict regulations that discourage channelisation and drive players to unlicensed operators. In Sweden, a higher



gaming tax is being introduced which will further weaken the competitiveness of licensed gaming and thus lead players to operators without a license in Sweden. At the same time, we note that some of the EU countries still hold on to their state-owned gambling monopolies despite the fact that these are contrary to the principle of free movement of services and thus, in Betsson's opinion, not compatible with the legal principles of the EU's internal market.

We are proud that Betsson's involvement in sports continues and at the beginning of the summer an important sponsorship was entered into with the long-standing Argentinian football club Boca Juniors. The sponsorship, which is one of the largest ever for Betsson, means that the club's iconic match shirt will feature the Betsson logo until the end of 2024. The collaboration with the club got off to a flying start with an attention-grabbing friendly game in front of nearly 60,000 spectators in Buenos Aires between Boca Juniors and the Argentine national team, led by team captain and World Cup hero Lionel Messi. The sponsorship strengthens Betsson's brand and rapid expansion not only in Argentina but throughout Latin America. 2024 will be a big sporting year with the European Championships in football, Copa America and the Olympics in Paris during the summer months, and we look forward to following the competitions together with fans, customers and employees.

Betsson's first ever global advertising campaign was launched during the year. The theme "A bet makes the difference" highlights the excitement and entertainment of betting on sports or casino, rather than the chance of winning. The campaign is part of the marketing strategy to establish Betsson as the Group's main global brand with the

objective of achieving scale and competitive advantages for the business in the long run.

Sustainability is an integrated part of the strategy and means that we take long-term responsibility for customers, employees and the communities where the Group operates. The most important area of sustainability for Betsson is responsible gaming, which is a decisive factor in being able to successfully conduct business in the gaming industry in the long term. In the sustainability report on pages 15–38, we report in detail how we plan and work with sustainability in the business.

I look forward with confidence to the rest of 2024. Betsson is well placed for continued value creation thanks to a strong financial position, proprietary technology, an attractive customer offering and – above all – our employees. We have a positive company culture based on working closely together as a team, acting with integrity and having passion for what we do. I would like to thank our employees for all their great efforts in 2023 and also thank our shareholders for their trust. We see our shareholders as long-term partners and we remain focused on delivering profitable growth and good returns over the long term.



PONTUS LINDWALL
President and
CEO Betsson AB

Betsson as an investment

A large market with structural growth

Driven by the shift from offline to online gaming, the global online gaming market is estimated to achieve an average annual growth rate (CAGR) of eleven percent over the next five years. The global gaming market is estimated at EUR 485 billion in 2023, of which online gaming accounts for around 25 percent.

Diversified revenue

Betsson has a proven and successful product offering comprising both casino games and sports betting. A well-diversified mix of revenue from different geographical regions limits the risks of weaker development in individual markets. The Group's 20 or so brands are aimed at specific customer segments in order to capture as much as possible of the full market potential.

Own technical platform and sportsbook

The proprietary technical platform and sportsbook operations provide flexibility and economies of scale and enable differentiation of the offering in respect of competitors, as well as data-driven marketing.

A sustainable business going back a long way

Gaming is a widespread popular pastime all over the world and has been enjoyed for several thousand years. The vast majority of customers play for the right reasons – for fun – and consider gaming to be a form of entertainment. Sustainability is an integrated part of Betsson's business, and responsible gaming is the key to a successful business in the long term. Betsson's ambition is to inspire people to maintain a healthy relationship with gaming and help customers play responsibly.

A successful business model with a long history of value creation

With 60 years of experience in gaming, Betsson is characterised by a long-term perspective and a proven history of value creation through organic growth and acquisitions. The emphasis is on profitable growth, and the business generates strong cash flows that are both reinvested for continued growth and paid out to shareholders.



Sustainability Report

Responsible business putting the player first

For over half a century, 60 years to be exact, Betsson has offered entertainment to customers through casino, sports betting, and other gaming products. With that legacy, it goes without saying that sustainability is an integral part of Betsson's business strategy. A long-term approach, always putting the customer experience at the centre, is crucial for generating shareholder value and includes taking long-term responsibility for customers, employees, and the communities in which the Group operates.

Betsson's sustainability framework guides the way



Sustainability framework focus areas

Betsson's sustainability framework, adopted by the Board of Directors, clarifies the business strategy around sustainability. The framework establishes five focus areas: Responsible Gaming, Ethics and Business Compliance, Employee Impact, Social Impact and Climate Impact. Each focus area has set ambitions, goals and KPIs.



Responsible gaming

As a gaming company, responsible gaming is at the core of the sustainability framework. Betsson has a responsibility to provide customers with the right conditions to enable them to have a healthy relationship to gaming. In addition, Betsson must identify and always seek to help customers at risk of problem gaming.



Employee impact

Betsson's ambition is to be *the Employer of Choice* – the first choice for both current and potential employees. Attracting talent with the right skills, retaining, and developing employees is a vital part of Betsson's winning concept.



Social impact

Betsson should have a positive impact on societies where the Group operates. Betsson focuses its social impact efforts on three main areas: sports, diversity, and environment, but also adapts to world events and directs its support where it is most needed.



Ethics and business compliance

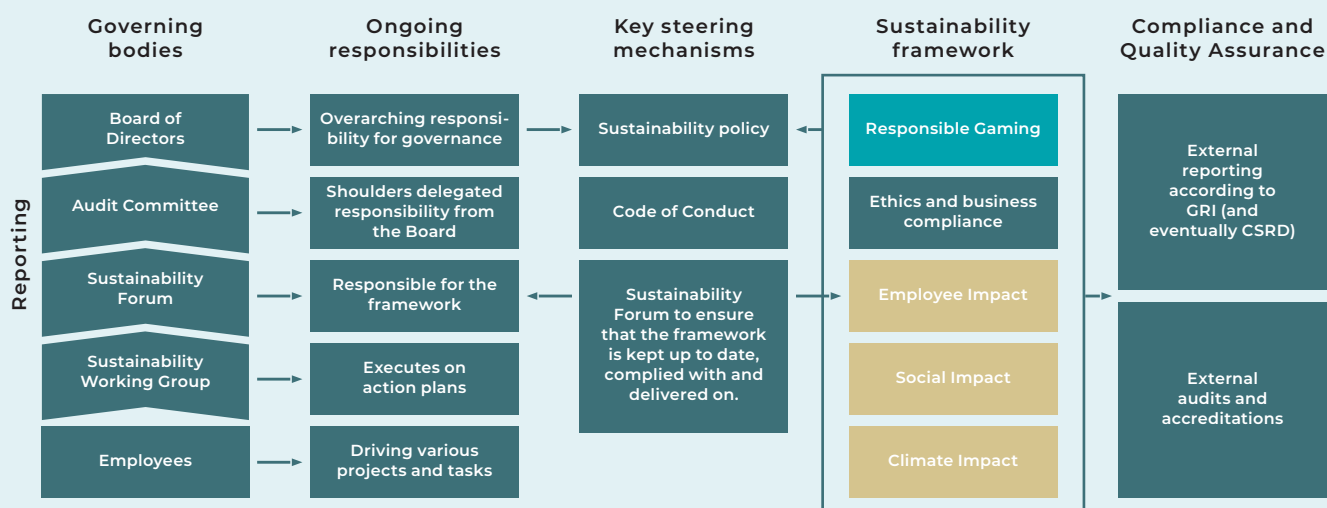
Compliance with the laws, rules, and ethical standards that apply to Betsson in the jurisdictions in which the Group operates is the foundation of a sustainable business model. Betsson also works to ensure that gaming legislation is sustainable in the long run, which means that legislation must ensure a high degree of channelisation as well as customer protection, whilst taking into account individual player demands.



Climate impact

Betsson will contribute to counteracting climate change and will reduce its greenhouse gas emissions in accordance with a science-based target. Betsson climate compensates for its current greenhouse gas emissions, including those generated by customers playing on Betsson's brands.

Sustainability Governance



Betsson's sustainability policy has been adopted by the Board of Directors of Betsson AB. A summary of the sustainability policy can be found on www.betssonab.com

The Board gets a yearly update on sustainability matters while the Audit Committee receives regular status presentations throughout the year.

Betsson has established a sustainability forum with members at management level, including the President and CEO as well as the Operational CEO, which has the overall responsibility for the framework. A sustainability working group runs and evaluates the activities related to the goals in the framework and reports progress to the sustainability forum.

The Vice President responsible for communications, investor relations and sustainability has principal responsibility for the sustainability framework and chairs the sustainability forum, whereas the head of sustainability leads the working group and drives and coordinates Betsson's work within this area.

Betsson identifies primary stakeholders based on their interest in and impact on the Group and has an ongoing dialogue with these stakeholder groups on the issues they deem as significant. More information about the stakeholder dialogue and material topics can be found in the Sustainability notes, pages 113–121.



Betsson is an active participant of the UN Global Compact. Betsson also supports the Universal Declaration of Human Rights.

Betsson reports in accordance with the Global Reporting Initiative (GRI) Standards and is preparing to report according to the EU Corporate Sustainability Reporting Directive (CSRD).

Preparing for the Corporate Sustainability Reporting Directive (CSRD)

In 2023, the Group prepared to start reporting according to CSRD. Firstly, a double materiality assessment was conducted, where the Group considered its impact on the European Sustainability Reporting Standards (ESRS) topics, as well as how the Group is impacted by the topics from a financial perspective. The materiality assessment was conducted with the support of an external advisor, KPMG, and included experts on CSRD.

Secondly, the Group conducted a gap analysis to compare the CSRD reporting requirements with the Group's current reporting, which is following the GRI standards. By finalizing this analysis already in 2023, the Group is well placed to bridge any gaps and thus be ready to report according to the new standard.

**CSRD
(EU Corporate
Sustainability
Reporting
Directive)**



Betsson's support of the U.N. Sustainable Development Goals

All U.N Sustainable Development Goals (the SDGs) are important, however Betsson has identified five SDGs on which the Group's operations have the most impact.



3 Good health and wellbeing

For the vast majority of Betsson's customers, gaming adds entertainment, excitement, and diversion to their everyday lives. Betsson has a responsibility to provide customers with the right conditions to enable them to have a healthy relationship to gaming, and has the responsibility to identify and always help customers at risk of problem gaming. Read more on page 20.

5 Gender equality

Betsson has set a goal of having at least 40 percent women at management level, and that all employees should have equal opportunities regardless of background. With a strong company culture where diversity and inclusion are natural components, Betsson strives to be a positive force for equality in the world. Read more on page 30.

8 Decent work and economic growth

Betsson is a global company that follows local work legislation and international principles such as the UN Global Compact. Betsson ensures a safe and inclusive work environment for all employees and promotes a sustainable work-life balance. Betsson is raising the bar for workplace standards and employee benefits. Betsson's business model aims to contribute to increased digitalisation in the world. Read more on page 30.

13 Climate action

To tackle climate change, nations and companies globally need to work together towards the goals set in the Paris Agreement. Betsson has therefore set officially validated science-based targets. By having an active and dedicated climate strategy, Betsson can do its share to mitigate the effects of climate change. Read more on page 36.

16 Peace, justice, and strong institutions

Betsson has a responsibility to conduct a sound and transparent business based on good business ethics and corporate governance. In addition to the managing and monitoring of good business ethics and governance, this means having robust, risk-based, procedures to counteract money laundering, terrorist financing and corruption. Read more on page 24.

External audits



During 2023, the regular eCOGRA gaming platform certifications were completed. eCOGRA provides testing and certification of online gaming systems. The certification confirms that the gaming platforms meet eCOGRA's requirements for security, ethics, and responsible gaming.

Betsson also maintained its Safe and Fair seal granted by eCOGRA for the seventh consecutive year in a row. eCOGRA's Safe and Fair Seal is awarded to operators which comply with eCOGRA's Generally Accepted Practice (eGAP) requirements covering player protection, fair gaming, and responsible operator behaviour and is renewed through an extensive yearly certification process.



Betsson's customer facing websites, as well as the Group's responsible gaming procedures, are assessed and audited on an annual basis by the external training and accreditation provider Global Gambling Guidance Group (G4). The audits include randomised interviews with personnel to ensure customer-centricity and sensitivity towards potential unhealthy gaming.

In 2023, Betsson successfully underwent several audits, both internally and externally. Apart from the internal audit on AML conducted by EY, Betsson also completed the eGAP audit, which is a thorough review of mainly AML and responsible gaming related controls.

International recognition



Betsson was recertified as a 'Nasdaq ESG Transparency Partner', participating in the Nasdaq ESG Portal. This certification signals Betsson's engagement in market transparency and in raising environmental standards.

MSCI
ESG RATINGS



CCC	B	BB	BBB	A	AA	AAA
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Betsson was awarded an ESG-rating of AA, the second highest level, from the independent rating institute MSCI (Morgan Stanley Capital International).

Awards 2023

In 2023, Betsson was bestowed the ESG Strategy of the Year award at the EGR Operators Awards. The Group also won Safer Gambling Operator of the Year at the International Gaming Awards for the third consecutive year, Responsible Gaming of the Year at SIGMA Americas and a number of awards within Best Customer Service, Best Employer and Leadership. In total, Betsson received 34 awards during the year.



Company & Operations

- Top Employer
 - ICE Landmark Award
 - Best Employee Wellbeing
 - Leadership – Organisation
 - ESG Strategy of the Year
 - Employer of the Year
 - Employer of the Year
- Global Gaming Awards: Executive of the Year - Jesper Svensson
Women in Gaming: Outstanding Contribution to the Industry - Lena Nordin
*SBC Awards Latinamericas: Leader of the Year - Andrea Ross
SIGMA Americas Awards: Responsible Gaming - Andre Gaff



Product & Innovation

- Sports Betting Operator
- Casino Operator of the Year
- Best Casino Operator - LatAm
- Casino Operator of the Year
Sportsbook Operator of the Year
- Best Online Casino Operator - Nordics (Betsson)
Best Sports Betting Operator - Nordics (Betsafe)
- Sports Betting Operator of the Year (silver)
- Operator of the Year
Sports Betting Operator of the Year
- Best Native App



Customer Service & Safer Gaming

- Customer Satisfaction – Effect and CSI
- Safer Gambling Operator of the Year
- Customer Services Operator of the Year
- Customer Services Operator of the Year



Marketing & Affiliation

- Marketing Campaign of the Year
- Best Sponsorship Strategy
- StarCasino (41st position)
- Commission Offer of the Year
- Affiliate Programme of the Year
Marketing Campaign of the Year
- Marketing Campaign of the Year
- Best Banking Options

Responsible gaming

Responsible gaming is the cornerstone of Betsson's business, and crucial for building long-term and sustainable customer relationships. Like any other business, Betsson wants to have loyal customers who enjoy playing with Betsson year after year. The only way to achieve that is to ensure that players are comfortable with their level of gaming, and gaming within their means. Responsible gaming is therefore the most important sustainability area for Betsson.

Ambition	Goal	Outcome
Be a role model in the industry, creating the right conditions for a healthy relationship to gaming	Betsson shall deliver first class entertainment and the best customer experience which include offering guidance, support, and security for players to ensure a safe and responsible way of gaming.	All of Betsson's efforts within the area of responsible gaming contribute to Betsson being a role model in the industry, creating conditions for a healthy relationship to gaming. Therefore, the ambition is measured through all of the KPIs for responsible gaming.
Understand barriers and possibilities to a healthy relationship to gaming	Sponsor at least two research projects per year within responsible gaming.	In 2023 Betsson supported Gamcare, Dansk LudomaniKomité and also sponsored the Consumer Protection Zone at ICE London.* In addition, Betsson contributed knowledge to research studies within the field at Stockholm School of Economics and at Uppsala University, Sweden.
Raise awareness and educate Betsson's key stakeholders on a healthy relationship to gaming	Active dialogue in society and in the industry through participation in major conferences, seminars and/or panel discussions on responsible gaming. Launch information campaigns every year, potentially together with the industry, with messages that promote responsible gaming in a least two of Betsson's markets.	Betsson participated in 6 (7) conferences and panel discussions on responsible gaming in 2023. Betsson took an active part in the European Safer Gambling Week, among other by producing a podcast on the subject and by pushing responsible gaming messages in the Group's global social media channels.
Identify and always help customers at risk	All customers receive information about Betsson's tools for responsible gaming. All customers who are detected exhibiting a potentially risky behaviour are being actively interacted with and receive relevant responsible gaming communication and support.	89.3 % (92.2 %) of active customers have tools for responsible gaming activated.** 30.9 % (19.3 %) of active customers use control tools.** 24.1 % (11.1 %) of active customers use deposit limits. 63,816 (60,316) customers were manually analysed and checked during 2023. 1.4 % (2.5 %) of customers self-excluded for a period less than 6 months. 2.4 % (1.8 %) of customers self-excluded for a period longer than 6 months.

* GamCare is an organisation supporting research on responsible gaming. All proceeds from the Consumer Protection Zone at ICE London 2023 went to organisations working with responsible gaming.

** Tools for responsible gaming include reality checks, self-assessment, time and deposit limits etc. Control tools include time and deposit limits, timeout and self-exclusion.

The inspiration for a healthy relationship to gaming

Betsson's ambition is to be a role model in the industry, creating the right conditions for players to have a healthy relationship to gaming. The goal is for Betsson to deliver first class entertainment and the best customer experience which include offering guidance, support, and security for players to ensure a safe and responsible way of gaming.



For most of Betsson's customers, gaming adds entertainment, excitement, and diversion to their everyday lives. However, there is a minor proportion of customers who develop an unhealthy relationship to their gaming, where gaming is no longer mere entertainment. It is the players themselves who make their own choices, however, as a gaming company, Betsson has a responsibility to support customers in controlling their gaming and to identify and always help customers at risk of problem gaming.

Governance of responsible gaming

- Chief Operating Officer
- Head of Responsible Gaming
- Dedicated responsible gaming team
- Customer service available 24/7
- Responsible gaming awareness messages to customers
- Tools to support customers in responsible gaming
- Internal processes and procedures
- Proprietary responsible gaming prediction tool
- Other monitoring tools and reports, manual and automated
- Extensive employee training
- Internal and external audits

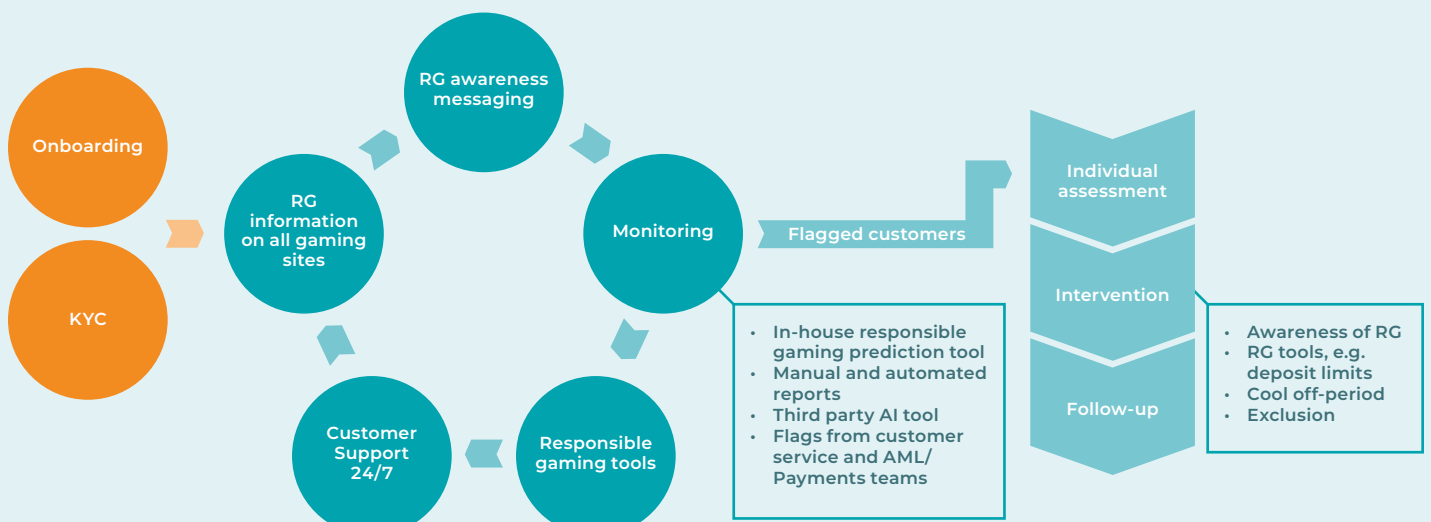
Promoting healthy gaming

Betsson believes that continuous conversations and encouraging customers to have a healthy relationship to gaming is essential. Through various types of interaction with customers, the players are reminded of the importance of playing responsibly.

Betsson regularly contacts its customers as a proactive initiative. The objective is to communicate the importance of responsible gaming and to increase awareness of the issue and what tools and support that Betsson offers. Customers are encouraged to learn more about these features and, for example, to set deposit limits.

All promotional and other correspondence sent to customers, regardless of content, have a footnote which directs customers to the responsible gaming pages for the corresponding brand and encourages the customer to activate safer gaming tools, such as deposit limits or session time limits, as soon as possible.

Interaction may also be based on the customer's gaming behaviour or how they interact with customer support, whereby early signs of problem gaming may be detected. Read more about monitoring and interventions further below.



Tools for healthy gaming

Betsson offers its customers a wide range of tools for responsible gaming, for example deposit limits, self-exclusion, personal time limit for gaming, self-evaluation tests and access to well-trained and professional customer service staff 24 hours a day, 7 days a week.

Relevant tools for a particular brand and country can always be found on the gaming site in question. Read more about healthy gaming on www.onebetsson.com



Personal time limit

Customers can choose to limit the time they spend on Betsson's gaming sites.



Inactivity timeout

The user is automatically logged out after a pre-determined period of inactivity.



Gaming overview

The gaming overview gives customers a clear picture of their gaming history, increasing the customer's control.



Age verification

Age verification ensures that no underage person can engage in gaming on any of Betsson's websites. Betsson also provides advice on how to protect children from using gaming sites.



Self-assessment test

The self-assessment test is anonymous and gives the customer an overview of their gaming pattern. After the test, the customer is encouraged to read more about responsible gaming or implement safer gaming tools.



Deposit limits

Deposit limits make it possible for customers to set their gaming budget per day, week, or month.



Reality check

Customers receive messages about their gaming time, and balance. This feature is turned on by default on Betsson's proprietary gaming platform.



Self-help programme

The self-help programme is a free, self-help online tool based on cognitive behavioural concepts.



Self-exclusion

Betsson offers various options for self-exclusion, for example from certain brands or all of the Group's gaming websites, and for what period of time. Certain jurisdictions, for example Sweden, have centralized, countrywide exclusion services.



Independent organisations

Contact information for organisations that help people with gaming-related problems, or support friends or family, is easily available on Betsson's gaming sites.

Customer Support

Betsson's customer service is available to support players all day and all night, every day of the week. All customer service staff must go through extensive, in-depth training in responsible gaming, and can also always turn to the responsible gaming team for internal support 24/7.

The Responsible Gaming Team

Betsson was one of the first gaming companies to hire a full-time responsible gaming manager. Today, the Group has a full-fledged, dedicated responsible gaming team

led by the Head of responsible gaming, who reports to the Chief Operating Officer.

The Group has an extensive know-your-customer (KYC) process, and the responsible gaming team also works closely together with other customer-facing teams such as the payments team, the AML team and customer service.

All players' gaming behaviour is monitored. Betsson has internal processes, procedures, and tools in place, including a proprietary tool, the Responsible Gaming Prediction Tool,

as well as third party solutions and automated and manual reports to provide a holistic view.

The responsible gaming team has the competence, resources, and mandate to interact with customers, and act when needed. The team handles all communication with customers who have been flagged through either the analysis tool, other data reporting capabilities, or by customer service staff.

Customers who are flagged are assessed individually, based on the customer's profile and gaming activity. Betsson uses a wide spectrum of follow-up actions, ranging from providing more information about safer gaming or asking the customer for feedback to a set of questions, to encouraging the customer to set deposit limits or to take a timeout from playing. Betsson can also enforce a specific limit on the customer's account or exclude the player from further gaming.

The Responsible Gaming Prediction Tool

All Betsson's customers must register an account to be able to play, and all players are monitored continuously. Monitoring is always done with respect to the customers' integrity and in accordance with the GDPR.

Betsson has a proprietary, science-based, analysis tool, called the Responsible Gaming Prediction Tool, which monitors customers' gaming behaviour in real time.

Through the tool, risky gaming behaviour can be identified, for example if the customer is playing late at night, stopping withdrawal of winnings, playing faster, making erratic bets, or increasing stakes.

With the aid of the analysis tool, as well as other systems available to the team, the dedicated responsible gaming team tailor their interactions and support individual customers.

Employee training

Responsible gaming is a fundamental part of Betsson's business model. All new employees, no matter their role, receive an introduction to responsible gaming and both employees and contractors are invited to annual responsible gaming courses.

All customer-facing personnel receive additional, regular in-depth and refresher training to enable them to identify early signs of gaming problems and to address each individual case in a professional manner. This complements the externally facilitated responsible gaming training that takes place periodically.



**EUROPEAN
SAFER GAMBLING
WEEK 2023**

**13-19
NOVEMBER
#ESGW23**

Training in responsible gaming

Training for all employees and contractors

- Induction training for new starters
- Yearly online responsible gaming training

Training for customer-facing personnel, in addition to the above

- Annual online course
- Regular refresher training

Customer support staff, in addition to the above

- Additional induction training with the responsible gaming team
- Annual update course held by the responsible gaming team
- Interactive online course specifically designed for customer support staff

Knowledge sharing

Betsson engages in partnerships with stakeholders such as other gaming companies, industry organisations, researchers, society and with players themselves to further increase knowledge about gaming addiction and to find ways to improve the opportunities for a healthy relationship to gaming.

Betsson also sponsors and participates with speakers in panels at the world's leading responsible gaming conferences. During the European Safer Gambling Week in 2023, Betsson published a podcast with its head of responsible gaming which can be found on www.betssongroup.com and helped raise awareness by spreading responsible gaming messages in its corporate channels.



In 2023, Betsson sponsored the Consumer Protection Zone at ICE London. All proceeds went to organisations that work with responsible gaming.

Business compliance

Betsson holds gaming licenses in many different jurisdictions with significantly varied laws and regulations. To ensure long-term sustainable operations and profitability, compliance with laws, regulations and ethical standards in these jurisdictions is crucial. Betsson's way of conducting business should support a strong corporate reputation in the industry.

Betsson plays an active part in national and international discussions and raises awareness of the importance of sustainable gaming regulation. The Group is working within its own remit but also through various industry associations to influence the interpretation of the regulations. More on this topic can be found in the section on Betsson's work for sustainable gaming regimes.

One area which Betsson follows closely is the channelisation of customers into the locally regulated licensing systems, where such systems are compliant with applicable international law. Another area is the importance of strong consumer protection, ensuring that the customer is at the centre of every regulatory and business decision taken.

Ambition	Goal	Outcome
Betsson's way of conducting business should support a strong corporate reputation in the industry	Betsson's work in the business compliance area contributes to Betsson having a strong reputation when it comes to compliance.	All of Betsson's efforts within business compliance contribute to the Group's strong corporate reputation when it comes to compliance. Therefore, the ambition is measured through all the KPIs for business compliance.
Work for sustainable gaming regulations	Active member of relevant industry associations with a view of cooperation with other members in developing best practice standards, providing clarifications and guidance on industry-specific issues, and representing the industry in discussions with regulators and other stakeholders.	Betsson is an active member of 16 (16) industry associations.
Meet the laws, regulations, integrity and ethical standards that apply to our organisation where we operate	Zero material sanctions for not complying with international or local laws and regulations. Zero confirmed cases of corruption. All whistleblowing incidents are investigated. Fully support audit reviews and action audit findings. Always act on warnings from IBIA (International Betting Integrity Association) of suspected match-fixing.	A fine of EUR 1.3 million was confirmed for one of the Group's subsidiaries for breaching the prohibition on bonuses in Sweden during 2019. 0 (0) confirmed cases of corruption. 0 (0) whistleblowing incidents reported. Betsson fully supported all audit reviews and acts on audit findings. Betsson acted on 98 % (98 %) of all IBIA warnings of suspected match-fixing.
All employees comply with Betsson's internal rules and ethical standards	Employees shall undergo regular training in responsible gaming, anti-money laundering, anti-bribery, GDPR and information security. All employees have signed Betsson's Code of Conduct.	Within these areas, new employees received training and a vast majority of all employees went through in-depth courses in 2023. In addition, employees regularly take role-specific training on these topics. 97 % (93 %) of employees have signed Betsson's Code of Conduct.
Work for a safe and trustworthy platform	The Group's technical platform is certified according to ISO 27001. All Card Data Environment (CDE) developers must undergo training in secure coding at least once a year.	0 (0) non-conformities raised at ISO 27001 surveillance audits, demonstrating compliance to the standard. All CDE developers were trained in secure coding during 2023.
Have high standards for third parties, with which Betsson cooperates	Robust due diligence checks continue to be applied to all third-party providers to ensure that they are aligned with Betsson's Code of Conduct standards and general compliance requirements.	Due diligence procedures were carried out on third parties. Agreements are in place with third parties that contain all relevant contractual clauses, for example anti-corruption.
Raising awareness and showing transparency by participating in major conferences, seminars and/or panel discussions on compliance within the gaming sector	Actively participate as speakers in major conferences, seminars and/or panel discussions on compliance.	Betsson participated in 5 (6) conferences, seminars and/or panel discussions on compliance in 2023.
Be transparent with Betsson's outcomes in the area of sustainability	Publish the sustainability report in accordance with international standards.	The Sustainability Report for 2023 has been produced in accordance with GRI standards.

Industry cooperation

Betsson believes that multi-stakeholder dialogue and industry cooperation are key ingredients to define a legal framework that is in the service of public interests, customers, and companies. In the gaming industry, due to the significant differences in regulatory stance from country to country, this cooperation is even more important since it serves as a forum for discussing the different approaches and best practices from other jurisdictions.

Betsson's membership in industry organisations	
Europe	European Gaming and Betting Association (EGBA)
Brazil	Instituto Brasileiro de Jogo Responsável (IBJR)
Denmark	Danish Online Gambling Association (DOGA)
Estonia	Estonian Gaming Operator Association (EGOA)
Finland	Rahapeliälä ry
Germany	Deutscher Verband für Telekommunikation und Medien (DVTM)
Italy	Assologico (LOGICO)
Latvia	Latvijas Interaktīvo Azartspēļu Biedrība (LIAB)
Lithuania	Lietuvos Losimu Aerslo Asociacija (LLVA)
Malta	iGaming European Network (iGen)
Netherlands	Nederlandse Online Gambling Associatie (NOGA)
Norway	Norsk Bransjeforening for Onlinespill (NBO)
Peru	Apadela
Sweden	Branschföreningen för Onlinespel (BOS)
Sweden	Spelbranschens Riksorganisation (SPER)
United Kingdom	Betting and Gaming Council (BGC)

Betsson is part of several local and international associations, as presented in the table above. At a local level, the associations seek to act as a main point of contact with stakeholders in the relevant jurisdictions. This is particularly important in licensed markets due to the regular updates in local regulation, as well as in markets which are considering a local license regime. In this respect, a Finnish Trade Association for Online Gambling was established in early 2023. This association, which Betsson forms part of, acts as the main point of contact with Finnish stakeholders in view of the ambition of the Government to move to an open licensing model.

At an international level, it is worth mentioning Betsson's work through the EGBA (the European Gaming and

Betting Association), which is the largest international industry association. Examples of joint work include the GDPR Code of Conduct in the Gambling Industry, the Advertising Code of Conduct for the Gambling industry, the AML Code of Conduct and the EGBA Sustainability Report.

Meanwhile, through the EGBA, Betsson is also involved in important legislative processes which directly or indirectly impact the industry, such as the Supranational Risk Assessment report for the EU, the Digital Services Act and current proposals for an EU-wide AML Regulation.

High standard of compliance

In 2023, Betsson implemented a new compliance management system, which enables a more efficient and transparent management of compliance requirements for all markets. In parallel, Betsson also implemented a Contract Lifecycle Management System, which streamlines Betsson's internal processes when it comes to the onboarding and management of suppliers.

Betsson's Internal Rules policy requires a yearly review of the Group's policy framework. In line with the policy, in 2023 all Internal Rules for Betsson AB have been reviewed and re-adopted by the Board of Directors and the CEO of Betsson AB. The Group's Internal Rules are managed, reviewed, and amended by a cross functional working group to ensure that Betsson's Internal Rules framework is kept adequate and up to date. In parallel, the Compliance team reviews policies tied to the operational business to ensure that they meet applicable legal requirements. Work is ongoing to assess whether additional policies are required based on the organisation's development and growth. The Internal Rules policy is available on the Group's intranet.

Advanced training offered to all employees and contractors in 2023

Responsible gaming

Anti-money laundering

Anti-bribery

GDPR

Information security

Risk assessment processes

Every year, Betsson conducts its annual enterprise risk assessment, which is a standard process. Through this exercise, Betsson recognises the main risks to which the Group is exposed in different areas, as well as the mitigation steps taken to remedy these risks. The risks, their rating, and mitigation are monitored on a quarterly basis by the Governance, Risk, and Compliance function. Read more on pages 42–48.

A specific compliance risk assessment is also carried out annually with the purpose of analysing the risk related to the regulatory requirements pertaining to the Group's

operational gaming businesses. Examples of areas in scope for the assessment are Anti-Money Laundering, anti-corruption, responsible gaming, data privacy/GDPR and other customer protection and gaming license-related requirements. Furthermore, certain operational and general risks resulting from the legal and operational aspects of compliance were identified and analysed as part of the assessment.

Code of Conduct sets the tone

Betsson's Code of Conduct sets the Group's expectations on employees. The Code, which begins with a statement from the CEO, covers Betsson's relationship among employees, with customers, suppliers, the capital markets, and other stakeholders, and addresses the Group's approach to sustainability. The Code incorporates the United Nations Global Compact's ten principles relating to human rights, labour, environment, and anti-corruption. All employees must comply with the Code of Conduct and failure to comply may lead to disciplinary action. The Code can be found on www.betssonab.com and it is also readily available to employees on the Group's intranet.

Whistleblowing channels

Betsson strives to ensure that all employees feel safe about reporting potential problems or wrongdoings to their line manager or to the Human Resources department. Since 2015, Betsson has therefore a standalone, external whistleblowing system where employees anonymously can report any irregularities within the Group. Two senior executives in Betsson AB have access to the system and decide what actions are required. Two members of Betsson AB's Board of Directors are notified of any reports as part of their supervisory role. For 2023, no cases were reported. Any cases are dealt with according to a set process. A summary of Betsson's whistleblowing policy can be found on www.betssonab.com.

Betsson has improved its global whistleblowing channel by implementing a new whistleblowing framework in line with the Whistleblowing Directive (2019/1937) and has established various local whistleblowing channels in accordance with applicable national legislation. This has been done to preserve the highest standards of professionalism, integrity, and ethical behaviour as well as to prevent or reduce the risks of unlawful or improper practices by granting a safe and confidential way to report any perceived wrongdoings. Work on establishing local operational procedures has in principle been finalised as well as activation of the respective channels.

Zero tolerance for corruption

Betsson has zero tolerance for corruption. Fighting corruption is important to Betsson, notably to encourage healthy competition and promote public confidence in the Group as well as in the industry.

Governance of anti-corruption and anti-bribery

- Anti-corruption policy
- Code of Conduct
- Risk assessment to evaluate corruption risks
- Yearly anti-bribery training for employees

Betsson conducts yearly risk assessments to evaluate the corruption risks across the Group. The risk assessment is presented to the Board of Directors as well as to the management teams of Betsson AB and Betsson Operations. A summary of Betsson's anti-corruption policy, where the policy itself was adopted by the Board of Directors, can be found on www.betssonab.com. Betsson also has an e-learning course in anti-bribery for all employees and contractors.

The anti-corruption policy and the Code of Conduct codify Betsson's activities to counteract corruption and bribery and clarifies that Betsson must comply with current legislation in this area. Further, they provide guidance as to how managers and employees should respond to gifts and other benefits.

Counteract money laundering and terrorist financing

Money laundering and financing of terrorism are global threats that affect many industries. Compliance with Anti-Money Laundering (AML) and Countering the Financing of Terrorism (CFT) requirements and legislation is of great importance for all businesses which may be exposed. Betsson's exposure to such risks relates, among other, to the offered iGaming products and services, customers use of those products and services, distribution channels and other jurisdictional and market-related risk factors.

Betsson's operations has since many years AML and CFT guidelines and routines in place, including risk-based processes and procedures to ensure that the Group knows its customers, which reduces the risk of money laundering. A summary of the Group's AML and CFT policy can be found on www.betssonab.com

Betsson has internal, proprietary monitoring tools as well as tools from third-party suppliers that monitor all transactions made through Betsson, and flag situations which require further attention by the Group's anti-money laundering team. Further, all players are screened from the first deposit and continuously against national and international sanction lists.

Betsson cooperates with authorities and performs checks required by legislation, regulations, and other directives from authorities in the markets where the Group operates. The Group reports any suspected cases of money laundering (Suspicious Activity Reports, SARs) to relevant authorities.

Training in anti-money laundering is included in the induction that all new employees at Betsson undergo. All employees and contractors globally are also expected to go through a yearly AML e-learning. In addition to this, employees who work specifically with money laundering issues receive regular in-depth training.

Counteract match fixing

Betsson's goal is to counteract match fixing in all forms of sports betting. The Group has rigorous control systems in place that collect and analyse data and warn of irregularities. A dedicated Betting Integrity Officer, together with a team of analysts, works on these issues. The Group has also developed a comprehensive global

anti-match fixing policy that sets procedures and processes regarding fraud in sports.

Governance of anti-match fixing

- Dedicated Betting Integrity Officer
- Group anti-match fixing policy
- Member of IBIA and local networks
- Data sharing agreements with various sport governing bodies

The Group is a member of IBIA (International Betting Integrity Association), a global organisation for licensed companies that works towards a high standard in sports betting. Gaming companies cooperate through IBIA by reporting suspicious gaming patterns and sharing data. Cases of suspected malicious betting are reported on the platform which triggers an alert to other operators in the IBIA community. Operators are required to respond to the alert giving details whether the situation outlined in the ticket is suspicious on their side.



Betsson aims to always respond promptly to warnings from IBIA and, where relevant, provide information. If match-fixing is suspected, immediate action is required, for example the closing down of bets on the match. Suspected cases are also reported to local regulators and police in accordance with the rules applicable to the specific jurisdiction.

Betsson is currently working on getting data sharing agreements in place with various sport governing bodies, such as the Tennis Integrity Unit and more.

Further, Betsson takes part in several local networks such as the Swedish Sports Confederation's agreement between the licensed gaming companies in Sweden regarding data sharing and reporting. As a result of Betsson sharing data, analyses, and discussions about gaming patterns with other operators, the industry can more effectively identify and prevent fraud, while authorities can secure evidence to prove criminal activity.

In addition, Betsson collaborates with the sports betting integrity unit at the Malta Gaming Authority (MGA) by both reporting suspicious betting activity to be shared with other operators and by replying to queries including sharing of data through requests for information where necessary.

Comprehensive information security processes

Betsson follows globally recognised standards for information security, in addition to complying with local

laws and regulations in the markets where the Group holds licences. All employees and contractors must comply with Betsson's information security policies designed to provide a robust framework to protect the Group's and customers' data.

The long-term information security strategy is focused on protecting information and reducing risk across all business areas. This makes it a core component of a continual improvement process, where security is built in by design, resulting in an overall better-quality product offering.

Betsson's high-level information security policy provides insight into Betsson Group's information security scope and objectives. A summary of the information security policy can be found on www.betssonab.com

Governance of Information Security

- Chief Information Security Officer
- Dedicated information security team
- Information security policy framework including other supporting policies and procedures
- Re-occurring online training on information security management for employees

Extensive security controls are in place to protect information against unauthorised access and processing, as well as processes and plans to handle any incidents. The Group carries out regular security audits and vulnerability and penetration testing. Betsson has also continued to re-enforce the governance and operational security measures in place for protection against unauthorised access or processing of data.



In 2023, Betsson Group was successfully recertified as ISO27001:2013 compliant – the international standard for implementing an Information Security Management System (ISMS). The certification means that Betsson, after evaluation, has been

found to comply with the ISO standard's far-reaching requirements for information security. The certified management system covers more than 80 percent of Betsson's operations. Suppliers' information security processes are vetted through the procurement process.



Betsson is also PCI DSS-certified for secure card transactions and cooperates with several large banks. The certification means that credit card information is handled

securely, and that the Group meets the strict security standards when it comes to processing of payments, withdrawals, and deposits as set out in the PCI DSS-certification process.

When joining Betsson and regularly every year, employees and contractors must confirm their abidance by the Group's Acceptable Use Policy (AUP) for computer use and go through training in information security. In addition, the information security team continuously communicates on the subject.

Training and awareness on information security

- Induction training for all new hires globally
- Annual online training in information security for employees
- Regular training for software developers on secure code development
- Requirement for annual approval of Approved Use Policy (AUP) for computer use from all employees
- Information Security newsletter sent out every quarter and published on the intranet
- Regular e-mails and other internal communication on information security issues
- All policies and guidelines, are available on the Group's intranet



Protecting customer privacy

Betsson is dedicated to protecting customers' and stakeholders' privacy. Betsson operates within a framework of various privacy laws, including but not limited to the General Data Protection Regulation (EU) 2016/679.

Governance of data protection and privacy

- Data Protection Officer
- Data privacy team
- Data protection and privacy framework adopted by the Board of Directors
- Employee Data Privacy Policy
- Induction training for all new hires globally
- Annual training for employees and contractors plus ad-hoc subject specific training

Betsson's groupwide data protection and privacy framework is designed to provide extensive guidance on privacy and data protection matters across all operations by laying down responsibilities and governing principles that need to be adhered to by all employees.

Moreover, the framework, together with the relevant information security policies, sets out a minimum level of data protection principles. The framework and its policies, processes and routines are regularly reviewed, developed and re-approved to align with external requirements and expectations on safe handling of personal data. A summary of the data privacy policy and framework can be found on www.betssonab.com

The Group's Data Protection Officer (DPO) is responsible for the Group's data privacy strategy and performance. The Group has established a data retention and deletion policy, aligned with best practices, and adheres to a strict policy of not selling or providing personal data to third parties for purposes other than completing transactions or services, if not legally required to do so.

Betsson has implemented a data breach remediation process that encompasses both reactive and proactive measures. The plan is designed to respond to any personal data breaches in a timely manner, considering any reporting requirements while also proactively identifying and addressing potential vulnerabilities.

To ensure a holistic approach, the Group's commitment to data protection includes suppliers and business partners. As a safeguard, Betsson incorporates explicit warranties in its agreements with suppliers ensuring they adhere to rigorous data privacy standards.

Employee awareness is key in maintaining high privacy standards. All employees, including contractors, are provided with annual training, in addition to occasional subject-specific training.

Marketing with quality and responsibility

Marketing that increases awareness and engagement and supports the business is an important part of Betsson's commercial toolbox. To build long-term customer relationships and protect the Group's brands in the long run, it is fundamental that Betsson's marketing is responsible.



Governance of responsible marketing

- Chief Commercial Officer
- General Counsel
- Global marketing concept
- Global Gambling Guidance Group (G4) accreditation
- MGA responsible advertising guidelines
- EGBA Code of Conduct on Responsible Advertising for Online Gambling
- The Swedish Gambling Association (SPER) and the Swedish Trade Association for Online Gambling (BOS) guidelines for marketing in Sweden
- Other local marketing rules, regulations, and guidelines

The Chief Commercial Officer and the General Counsel of Betsson Operations are ultimately responsible for ensuring that Betsson approaches marketing in a responsible way and in accordance with local rules and regulations. As local marketing regulation keeps increasing, the Group works continuously to ensure compliance in all jurisdictions where Betsson operates.

Betsson holds Global Gambling Guidance Group (G4) accreditation, which means that the Group complies with G4's ethical rules as regards advertising, marketing, and sales. In addition to these, Betsson follows locally set guidelines, such as the Code of Conduct on Responsible Advertising for Online Gambling by the European Gaming and Betting Association (EGBA), and the Swedish Gambling Association (SPER) and the Swedish Trade Association for Online Gambling (BOS) guidelines for marketing in Sweden. Read more about Betsson's engagement in local industry associations on page 25.

Like many e-commerce companies, Betsson uses affiliates, where a third-party company promotes the Group's gaming sites. Comprehensive agreements between the parties govern how the Betsson brands may and may not be promoted by affiliates. A dedicated team works continuously to assess this cooperation and make sure that the agreements are followed.



Responsible taxpayer

Taxes represent a pillar in the financing of society and public welfare, and Betsson therefore regards compliance with tax legislation as an important duty of a responsible business. Betsson operates through its subsidiaries in many different countries at a global level and is consequently exposed to multiple international and local tax regulations. The Group is to comply with all applicable local tax legislation and tax regulations in those countries where the Group operates. In addition to paying corporate tax, the Group's various companies also pay gaming tax and sales tax. The taxation of international digital operations, especially in online gaming, is a complicated area, and work is constantly ongoing in the Group to ensure compliance in an environment where both national and international tax laws and tax treatment change rapidly.

Betsson works continuously on its own and through industry organisations, to influence the development of both the tax frameworks of the OECD and the EU as well as local rules in collaboration with local lawmakers. Taxes are an important element in commercial scalability from the Group's perspective and in relation to our responsibility to the shareholders as regards financial results.

Taxes are never the determining factor behind business decisions – these shall always be based on what is best for Betsson's business. Betsson's global tax policy can be found on www.betssonab.com.

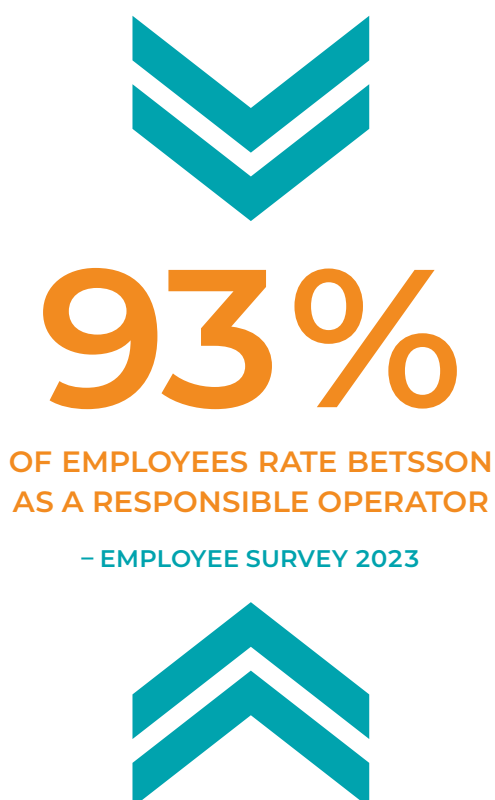
Employee impact

Betsson's ambition is to be the Employer of Choice and top of mind for both current and potential employees. Attracting and retaining talent with the right skills and mindset, as well as developing and training staff, are key components of Betsson's winning concept and the reason why Talented People is the first pillar in the Group's business strategy.

Ambition	Goal	Outcome
Be the Employer of Choice for present and potential employees	90 % of employees recommend Betsson as a place to work for friends and family.	In the 2023 employee survey, 84 % (88 %) responded that they recommend Betsson as a place of employment to friends and family.
Diversity and equal opportunities are a natural part of an innovative company culture	At least 40 % women at management level. All employees at Betsson shall have equal opportunities regardless of background.	Betsson has 31 % (34 %) female people managers in total, and 22 % (25 %) women at executive management level. The Betsson AB Board of Directors has 43 % (43 %) female members. In the 2023 employee survey, 82 % (84 %) of employees considered that they have equal opportunities at Betsson, regardless of background.
Top-class competence and career development	All new hires have completed Betsson's 3-day induction course. No more than 30 % voluntary employee turnover.	99 % (100 %) of new hires have completed Betsson's three-day induction course. Average employee turnover in 2023 was 21 % (27 %).



In 2023, Betsson was recognised as a top employer by the international Top Employers Institute.



A healthy and strong company culture

Betsson's core values *One Betsson*, *Passion* and *Fair Play* set the foundation for how employees treat each other, customers, and other stakeholders. The values emphasise the benefits of working together as one team and being dedicated and enthusiastic. They also highlight the importance of conducting a responsible business and treating others with respect. Betsson continuously highlights the corporate values both in internal communication and employee activities. At the quarterly All Hands meetings, management puts the values into a business context whilst updating all employees on the financial status and progress of the Group.



We work together, as a team, to achieve common goals and collaborate to succeed. We challenge and support each other. We make everyone feel welcome by being open, friendly, and social and we celebrate diversity.



We are passionate about our jobs, our team, and our company. Through our dedication to business and gaming, we achieve great results. Our enthusiasm drives us full speed ahead.



We listen to and respect our customers, partners, communities, and one another. We are operating with responsibility and integrity. By playing fair, we win together.

Diversity and inclusion for an innovative workplace

Diversity and Inclusion has long been a focus area for Betsson and is a fundamental part of the *One Betsson* company value. An inclusive workplace is something that is created jointly, by all employees. With over 70 different nationalities in the organisation, and over 2,000 employees with a multitude of backgrounds and experiences, Betsson celebrates diversity every day of the year.

Governance of diversity & inclusion

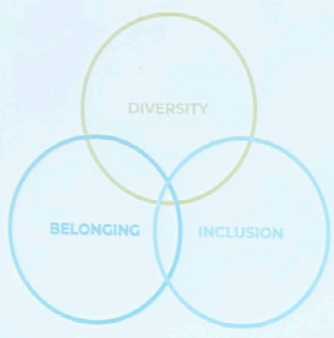
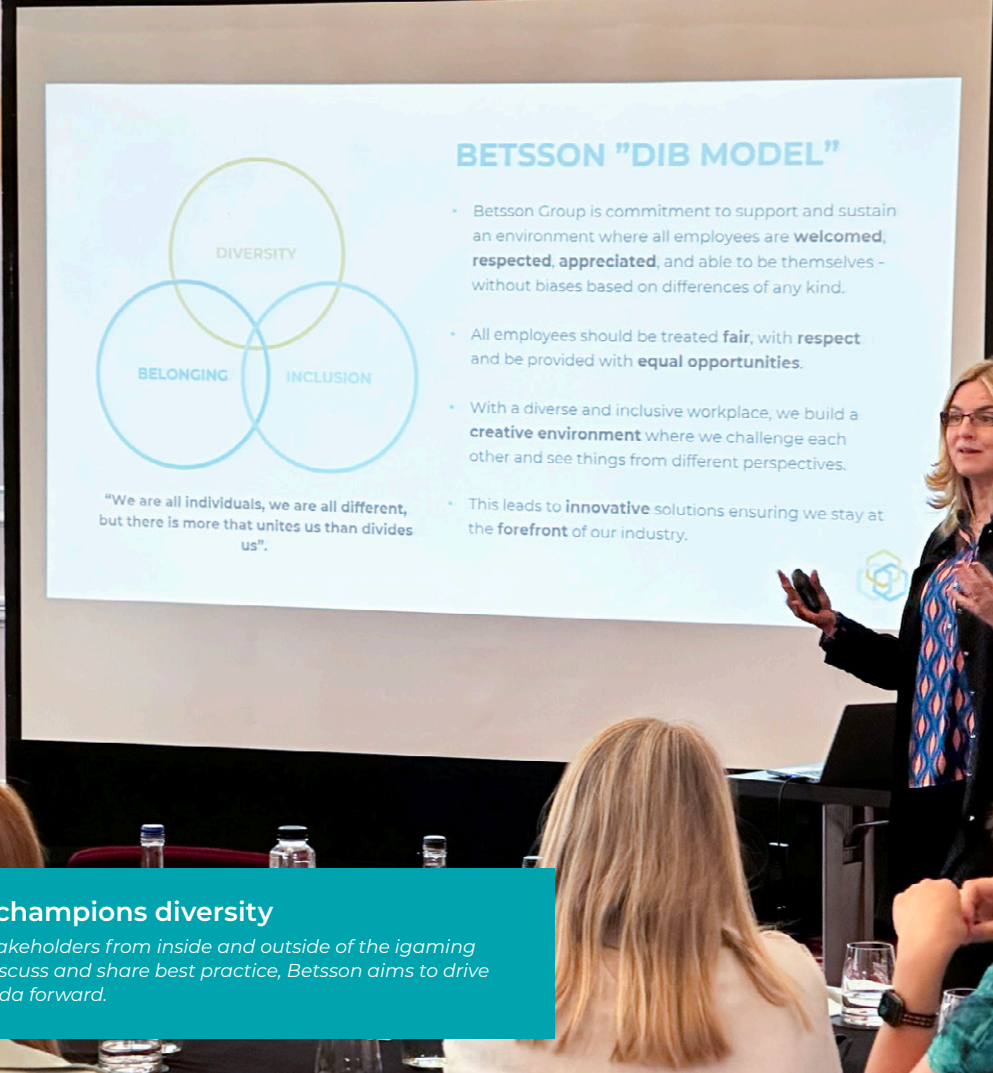
- Chief HR Officer
- Company values
- Code of Conduct
- Diversity and inclusion statement
- DIB (Diversity, Inclusion and Belonging) model
- Local policies

The Code of Conduct confirms that a positive work culture and employee experience are created by all employees together, that Betsson does not allow any form of discrimination or harassment and that all employees are given the same opportunities and are treated equally.

The DIB Model, where DIB stands for diversity, inclusion and belonging, reaffirms Betsson's commitment to support and sustain a diverse and inclusive working environment. Betsson is committed to supporting an environment where all employees are welcomed, respected, appreciated, and able to be themselves - without biases based on differences of any kind. This is firmly underlined in the global diversity and inclusion statement, as well as in local policies.

91% percent of Betsson's employees said in the latest global employee survey that they can openly express their ideas, and 82% believe the Group provides equal opportunities regardless of background. While Betsson is proud of these high numbers, more can always be done. Clear measurements and action plans are therefore key, as well as shining a light on the topic, inspiring others to take action too.

In the past two years, Betsson has championed diversity and inclusion by arranging no less than three yearly conferences on this theme, in London and Valletta. The conferences brought together subject matter experts, academia, HR professionals and engaged allies from within and outside of the industry to discuss, share best practices and drive the diversity agenda forward. Betsson has also launched an external D&I network to further the development of concrete tools and processes to drive change, and in addition has set up an internal neurodiversity network to share knowledge and strengthen an inclusive working environment for all.



BETSSON "DIB MODEL"

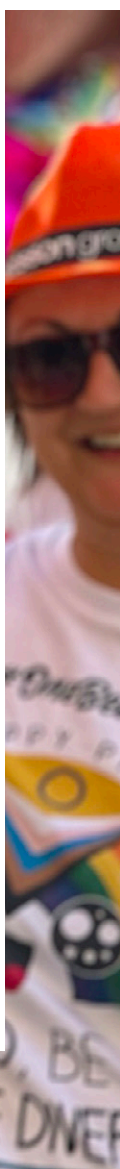
- Betsson Group is committed to support and sustain an environment where all employees are **welcomed, respected, appreciated**, and able to be themselves - without biases based on differences of any kind.
- All employees should be treated **fair**, with **respect** and be provided with **equal opportunities**.
- With a diverse and inclusive workplace, we build a **creative environment** where we challenge each other and see things from different perspectives.
- This leads to **innovative solutions** ensuring we stay at the **forefront** of our industry.

"We are all individuals, we are all different, but there is more that unites us than divides us".

Betsson champions diversity
By inviting stakeholders from inside and outside of the gaming industry to discuss and share best practice, Betsson aims to drive the D&I agenda forward.

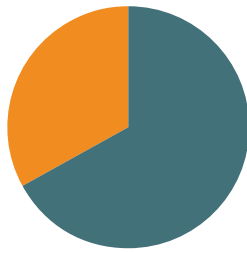


Betsson loves Pride
Betsson proudly takes part in Pride celebrations around the world. With over 70 different nationalities in the organisation, and over 2,000 employees with a multitude of backgrounds, Betsson celebrates diversity every day of the year.



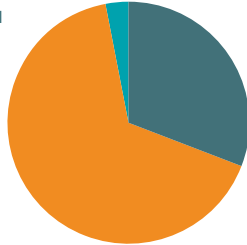
EMPLOYEE GENDER BREAKDOWN

	2023
MEN	67 %
WOMEN	33 %



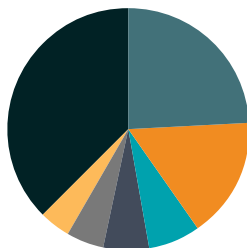
EMPLOYEES AGE DISTRIBUTION

	2023
UNDER 30	31 %
30-50	66 %
OVER 50	3 %



EMPLOYEE NATIONALITIES

	2023
MALTESE	24 %
GEORGIAN	13 %
SWEDISH	6 %
GREEK	6 %
ITALIAN	6 %
HUNGARIAN	6 %
OTHER	37 %



Excellent leadership

To continue attracting the best people and reaching the business goals, the Group needs the best leaders.

Betsson has a leadership framework, which was developed to promote a unified leadership culture. The framework aims to support Betsson leaders in developing and demonstrating outstanding leadership skills by setting clear leadership expectations. Regular group-wide meetings with all managers ensure that all leaders are kept up to date on developments within the Company and get the opportunity to hear directly from the CEO.

All people managers go through a global 360-degree leadership development program, consisting of four modules – Lead Yourself, Lead individuals, Lead teams, and Lead Betsson. The modules include topics such as self-awareness, motivation, trust, communication, feedback, team development, conflict management, and change management. The aim of the global leadership training is to ensure that managers have useful tools and a common view of leadership at Betsson.

Moreover, newly hired or promoted managers go through the Foundation program to familiarise themselves with the processes and tools offered to help them succeed in their new role as leaders.

96 % of the participants find the learnings from the training directly applicable to their role.



Competence development and career opportunities

Competence development and career progression are important parts of the employee experience. In Betsson's global, three-day induction training, new hires gain knowledge of business strategy, products, and markets as well as topics such as responsible gaming directly from the CEO and other senior managers in the Group.

Betsson has an online Learning Management System (LMS), through which interactive learning courses and other training is offered. The goal is to build further competence within the business, increase employee engagement and create favourable conditions for career development within the Group.

Employee activities and wellness

Betsson has a structured way of working to constantly develop and fulfil the ambition to be the Employer of Choice globally.

The Group offers a hybrid working model in several of its locations, combining the flexibility of working remotely with the added benefits of seeing colleagues face to face on a regular basis.

The health and wellbeing of employees is a fundamental part of the employee experience. Betsson offers benefits such as health insurance and a wellness allowance to use against fitness activities or mental health care.

To continuously boost the Company culture and the One Betsson spirit, the Group organises many employee events. Betsson also aims to give back to the community through donations for Pink October and Movember, while raising awareness and increasing knowledge about these important issues.

Social impact

In line with Betsson's company values, Betsson defines social impact as taking action to have a positive impact in countries where the Group operates. Through direct donations, by helping to raise awareness about an issue, and employees donating their time to volunteer in various projects, Betsson wants to give back to society.

Governance of social impact

- The Social Impact Board
- Global Social Impact framework
- Local Social Impact Committees

Betsson's social impact framework sets out the governance model and establishes three focus areas for the Group's activities: sports, diversity, and environment. The criteria for engaging in social impact initiatives include that they should benefit society, build employee engagement and pride and, where relevant, promote positive corporate brand exposure.

A selection of initiatives



Betsson engages in local social impact activities such as donations to foodbanks and local clean-ups of the environment. Betsson also supported StarScout in Brazil, which seeks out exceptional female athletes who aspire to play football professionally and gives them the opportunity to play professionally, with guaranteed contracts, salaries, representation, relocation expenses, language adaptation, as well as housing and the chance for a life-changing experience.

Betsson supports Ukraine

Beyond the focus areas in the social impact framework, the Group adapts to world events and directs its support accordingly. One example is that Betsson since 2022 consistently has backed humanitarian aid to Ukraine. This includes monetary contributions to reputable charity organizations, and employees donating requested goods and medical supplies. In 2023 Betsson also supplied the necessary means to fund the purchasing of an ambulance to be used in Ukraine.



Read more about Betsson's community involvement on www.onebetsson.com.

Economic value creation, MEUR	2023	2022	2021
Revenues from customers	948	777	658
To suppliers			
Operating costs/Purchase of goods and services	-499	-462	-396
To employees			
Employee wages and benefits including social costs and pensions	-141	-119	-95
To providers of capital			
Dividends paid to shareholders*	-89	-60	-51
Interest payments	-12	-5	-4
Taxes and duties			
Corporate income taxes	-22	-10	-8
Gaming taxes and VAT	-98	-65	-54
To society			
Community investments via donations	-1	-0.4	-0.3

* Proposed dividend for 2023.

Climate impact

Betsson is an online technology company, meaning relatively low CO₂ emissions compared to many other companies in the entertainment sector. The Group has set science-based targets, officially validated by the Science Based Target initiative (SBTi), to ensure that its climate work is aligned with the Paris agreement, and climate compensates for its emissions, including emissions from the electricity customers use when they play on the Group's gaming sites.

Ambition	Goal	Outcome in 2023
<p>Reduced emissions based on targets validated by the Science Based Targets initiative</p>	<p>Reduce direct and indirect emissions of greenhouse gases from own operations and indirectly from purchased energy (Scopes 1 and 2) by at least 55 % by 2030 from the 2019 baseline level.</p> <p>Reduce indirect greenhouse gas emissions that occur in the value chain (purchased energy not included) for Betsson's operations (Scope 3) by at least 15 % from the 2019 baseline level.</p> <p>100 % climate-neutral business.</p>	<p>33 % decrease in emissions of direct and indirect greenhouse gases from own operations and indirectly from purchased energy (Scope 1 and Scope 2).</p> <p>12 % decrease in emissions of indirect greenhouse gases (Scope 3).</p> <p>Betsson is a 100 % climate-neutral business.</p>

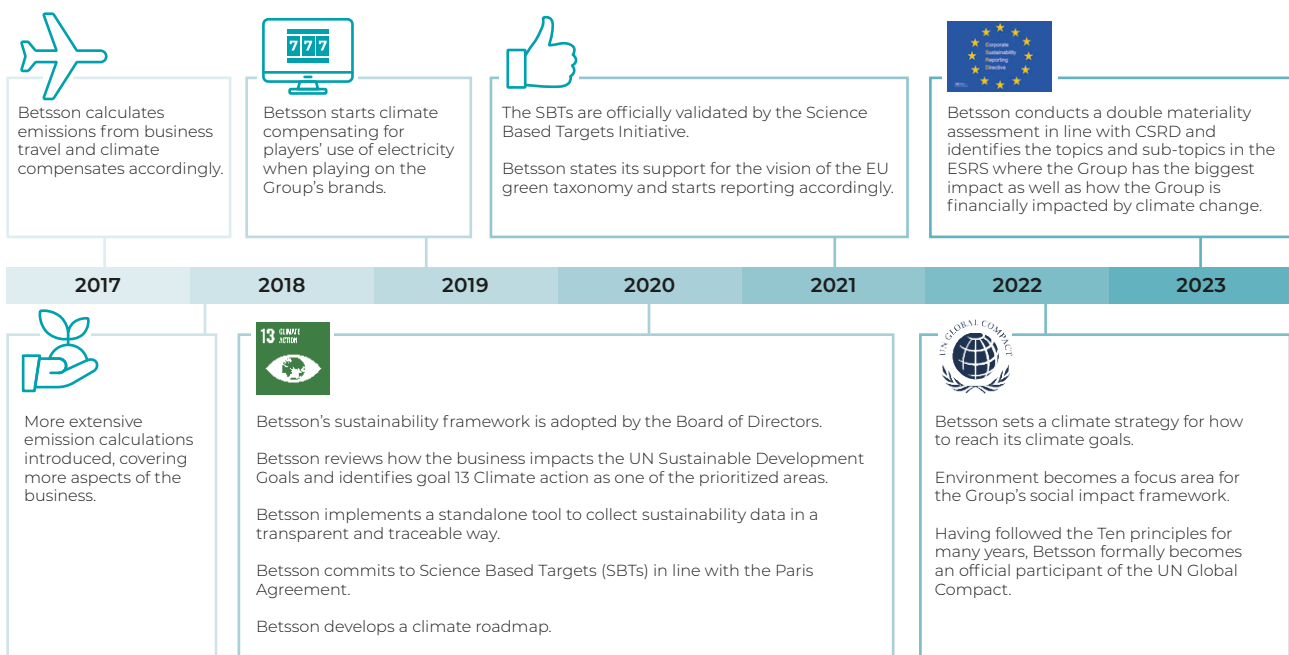
Scope 1: Direct greenhouse gas emissions from the business

Scope 2: Indirect greenhouse gas emissions.

Scope 3: All other indirect greenhouse gas emissions from the business's activities, where the emissions come from sources outside the business and are more difficult to influence directly.

Betsson's climate journey

Already back in 2017, Betsson collected data about the Group's business travel and climate compensated for the emissions caused. Since then, the Group has taken subsequent steps to improve its climate efforts among other by setting official climate goals and developing a climate roadmap and strategy. In 2024, Betsson aims to set a net zero target.



The Science Based Targets initiative

The SBTi is a partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). Science-based targets are emission reduction targets in line with what the latest climate science says is needed to meet the goals of the Paris Agreement. Betsson has committed to pursuing efforts to limit warming to 1.5°C and has set targets accordingly (see table).



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Governance of climate impact

- Sustainability policy
- Validated science-based targets according to the Science Based Targets initiative (SBTi)
- Climate roadmap of how to tackle main emission sources
- Climate action plans to reduce emissions
- Standalone tool for collection of sustainability related data
- Emission factors for climate compensation based on the Greenhouse Gas Protocol

Betsson's climate roadmap

Betsson's climate roadmap identifies the main priorities for the Group's efforts to reach its science-based targets. Betsson's head of sustainability is responsible for the progress of the climate roadmap. The responsible departments within Betsson drive work within each area to reach the climate goals. When it comes to customers' electricity use while using the Group's products, Betsson will continue to climate compensate for this.

	2021	2022	2023	2024	2025	2026	2030
SCOPE 1 & 2 EMISSIONS		Change to renewable electricity in all offices and facilities where possible					
	Energy efficiency measures – consolidate, optimise and virtualise servers						
SCOPE 3 EMISSIONS	Only use suppliers of cloud services who have a green strategy and a goal for renewable energy						
	Reduce business travel and encourage more sustainable ways of travel and commuting						
	Compensate for customers' electricity consumption while using Betsson's services						
GOVERNANCE		Procurement policy – Embed renewable energy criteria for cloud services and other sustainable criteria for suppliers			Mid period review on progress and strategy		
		Develop facility handbook to set criteria for energy efficiency and renewable sources					Set new climate targets
		Update travel policy		Set net zero target			



As an online gaming company, the Group needs servers both for its customers to play and employees to work. In recent years, Betsson has consolidated, optimised, and virtualised its servers to improve energy efficiency. The Group only uses suppliers of cloud services who have a green strategy and goals for renewable energy use.

Another area that causes emissions is business travel. According to Betsson's Code of Conduct, virtual meetings must be chosen in the first instance, and according to the Group travel policy, employees must have travel applications approved by a member of the management team.

Betsson's climate footprint

As Betsson's business is mainly conducted online, a large part of the climate impact comes from electricity use in customers' gaming units, followed by Betsson's business travel, electricity consumption, and employee commute and teleworking.

Betsson's operations have been climate neutral for several years, which means that Betsson offsets its emissions. For the calculated emissions generated in 2023, i.e., 7,334 tonnes of carbon dioxide equivalent (tCO₂e), and for an additional 10 percent, in total 8,067 tCO₂e, Betsson compensated by purchasing reduction units in verified climate positive projects.

During 2023, Betsson's total emissions decreased by 15.66 % compared to 2022.

Betsson has its largest emissions in Scope 3, where the emissions come from sources outside the business and are more difficult to influence directly. Scope 3 emissions make up 83 % of Betsson's total emissions in 2023. The largest emission category within scope 3 is business travel, which includes national and international flights as well as trips by bus and taxi as well as accommodation. The second largest category is use of sold products which are the emissions from the energy use in customers' gaming units.

The decrease in emissions is mainly found in use of sold products, due to improved calculations of the electricity use in customers' gaming units, and capital goods. There was also a significant decrease in fuel consumption for both mobile and stationary combustion.

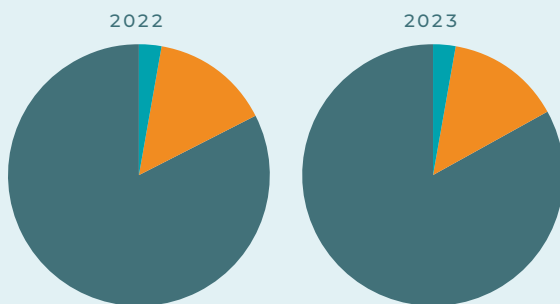
A clear view of the emission sources.

Betsson uses an external tool in order to track climate emissions as well as other sustainability metrics across functions and offices. The tool ensures traceability and a clear view of the emission sources. The data reported into the tool is the basis for the Group's climate calculations, which are conducted by an external partner.

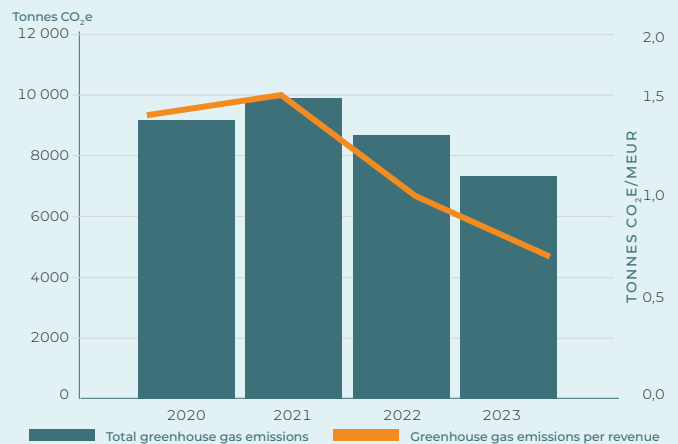


Greenhouse gas emissions per scope

■ SCOPE 1 ■ SCOPE 2 ■ SCOPE 3



Greenhouse gas emissions



Management Report

The Board of Directors and the Chief Executive Officer of Betsson AB (publ), corporate identity number 556090-4251, with its registered office in Stockholm, hereby present the annual accounts for the 2023 financial year for the Parent Company and the Group. The annual accounts, including the auditor's report, can be found on pages 39–112. A sustainability report has been prepared in accordance with the Swedish Annual Accounts Act and GRI Standards. The sustainability report can be found on pages 15–38 of this Annual Report. The results of operations for the year and the financial position of the Parent Company and the Group are presented in the Management Report and in the subsequent income statements, balance sheets, cash flow statements and statements of changes in equity, with associated notes and comments. The accounting currency of the Parent Company and the Group has been the euro since 2022. The consolidated income statement and balance sheet and the Parent Company income statement and balance sheet will be presented for adoption by the Annual General Meeting on 7 May 2024.

Operations

Betsson AB, the Parent Company of the Group, invests in and manages companies mainly operating online gaming. The Parent Company itself does not conduct any gaming operations. The subsidiaries offer mainly casino and sports betting to customers in a global market through partnerships and the websites of the mainly Malta-based subsidiaries. In addition, the subsidiaries offer system solutions to other partners and associates. For reasons of simplicity, the name 'Betsson' or 'Group' is used throughout this Annual Report when describing the Group's gaming operations. This primarily relates to the gaming activities of Betsson's subsidiaries, which in 2023 were conducted through European gaming licences in Malta and local gaming licences in a total of 23 countries.

Group revenue and profit

Group revenue totalled EUR 948.2 (777.2) million, which is equivalent to an increase of 22 percent on the previous year. Gross profit was EUR 631.8 (504.4) million, which is equivalent to an increase of 25 percent. The gross margin was 67 (65) percent. Operating income (EBIT) increased by 60 percent to EUR 210.5 (131.2) million and the operating margin (EBIT margin) was 22.2 (16.9) percent. The higher operating income is due to an increase in revenue and a continued focus on profitable growth and cost control. Profit before tax was EUR 194.8 (124.6) million and net income was EUR 173.0 (114.7) million, equivalent to earnings per share of EUR 1.29 (0.87).

Products

Casino games are Betsson's largest product and accounted for 70.9 (66.2) percent of revenue during the year, followed by sports betting with 28.2 (32.3) percent and other games (including poker) accounting for 0.9 (1.5) percent of revenue.

Customers

At the end of the year, there were 29,674,493 (26,815,714) registered customers, an increase of 11 percent compared with the end of the previous year.

Acquisitions

In July, Betsson acquired Belgian gaming operator betFIRST.

Proposed dividend

The Board proposes that the Annual General Meeting on 7 May 2024 resolve that EUR 0.645 (0.436) per share be distributed to the shareholders, provided the number of shares remains unchanged up to the record date. This represents a cash distribution to shareholders totalling EUR 88.5 (59.7) million. The Board proposes to the General Meeting that the transfer to shareholders be executed through an automatic share redemption programme. The Board also proposes that the dividend be paid in two equal instalments; the first payment to be made in the second quarter of 2024 and the second payment in the fourth quarter. The Board's full proposal will be presented well in advance of the Annual General Meeting. According to the dividend policy, it is the Board's ambition that the dividend paid to shareholders be up to 50 percent of the Group's profit after tax, provided that an appropriate capital structure can be maintained. The dividend can be paid in one or more instalments via a cash transfer, an automatic redemption process or the repurchase of own shares.

Other significant events in 2023

First quarter

In February, the Group obtained a licence for online gaming in the province of Cordoba in Argentina, as well as licences for both online gaming as an operator (B2C) and as a supplier (B2B) for the locally regulated market in the province of Ontario in Canada.

Second quarter

In June, the Group entered into an agreement concerning the acquisition of all shares in the betFIRST Group, which operates sports betting and casino games in Belgium under the betFIRST brand. The value of the transaction totalled EUR 120 million.

A new strategic partnership was entered into with publicly listed French casino operator Groupe Partouche in conjunction with the acquisition of betFIRST in order to offer online casino games in certain regulated markets, starting in Belgium. The acquisition and partnership will allow the Group to provide a full-scale offering in the Belgian market.

In June, it was announced that Betsson will be starting an important collaboration with Argentine football club Boca Juniors to become the team's main sponsor until the end of 2024.

Third quarter

In September, Betsson AB issued senior unsecured bonds of EUR 75 million under a framework of a total of EUR 250 million. These bonds have a maturity of three years and a floating interest rate of 3-month EURIBOR plus 460 basis points.

In the third quarter, the Group was awarded a licence in Serbia for the locally regulated online casino market. An online casino offering under the Rizk brand was launched in connection with this.

In September, the Group was also awarded a licence to offer online sports betting on the locally regulated market in France. Operations in France will be run in collaboration with a local partner.

Fourth quarter

In October, an online casino licence (category A+) was obtained in Belgium within the framework of the collaboration with Groupe Partouche.

In November, an online sports betting offering was introduced in France under the Betsson brand.

Investments and depreciation/amortisation

Investments in tangible and intangible fixed assets amounted to EUR 41.4 (35.5) million for the year, of which EUR 29.0 (24.4) million referred to capitalised development expenditure. Depreciation and amortisation for the year totalled EUR 52.2 (41.2) million, of which EUR 25.2 (23.5) million referred to the depreciation/amortisation of capitalised development expenditure. The investments were made primarily in IT hardware, the development of gaming platforms and the integration of gaming and payment solutions.

Equity

Equity in the Group totalled EUR 759.2 (647.8) million at the end of the year, equivalent to EUR 5.61 (4.74) per share. Return on equity was 25 (18) percent.

Cash flow and financial position

Cash flow from operating activities amounted to EUR 230.4 (178.7) million for the year.

Cash and cash equivalents were negatively impacted during the year by EUR 59.7 (50.3) million regarding transfer to shareholders through an automatic redemption procedure which was paid out in two equal parts, in June and October.

In September, Betsson issued new senior unsecured bonds totalling EUR 75 million with a tenor of three years, a floating interest rate of EURIBOR three months plus 460 bps and a final maturity date in September 2026. At year end, total outstanding bonds were reported at EUR 173.1 (98.6) million.

Cash and cash equivalents at the end of the year amounted to EUR 237.1 (168.3) million. Player liabilities, including reserves for accumulated jackpots, totalled EUR 56.7 (56.1) million. Current gaming licences require the Group's gaming companies to reserve a certain proportion of cash to cover player debt and accumulated jackpots. Current receivables from payment providers for unsettled customer deposits were EUR 50.2 (57.4) million.

At the end of the year, the equity/assets ratio was 63 (64) percent.

Personnel

At the end of the year, there were 2,189 (2,023) employees in the Group. The average number of employees in the Group during the year was 2,103 (1,972), of whom 1,252 (1,158) were based in Malta. In addition, the Group had 240 (224) consultants engaged on a full-time basis, primarily in product development.

Significant events after the end of the year

January saw the launch of a new online casino offering in Belgium under the betFIRST brand, based on the licence (category A+) that was obtained in October 2023. This licence allows a full range of online casinos including slot games, table games and live casino.

In early January, it was announced that Betsson will be the new main sponsor for Atletico Nacional, the biggest football club in Colombia. The new league season in Colombia began at the end of January.

In February 2024, the Administrative Court in Finland confirmed the prohibition order regarding a marketing ban directed against the subsidiary BML Group Ltd, issued by The National Police Board of Finland (NPB) in May 2023. As a result, BML Group was automatically blacklisted by the NPB for a period of 12 months. BML Group has appealed the decision to the Highest Administrative Court in Finland.

Parent Company

The business of the Parent Company, Betsson AB (publ), is primarily focused on shareholding and Group-wide administration. The Company provides and sells services to Group companies in the areas of finance, communications, accounting and administration. The Parent Company's turnover for the entire year was EUR 2.7 (2.9) million, and income before tax amounted to EUR 123.1 (118.6) million. Net financial items included EUR 143.0 (126.0) million referring to dividends received from subsidiaries. Cash and cash equivalents in the Parent Company amounted to EUR 70.0 (58.1) million at the end of the year.

Research and Development

Expenditure on the development of gaming platforms and integration of gaming and payment solutions is capitalised

to the extent that future financial benefits are estimated to occur.

Environment and Sustainability

Betsson does not conduct any operations requiring permits or registration under the Environmental Code. For information regarding sustainability, see the separate Sustainability Report on pages 15–38.

Shares and Ownership Structure

The number of shares in the Company at the end of the year totalled 142,729,838, of which 15,911,000 were A shares, 121,571,405 were B shares and 5,247,433 were C shares. Each A share entitles the holder to ten votes, whereas each B and C share entitles the holder to one vote. Betsson treasury shares totalled 196,433 B shares and 5,247,433 C shares. These shares are held by the Company, have no right to dividends and are not represented at the Annual General Meeting. The A and B shares have equal rights to Betsson's assets and profit. The C shares have only limited rights to the Company's assets and profits, amounting to the quota value adjusted for interest. The Company's B shares are listed on the NASDAQ Stockholm Large Cap (BETS). At the end of the period, the Company had 27,446 (24,715) shareholders. The three largest shareholders in terms of votes were Hamberg Förvaltning AB with 18.2 percent of the outstanding votes and 3.6 percent of the capital, Lars Kling with 12.4 percent of the outstanding votes and 2.8 percent of the capital, and Knutsson Holdings AB with 12.0 percent of the outstanding votes and 4.6 percent of the capital. The company is not aware of any agreements between shareholders that may limit the right to transfer shares. In addition, there are no agreements between the company and Board members or employees that require remuneration if such persons leave their posts, or if employment is terminated as a result of a public bid to acquire shares in the company. See pages 68–69 for more information about the share and shareholders.

The global gaming market

The value in terms of gaming surplus of the total market for both offline and online gaming is estimated to be around EUR 485 billion for 2023. The size of the online gaming market is estimated at around EUR 120 billion for 2023, and is expected to grow by an average of 11 percent per year until 2028. The share of online gaming in the total gaming market is expected to increase from 25 percent in 2023 to 32 percent in 2028 (source: H2GC, January 2024).

Betsson's subsidiaries currently operate under gaming licences in Malta and local gaming licences in a total of 23 countries. There continues to be lasting value in offering regulated gaming licences services within the EU and other markets from Malta – part of the freedom to provide services according to EU/EES regulations.

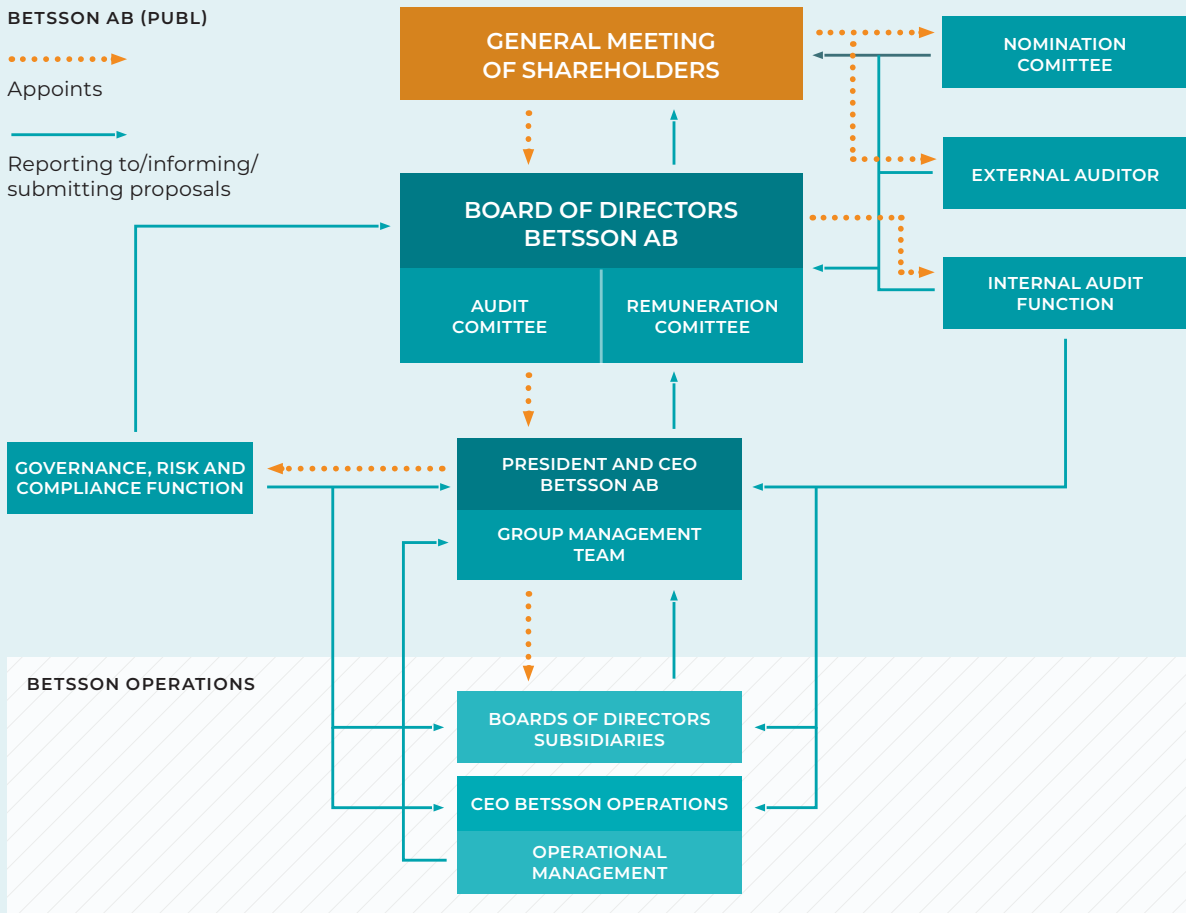


Risks and risk management

Robust risk management is a cornerstone in the Betsson Group's ongoing efforts for reaching a profitable and sustainable business long-term. Betsson is continuously developing its risk management processes and structures.

Corporate governance and risk governance

Betsson's risk governance model is based on the general corporate governance model, described in the Corporate Governance Report (refer to pages 53–65):



Betsson has implemented a three lines of defence model for risk management. The model, simply put, explains who does what in relation to risk management.

The three lines of defence in risk management are as follows:

1

The business organisation including support functions

- Owns the risk and is responsible for daily risk management and to establish effective internal controls.

2

The GRC function

- Global and independent from the business organisation. Advisory and monitoring role. Oversees and develops risk management.

3

Internal audit

- Global and independent. Conducts audit activities on behalf of the Board of Directors to ensure effective governance, good risk management and efficient control processes in the first and second lines of defence.

The Board of Directors of Betsson AB has the overall responsibility for internal governance and control, including risk management and compliance. The Board of Directors sets overall principles and guidelines for these areas, and with the assistance of Betsson AB's CEO and the Group Management team, follows up to ensure they are implemented and lived by.

The Operational CEO, together with the Operational Management team, are responsible for identifying, assessing, and managing risks, including securing regulatory compliance, within Betsson Operations on a day-to-day basis.

The GRC function (Governance, Risk & Compliance), the second line of defence, advises and monitors the first line, oversees and, if necessary, challenges first line risk management. Internal Audit, the third line of defence performs regular reviews of both the first and the second line risk management activities. Both the GRC function and Internal Audit report to the various decision-making forums on an ongoing basis.

Risk management framework

The Board has adopted a Risk Management Policy and framework that provide a solid foundation (please see diagram below), in line with best practice, within which risk management can continue to be developed and strengthened within the Group. In 2023, focus has been on securing that the risk framework is properly cascaded throughout the Group. This work will continue in 2024.



Risk categories

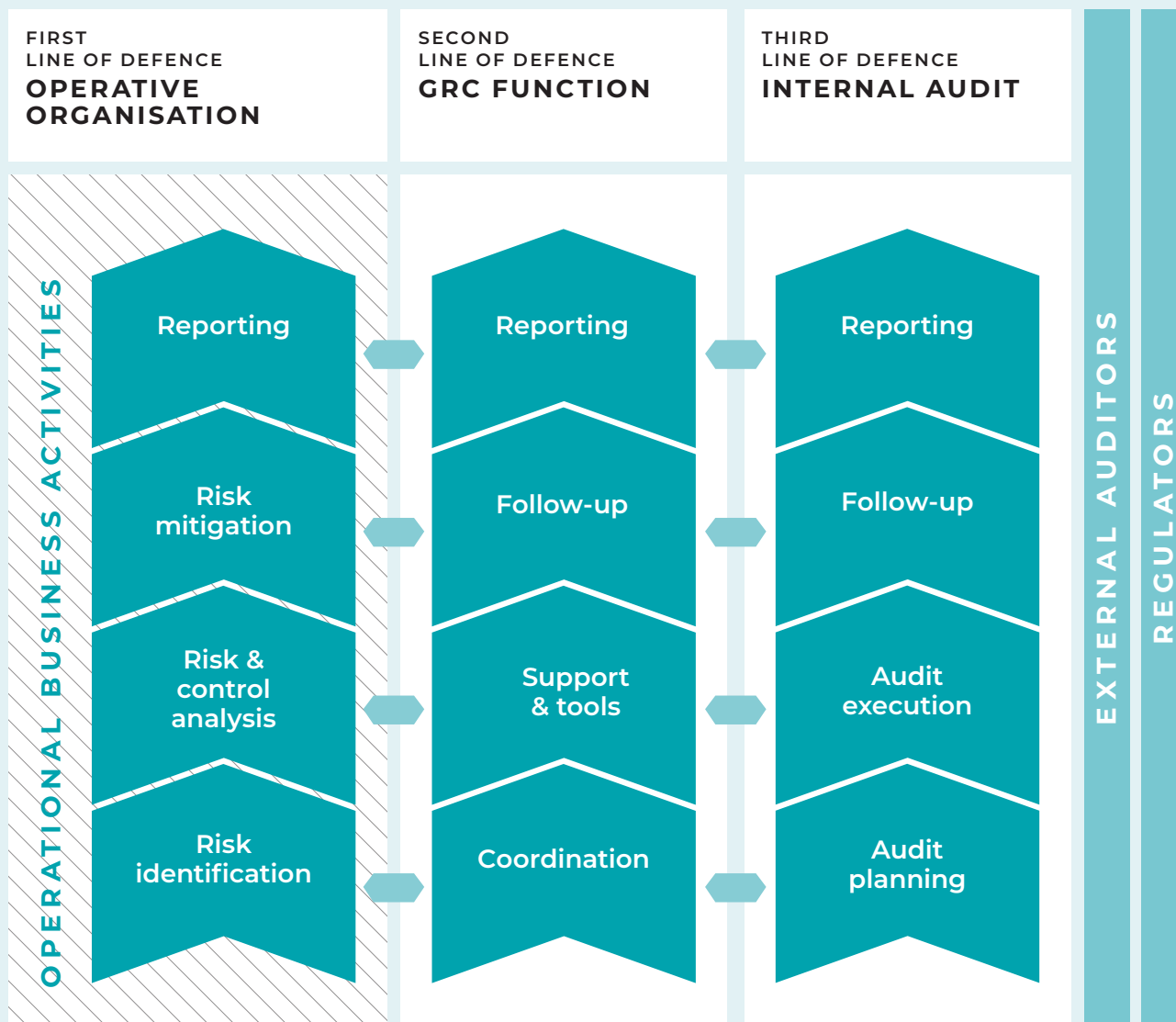
The following are the key risk categories identified by the Board of Directors that collectively represent the main risks to which the Group is exposed as a result of its operations:

Risk category	Description
Strategic risk	The risk of loss due to adverse business decisions, improper implementation thereof or lack of responsiveness to changes in the business environment.
Operational risk	The risk of loss as a result of inadequate or failed internal processes, people and systems or from external events.
Compliance risk	The risk of loss as a result of failure to comply with applicable laws, regulations, rules, related self-regulatory organisation standards, internal rules and codes of conduct.
Financial risk	The risk of adverse impact from changes in the tax environment, lack of efficient management and control of the finances of the organisation and the effects of external financial factors.

Betsson does not regard sustainability as a separate risk category. As has been presented in the Sustainability report (pages 15–38), the ambition is to run operations in a responsible and sustainable way long term, in line with the sustainability framework adopted by the Board of Directors. This means that an evaluation of sustainability and business responsibility is embedded in the assessment of all risks which fall under the risk categories accounted for above.

Risk management process

Overview of the risk management process, across the three lines of defence.



First line of defence

In Betsson Operations, the operational management has ownership for all risks and therefore responsibility for risk management. It shall identify, assess, and mitigate risks through the implementation of a solid internal control environment. This includes development and oversight of

automated, semi-automated and manual controls as well as documented procedures and the application, where relevant, of the four-eyes principle, across all key processes. Risks shall be managed within set risk appetite and tolerance levels.

Second line of defence

The GRC function is responsible for facilitating and coordinating the risk management process across the Group on an annual basis. This is a structured self-assessment exercise with the involvement of operational management, and with additional key individuals as risk owners. Within the process, relevant risks are identified and assessed regarding probability and impact. The control environment is also assessed and rated to arrive at a residual risk rating.

Based on the outcome, action plans are developed to ensure residual risks are kept within the risk appetite and tolerance levels. Relevant decision forums, such as the operational management team, Group management team and Board of Directors of Betsson AB, are regularly provided with status reports.

Third line of defence

Betsson's risk management process, which includes activities in both the first and second lines of defence, is regularly reviewed and evaluated by the internal audit function to ensure that it is adequate and effective. The audits are conducted in accordance with the internal audit plan, annually decided upon by the Audit Committee of the Board of Directors in Betsson AB.

Other audits and reviews






Betsson's framework and risk management process are frequently evaluated by independent external auditors (statutory auditors and external auditors appointed in fulfilment of licensing requirements) and by the authorities monitoring Betsson's gaming licenses.







The GRC function's activities during 2023

Several activities are undertaken yearly by the GRC function, in line with a set GRC plan, to contribute to proper development and management of governance, risk management and compliance throughout the Group. Some of the key activities for the function during 2023 include:

- Coordinating, contributing and providing support to the first line's identification and assessment of current and emerging risks, including management of the Group's insurance coverage;
- Delivering quarterly updates to operational management, Group Management and the Audit Committee on material risks faced by the Group;
- Supporting the strategy and business planning process;
- Adoption of a compliance management framework Policy which develops standards and ways of working to secure regulatory compliance;
- Implementation of a GRC System in collaboration with Compliance in Betsson Operations to strengthen processes around governance and internal control when it comes to compliance, risk management and policy management;
- Supporting risk owners with developing and planning business continuity management and IT disaster recovery projects;
- Performance of ad-hoc "health checks" / reviews of key areas for the Group;
- Assisting the Audit Committee in coordinating activities across the three lines of defence, including acting as liaison for the strategic external partner for internal audit services;
- Contributing to various initiatives aiming to develop and strengthen sound corporate governance with other key functions within the Group;
 - leading a working group to strengthen the routines and maintenance of key policies and instructions for the Group;
 - spearheading projects around the establishment of minimum standards of best practice across the Group around risk and compliance related areas, including a project that reviewed the Group's whistleblowing process, to ensure efficiency and effectiveness of related processes;
- Continued work on the anti-corruption policy framework including through the development and renewal of related policies and carrying out a risk assessment covering the main activities of the Group; and,
- Training and other activities to raise the staff's awareness around GRC.

The following table includes the top risks identified for the Group which could have a significant negative impact on the Group's strategic objectives. These are monitored and managed on an ongoing basis also as part of the enterprise risk assessment process. The risks are classified using an internally developed taxonomy and an indication of the expected development (trend) is provided based on the explanations given below.

Risk	Description of risk	Risk mitigation	Trend
Strategic risks			
Regulatory risk	Regulations which make it more difficult to run a profitable business, due to high tax levels and/or far-reaching product and marketing restrictions.	Through active involvement in industry bodies and dialogue with policy makers on different levels, Betsson works to achieve regulations, which aim to both protect consumers and liberalise markets with high channelisation, while also preventing protectionism in the EU Member States (also refer to the section below titled "Betsson's work for sustainable gaming regimes" and the Sustainability Report).	
Reputational risks	Reputational damage, whether for the industry, Betsson or both, will risk affecting the Group's financial position negatively and lead to loss of investor interest. A key driver for this risk is the alleged, or risk for actual, mismanagement of ESG related issues, whether by the industry, or Betsson.	Betsson considers this a matter of great importance. This risk is addressed by the ambition to run the business in a responsible and sustainable way. Please refer to the Sustainability Report, pages 15–38.	
Match fixing	The risk of settled matches and the associated risk of damaging confidence for the industry. The risk of match fixing also means that there is a risk that Betsson's sportsbook may be abused for games on settled matches.	Betsson cooperates with several regulatory bodies in the sports area to prevent match fixing and uses internal systems and processes to detect match fixing. Betsson is a member of ESSA (European Sports Security Association) and uses ESSA's early warning system in its sportsbook operations. Betsson continues to work on improving its internal policies and systems to become more effective in this area.	
Payment processes risk	Betsson's operations are global and cover many markets with a need to use several payment service providers, of which some payment processes are more complex. This gives rise to risks, e.g. counterparty risk or risk of disruption that may affect the ability to quickly and effectively execute deposits and withdrawals in gaming accounts.	Betsson works continuously to ensure efficient and secure payment service solutions to minimise the risk as much as possible.	
Industry and competition risks	Betsson's approved strategy focuses on growth in existing markets as well as entry into new markets and B2B business offerings. Unforeseen challenges outside of our control and competitive forces may not allow for the expected results to be met.	Betsson is continuously working to ensure that the strategy is up to date and aligned with the business environment, and to deliver on it. Betsson has been, and is, investing heavily in both its people and technology, which are two key pillars to ensure a successful implementation of the strategy. This provides the necessary knowledge and experience as well as tools for individuals working on new markets and negotiating deals with B2B partners. In addition, investments into product and platform provide the necessary tools for the execution of the strategic objectives set by the Board.	

Risk	Description of risk	Risk mitigation	Trend
Operational risks			
Business continuity and IT disaster recovery	The risk that external or internal events cause disruptions to Betsson's business operations.	The Group has implemented systems, processes and routines to ensure that the risk for these occurrences are kept at a minimised level and continuously works to enhance and improve these measures.	
Risk for high staff turnover and loss of experts	There is a lack of competencies for key areas in the gaming industry which is further attenuated by evolving staff expectations and realities brought about by various external factors. This could lead to high staff turnover and difficulty to retain certain key experts.	Betsson is in control of the risk and works according to a comprehensive HR program and an agenda which comprises addressing these issues on a continuous basis, ensuring proper staff engagement and putting staff security and wellbeing at the forefront.	
Data privacy and information security risk	The risk for unauthorized use, disruption, modification or destruction of data thus failing to ensure its confidentiality, integrity and availability which are considered the core underpinning of information security.	Betsson is working continuously to uphold high standards in this area. Betsson is ISO 27001: 2022 certified and operates a payment platform which is PCI DSS compliant.	
Tech innovation and organisational maturity	Betsson's fast growth over the years, organically and through acquisitions, has transformed it into a global company. This has led to a relatively complex IT-environment. Processes and ways of working have not fully matured in line with growth. If measures to address this fail, it may lead to lack of innovation, incidents, and systems failure.	Through various initiatives and a number of focused investments spread over several years aimed at updating proprietary platforms and key products, improvements have been made in this area. Work is ongoing to continue the journey towards increased innovation and maturity of the platform and product offerings.	
Compliance risks			
Compliance with existing and new laws and regulations, including licensing requirements	Betsson is operating in a complex, international and national, regulatory environment, that is constantly evolving. Additionally, the bar for compliance is rising in several markets in areas such as consumer protection (incl. responsible gaming, marketing, bonus offers), protection of privacy (GDPR), measures against money laundering/terrorist financing and anti-corruption.	Significant resources (human, systems and processes) and time are continuously used to ensure that Betsson's operations and offering in all markets are compliant with regulations of the licenses held by the Group and other relevant regulations. For more information, please refer to the "Regulatory developments" and "B2B" sections below as well as to the "Sustainability Report", pages 15-38.	
Legal risk	The risk of loss, damage to reputation or other adverse consequences caused by a) defective transactions, b) claims being made by players, suppliers or other parties, or some other events occurring which results in liability or other loss (for example, as a result of the termination of a contract), c) the failing to take appropriate measures to protect assets, or d) changes in law.	Significant resources and time are allocated continuously to ensure that the Group appropriately manages its legal obligations, which includes adequately and actively mitigating legal risks.	

Risk	Description of risk	Risk mitigation	Trend
Financial risks			
Financial risk	The risks that would ensue without effective management and control of the finances and the effects of external financial factors.	Please refer to note 31.	↔
Taxation risk	Many of the Betsson companies operate in a complex and changing environment, which includes both general and industry-specific tax rules. There is a risk that new laws and changes in current tax legislation and practices can lead to a change in Betsson's management of taxes in such a way that it has a negative impact on Betsson's earnings and financial position.	Betsson works actively, both individually and in industry associations, to monitor developments and to have a dialogue with legislators in the markets in which the Group operates. Please also refer to the "Sustainability Report", pages 15–38.	↔

Trend arrows key indicating risk movements



Increasing trend: Internal and/or external factors around the risk may be changing in a way that **increase** probability of occurrence and/or potential impact on Betsson.



Stable trend: The risk continues to be monitored but no changes are expected that change its probability of occurrence and potential impact on Betsson.



Decreasing trend: Internal and/or external factors around the risk may be changing in a way that **decrease** probability of occurrence and/or potential impact on Betsson.

Betsson's work for sustainable gaming regimes

Betsson places utmost importance on compliance and ensuring that its operations align with ongoing regulatory developments. Through dialogue with policymakers on different levels, the Group works to achieve regulation, which aims to protect consumers and liberalise markets with high channelisation while simultaneously seeking to prevent protectionism in the EU and EEA Member States and other jurisdictions where the Group operates.

In many markets, gaming is regulated by local law and, in principle, to be able to conduct such operations in these markets, local licenses are required. Where local licenses are available, the Group applies for and maintains local licenses. The Group uses its Malta licences for provision of online gaming services to other EU/EEA member states in compliance with established EU/EEA rules and the principle of the free movement of services unless those countries have their own national regulatory and licensing regime that is compatible with the same EU/EEA rules and principles, and in particular the core principles of the Treaty on the Functioning of the European Union (TFEU). In certain non-EU/EEA territories, the Group may take business from players located there, based on its Malta licenses, where this does not contravene local law, for example, on the basis that local laws have not been updated to embrace remote supply and/or may not operate in such a way as to be applied extra-territorially.

In 2023, the Group operated its business under gaming licenses held in 23 countries.

B2B

Betsson continually conducts assessments of national laws in line with local legal advice and assessments of over-arching EU and international legal principles. Based on these assessments, Betsson's operational subsidiaries providing direct services to consumers have elected to exclude several markets.

The internet-based gaming operations provided are of a clearly defined, cross-border character, meaning that international law is applicable. According to the principle of the sovereignty of states, each country's laws are of equal value; consequently, the laws of one country cannot take precedence over those of another.

Betsson's operational subsidiaries provide business-to-business gaming services to third-party companies that offer such services directly to consumers. Third parties may not always exclude the same territories as Betsson. The marketplace of Betsson's associate is primarily Malta, where operations are undertaken by Maltese legislation and governed by the Maltese legal system.

One such third-party gaming provider, based in Malta, maintains a section of its customer database in Turkey. As operators within Malta's marketplace, the associates can claim immunity regarding Turkish legislation, among

other local regulations. By expert legal opinion, Turkey and other countries have accepted this principle via their membership in the WTO and other international agreements.

Disputes

Betsson is committed to the duty of care and aims to apply a high standard of responsible gaming globally. Despite this, a risk remains that individuals develop problematic gaming behaviour. There is also a risk that individuals with a gaming addiction could sue companies within the Group for their alleged role in the individual becoming addicted. If this happens, it could tarnish the Group's reputation, give rise to considerable costs, and reduce confidence in Betsson, ultimately impacting revenues.

During the year, two court decisions were issued in pending customer disputes involving the Group subsidiaries. In the first case, regarding an ex-customer's claim against BML Group Ltd and NGG Nordic Ltd, the court ruled in favour of the Betsson subsidiaries in May 2023. The claimant appealed the court's judgment, and the case remains pending in the appeals court. In the second case, in which another ex-customer had made claims against BML Group Ltd, the appeals court reversed the lower court's judgment and ruled in favour of the ex-customer in December 2023. BML Group Ltd appealed the decision to the Supreme Court, seeking leave for the appeal as a first step.

Regulatory developments

Below is a summary of regulatory developments that occurred in 2023 in countries that are relevant for and of interest to the Group (the below summary, including the choice of jurisdictions addressed, is not intended to be exhaustive).

Nordics

Sweden

On 1 July, 2023, a permit system was introduced for B2B providers in the regulated Swedish online gaming market. Under the new system, a permit is required to supply gaming software used for online gaming in Sweden. Further, B2B suppliers with such a permit are prohibited from supplying software to unlicensed gaming operators.

The Supreme Administrative Court ruled in May that fines issued by the Swedish Gambling Authority (SGA) should be based on gross gaming revenue (GGR) and not on

the annual gaming turnover of the relevant operator, as had been the case until then. Thus, any new fines issued by SGA must be based on the operator's GGR. The SGA did not announce whether it would also review any fines issued in the previous years.

As part of the budget proposal for 2024, in September, the government announced its plans to raise gaming taxes from the current 18 percent on GGR to 22 percent on GGR starting July 2024. The government claimed that the market was stable with high channelisation rates and could thus bear the added costs. The industry association BOS argued against the tax hike, claiming that it would lead to more players turning to black market operators and, thus, lower rates of channelisation.

Norway

In 2023, the Group's subsidiary BML Group Ltd continued its dialogue with the Norwegian Gambling Authority (NGA) regarding the cease-and-desist order which the latter had issued to the company in 2022. The NGA deferred the implementation of the order several times during the year, considering the company's ongoing changes to its offering. After the company implemented the currency change from NOK to EUR as the last change in the summer of 2023, the NGA took additional time to carry out a reassessment of the offering. In November, the NGA reverted by stating that while the general offering was compliant, the fact that Norwegian residents could deposit and withdraw on the sites operated by the company indicated, in the NGA's view, that the company's offering still targeted Norway. The company submitted its views to the NGA in December 2023. The communication with the NGA has continued in the beginning of 2024.

Finland

In 2023, the new Finnish government kicked off the reform of the country's gaming regulation, with a view towards introducing a licensing model for online casino games and sports betting before 2026. The new draft law is expected to be submitted to the consultation round in June 2024.

In May 2023, the Finnish National Police Board ("NPB") issued a prohibition order on marketing gaming services to the Group's subsidiary BML Group Ltd. BML Group then implemented changes and has since complied with the requirements in the order from the NPB. In February 2024, the Administrative Court of Finland upheld the prohibition order regarding the marketing ban. As a result, BML Group was automatically blacklisted by the NPB for a period of 12 months. BML Group has appealed the decision to the Supreme Administrative Court in Finland.

Western Europe

Belgium

In September, the government approved a draft law to modernise its gaming law as regards the compliance of the EPIS database (Excluded Persons Information System, the database of excluded players) with the EU GDPR. The EPIS database was first introduced in 2014 and extended in 2019 to apply to entry into casinos, gaming arcades, land-based sports betting outlets, and online gaming.

In November, the local association of gaming operators (Belgian Association of Gaming Operators, BAGO), of which the Group-owned betFIRST is a member, agreed on a voluntary duty of care code. Assisted by artificial intelligence, the code aims to develop an addiction prevention policy to quickly identify and prevent problem gaming. BAGO also called for the duty of care to be made legally mandatory for all gaming operators licensed to act in the local market.

Italy

The Italian government approved a decree to reform the online gaming sector in December. The decree aims to enhance player protection, combat crime, and increase tax revenue. The decree will form the basis for a new public tender of gaming licences, thus eliminating the need to extend further the current concessions set to expire at the end of 2024. Each concession will be for a term of 9 years. The concession cost is expected to be approximately EUR 7 million, a significant hike from the previous price of EUR 250,000 per concession. Operators holding concessions would also be responsible for paying an annual concession fee of 3 percent and an annual fee of 0.2 percent of net revenue to fund responsible gaming campaigns by the government. The government argued that with the cost hike of the concessions, they could drastically reduce the number of licenced websites.

Latin America

Brazil

After years of delays, the National Congress in Brazil finally adopted a bill to regulate online sports betting in December. The bill also includes online casino games. According to the bill, the duration of licenses is three years and the cost of a license is set at approximately USD 6 million, to be paid upfront. The tax burden of 18 percent on GGR increases to about 30 percent of GGR, after including other applicable taxes. Further, player winnings are subjected to a 30 percent income tax. The Ministry of Finance is responsible for issuing technical regulations. Once the regulations are approved, existing operators will have 180 days to submit license applications to keep operating in the market without any business disruption.

Peru

In May 2023, Congress adopted the bill that amended the recently adopted Gaming Act regulating online gaming. The critical amendment allowed foreign entities to apply for a Peruvian online gaming licence and pay gaming taxes without establishing a presence in Peru. The list of allowed domains was expanded to include ".com" websites. Technical regulations for implementing the online gaming framework and authorising the local regulator Mincetur to issue licenses were published in October, causing the new framework to become enforceable in March 2024. Entities previously active in the market can continue to operate by applying for a license within 30 days following the regulation's entry into force. A gaming tax of 12 percent of GGR shall be payable as of April 2024.

Chile

In Chile, the lower chamber of the Congress voted on the law proposed by the Economy and Treasury Committees

in early December. The law introduces a 19 % gaming tax on GGR, a 19 % VAT on GGR, a 12-month blackout period for operators who were previously active on the market, as well as a 36-month retroactive 31 % tax rate on GGR to those operators who have been active in the market between 36 and 12 months before the implementation of the new law. The approved text will move to the Senate for further discussion and vote, although the date is unknown.



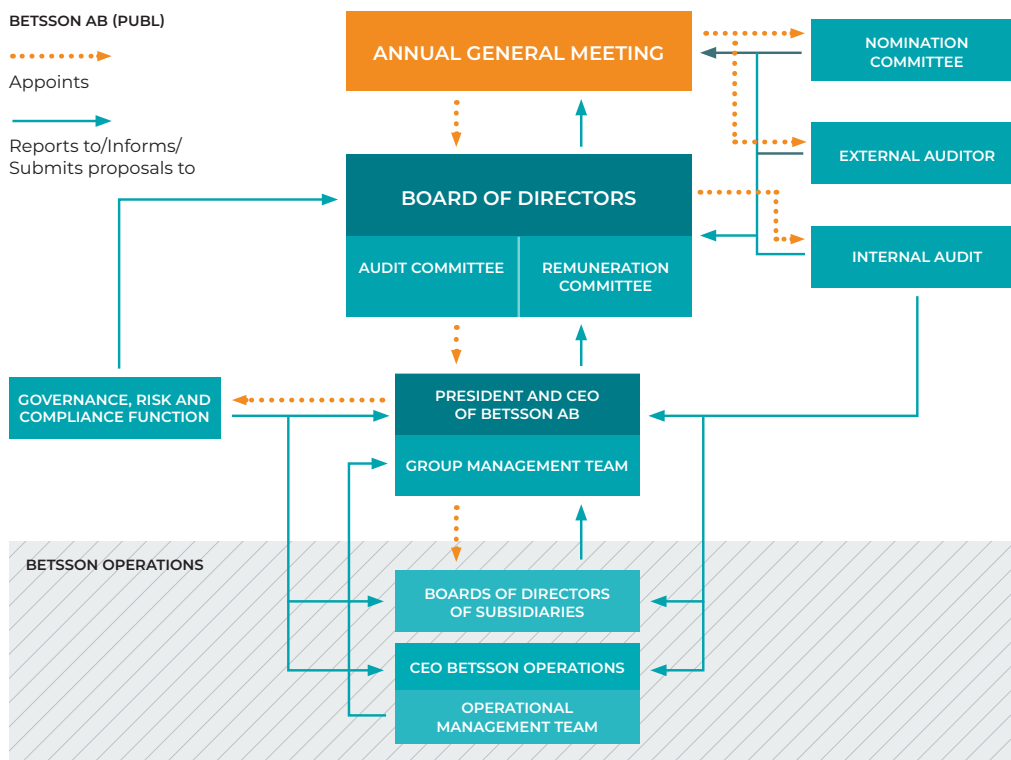


Valletta, Malta.

Corporate Governance Report

“For more than 60 years in the gaming industry, Betsson has made an extraordinary journey from physical slot machines and table games to become a leading global player in the field of online gaming, with a strong brand and a local presence in more than twenty markets worldwide. Good corporate governance is required in order to successfully navigate between rapid technological development and extensive regulatory requirements. Betsson’s corporate governance is characterised by efficiency, transparency and a clear distribution of roles and responsibilities. Historically, our success has been based not only on our ability to anticipate trends, but also on ensuring that an attractive gaming offering always rests on a foundation of compliance, innovation and responsible gaming measures. Active management, sound internal control and a quest for long-term value creation allow Betsson to help combine excitement and entertainment for players with sustainable responsibility in the industry.”

– Johan Lundberg, Chairman of the Board



EXTERNAL REGULATORY FRAMEWORKS

- Companies Act
- Annual Accounts Act and International Financial Reporting Standards
- Market Abuse Regulation (MAR) and complementary national legislation
- Nasdaq’s rules for issuers
- Swedish Code of Corporate Governance
- Other applicable laws and regulations

INTERNAL REGULATORY FRAMEWORKS

- Articles of Association
- The rules of procedure for the Board of Directors
- Terms of reference for the CEO
- Code of Conduct
- Policies and other internal governance documents

Corporate governance at Betsson

Betsson AB (publ) (Betsson AB) hereby submits its Corporate Governance Report for 2023. As a Swedish public limited liability company listed on Nasdaq Stockholm, Betsson AB applies, in addition to the rules that follow from legislation or other regulations, Nasdaq's Rules for Issuers and the Swedish Code of Corporate Governance (the Code). The Code is a self-regulatory framework based on the 'comply or explain' principle. The Company applies the Code in full, without deviation. Furthermore, the Company is governed by its Articles of Association, internal rules framework, policies, terms of reference and other steering documents adopted or approved by the relevant corporate body. During the financial year, the Company has not committed any breaches of Nasdaq Stockholm's Issuer Rules or otherwise been subject to any breach of good practice on the stock market.

This Corporate Governance Report comprises part of our management report and has been reviewed by the Company's auditors.

The share

Betsson has been a listed company since 1996 and has been listed on Nasdaq Stockholm since 2000. The Company's B shares are listed on Nasdaq Stockholm Large Cap List (BETS B). The three largest shareholders in terms of voting rights, representing at least one tenth of the total number of votes for all issued shares in the Company, were Hamberg Förvaltning AB with 18.2 percent of the outstanding votes and 3.6 percent of the capital, Lars Kling with 12.4 percent of the outstanding votes and 2.8 percent of the capital, and Knutsson Holdings AB with 12.0 percent of the outstanding votes and 4.6 percent of the capital.

Articles of Association

The Company's Articles of Association determine the activities of the Company, the minimum and maximum number of directors and auditors, and how shares may be issued.

There are no restrictions on the transferability of shares, voting rights or the right to participate in the Annual General Meeting. Furthermore, there are no provisions in the Articles of Association concerning the appointment and dismissal of Board Members.

The applicable Articles of Association are available on the Company's website, www.betssonab.com.

Annual General Meeting

The shareholders exercise their influence over Betsson AB at the General Meeting of Shareholders, which is also the Company's highest decision-making body. In addition to what is required by law regarding the right of shareholders to participate in the general meeting, Betsson AB's Articles of Association require prior notification of the general meeting within a certain period of time specified in the notice convening the meeting, whereby – if applicable – notification must also be given if the shareholder intends to bring an assistant. According to the Articles of Association, Class A shares carry ten votes and Class B or C

shares carry one vote when voting at the Annual General Meeting.

The Company's website www.betssonab.com contains documents and minutes from general meetings held in previous years.

Annual General Meeting 2023

The 2023 Annual General Meeting of Betsson AB took place on 10 May. Shareholders were able to attend the meeting in person or exercise their right to vote by proxy, or alternatively vote by post in advance in accordance with the regulations in the Articles of Association. A total of 292 shareholders participated in person, by proxy or postal voting, which collectively represented 69.6 percent of the total number of votes and 40.9 percent of the number of shares in the Company.

The Annual General Meeting 2023 made decisions on the following:

- Adoption of the income statement and the balance sheet
- Appropriation of profits
- Discharge of the Board of Directors and the CEO from liability for their administration of the Company's affairs.
- Election of board members
- Election of auditors
- Approval of the remuneration report
- Establishment of a long-term performance share scheme for senior executives
- Approval of two separate automatic redemption procedures
- Authorisation for the Board of Directors to decide on repurchase and transfer of the Company's Class B shares
- Authorisation for the Board of Directors to decide on the issue of shares and/or convertible bonds against payment in cash, in kind or by offsetting

The minutes from this meeting can be found on Betsson's website, www.betssonab.com.

Annual General Meeting 2024

Betsson AB's 2024 Annual General Meeting will be held on Tuesday, 7 May at Helio GT30, Grev Turegatan 30, Stockholm. For more information regarding the Annual General Meeting 2024, please refer to the Company's website: www.betssonab.com.

Nomination Committee

In accordance with the Nomination Committee's instructions, which were adopted at the 2022 Annual General Meeting, Betsson AB's Nomination Committee shall consist of members appointed by the three largest shareholders or known shareholder groups in the Company in terms of voting rights as of 31 August who

wish to appoint a member. The CEO or any other member of senior management will not be a member of the Nomination Committee. The Chairman of the Board will not take part in the work of the Nomination Committee.

Betsson's Nomination Committee for the 2024 Annual General Meeting is comprised of the following members:

- Jenny Rosberg, appointed by Hamberg Förvaltning AB
- Ingela Kling, appointed by the Kling family
- Mats Axell, appointed by Knutsson Holdings AB

The Nomination Committee will prepare and submit to the General Meeting proposals for the election of the Chairman of the Board and other members of the Board, the Board's remuneration divided between the Chairman and the other members and any remuneration for committee work, the election and remuneration of the auditor, and a decision on the principles for the composition of the Nomination Committee and the Chairman of the Annual General Meeting.

The composition of the Nomination Committee meets the Code's requirements regarding independence in relation to the Company and senior management.

The Nomination Committee applies and follows Code 4.1 as a diversity policy in its preparation of proposals for the Board of Directors. The objective of the policy is that the composition of the Board should be appropriate to the Company's activities, characterised by diversity and breadth in terms of skills, experience and background, and that an equal gender balance should be pursued. The Nomination Committee will assess the suitability of the Board's composition as a basis for its proposal to the 2024 Annual General Meeting. The assessment will be based on the annual evaluation of the Board's work and application of the Code.

The instructions given to the Nomination Committee and contact information for the committee are available on Betsson's website, www.betssonab.com.

betsson

Board members	Johan Lundberg	Pontus Lindwall	Louise Nylen	Peter Hamberg	Eva de Falck	Eva Leach	Tristan Sjöberg
Board	Chair of the Board of Directors	Board member	Board member	Board member	Board member	Board member	Board member
Remuneration Committee	Chair of the Remuneration Committee			Member of the Remuneration Committee		Member of the Remuneration Committee	
Audit Committee	Member of the Audit Committee		Member of the Audit Committee		Chair of the Audit Committee		
Board remuneration (kEUR)	82k EUR		41k EUR	41k EUR	41k EUR	41k EUR	41k EUR
Committee remuneration	15k EUR		5k EUR	5k EUR	11k EUR	5k EUR	
Independent in relation to the Company	Yes	No	Yes	Yes	Yes	Yes	Yes
Independent in relation to the principal owners	Yes	No	Yes	No	Yes	Yes	No
Holdings in Betsson	20,000 B shares	915,000 A shares 805,000 B shares 2 MEUR in 2022/2025 bond 2 MEUR in 2023/2026 bond	2,225 B shares	5,098,500 A shares 729,700 B shares	925 B shares	2,000 B shares	3,010,000 A shares 3,720,000 B shares 0.5 MEUR in 2022/2025 bond 0.5 MEUR in 2023/2026 bond
Attendance at Board meetings	16 of 16	16 of 16	15 of 16	16 of 16	16 of 16	16 of 16	16 of 16
Attendance at meetings of the Audit Committee	4 of 4		2 of 2	2 of 2	4 of 4		
Attendance at meetings of the Remuneration Committee	3 of 3		2 of 2	2 of 2		3 of 3	

Holdings as of 31 December 2023, including holdings via companies and related parties.

The Board and its work

The Board of Directors holds ultimate responsibility for the organisation and management of the Company. The members of the Board of Directors are elected annually by the Annual General Meeting for the period until the end of the next Annual General Meeting.

Betsson AB's Board of Directors consists of seven members and no deputies; Eva de Falck, Peter Hamberg, Eva Leach, Pontus Lindwall, Johan Lundberg, Louise Nylén and Tristan Sjöberg. Johan Lundberg is the Chairman of the Board. CEO Pontus Lindwall is the only Board Member employed by the Company.

43 percent of Board Members are female.

The members of the Board are presented on pages 62–63.

In addition to the CEO, who is also a member of the Board, the CFO attends all Board meetings as rapporteur. Other employees also attend Board meetings from time to time as required, either to report on specific issues or to serve as secretary.

The Board's independence

The composition of the Board of Directors of the Company complies with the requirements of the Code regarding independent members. There are six Board members (86 percent) who have been elected by the General Meeting and are independent in relation to the Company, and four Board members (57 percent) have been elected by the General Meeting and are independent of the Company's major owners.

Board meetings and Board focus in 2023

The Board held 16 minuted Board meetings in 2023. There has been less than 1 percent non-attendance rate at Board meetings during the year. The meetings include the CEO's review of the development of the business, current issues concerning overall strategy, important events and agreements from a risk perspective, potential acquisition and financing issues as well as legal developments in areas relevant to Betsson. During the year, the Board of Directors paid particular attention to strategic considerations concerning the Company's direction and future, the geographical diversification and expansion of its activities, including M&A, the evaluation and monitoring of its subsidiaries, cashflow and funding, and the usual financial issues and cost control.

Information provided to the Board of Directors

The work of the Board follows a specific plan to ensure that the Board receives all relevant information. The Board receives, on a monthly basis, a detailed operational report in which the management describes the developments of the Group's operations. The Board also receives an update on current topics from the CEO and CFO at each Board meeting. In addition to this, the Company's auditors report their findings based on their audit of the financial statements and their assessment of the Company's internal governance and control to the Board.

Internal control and risk management

The Board applies rules of procedure and instructions for its decision-making and delegation to the Remuneration Committee and the Audit Committee, and for the CEO, with an aim of achieving efficient governance, control and management of operational risks. Betsson applies an established risk management model with three lines of defence. This model is based on a division of responsibility for operational risk management (first line of defence), responsibility for strategic monitoring and follow-up of risks (second line of defence) and responsibility for internal audit (third line of defence). The GRC function in the second line of defence also coordinates risk management work between the first and third lines. The three lines of defence and more information on risk management are described in the risk section of the Annual and Sustainability Report.

The Audit Committee bears the preparatory responsibility within the Board to ensure compliance with the established principles of internal control. The CEO and CFO are responsible, on an ongoing basis, for taking appropriate steps to maintain good governance and internal control. Each corporate function is responsible for ensuring internal control within its area of responsibility and based on given circumstances. Reporting and monitoring are ongoing at all levels.

Board committees

Audit Committee

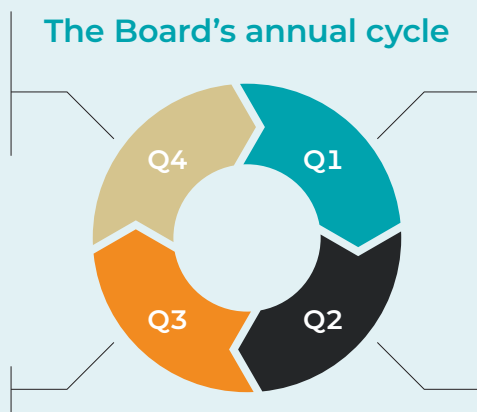
The Audit Committee's main task is to support the Board in auditing and internal control, accounting, financial reporting and risk management, as well as monitoring the Company's financial structure and operations.

The Audit Committee is also responsible for supervising, monitoring, preparation of the Company's policy framework and reporting corporate responsibility

- Q3 report
- Approval of the Group's policies
- Budget
- Site visits and presentations
- Board evaluation

- Q2 report
- Regional focus

The Board's annual cycle



- Q4 report and year-end report
- Audit report from external auditor
- Preparations for the Annual General Meeting, including dividend proposals
- GRC's annual plan and annual plan for the internal audit
- Annual and sustainability report
- Regional focus

- Q1 report
- Inaugural board meeting (election of committee members, authorised signatories, etc.)
- Approval of the Rules of Procedure for the Board and instructions for the CEO and committees
- Strategy

issues. The GRC function, the sustainability function and the internal audit function also report regularly to the Audit Committee. The Audit Committee also assists in financing matters, and in evaluating and proposing changes in finance-related policies. The results of the Audit Committee's work in the form of observations, recommendations and proposals for decisions and measures to be taken are addressed by the Board on a continual basis. The Audit Committee annually adopts the external audit plan and an internal audit plan. The Audit Committee has held four minuted meetings during the year.

The committee consisted of Eva de Falck (Chairman), Peter Hamberg and Johan Lundberg until the 2023 Annual General Meeting. After the 2023 Annual General Meeting, the committee consisted of Eva de Falck (Chair), Johan Lundberg and Louise Nylén.

Remuneration Committee

The main task of the Remuneration Committee is to prepare Board resolutions regarding remuneration principles for the CEO, assessment of the variable remuneration of senior management and key employees, and assessment of the application of guidelines for remuneration for senior executives as mandated at the Annual General Meeting. The Remuneration Committee has also been delegated decision-making powers regarding the salary of the CEO and the current terms of variable remuneration for senior executives and key personnel. The Remuneration Committee has held three minuted meetings during the year.

The committee consisted of Johan Lundberg (Chairman), Eva Leach and Louise Nylén until the 2023 Annual General Meeting. After the 2023 Annual General Meeting, the committee consisted of Johan Lundberg (Chairman), Eva Leach and Peter Hamberg.

Evaluation of the Board of Directors and CEO

Once a year, the Board of Directors initiates an evaluation of the work of the Board and its committees, and of the CEO.

The Board has conducted a performance and efficiency evaluation in 2023. The Nomination Committee has also conducted individual interviews with Board members. This evaluation aims to ensure that the Board is focusing on the right areas, works adequately and efficiently, and that they possess the right skills and have an appropriate composition. The results of the evaluation are also used as a basis for the Nomination Committee in its work regarding succession planning for the Board.

The Board evaluates the work of the CEO on an ongoing basis by monitoring the performance of the business against the objectives set. A formal evaluation is also carried out once a year by means of a survey and interviews with the immediate staff and the CEO of the largest operating subsidiary.

CEO and Group management

Betsson's President and CEO is responsible for the day-to-day management of both the Parent Company and the Group, a responsibility which does not include decision-making in operational online gaming activities. The CEO leads the work of the Parent Company and makes

decisions in consultation with the other members of the Group Management.

At the end of 2023, there were five senior executives in addition to the CEO. The senior executives hold regular group management meetings under the leadership of the CEO. The members of the Group management team are presented on pages 64–65. Betsson AB's business consists of the management and administration of the Company's investments, which is done primarily via subsidiaries conducting gaming-related activities, and the evaluation of potential acquisitions or divestments of business lines. The Group's various activities in the gaming sector are conducted through several wholly or partly-owned subsidiaries, each of which has a separate Board – or equivalent decision-making body – working under an operational management team that makes decisions for Betsson's gaming operations.

Diversity

Betsson believes that diversity fosters innovation and leads to success. The Group will become stronger and more competitive by employing people of different genders and ages, with varying backgrounds, with different experience and from different cultures. For further information regarding Betsson's work on diversity, please see the sustainability report.

Remuneration

Remuneration to the Board of Directors

The remuneration of the Board of Directors is decided annually by the Annual General Meeting. The 2023 Annual General Meeting decided on total Board remuneration of SEK 3,770,000 (unchanged from 2021). See remuneration per Board Member on page 55. Pontus Lindwall, in his capacity as CEO, receives no Board remuneration.

Remuneration to senior executives

Remuneration paid to the CEO is prepared by the Remuneration Committee and determined by the Board. The remuneration of senior executives reporting directly to the CEO is determined by the CEO. Otherwise, the Group applies the principle that a manager's immediate superior must approve any decisions regarding remuneration.

The 2020 Annual General Meeting made a decision on guidelines for remuneration to senior executives. The remuneration guidelines are to apply until the 2024 Annual General Meeting, unless circumstances require a change before then. The current guidelines can be found in note 7 on pages 90–91.

Current remuneration to senior executives is also described in note 7.

The Board of Directors prepares a remuneration report every year, describing how the guidelines for remuneration of senior executives in Betsson AB, adopted by the 2020 Annual General Meeting, have been followed during the year. The remuneration report provides information on remuneration to senior executives and a summary of Betsson's outstanding long-term variable remuneration programme.

Remuneration reports are available on the Company's website, www.betssonab.com.

Guidelines for Remuneration to Senior Executives in Betsson AB

The Board of Directors (the "Board") of Betsson AB ("Betsson" or the "Company") proposes that the Annual General Meeting 2024 approve the following guidelines for remuneration to senior executives in Betsson (the "Guidelines" or "Remuneration Guidelines") to be in effect until the Annual General Meeting in 2028, unless significant modifications of the Remuneration Guidelines become necessary, before such time. The guidelines that have been in place between 2020 and 2024 are shown in Note 7 on pages 90–91.

The Remuneration Guidelines are applicable towards Board members, the CEO, and other members of Betsson AB's group management (collectively "Senior Executives").

Remuneration covered by the Remuneration Guidelines includes salary and other remuneration to Senior Executives. The Remuneration Guidelines do not cover remuneration decided by the General Meeting, such as the long-term share-related incentive programs.

The Guidelines' contribution to the Company's business strategy, long-term interests, and sustainability

The Company's business strategy is based on the strategic pillars of "Talented people, Quality products, and Operational excellence". Successful implementation of the Company's business strategy and the realization of Betsson's long-term interests, including sustainability, requires that the Company has the ability to motivate, recruit, and retain qualified employees. This requires that Betsson can offer Senior Executives competitive total remuneration, which is enabled through these Guidelines.

Different forms of remuneration

Remuneration to Senior Executives shall be competitive and in line with market conditions and may consist of a fixed base salary, performance-based pay, pension, and other benefits. In addition, the General Meeting may decide on long-term share-related incentive programs or other compensation.

Regarding employment conditions for Senior Executives governed by other than Swedish rules, the composition of the total remuneration may be duly adjusted to comply with mandatory rules or local practice, by which the overall purpose of these Guidelines shall be taken into account to the extent possible.

Fixed base salary

The fixed base salary should form the basis of the total remuneration. The fixed base salary should be based on competence, benchmarking, responsibility, and performance. Individual performance should be monitored and constitute the basis for the annual review of the fixed base salary.

Performance-based pay

Performance-based pay should aim to promote

the Company's business strategy and long-term interests, including its sustainability, by having a clear connection to, among others, long-term growth and profitability.

The performance-based pay shall be conditional on the Company achieving specific financial and measurable targets set by the Company's Board, and the remuneration shall vary based on the extent to which these goals are met or exceeded. The short-term performance-based pay may amount to a maximum of 200 percent of the fixed annual base salary and shall be paid with a six-month delay.

Pension

Pensions should be in line with market praxis and include pensions in accordance with applicable collective agreements as well as a supplementary pension. The regular retirement age should be 65 years. The supplemental pensions shall not exceed ten percent of the fixed annual base salary.

Other Benefits

Other benefits may, among others, include a company car and health insurance. Such benefits shall not exceed ten percent of the fixed annual base salary.

Termination of employment, severance pay and compensation for non-competition

Upon termination of a Senior Executive's employment, a mutual notice period of six months shall apply. In the event of termination by the Company, severance pay may be paid in an amount corresponding to a maximum of twelve months of fixed base salaries. There shall be no severance pay if the Senior Executive initiates the notice.

In addition, compensation for non-competition agreements may be granted. Such pay should compensate for potential income loss and shall only be paid to the extent that the former Senior Executive is not entitled to severance pay. The compensation shall, as a main rule, be based on the fixed base salary at the time of termination and shall not exceed 60 percent. The compensation shall be paid during the period of the non-compete, which, as a main rule, shall not exceed twelve months after the termination of the employment.

Salary and employment conditions for employees

In preparing the Remuneration Guidelines, the salary and the terms and conditions of employment for the Company's employees have been considered

through, among others, gathering and taking into consideration information on the total remuneration for employees. Furthermore, the different forms of remuneration, the increase, and the increase rate over time have been part of the Remuneration Committee's and the Board's decision-making basis when evaluating the Remuneration Guidelines and assessing whether the Guidelines and the limitations that result from such are reasonable.

A summary of remuneration is presented in the Remuneration Report, which is prepared annually by the Board and submitted to the Annual General Meeting for decision.

Decision-making process for establishment, review, and implementation of the Remuneration Guidelines

The Company's Board has established a Remuneration Committee. The Committee's tasks include preparing the Board's decisions on proposals for Remuneration Guidelines.

The Remuneration Committee shall also annually follow up on and evaluate the Guidelines and their implementation. Furthermore, the application of remuneration structures and levels in the Company shall be reviewed annually.

Senior Executives shall not be present during the Remuneration Committee's or the Board's discussions and decisions on remuneration-related

matters to the extent that they are affected by such matters.

The Board shall propose new remuneration guidelines at least every fourth year and present the proposal for decision at the General Meeting. The Remuneration Guidelines shall remain in effect until the General Meeting adopts new guidelines.

Deviation from the Remuneration Guidelines

The Board may temporarily decide to deviate from the Guidelines, in whole or in part, in individual cases where special cause exists, and a deviation is necessary in order to satisfy the Company's long-term interests and sustainability or to ensure the Company's financial viability.

Material changes and consideration of shareholders' opinions

In reviewing the Remuneration Guidelines, in addition to editorial and minor changes, clarifications have been made regarding components of the pension as well as the relative share of each form of remuneration in relation to the fixed base salary.

Shareholders have not expressed any opinions regarding the previous remuneration guidelines.

Stockholm, April 2024
Betsson AB (publ)
Board of Directors

Audit

The audit of the annual financial statements is conducted in the January–February period, and the audit of the Annual and Sustainability Report takes place in March. A general audit is conducted in connection with the Company's interim report for the third quarter. In addition, audits of internal procedures and control systems are performed on an ongoing basis during the year and reported to the Group CFO, the Management Group and the Board. In addition to the audit assignment, Betsson has engaged PricewaterhouseCoopers AB for consultancy on VAT and tax issues, and for general accounting issues.

Internal audit

Betsson is committed to ongoing improvement of its operations. The online gaming industry is continuously exposed to a rapidly changing environment, such as changes in regulatory frameworks, seasonal variations, IT-related risks and currency fluctuations. In a changing world like ours, it is important that customers feel safe with the operating companies' games and payment solutions. That is why secure payment solutions permeate all of the Group's customer offerings. To ensure that the organisation and operations meet both external requirements and Betsson's internal regulations, Betsson has introduced a separate and independent internal audit function that constitutes the third line of defence. More

information about the three lines of defence can be found under the section Risks and risk management in the Annual and Sustainability Report.

The internal audit function reports to the Audit Committee, and the day-to-day internal audit work is carried out by audit firm EY with the support and guidance of the GRC function and the Vice President GRC.

Audit of external parties

The Group's procedures and processes must meet certain quality standards in order to obtain, maintain and renew gaming licences. This means that Betsson's operations are reviewed by several external parties such as regulatory authorities and industry bodies in addition to the internal audit function. The Malta Gaming Authority (MGA) is one of the regulators that scrutinises the business to ensure that the Group is compliant. Betsson's companies are also PCI DSS (Payment Card Industry Data Security Standard) certified for secure handling of card transactions, and the Group works with several major banks. This means that all credit card information is handled in accordance with current regulations, and that Betsson operates in compliance with the most stringent security standards as regards payments, withdrawals and deposits. The business has held accreditation to ISO 27001:2013 (the ISO standard for cybersecurity and information security) since

2019. The random number generator behind Betsson's marketed third-party games has been tested and approved by independent third parties including Itech Labs, Gaming Laboratories International (GLI), Quinel and eCogra.

System for internal control and risk management regarding financial reporting

In accordance with the Annual Accounts Act and the Code, the Board of Directors is to submit, on an annual basis, a description of the most important measures in the Company's system for internal control and risk management regarding financial reporting.

Control environment

The control environment is the basis for the internal control of the financial reporting. The Company's internal control structure is based, among other things, on a clear allocation of responsibilities and work assignments, both between the Board and the CEO and between the management and operational parts of the Group's activities. Policies and guidelines are assessed on a continuous basis by the management team and the Board, and are approved annually. Governance documents and process descriptions are communicated through established information and communication channels and have thus been made available and known to the staff concerned.

Risk assessment

The Company identifies, analyses and makes decisions on a continuous basis regarding the management of the risk of misstatement in the financial reporting. The Board deals with the outcome of the Company's processes for risk assessment and risk management, in order to ensure that these cover all significant areas, and identifies, when appropriate, any necessary measures to be implemented. The Company's largest operational risks relate to the fast-changing environment that characterises the gaming industry, including regulatory changes, seasonal variations, IT-related risks and currency fluctuations. Financial reporting may be affected by the risk of accrual errors in settlements with partners and the risk of valuation errors in the measurement of intangible assets.

Control measures

The Company establishes control measures annually based on risk assessments relating to prevention and detection measures and also to ensure that any errors are addressed. Betsson's financial reports are analysed and validated by the control function within the Company's finance function, and the financial reporting of subsidiaries and associated companies is analysed regularly. The Company also carried out acquisition analyses during the year following recent acquisitions. Intangible assets are assessed on a continuous basis against the return they generate, in order to ensure that the values reported in the Company's balance sheet are rendered correctly.

Follow-up

The Company's control functions continuously evaluate internal control in respect of financial reporting by monitoring and following up on the work of the finance function. Both Group management and the Board receive daily turnover reports and monthly income statements and cash flow reports, including the Group management's

comments on operational trends. The GRC function presents an annual Group-wide risk report to the Board on material and business-critical risks. This report is based on interviews with relevant risk owners. The GRC function also prepares quarterly updates of the risk report which are presented to the Audit Committee.

The financial situation of the Company and the Group is discussed at each ordinary meeting of the Board. The Company's auditor participates in the Board meetings at least once a year and shares any observations regarding practices and control systems. The Board re-evaluates the significant risk areas on an annual basis and assesses whether any adjustments or improvements to the internal control are required.

Information and communication

Betsson has an information policy and an insider policy adopted by the Board of Directors so as to ensure that external information is accurate, complete and timely. There are also financial risk management policies and internal information security guidelines. Betsson also has a global whistleblowing channel as well as a number of local whistleblowing channels, which are available to all employees on the intranet.

Internal communication from management to employees takes place via regular information meetings, for example. Another channel for information flows is the Company's intranet, where internal policies, guidelines, instructions and other details governing and supporting operations are published. All employees are given the opportunity to attend the Group's recurring internal All Hands Meetings in conjunction with the publication of quarterly reports.

Investor relations

Betsson's information to shareholders is provided via the Annual and Sustainability Report, interim reports, general meetings and press releases, and also on the Company's website. For Betsson, investor relations, financial communication and transparency are important for investors, analysts and other stakeholders to be able to make an objective assessment of the Company's financial development and position, and thus make well-informed decisions for their investments or in their work. The aim of this is to disseminate information about Betsson as a company by providing regular information to the capital markets and to increase interest in Betsson's shares, and to strive for a fair market valuation of the Company. Betsson has participated in a number of IR activities in 2023, such as seminars, investor meetings and various types of both physical and online presentation meetings.





Ski Classics
PRO TOUR

betsson



CAMPIONATO FEMENINO
YPF

AFA

YPF

GATORADE



Board of Directors



From left: Louise Nylén, Eva de Falck, Tristan Sjöberg, Pontus Lindwall, Johan Lundberg, Eva Leach and Peter Hamberg.

Johan Lundberg

Position: Chair of the Board, Chair of the Remuneration Committee and member of the Audit Committee.

Elected to the Board: 2018

Born: 1977

Residence: Stockholm, Sweden

Current assignments: Member of the Board at Ölands Bank, Loomis AB, Svolder AB, CoinShares International Ltd and NFT Ventures AB, as well as associated companies in the NFT Ventures sphere.

Work experience: Founder of NFT Ventures, which is one of Europe's leading fintech investors, and executive positions at companies such as MasterCard.

Qualifications: Master's degree from Stockholm University and MBA from Stockholm School of Economics

Independence: Independent in relation to the Company and its management, as well as to major shareholders.

Holdings in Betsson: 20,000 Class B shares.

Pontus Lindwall

Position: President and CEO, and Board member.

Elected to the Board: 2021

Born: 1965

Residence: Stockholm, Sweden

Current assignments: Member of the Board at Fibbl AB, Infrea AB, Mostphotos AB and Solportens Fastighets Aktiebolag.

Work experience: Many years of experience in the gaming industry (both offline and online gaming), in positions such as founder, CEO and Board member of NetEnt, CEO and Group President of Cherryföretagen. Member of the Directors of Betsson 2011–2018, Chairman of the Board 2011–2015 and 2016–2017. Employed in the Group since 1991.

Qualifications: MSc in Engineering from the Royal Institute of Technology (KTH), Stockholm.

Independence: Dependent in relation to the Company and its management and dependent in relation to major shareholders.

Holdings in Betsson: 915,000 A shares, 805,000 B shares and 664,000 call options. EUR 2,000,000 in the 2022/2025 bond and EUR 2,000,000 in the 2023/2026 bond.

Peter Hamberg

Position: Member of the Board and member of the Remuneration Committee.

Elected to the Board: 2021

Born: 1973

Residence: Ekerö, Sweden.

Current assignments: Member of the Board at Hamberg Förvaltning AB, Solporten Fastighets AB, ABG, Fastena Livsmedelsfastigheter AB and the holding companies Pamir Intressenter (A, B, D and E).

Work experience: Many years of experience in the gaming industry (both offline and online gaming), including as a Board member at game development company NetEnt between 2008 and 2020 and as Deputy Managing Director at gaming company Cherry Tivolito.

Qualifications: Bachelor's degree in International Business specialising in Finance from San Francisco State University.

Independence: Independent in relation to the Company and its management and dependent in relation to major shareholders.

Holdings in Betsson: 5,098,500 Class A shares and 729,700 Class B shares.

Louise Nylén

Position: Member of the Board and member of the Audit Committee.

Elected to the Board: 2022

Born: 1976

Residence: Nacka, Sweden.

Current assignments: CEO, Dignio AS.

Work experience: Many years of experience in senior positions, including as CEO of Dynamic Code AB, CMO and deputy CEO of Leo Vegas and CMO of Trustly.

Qualifications: Master's degree in Finance from Stockholm School of Economics.

Independence: Independent in relation to the Company and its management, as well as to major shareholders.

Holdings in Betsson: 2,225 Class B shares.

Eva Leach

Position: Member of the Board and member of the Remuneration Committee.

Elected to the Board: 2019

Born: 1980

Residence: Stockholm, Sweden

Current assignments: Consultant via Bowring AB, currently as COO for Iris.la.

Work experience: CMO at Sambla AB, COO at Lifesum AB, MD with responsibility for online sales at Lowcosttravelgroup, Head of Marketing at Holiday Autos and Senior Ecommerce Service Manager at Hilton Worldwide.

Qualifications: Bachelor of Economics from Halmstad University and the University of Lincoln, United Kingdom.

Independence: Independent in relation to the Company and its management, as well as to major shareholders.

Holdings in Betsson: 2,000 Class B shares.

Eva de Falck

Position: Member of the Board and Chairman of the Audit Committee.

Elected to the Board: 2022

Born: 1960

Residence: Stockholm, Sweden

Current assignments: Member of the Board and Chairman of the Board's Risk and Audit Committee at Skandiabanken AB, CEO and Chairman of the Board at de Falck Consulting AB, senior legal advisor at Team Olivia.

Work experience: More than 20 years of experience of senior positions in the financial industry, including as chief legal officer and business manager at Handelsbanken and as chief legal officer for Swedish banking services, group chief legal officer and member of group management at Swedbank. Formerly also Chairman of the Board at Ölands Bank, Tessin AB, and Board member at Sparbanken Rekarne, Swedbank Hypotek AB and Swedbank Asset Management Luxemburg SA

Qualifications: Bachelor of Laws (LL.M), Stockholm University. Business Administration and EU Law, Stockholm University.

Independence: Independent in relation to the Company and its management, as well as to major shareholders.

Holdings in Betsson: 925 Class B shares.

Tristan Sjöberg

Position: Board Member

Elected to the Board: 2022

Born: 1971

Residence: Singapore

Current assignments: Partner and co-owner at Knutsson Holdings AB. Chairman of the Board and CEO of TCSJOHNHUXLEY Group. Chairman of the Board at Crib Goch Investment Ltd. and Highclere Capital Pte Ltd. Member of the Board at Rose & Arrow Estate LLP, Knutsson Trotting Inc. and in subsidiaries within the TCSJOHNHUXLEY group.

Work experience: Many years of experience of the gaming industry, including as a Board member at International Gaming Operations Ltd and Sponsio Ltd.

Qualifications: MBA in Business Administration at the University of Oxford, PhD at the University of East Anglia and BA in Oceanography at the University of Wales.

Independence: Independent in relation to the Company and its management and dependent in relation to major shareholders.

Holdings in Betsson: 3,010,000 Class A shares and 3,720,000 Class B shares. EUR 500,000 in the 2022/2025 bond and EUR 500,000 in the 2023/2026 bond.

Auditor

Aleksander Lyckow
Authorised Public Accountant

Born: 1980

Residence: Älvsjö, Sweden.

Principal Auditor since: 2022



All stated holdings include holdings through companies and related parties, as at 31 December 2023.

Group Management



From left: Amandus Jabin, Martin Öhman, Pontus Lindwall, Fredric Lundén, Triin Toomemets-Krasnitski and Roland Glasfors.

Pontus Lindwall

Position: President and CEO, and Board member.

Born: 1965

Residence: Stockholm, Sweden

Current assignments: Member of the Board at Fibbl AB, Infrea AB, Mostphotos AB and Solportens Fastighets Aktiebolag.

Background: Many years of experience in the gaming industry in both offline and online gaming, for example founder, CEO and Board member of NetEnt, CEO and Group President of Cherryföretagen. Member of the Directors of Betsson 2011–2018, Chairman of the Board 2011–2015 and 2016–2017. Employed in the Group since 1991.

Qualifications: MSc in Engineering from the Royal Institute of Technology (KTH), Stockholm.

Holdings in Betsson: 915,000 A shares, 805,000 B shares and 664,000 call options. EUR 2,000,000 in the 2022/2025 bond and EUR 2,000,000 in the 2023/2026 bond.

Martin Öhman

Position: CFO

Born: 1976

Residence: Stockholm, Sweden

Other directorships: -

Background: Many years' experience from senior positions and extensive experience of M&A. Most recently CFO at Upplands Motor. Prior to that, CFO of the Handicare Group and CFO of Bactiguard. Employed in the Group since 2019.

Qualifications: MBA in accounting and finance from the School of Business, Economics and Statistics at Umeå University.

Holdings in Betsson: 7,130 Class B shares and 225,000 call options.

Amandus Jabin

Position: Vice President Global Tax

Born: 1977

Residence: Gävle, Sweden.

Other directorships: -

Background: Many years of experience in international tax and law, previously as advisor at PWC. Before that, also held a number of specialist and managerial roles at the Swedish Tax Agency. Employed in the Group since 2012.

Qualifications: Law and management at the Universities of Uppsala and Adelaide, Australia.

Holdings in Betsson: 160,000 call options.

Fredric Lundén

Position: Vice President Governance, Risk & Compliance (adjunct member of the management team)

Born: 1968

Residence: Stockholm, Sweden

Other directorships: -

Background: Several positions within SEB, including as head of the compliance function, compliance specialist and banking lawyer. He has also worked in the Legal Department of the Swedish Financial Supervisory Authority and as an Associate judge at Svea Court of Appeal. Employed in the Group since 2017.

Qualifications: Bachelor of Laws from Stockholm University. Associate judge at Svea Court of Appeal.

Holdings in Betsson: 30,000 call options.

Triin Toomemets-Krasnitski

Position: Vice President Legal

Born: 1977

Residence: Tallinn, Estonia.

Other directorships: -

Background: Chief Legal Officer at Nordic Gaming Group, which was acquired by Betsson in 2012. Former lawyer at the Sorainen law firm. Employed in the Group since 2012.

Qualifications: Bachelor of Laws from the University of Tartu and Master of Laws (LL.M.) in International Business Law from Central European University.

Holdings in Betsson: 5,889 Class B shares and 318,500 employee stock options.

Roland Glasfors

Position: Vice President Communications and Investor Relations

Born: 1975

Residence: Danderyd, Sweden.

Other directorships: -

Background: Many years of experience from senior positions in investment banking and investor relations. Most recently Head of IR at payment service provider Trustly, and prior to that Head of IR/Corporate Strategy at game development company NetEnt. Employed in the Group since 2022.

Qualifications: Master's degree in Finance from Stockholm School of Economics.

Holdings in Betsson: 24,500 Class B shares and 150,000 call options.

All stated holdings include holdings through companies and related parties, as at 31 December 2023.





The share and shareholders

Share structure

At the end of 2023, Betsson AB had 142,729,838 shares divided into 15,911,000 Class A shares, 121,571,405 Class B shares and 5,247,433 Class C shares. Each Class A share entitles the holder to ten votes, whilst each Class B share entitles the holder to one vote. Betsson's treasury shares amounted to 196,433 Class B shares and 5,247,433 Class C shares. These shares are held by the Company and are not represented at the Annual General Meeting.

Share split and redemption programme

The Annual General Meeting held on 10 May 2023 passed a resolution on an automatic redemption programme, which meant that EUR 59.7 (50.3) million, equivalent to EUR 0.436 (0.367) per share, was distributed to the Company's shareholders. This dividend was paid in two equal instalments: the first payment was made in the second quarter, and the second payment in the fourth quarter.

Bonus issue

Two bonus issues of EUR 4.7 million each were carried out in connection with the two redemption procedures that took place during the year, in order to restore the Company's share capital.

Ownership structure

At the end of 2023, Betsson AB had 27,446 (24,715) shareholders. Foreign ownership amounted to 56 (58) percent of the share capital and 40 (43) percent of the votes.

Share liquidity

155.5 (279.7) million shares were traded during the year, of which 84.7 (125.3) million shares were traded on the primary market, Nasdaq Stockholm. The average daily turnover was 647,956 (1,118,953) shares, of which 337,275 (495,375) shares were traded on the primary market, Nasdaq Stockholm.

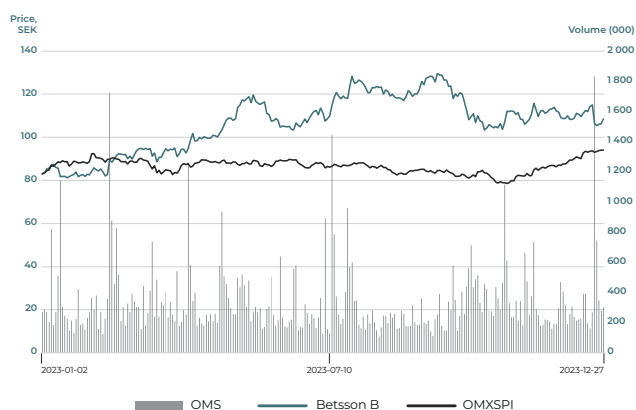
Share price development and turnover

The share price (last paid) at year-end was SEK 108.50 (84.77), equivalent to a market capitalisation of SEK 15.5 (12.1) billion. The share reached a high for 2023 of SEK 129.50 (85.70) on 14 September, while the low for the year was SEK 81.27 (45.56) on 18 January. The average share price during the year was SEK 105.52 (60.69).

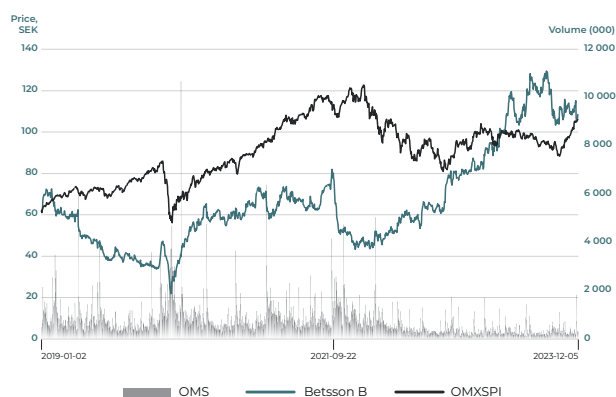
Dividend policy and proposed dividend

According to the dividend policy, it is the Board's ambition that the dividend paid to shareholders should amount to 50 percent of the Group's profit after tax, provided that an appropriate capital structure can be maintained. The dividend can be paid in one or more instalments via a cash transfer, an automatic redemption process or the repurchase of own shares. For 2023, the Board of Directors proposes a dividend to shareholders of EUR 0.645 (0.436) per share, corresponding to a total of EUR 88.5 (59.7) million. The Board proposes that the dividend to shareholders be executed through an automatic share redemption programme. The Board also proposes that the dividend be paid in two equal instalments; the first payment to be made in the second quarter of 2024 and the second payment in the fourth quarter of 2024, through two separate redemption procedures.

Share price development 2023



Share price development 2019–2023



Analysts covering Betsson

ABG Sundal Collier Oscar Rönnkvist
Carnegie Amar Galijasevic

DNB Martin Arnell
Pareto Securities Georg Attling

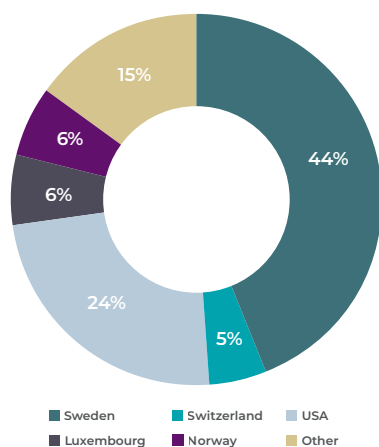
Major shareholders as per 31 December 2023

	Number of Class A shares	Number of B and C shares	Share of capital (%)	Share of votes (%)
Hamberg Förvaltning Aktiebolag	5,098,500	0	3.6 %	18.2 %
Lars Kling	3,431,000	605,000	2.8 %	12.4 %
Knutsson Holdings AB	3,010,000	3,490,000	4.6 %	12.0 %
Berit Lindwall	1,683,000	85,000	1.2 %	6.0 %
Provobis Holding AB	1,323,500	166,988	1.0 %	4.8 %
Pontus Lindwall	915,000	805,000	1.2 %	3.5 %
DnB NOR Asset Management	0	8,506,260	6.0 %	3.0 %
Fidelity Mutual Funds/Fidelity Institutional Asset Mgmt	0	8,410,545	5.9 %	3.0 %
Försäkringsaktiebolaget Avanza Pension	0	4,776,617	3.3 %	1.7 %
Ålandsbanken Abp (Finland), Swedish branch	0	4,288,269	3.0 %	1.5 %
Other owners	450,000	90,241,293	63.5 %	33.8 %
Total external owners	15,911,000	121,374,972	96.2 %	100.0 %
Betsson AB (of which 5,247,433 Class C shares)	0	5,443,866	3.8 %	
Total	15,911,000	126,818,838	100.0%	

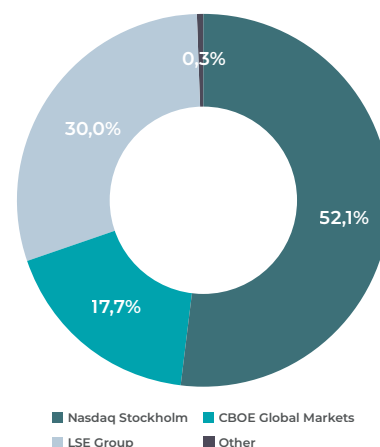
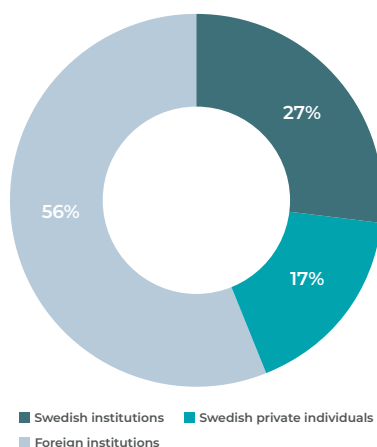
Share capital composition as per 31 December 2023

Class of share	Number of shares	Number of votes	Quota value	Euro
Shares, Class A – 10 votes per share	15,911,000	159,110,000	0.07	1,050,126
Shares, Class B – 1 vote per share	121,571,405	121,571,405	0.07	8,023,713
Shares, Class C – 1 vote per share	5,247,433	5,247,433	0.07	346,331
Total shares	142,729,838	285,928,838	0.07	9,420,169

Distribution of ownership as at 31 December 2023



Distribution of total trading in the share in 2023 by trading venue



Five-year summary

Amount in EUR million unless otherwise stated

	2023	2022	2021	2020	2019
Income Statement					
Revenue	948.2	777.2	657.7	609.3	488.5
Gross profit	631.8	504.4	425.6	391.1	323.7
Operating income	210.5	131.2	117.6	107.3	81.7
Profit/loss before tax	194.8	124.6	112.0	101.9	76.6
Income after tax	173.0	114.7	103.9	94.5	74.3

Balance Sheet					
Intangible fixed assets	717.2	596.2	572.9	530.2	500.2
Property, plant and equipment	9.9	8.1	6.6	7.1	7.1
Right-of-use assets	12.5	18.1	21.0	20.7	9.5
Financial fixed assets	16.9	19.6	24.0	1.8	1.3
Deferred tax receivables	9.0	8.1	1.1	3.4	4.8
Current receivables	197.7	200.3	176.0	174.1	153.1
Cash and cash equivalents	237.1	168.3	95.6	86.0	61.3
Total assets	1,200.1	1,018.7	897.2	823.4	737.4

Shareholders' Equity	759.2	647.8	568.7	504.4	469.5
Provisions	0.0	0.0	0.0	1.7	2.8
Interest-bearing non-current liabilities	186.7	112.1	15.7	111.9	97.8
Current liabilities	254.2	258.8	312.7	205.4	167.3
Total equity and liabilities	1,200.1	1,018.7	897.2	823.4	737.4

Cash Flow					
Cash flow from operating activities	230.4	178.7	143.6	132.0	108.6
Cash flow from investing activities	-159.0	-51.2	-71.6	-66.2	-27.7
Cash flow from financing activities	0.3	-54.7	-62.2	-40.8	-67.5
Total cash flow	71.7	72.8	9.8	25.0	13.5

Revenues per product					
Casino	672.0	514.7	477.1	466.4	362.4
Sportbook	267.0	250.7	172.2	135.7	119.5
Other	9.1	12.0	8.4	7.2	6.7
Total	948.2	777.2	657.7	609.3	488.5

Revenues per region					
Nordic countries	196.1	212.2	207.7	200.3	191.4
Western Europe	135.0	97.8	136.0	181.7	151.8
Central and Eastern Europe and Central Asia	399.8	278.7	212.1	166.6	115.4
Latin America	201.6	173.6	88.3	0.0	0.0
Rest of World	15.6	15.0	13.5	60.8	29.9
Total	948.2	777.2	657.7	609.3	488.5

	2023	2022	2021	2020	2019
Number of customers					
Number of registered customers (thousands)	29,674.5	26,815.7	23,307.0	19,618.0	15,115.0
Number of active customers (thousands)	1,204.5	1,246.1	1,031.0	852.9	666.1
Profitability and financial position					
Gross margin	66.6%	64.9%	64.7%	64.3%	66.3%
EBITDA margin	27.7%	22.2%	23.4%	23.2%	23.8%
Operating margin	22.2%	16.9%	17.9%	17.6%	16.7%
Profit margin	20.5%	16.0%	17.0%	16.7%	15.7%
Return on equity	25.2%	19.7%	19.9%	19.9%	16.5%
Return on total capital (%)	19.4%	14.1%	13.7%	13.7%	11.5%
Return on capital employed (%)	22.2%	18.6%	18.5%	18.1%	15.0%
Equity/assets ratio	63.3%	63.6%	63.0%	61.3%	63.7%
Net debt / EBITDA	-0.2	-0.4	0.0	0.1	0.2
Deposited amounts					
Customer deposits, all gaming solutions	5,018.2	3,667.2	2,991.2	2,651.7	1,874.7
Investments					
Investments	-40.5	-35.5	-32.1	-34.9	-25.0
Personnel					
Average number of employees	2,103	1,972	1,890	1,678	1,522
Number of employees at year-end	2,189	2,023	1,955	1,792	1,589
The share					
Number of shares outstanding at year-end	137,285,972	136,962,695	136,801,172	136,652,330	138,414,646
Number of treasury shares at year-end	5,443,866	5,767,143	5,928,666	7,840,908	6,078,592
Number of shares at year-end	142,729,838	142,729,838	142,729,838	144,493,238	144,493,238
Average number of shares outstanding	137,124,334	136,881,934	136,726,751	137,533,488	138,414,646
Average number of shares outstanding after dilution	137,124,334	136,881,934	136,726,751	137,533,488	138,414,646
Number of registered shareholders	27,446	24,715	26,003	24,430	25,421
Average share price (SEK)	105.52	60.69	69.60	56.10	60.22
Share price at year-end (SEK)	108.50	84.77	54.60	73.70	43.68
Market capitalisation at year-end (MSEK)	15,486.2	12,099.2	7,793.0	10,649.2	6,311.5
Earnings per share (EUR)	1.29	0.87	0.78	0.69	0.54
Earnings per share after dilution (EUR)	1.29	0.87	0.78	0.69	0.54
Equity per share (EUR)	5.61	4.74	4.16	3.69	3.39
Dividend or equivalent per share (EUR)*	0.645	0.436	0.367	0.365	0.278
Dividend amount (EUR million)*	88.5	59.7	50.3	50.0	38.0

* Proposed dividend for 2023

Consolidated income statements

Amounts in MEUR

	Note	2023	2022
Revenues	3, 4	948.2	777.2
Total		948.2	777.2
Costs of services provided	5	-316.4	-272.8
Gross profit		631.8	504.4
Operating expenses			
Work performed by the Company for its own use and capitalised		29.0	24.4
Marketing expenses		-127.2	-129.0
Personnel costs	7	-140.6	-119.0
Other external expenses	6	-126.5	-106.4
Depreciation and amortisation	8	-52.2	-41.2
Other operating income/expenses	9	-3.7	-2.0
Total operating expenses		-421.3	-373.2
Operating income		210.5	131.2
Net financial items	10		
Financial income		5.7	5.5
Financial expenses		-21.4	-12.1
Total net financial items		-15.7	-6.6
Profit/loss before tax		194.8	124.6
Income tax	13	-21.8	-9.9
Profit/loss for the year		173.0	114.7
Of which attributable to:			
- shareholders in the Parent Company		177.3	119.6
- non-controlling interests		-4.2	-4.9
Earnings per share in continuing operations			
Before dilution (EUR)	11	1.29	0.87
After dilution (EUR)	11	1.29	0.87
Proposed/paid dividend per share (EUR)	12	0.645	
Paid dividend per share (EUR)	12		0.436

Consolidated statements of comprehensive income

Amounts in MEUR

	Note	2023	2022
Net income for the period		173.0	114.7
Other comprehensive income			
Items that can subsequently be reversed in the income statement :			
Hedging of net investments in foreign currency		-10.2	3.0
Exchange rate differences on translation of foreign operations		7.2	7.9
Other comprehensive income for the period (after tax)		-3.0	10.9
Total comprehensive income for the period		170.0	125.6
Of which attributable to:			
- shareholders in the Parent Company		174.2	130.5
- non-controlling interests		-4.2	-4.9

Consolidated statements of financial position

Amounts in MEUR

Assets	Note	2023-12-31	2022-12-31
Non-current assets			
Intangible fixed assets	14	717.2	596.2
Property, plant and equipment	15	9.9	8.1
Right- of-use assets	15	12.5	18.1
Financial fixed assets	18	16.9	19.6
Deferred tax assets	13	9.0	8.1
Total Non-current assets		765.5	650.1
Current assets			
Tax assets	13	44.5	66.5
Other receivables	19	137.0	118.3
Prepaid expenses and accrued income	20	16.0	15.5
Cash and cash equivalents	21	237.1	168.3
Total current assets		434.6	368.6
Total assets		1 200.1	1 018.7
Equity and liabilities			
Shareholders' Equity			
Share capital	22	9.4	9.4
Other contributed capital		145.6	145.6
Reserves		22.6	27.6
Retained earnings including net income for the year		592.4	471.6
Non- controlling interests		-10.8	-6.4
Total equity		759.2	647.8
Non-current liabilities			
Deferred tax liabilities	13	12.2	3.2
Bond loan	23	173.1	98.6
Lease liabilities	15	1.4	10.3
Total non-current liabilities		186.7	112.1
Current liabilities			
Accounts payable		15.2	17.8
Tax liabilities	13	62.0	80.3
Other liabilities	24	93.7	91.0
Accrued expenses and deferred income	25	73.6	63.6
Lease liabilities	15	9.7	6.1
Total current liabilities		254.2	258.8
Total equity and liabilities		1,200.1	1,018.7

Consolidated cash flow statements

Amounts in MEUR

	2023	2022
Operating activities		
Profit/loss before taxes	194.8	124.6
Adjustments for items not included in cash flow		
Depreciation	52.2	41.2
Share-based remuneration	1.6	0.3
Unrealised currency effects	1.6	0.2
Other items	6.0	4.9
Paid company tax	-20.5	-9.8
Cash flow from operating activities before changes in working capital	235.7	161.4
Changes in working capital		
Changes in current receivables	-16.4	-21.6
Changes in current liabilities	11.0	38.9
Cash flow from operating activities	230.4	178.7
Investing activities		
Acquisition of intangible fixed assets	-38.0	-31.2
Acquisition of property, plant and equipment	-3.4	-4.3
Acquisition of shares in subsidiary companies	-109.6	-6.6
Acquisition of shares in associates		-0.9
Paid earn out	-8.0	-8.2
Cash flow from investing activities	-159.0	-51.2
Financing activities		
Share redemption programme	-59.7	-50.3
Lease payments	-6.2	-6.4
Loan associates	-8.5	-4.3
Raised bond loan	73.8	98.6
Bond redemption		-94.2
Premiums received for issued warrants	0.9	1.9
Cash flow from financing activities	0.3	-54.7
Change in cash and cash equivalents	71.7	72.8
Cash and cash equivalents at the beginning of the year	168.3	95.6
Exchange rate differences in cash and cash equivalents	-2.9	-0.1
Cash and cash equivalents at year-end	237.1	168.3
Additional information		
Interest paid during the year amounted to	-11.7	-6.3
Interest received during the year amounted to	2.8	0.9

Changes in equity for the Group

Amounts in MEUR

Equity attributable to the Equity holders of the Parent company					Retained earnings including net income for the year	Non-controlling interests	Total equity
	Share capital	Other contributed capital	Translation reserve				
Opening balance Shareholders' equity, 1st Jan 2022	9.4	143.7	16.6	402.1	-3.1	568.6	
Comprehensive income for the year 2022							
Profit/loss for the year				119.6	-4.9	114.7	
Hedging of net investments in foreign currency			3.0			3.0	
Exchange rate differences on translation of foreign operations			7.9			7.9	
Total comprehensive income for the period			11.0	119.6	-4.9	125.6	
Transactions with the Company's owners 2022							
Share redemption	-4.7			-45.6		-50.3	
Bonus issue	4.7			-4.7		0.0	
Employee stock options, value of employee services				0.3		0.3	
Premiums received for warrants		1.9				1.9	
Other non-controlling interest					1.6	1.6	
Closing balance Shareholders' equity, 2022-12-31	9.4	145.6	27.6	471.6	-6.4	647.8	
Opening balance Shareholders' equity, 1st Jan 2023	9.4	145.6	27.6	471.6	-6.4	647.8	
Comprehensive income for the year 2023							
Profit/loss for the year				177.3	-4.2	173.0	
Hedging of net investments in foreign currency				-10.2		-10.2	
Exchange rate differences on translation of foreign operations			-5.0	12.2		7.2	
Total comprehensive income for the period			-5.0	179.2	-4.2	170.0	
Transactions with the Company's owners 2023							
Share redemption	-4.7			-55.1		-59.7	
Bonus issue	4.7			-4.7		0.0	
Employee stock options, value of employee services				0.3		0.3	
Premiums received for warrants				1.0		1.0	
Other non-controlling interest					-0.2	-0.2	
Closing balance Shareholders' equity, 2023-12-31	9.4	145.6	22.6	592.4	-10.8	759.2	

Parent Company income statements

Amounts in MEUR

	Note	2023	2022
Revenues	3	2.7	2.9
Total		2.7	2.9
Operating expenses			
Personnel costs	7	-7.7	-6.1
Other external expenses	6	-3.9	-5.2
Depreciation	8	-0.1	-0.1
Other operating income/expenses	9		-0.5
Total operating expenses		-11.7	-11.9
Operating income		-9.0	-9.0
Financial items			
	10		
Income from participations in Group companies		140.3	123.4
Profit/loss from interests in Group companies, Group contributions		2.7	2.6
Interest income and similar items		1.5	4.1
Interest expenses and similar items		-12.3	-6.6
Total net financial items		132.1	123.5
Result after financial items		123.1	114.5
Profit/loss before tax			
		123.1	114.5
Income tax	13		4.1
Profit/loss for the year		123.1	118.6
Proposed/paid dividend per share EUR	12	0.645	0.436

Parent Company balance sheets

Amounts in MEUR

	Note	2023	2022
Assets			
Non-current assets			
Tangible fixed assets			
Property, plant and equipment	15	0.2	0.2
Total tangible fixed assets		0.2	0.2
Financial fixed assets			
Participations in Group companies	16, 17	598.0	598.3
Deferred tax receivables	13	5.1	5.2
Total financial fixed assets		603.1	603.5
Total non-current assets		603.3	603.7
Current assets			
Current receivables			
Receivables from Group companies	29	276.7	193.3
Tax assets	13	0.1	0.2
Other receivables	19	0.1	0.3
Prepaid expenses and accrued income	20	0.6	0.6
Total current receivables		277.5	194.3
Cash and bank balances	21	70.0	58.1
Total current assets		347.5	252.4
Total assets		950.8	856.1
Equity			
Restricted equity			
Share capital	22	9.4	9.4
Statutory reserve fund		25.2	25.2
Total restricted equity		34.6	34.6
Non-restricted equity			
Share premium reserve		118.8	118.8
Retained earnings		496.3	435.1
Profit/loss for the year		123.1	118.6
Total non-restricted equity		738.2	672.5
Total equity		772.8	707.1
Non-current liabilities			
Bond loan	23	173.1	98.6
Total non-current liabilities		173.1	98.6
Current liabilities			
Liabilities to Group companies	29	0.7	46.0
Other liabilities	24	0.8	1.8
Accrued expenses and deferred income	25	3.4	2.6
Total current liabilities		4.9	50.4
Total equity and liabilities		950.8	856.1

Parent Company cash flow statements

Amounts in MEUR

	2023	2022
Operating activities		
Profit/loss before taxes	123.1	114.5
Adjustments for items not included in cash flow		
Depreciation	0.1	0.1
Exchange differences and other items	0.4	-3.7
Cash flow from operating activities before changes in working capital	123.6	110.6
Changes in working capital		
Changes in current receivables	-83.2	-72.5
Changes in current liabilities	-45.5	31.0
Cash flow from operating activities	-5.1	69.1
Investing activities		
Cash flow from investing activities	0.0	0.0
Financing activities		
Share redemption	-59.7	-50.3
Premiums received for issued warrants	2.3	1.9
Raised bond loan	74.5	98.6
Bond redemption		-94.2
Cash flow from financing activities	17.0	-44.0
Change in cash and cash equivalents	11.9	25.1
Cash and cash equivalents at the beginning of the year	58.1	33.0
Cash and cash equivalents at year-end	70.0	58.1
Additional information		
Interest paid during the year amounted to	-11.5	-6.0
Interest received during the year amounted to	0.5	0.2

Changes in equity for the parent company

Amounts in EUR millions

	Restricted equity		Non-restricted equity			Total Equity
	Share capital	Statutory reserve fund	Share premium reserve	Retained Earnings	Profit for the year	
Opening balance Shareholders' equity, 1 Jan 2022	9.4	25.2	118.8	356.5	127.0	636.9
Appropriation according to AGM				127.0	-127.0	0.0
Share redemption	-4.3			-45.9		-50.3
Bonus issue	4.3			-4.3		0.0
Received payment - warrants issued				1.9		1.9
Group contributions					2.6	2.6
Profit/loss for the year, excl, Group contributions					116.0	116.0
Closing balance Shareholders' equity, 31 Dec 2022	9.4	25.2	118.8	435.1	118.6	707.1
Opening balance Shareholders' equity, 1 Jan 2023	9.4	25.2	118.8	435.1	118.6	707.1
Appropriation according to AGM				118.6	-118.6	0.0
Share redemption	-4.7			-55.1		-59.7
Bonus issue	4.7			-4.7		0.0
Received payment - warrants issued				2.3		2.3
Group contributions					2.7	2.7
Profit/loss for the year, excl, Group contributions					120.5	120.5
Closing balance Shareholders' equity, 31 Dec 2023	9.4	25.2	118.8	496.2	123.1	772.8

Notes

Note 1. General information

Betsson AB (parent company, corporate identity number 556090-4251) conducts gaming operations over the internet through its subsidiaries. Business activities are primarily operated via companies in Sweden, Malta and Gibraltar. The parent company is a limited company with registered address in Stockholm. The address of the Company's registered office is Regeringsgatan 28, 111 53 Stockholm. The parent company is listed on Nasdaq Stockholm Large Cap. These consolidated financial statements were approved by the Board for publication on 27 March, 2024. All amounts stated in these Notes are in euro thousand, unless stated otherwise.

Note 2. Summary of important accounting and valuation principles

The most important accounting principles applied in these consolidated financial statements are described below. These principles have been applied consistently for all years presented, unless stated otherwise.

Basis of preparation

The consolidated financial statements have been prepared in accordance with the Swedish Annual Accounts Act, RFR 1 Supplementary Accounting Regulations for Groups, and International Financial Reporting Standards (IFRS) and IFRIC interpretations as adopted by the EU. The accounts have been prepared using the cost method except for financial assets and liabilities (including derivative instruments), which have been measured at fair value through profit and loss.

The parent company has prepared its annual report according to the Swedish Annual Accounts Act and RFR 2 Accounting for Legal Entities. RFR implies that the Parent Company, in its annual report for the legal entity, will apply all IFRS statements as adopted by the EU, as far as possible within the framework of the Swedish Annual Accounts Act, and taking into account the correlation between accounting and taxation. Any differences between the Parent Company's annual financial statements and the consolidated financial statements relate mainly to the presentation of the income statements and the balance sheets, which, for the Parent Company, follow the format stipulated in the Swedish Annual Accounts Act.

New standards, amendments and interpretations

A number of new or amended IFRS that come into force in the coming financial years have not been applied early in the preparation of these financial reports.

New and amended IFRS as applied by the Group

A number of new and amended accounting standards were introduced effective 1 January 2023 and applied by the Group from this date. The most significant changes are described briefly below.

IAS 1 Presentation of Financial Statements

As of 2023, Betsson applies the amendment to IAS 1, which means that companies must disclose their

significant accounting policies. The change means that the note regarding the Group's accounting principles in some parts has been abbreviated or in some cases clarified.

IAS 12 Income Taxes

Deferred tax must be recognised on all temporary differences, with the exception of temporary differences that arise on the initial recognition of an asset or liability. An amendment to IAS 12 applicable from 2023 clarifies that this exemption does not apply to the recognition of transactions that simultaneously give rise to both an asset and a liability, such as when accounting for right-of-use assets and lease liabilities. For Betsson, the change will have no effect on the financial statements.

In May 2023, further amendments were published to IAS 12 Income taxes. The amendments entered into force retroactively from 1 January 2023 and clarify that IAS 12 applies to income taxes based on the OECD Pillar 2 Model Rules. At the same time, a temporary, mandatory exemption from the rules on accounting for deferred tax was introduced with respect to such tax. The implication is that a company may neither recognise nor disclose deferred tax assets and liabilities relating to income taxes under Pillar 2. Pillar 2 legislation is applicable from 1 January 2024 in Sweden, where Betsson AB has its registered office. According to the legislation, the Group is liable to pay an additional tax on the difference between the effective tax rate calculated according to the rules of Global Anti-Base Erosion (GloBE rules) and the minimum tax rate of 15%. Historically, the Group has had a significant share of its income from low-taxed markets, such as Malta. In recent years, the Group has expanded its operations and added local companies in more highly taxed jurisdictions, such as Belgium. This, combined with Pillar-2's additional tax, will result in a significantly higher total corporate tax for the Group as of January 2024.

Applied basis of valuation and classification

The Parent Company's functional currency is euro which is also the reporting currency of the Parent Company and the Group. All amounts are rounded up/down to the nearest thousand, unless stated otherwise.

Assets and liabilities are reported at acquisition cost, except for certain financial instruments which are reported at fair value. Financial assets and liabilities reported at fair value consist of financial instruments classified as financial assets measured at fair value through profit and loss.

Assets are classified as current assets if they are expected to be sold or are intended for sale or consumption during the Company's normal operating cycle, if they are held primarily for trading purposes, if they are expected to be realised within twelve months, or if they comprise cash and cash equivalents. All other assets are classified as fixed assets.

Liabilities are classified as current liabilities if they are expected to be settled during the Company's normal operating cycle, if they are held primarily for trading

purposes, if they are expected to be settled within twelve months or if the Company does not have an unconditional right to defer settlement of the liability for at least twelve months after the closing date. All other liabilities are classified as non-current liabilities.

Estimations and assumptions in the financial statements

In order to prepare financial statements in accordance with IFRS, the application of various important estimations and assumptions for accounting purposes is required. Management is also required to make assessments regarding the application of the Group's accounting principles. The areas including a high degree of assessment, which are complex, or in which estimations and assumptions are of material importance for the consolidated financial statements, include assumptions regarding the impairment testing of goodwill and brand. See Note 14.

Basis for consolidation

The consolidated financial statements include the parent company and companies in which the parent company, directly or indirectly, holds more than fifty percent of the voting rights or otherwise exercises a controlling interest.

The consolidated financial statements have been prepared in accordance with the purchase method, which means that the parent company indirectly acquires the subsidiary company's assets and assumes its liabilities. The difference between the purchase consideration and the fair value of the acquired identifiable net assets on acquisition date represents the cost of goodwill, which is recognised as an asset in the balance sheet. If the difference is negative, it is reported as revenue in the income statement. Costs related to acquisitions are expensed as they arise.

Subsidiaries are all companies over which the Group exercises a controlling influence. The Group is considered to exercise control over a company when it is exposed or entitled to variable returns on the basis of its participation in the Company and is able to impact this return through its influence in the Company.

Subsidiaries are included in the consolidated financial statements with effect from the day controlling interest is transferred to the Group. They are excluded in the consolidated financial statements with effect from the day controlling interest expires. Revenues, expenses, assets and liabilities which are attributable to subsidiaries are included in the consolidated financial statements from the date on which control is assumed and until the date on which such control is relinquished. Intra-Group receivables and liabilities, and transactions between Group companies, with associated gains, are eliminated in full.

Associated companies

Associated companies are those companies in which the Group has a significant but non-controlling interest, which generally applies to shareholdings between 20 and 50 percent of the votes. Holdings in associated companies are reported using the equity method.

According to the equity method, holdings in associated companies and joint ventures are initially recognised in the consolidated balance sheet at acquisition cost.

The carrying amount is then increased or decreased to take into account the Group's share of income and other comprehensive income from its associated companies and joint ventures after the acquisition date. The Group's share of profit is included in the Group's profit or loss and the Group's share of other comprehensive income is included in other comprehensive income in the Group. Dividends from associated companies and joint ventures are reported as a decrease in the carrying amount of the investment.

When the Group's share of the losses of an associate or joint venture is equal to or exceeds the interest in that associate or joint venture (including all long-term receivables that are in reality part of the Group's net investment in that associate or joint venture), the Group does not recognise any further losses unless the Group has assumed obligations or has made payments on behalf of the associate or joint venture.

Unrealized gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's holdings in associates and joint ventures. Unrealized losses are also eliminated unless the transaction is an indication of impairment of the asset being transferred. The accounting principles for associates and joint ventures have been adjusted as necessary to ensure consistency with the Group's accounting policies. The carrying amount of the investment recognized in equity is impairment tested in accordance with the principles described in Note 18.

Reporting per segment

The Group's operations are reported on the basis of one single operating segment, in accordance with the definition of an operating segment as stated in the applicable accounting principles. The basis applied for identifying operating segments for which separate reports can be prepared is the internal reporting presented to and followed-up on by the Group's most senior executive decision-making body, which is, in Betsson AB's case, the CEO. The CEO monitors operating income for the entire operations as one operating segment in a matrix organisation.

Foreign currencies Receivables and liabilities in foreign currencies

Receivables and liabilities in foreign currencies are valued at the closing rate of exchange. Exchange rate differences arising on translation are recognised in the income statement.

Translation of foreign operations

Operations with a functional currency other than euro are translated into euro through the translation of all assets, provisions and other liabilities at the closing rate and the translation of all items in the income statement at the average exchange rate. Translation differences are reported in other comprehensive income.

On the disposal of a foreign entity, the accumulated translation differences attributable to the business are realised in the consolidated income statement after deduction of any hedging agreements.

Revenues

Invoiced license revenue for the technical platform provided and revenue from the Group's gaming operations are recognized as revenue. Also included are marginal, non-game-related, revenue from services sold. Gaming transactions where the company's revenue consists of a commission, fixed profit percentage or similar are reported net after deductions for players' winnings, bonuses, jackpot contributions and costs for loyalty programs are taken after the transaction has been completed. This applies to poker, casino, lottery tickets, bingo and gambling. Revenue from gaming transactions where the company takes open positions against the player is reported net of deducting the players' winnings, bonuses and loyalty programs. The revenue reported in this way refers to the Sportsbook and is taken after the transaction is completed.

Revenues attributable to gaming transactions in which the Company assumes an open position against the player are reported net after deduction of player winnings, bonuses and loyalty programs. The revenues reported in this manner refer to Sportsbook.

The part of the revenue that is allocated for customers' bonus points in Betsson's loyalty program is only recognized when the customer uses the points. License revenues to external gaming operators are based on the use of the technical platform and other software provided. License revenue is invoiced and recognized when usage occurs. The transaction price is variable and is based on gaming revenue that is measured monthly. Invoiced amounts normally have payment terms of 60 days from the invoice date.

In the case of "fixed odds betting", this is reported as a financial instrument under IFRS 9.

Revenue from sold services is reported excluding VAT and discounts, as well as after elimination of intra-group sales. Sold services include consultancy, rental and management income. The majority pertains to intra-group sales from the parent company to subsidiaries. External revenues from services sold are only marginal.

Cost of services provided

Cost of services provided refers to expenditure within the gaming operations for gaming taxes, licensing fees to game providers, costs for payment services via bank and credit cards for deposited bets and payment of winnings and costs for fraud.

Regarding games reported as financial instruments, the cost of gaming taxes and licensing fees which are calculated based on the outcome of the game are deducted from the revenue reported from the game.

The cost of goods sold also includes commission to partners and affiliates. Payment to partners and affiliates is volume-related and reflects the volume of the end customers' mediated gaming transactions.

Gross profit

Betsson recognises revenues as the result arising from transactions with end customers, namely, the players. At this level, success in the games themselves can be measured. The gross profit also includes profits from transactions with third parties, i.e. partners, affiliates, game

suppliers and payment service suppliers. Betsson's success in negotiating with suppliers can be measured.

Gross profit from the Group's gaming operations consists of the net amount of deposited bets and paid out winnings after deductions for bonuses, jackpot contributions, loyalty programmes, gaming taxes, licensing fees to game suppliers, commission to partners and affiliates, net income/expense for payment services via banks and bank cards for payment of winnings and costs for fraud (unapproved payment transactions).

Marketing expenses

This item includes external costs for production and distribution of marketing in different media.

Leases

With effect from 1 January 2019, the Group's lease contracts are reported in accordance with IFRS 16. In accordance with the accounting policy, a lessee recognises a right-of-use asset that represents a right to use the underlying asset, over a specific period of time, and a liability that represents an obligation to pay lease payments.

The cost of the leases is recognized as a depreciation of the right-of-use asset and as an interest expense on the lease liability. See Note 15 for the effects on the financial statements.

Lease liabilities are measured on an ongoing basis at the present value of the remaining lease payments, discounted by the incremental borrowing rate for a corresponding asset on similar terms. The right-of-use asset is amortised on a straight-line basis until the end of the lease term. Lease liabilities are revalued if future lease payments change as a result of, among other things, changes in the index or price. When revaluation is carried out in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset.

The majority of the leases in the Group relate to the leasing of office properties. Normally, the leases run for a 3-year period and with a possible extension option. If the Group is reasonably confident that it will exercise an extension option, lease payments for this extension period will be included in the valuation of the liability. Leases are negotiated individually in the Group and may contain various terms and conditions. The Group makes use of the exemption in IFRS 16 where it is allowed to expense leases with short maturities (for 12 months) and leases at low value.

Share-based remunerations

Performance-based share savings program

The Group has a number of share-based remuneration plans where settlement is made with shares and where the company receives services from employees as consideration for the Group's equity instruments. The Group has a performance-based share saving program where the participants can receive performance shares free of charge. In order to be allotted performance shares, in addition to fulfilling certain performance-based targets, the participant must remain in employment throughout the three-year vesting period.

The fair value per performance share is determined at the time of the agreement on the program. The number of performance shares that are expected to be vested, together with the fair value per share, forms the basis for the total cost reported over the three-year vesting period. The cost is accrued on a straight-line basis over the vesting period and is updated at each reporting date with respect to the expected number of shares vested, related to the terms of service and performance. Since it is a program related to shareholders' equity, the cost is recognized as personnel expense with a corresponding booking in retained earnings.

The cost of social security contributions on the incentive program is reported in the same way, but counter-booking is made as a liability instead of in shareholders' equity and with ongoing revaluation based on the fair value of the shares at each reporting date.

Call and employee stock option programs

The Group has two share-based remuneration plans, 2022/2025 and 2021/2024, where the settlement is made with shares and where the company receives services from employees as consideration for the Group's equity instruments (options).

The fair value of the service entitling employees to be granted options is expensed. The total amount to be expensed is based on the fair value of the options allotted, excluding any impact from non-market service and earnings conditions for vesting (e.g. profitability, targets for sales increases and that the employee remains in the Company's service for a specified period of time). Non-market vesting conditions are taken into account in the assumption of how many options are expected to vest. The total amount to be expensed is reported distributed over the vesting period, which is the period during which all of the specified vesting conditions must be met. Each balance sheet date, the company reassesses its estimates of how many shares are expected to vest based on the non-market vesting conditions. Any deviation from the original assessments resulting from the reassessment is reported in the income statement and corresponding adjustments are made in equity.

Payments received, after deduction of any directly attributable transaction costs, are credited to the share capital (quota value) and other contributed capital when the options are exercised.

Pension costs

Group payments concerning defined-contribution pension plans are expensed during the period in which the employee renders the services to which the contribution relates.

Commitments for retirement pensions and family pensions for salaried employees in Sweden are secured through insurance cover with Alecta. According to a statement by the Swedish Financial Reporting Board, UFR 10, this is a defined-benefit plan involving several employers.

For the financial year 2023 and earlier, the Group has not had access to information enabling it to report its proportional share of the plan's obligations plan assets

and expenses, implying that it has been impossible to report this plan as a defined-benefit plan. The ITP pension plan that is secured through insurance in Alecta is, consequently, reported as a defined-contribution plan. The premium for the defined-contribution plan is individual and is determined on the basis of, among other things, the age, salary and previous earned pension of the insured. Expected fees for the next reporting period for pension insurance secured with Alecta amount to SEK 290 thousand euro. The Group's share of the plan is immaterial. The collective funding ratio consists of the market value of Alecta's assets as a percentage of insurance undertakings calculated according to Alecta's actuarial assumptions, which do not comply with IAS 19. The collective funding ratio is normally allowed to vary between 125 and 155 percent. If Alecta's collective funding ratio is less than 125 percent or greater than 155 percent, measures shall be taken in order to create the conditions for the funding ratio to return to the normal range. In the event that the collective funding ratio exceeds 155 percent, Alecta's surplus may be distributed to the policyholders and/or the insured. However, Alecta implements premium reductions to avoid a surplus arising.

At the end of 2023, Alecta's surplus of the collective funding ratio amounted to 175 (172) percent.

Other operating income/expenses

Effects of secondary activities conducted within the course of ordinary operations concerning operating receivables and liabilities are reported as other operating income/-expenses. These include, primarily, realised and unrealised exchange rate gains and losses on operations and gains and losses from sales and disposals of non-current assets or businesses.

Taxes

Income tax

Tax reported in the income statement comprises current tax and deferred tax. Current tax consists of tax to be paid or received during the current year. This amount also includes the adjustment of current tax attributable to prior periods. Taxes are reported in the income statement, except when the tax relates to items reported in Other comprehensive income or directly in shareholders' equity.

Deferred tax is calculated, using the balance sheet method, based on temporary differences between the reported and fiscal values of assets and liabilities by applying the tax rates and tax rules that have been determined or announced as of balance day.

Temporary differences are not taken into consideration in consolidated goodwill, nor are temporary differences attributable to participations in subsidiaries and associated companies, which are not expected to be taxed in the foreseeable future.

Deferred tax assets on deductible temporary differences and tax loss carry forwards are reported to the extent that it is probable that these will be utilized and will result in lower tax payments in the future.

Gaming tax

Gaming related taxes are reported as Cost of services provided and included in Operating Income.

Financial instruments

Recognition and measurement of financial instruments

Financial assets are recognised on trade date, being the date on which the group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognized when the obligation is satisfied, cancelled or has expired.

Financial instruments are initially recognised at acquisition cost, equivalent to the instrument's fair value including transaction costs, except financial instruments measured at fair value through profit and loss, for which transaction costs are written off immediately. The subsequent accounting treatment depends on the manner in which the instruments have been classified according to the definitions below. The classification depends on the purpose for which the financial instruments were acquired or incurred.

Classification and subsequent measurement Financial assets measured at amortized cost

All of the Groups financial assets are classified as subsequently measured at amortised cost. Assets recorded at amortized cost include trade receivables, other receivables and cash and cash equivalents. Accounts receivables are recorded in the amounts that are expected to be received after deductions for estimated, undiscounted bad debts. The impairment of accounts receivable and recovered write downs is reported in operating expenses.

Financial liabilities measured at amortized cost

Financial liabilities measured at amortized cost include borrowings, accounts payables and other liabilities. Financial liabilities are initially recognised at fair value including transaction costs and subsequently measured at amortised cost using the effective interest method.

Outstanding bets in the games in which Betsson assumes open positions against the players are expensed (i.e. no profits are reported from games which have not been concluded as per the balance sheet date) and are included in the financial liabilities at acquisition cost.

Financial assets and liabilities measured at fair value

The fair values of financial assets and liabilities have been calculated based on market value, where possible. The fair values of interest-bearing financial assets and liabilities that are not derivatives are calculated based on future cash flows of principal and interest according to the effective interest method.

Financial assets and liabilities, in the form of derivatives, are recognised at fair value in the income statement in cases in which hedge accounting is not applied. The earnings effects for the games that are classified as derivatives are reported in revenues in the income statement, whilst other derivatives' earnings effects are reported as other operating income and other operating expenses.

Intangible fixed assets

The online gaming market is expected to grow for a considerable time, and goodwill and brands are expected to have an indefinite useful lifetime and are not subject to annual amortization. These assets are assessed as having a useful life for which no expiry date has been determined and the value of these assets remains unchanged, as long as the anticipated discounted net inflow from the intangible assets is equal to or greater than the assets' respective carrying values. Tests are conducted annually to identify any possible impairment requirement and, if such a requirement is identified, the asset's value is reduced by accumulated impairment.

Development expenditure and other intangible fixed assets

Development expenditure is recognized as an asset on the balance sheet when the criteria set out in IAS 38 are met. Capitalized work on own account refers to the period's direct expenses for salaries, other personnel-related costs and purchased services, as well as indirect costs attributable to development projects that have been recognized as assets in the balance sheet.

In cases where no internally generated intangible asset can be recognized, development costs are recognized as an expense in the period in which they are incurred. Only costs incurred in the development phase of online gaming products, systems, platforms and their integration as well as payment solutions are capitalized. The asset is recognized from the time the decision has been made to complete each project and the conditions for doing so are in place. The carrying amount includes expenditure on materials, purchased services, direct expenditure on wages and salaries and indirect expenses that can be allocated to the asset in a reasonable and consistent manner. Development costs are reported at cost less accumulated depreciation and amortization. Other intangible assets are recognized in the balance sheet at cost less accumulated depreciation and impairment.

Valuation of the intangible assets' ability to generate income is carried out on an ongoing basis in order to identify any need for impairment. Costs for the maintenance of games, gaming systems and gaming platforms are expensed when they are incurred.

Property, plant and equipment

Property, plant and equipment are reported at cost after deductions for accumulated depreciation and any impairment. Repairs and maintenance are expensed as they arise.

Depreciation/amortisation and impairment

Depreciation/amortisation is based on the original cost reduced by estimated residual value, taking into account prior impairment. Depreciation/amortisation is applied on a straight-line basis over the asset's estimated useful life.

The following useful lifetimes are applied:

Brands, domain names	indefinite
Customer databases	2–3 years
Capitalised development expenditure for games, gaming systems and gaming platforms	max 3 years
Office equipment and -fittings	5–7 years
Servers and similar	5 years
Other hardware	5 years
Computer within technology and development	expensed directly
Vehicles	3–5 years

The assessment of an asset's residual value and useful life are reviewed on an annual basis.

If there are any indications that tangible or intangible fixed assets have an exceedingly high carrying value, an analysis is undertaken in which the specific type of the asset, or naturally related types of assets, is determined as either the net realisable value or the value in use, whichever is the higher. Value in use is measured as the expected future discounted cash flow. Intangible assets which are not yet ready for use or sale are tested annually for impairment, regardless of whether there is an indication of a decrease in value.

Any impairment consists of the difference between the carrying value and the recoverable amount. Impairment is reversed when it is no longer justified. Such reversals are recognised at a maximum value, not to exceed the book value that would have been reported, with deduction for depreciation, if no impairment had taken place. Goodwill impairments are not reversed.

Cash and cash equivalents

Cash and cash equivalents consist of cash and immediately available balances at banks and similar institutions plus short-term liquid investments maturing less than three months from acquisition date and which are subject only to an insignificant risk of value fluctuations.

Borrowing

Borrowing is initially reported at fair value, net after transaction costs. Borrowing is thereafter reported at accrued cost and any difference between the received amount and the repayment amount is reported in the income statement distributed over the loan period, with application of the effective interest method. Charges for loan facilities are reported as transaction costs for borrowing to the extent it is likely that parts of or the entire credit margin will be utilized. In such cases, the charge is reported when the credit margin is utilized. When there is no evidence that it is likely that parts of or the entire credit margin will be utilized, the charge is reported as an advance payment for financial services and is distributed over the applicable loan commitment's duration.

Accounts payable

Accounts payable are obligations to pay for goods or services acquired in the normal course of operations from suppliers. Accounts payable are classified as current liabilities if they fall due for payment within one year or earlier (or during the normal operational cycles, whichever is longer). If these conditions are not met, they are classified as non-current liabilities.

Accounts payable are initially reported at fair value and, subsequently, at amortised cost using the effective interest method.

Accounting principles for the Parent Company

The parent company applies the same principles as the Group, except that the Parent Company accounts are prepared in accordance with RFR 2. Accounting for legal entities and Swedish Financial Reporting Board statements.

The differences between the Group's and the Parent Company's accounting principles are justified by the constraints imposed by the Swedish Annual Accounts Act on the application of IFRS in the Parent Company and the taxation regulation permitting different accounting for legal entities than for the Group.

Group contributions and shareholder contributions

Group contributions and shareholder contributions are reported in accordance with a statement issued by the Swedish Financial Reporting Board, RFR2. Shareholder contributions are recognised directly against shareholders' equity by the recipient and are capitalized as shares and participations by the provider to the extent that no impairment is necessary. The Parent Company applies the main rule in RFR 2, and accounts for received group contributions as a financial income. Group contributions made from parent company to subsidiaries is accounted for an increase in participations.

Group companies

Participations in Group companies are reported in the Parent Company at cost, less any impairment. The values of subsidiaries are re-assessed when there is an indication of impairment. Dividends received from subsidiaries are reported as financial income. Transaction costs associated with the acquisition of companies is reported as part of the cost. Contingent purchase consideration is reported as part of the cost if it is likely to be required. If, in subsequent periods, it becomes evident that the initial assessment is in need of revision, then the cost must be adjusted.

Division into restricted and non-restricted equity

In the Parent Company's balance sheet, equity is classified as either restricted or non-restricted equity in accordance with the Swedish Annual Accounts Act.

Untaxed reserves and balance sheet appropriations

In the Parent Company, due to the relationship between accounting and taxation, deferred tax liabilities on untaxed reserves are reported as part of untaxed reserve.

Note 3. Revenues

	Group		Parent Company	
	2023	2022	2023	2022
Gaming operations	704,338	625,567		
Licensing revenues	243,820	151,655		
Consultancy, management			965	1,021
Rental fees and office services			1,767	1,846
Total	948,157	777,222	2,732	2,867

Note 4. Revenues per product and region

Segment Information

The Group's operations are reported as one single operating segment, in accordance with the definition of an operating segment. The basis applied for identifying operating segments for which separate reports can be prepared is the internal reporting presented to and followed-up on by the Group's most senior executive decision-making body, which is, in Betsson AB's case, the CEO. The CEO monitors operating income for the entire operations as one operating segment.

Betsson's operational organization is divided into geographical areas and product categories. This specification is shown in the five-year summary. See financial tables on pages 70–71.

The CEO evaluates the operations based on revenue. Revenue from Group operational units consist of invoiced licenses for the provision of a technology platform and net of gaming stakes received and gaming winnings paid. Betsson operates an integrated business model and, does not allocate assets and liabilities according to customer category, geographical region or product category.

Betsson AB, which has its registered office in Sweden, has no external revenues in Sweden. The distribution of revenue in the Group is shown in Note 3 and the table below. Of the Group's non-current assets, 5,33 (3,26) percent are attributable to Sweden.

The Group's largest subsidiary is based in Malta, where the majority of employees in the Group work. In terms of license and operational activities, Malta accounted for 76 (81) percent of Group revenue during the year.

The B2B operations accounted for 26 (19) percent of Group revenue during the year. One of the Group's oldest and largest B2B customers is Real Entertainment Ltd. The Group's ambition is to increase future revenue from other B2B customers.

Group	2023	2022
Revenues per product, MEUR		
Casino	672	515
Sportbook	267	251
Other products	9	12
Total	948	777

Revenues per region, MEUR*	2023	2022
Nordic countries	196	212
Latin America	202	174
Western Europe	135	98
Central & Eastern Europe and Central Asia	400	279
Rest of the world	16	15
Total	948	777

* These figures serve as an indication of the end users' residence.

Note 5. Cost of services provided

	Group	
	2023	2022
Licence fees	83,096	74,164
Betting duties	95,533	61,903
Affiliate and commission-based marketing	34,757	34,424
Other cost of services provided	102,995	102,346
Total	316,381	272,837

Not 6. Auditors' fees

The following remuneration has been paid to auditors and auditing companies for auditing and other review procedures undertaken according to relevant legislation, and for the provision of advisory services and other assistance arising as a result of observations made during the audit. Remuneration has also been paid for other independent advisory services, relating primarily to on-going tax consultations, and advice on accounting issues.

	Group		Parent Company	
	2023	2022	2023	2022
Audit assignment				
PricewaterhouseCoopers*	595	560	113	119
Other auditing firms	127	124		
Audit activities other than the audit assignment				
PricewaterhouseCoopers	53	83	27	41
Other auditing firms				
Tax advisory services				
PricewaterhouseCoopers	87	58	7	8
Other auditing firms	11	41		7
Valuation services				
PricewaterhouseCoopers				
Other auditing firms				
Other services				
PricewaterhouseCoopers	27	40		
Other auditing firms	108	268		121
Total	1,008	1,174	147	296

*Other services primarily concern acquisition related services and internal audit.

*Of the Group's remuneration for the Audit assignment, 113 (119) thousand euro refers to PwC Sweden.

Note 7. Employees, salaries and fees

Number of employees	2023		2022	
	Total	of whom women	Total	of whom women
Parent Company				
Sweden	16	51 %	15	54 %
Total Parent Company	16	51 %	15	54 %
Subsidiaries				
Malta	1,192	34 %	1,158	34 %
Georgia	292	43 %	329	44 %
Sweden	102	20 %	95	21 %
Hungary	99	16 %	92	16 %
Estonia	94	30 %	77	38 %
Lithuania	91	37 %	74	64 %
Greece	78	17 %	23	22 %
Columbia	53	50 %	38	40 %
Croatia	20	61 %	13	55 %
Argentina	19	30 %	2	0 %
Brazil	13	35 %	10	50 %
Kenya	7	40 %	23	4 %
USA	6	30 %	4	24 %
Latvia	5	11 %	3	0 %
Serbia	5	59 %	0	0 %
Gibraltar	4	52 %	5	21 %
Belgium	4	23 %	0	0 %

Note 7 continues on the next page

Number of employees	2023		2022	
	Total	of whom women	Total	of whom women
China	2	100 %	2	100 %
Luxembourg	1	70 %	0	0 %
Belarus	-	0 %	9	0 %
Total subsidiaries	2,087	34 %	1,957	35 %
Total Group	2,103	34 %	1,972	35 %

Proportion of women in leading positions	2023	2022
Board of Directors (Parent Company)	43 %	35 %
Group Management	17 %	21 %

Salaries, other remuneration and social security contributions

	2023				2022			
	Salaries and remuneration	Of which CEO, Board and Senior Executives	Social security contributions	Of which pensions costs	Salaries and remuneration	Of which CEO, Board and Senior Executives	Social security contributions	Of which pensions costs
Total Group	120,900	4,327	14,635	1,958	104,725	3,646	12,138	1,881

Remuneration and other benefits to the Board of Director and Senior Executives

	2023					2022				
	Basic salary/ fee/ benefit	Variable remuneration	Extra ordinary remuneration	Pension-cost	Share-based remuneration	Basic salary/ fee/ benefit	Variable remuneration	Extra ordinary remuneration	Pension-cost	Share-based remuneration
Johan Lundberg, chairman of the board	98					104				
Fredric Carlsson, until May-22						26				
Eva Leach	46					50				
Peter Hamberg	47					48				
Louise Nylén from June-22	47					29				
Eva de Falck from June-22	52					33				
Tristan Sjöberg from June-22	41					26				
Total Board of Directors	331					316				
Pontus Lindwall, CEO and President	596	1,171		210		610	749	166	219	
Other senior executives 5 (4,7) persons	966	1,264		245		926	765	114	272	25
Total Executive management team	1,562	2,435		455		1,536	1,514	280	491	25

Notes on remunerations

Variable remuneration refers to bonuses that are based on quarterly revenues and operating income targets and that are paid in the year in which they are earned and in the following year. Bonus to CEO corresponds to 200 (150) percent of the basic salary and to other senior executives corresponds to an average of 131 (95) percent of the basic salary. The Group has only defined-contribution pension plans (except for portions of pensions for employees in

the parent company in Alecta, which are defined-benefit pension plans, but which are reported as defined-contribution pension plans, see Note 2.) Pension costs refer to the costs that have affected net income for the year. Share-based remuneration includes the Group's accrued costs for employee stock options. The CEO, Pontus Lindwall, receives salary, company car benefits, health care insurance, bonus and pension in accordance with the guidelines decided at the Annual General Meeting.

Share-based remunerations - Performance-based share saving program

Number of performance share	2023		2022	
	Assigned	Forfeited	Assigned	Forfeited
Pontus Lindwall, President and CEO	159,163			
Other senior executives	941,216			
Total	1,100,379			

Performance Share Savings Plan

At the Annual General Meeting held on 10 May 2023, it was resolved to implement a long-term, performance-based share saving program for members of the Group Management and the operational management.

The three-year program initiated in 2023 comprises a maximum of 14 persons entitling the participant to, free of charge, on a date determined by the Board of Directors, approximately three years after allotment, provided that certain performance requirements are met, receive B-shares in Betsson AB (Publ). Vesting of performance shares is conditional upon continued employment and that certain performance targets set by the Board of Directors are achieved during the three-year period. *For further description, see Note 30 Share-based payments.*

Outstanding share awards as of December 31, 2023 were 1,100,379 (0), of which 159,163 (0) were granted to the CEO and 941,216 (0) to other senior executives.

The fair value of the Performance Shares was determined at the time of the agreement for the program. A reduction in the fair value with respect to the expected dividend has been made.

Reported salary costs for the 2023 programs amount to EUR 1.4 million (0) excluding social security contributions, which are reported locally depending on where the beneficiary is employed. The cost of social security contributions on the incentive programs is revalued on an ongoing basis based on the fair value of the shares at each reporting date.

Share-based remunerations - Warrants

	Previous programmes		Fair value previous programmes			
	Call options	Employee options	Call options		Employee options	
	Number	Number	Fair value, euro thousand	Average purchase price (euro)	Fair value per option (euro)	Fair value euro thousands
Pontus Lindwall, President and CEO	664,000		1,746	0.32	2.63	
Other senior executives	565,000	318,500	1,486	0.32	2.63	838

Share price at valuation day	108.5	Expected volatility	31 %	Riskfree interest	2.13%
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During 2021–2022, all senior executives (group management team) have been offered call options (Sweden) or employee stock options (abroad). Call options were acquired at fair value. The fair value has been

calculated using the Black & Scholes valuation model with the above input data (for more details on incentive programmes, see note 30).

Guidelines on remuneration for senior executives

The 2020 Annual General Meeting adopted the following guidelines for remuneration to senior executives, which are to remain in force until the 2024 Annual General Meeting unless circumstances change before then.

These guidelines cover the CEO and other senior executives. Remuneration included in the guidelines must include salaries and other remuneration for senior executives. Remuneration is equated with the transfer of securities and the granting of the right to acquire securities from the Company in the future. The guidelines do not cover the Company's incentive schemes whereby senior executives receive a right to acquire shares in the Company in the future. To provide an idea of the Company's total remuneration package, the Company's incentive programme is described for information

purposes in a separate section after the proposed guidelines for remuneration and other remuneration to senior executives.

The contribution of the guidelines to the Company's business strategy, long-term interests and sustainability

The Company's business strategy is based on our values and rests on three pillars: 'Talented People, Quality Products and Operational Excellence'. The aim of the remuneration package is to motivate, retain and reward qualified personnel for their contribution to the

achievement of the Company's business strategy, long-term interests and sustainability.

Different forms of remuneration

To retain and attract talented staff to the Company's senior executive team, remuneration must be competitive and based on prevailing market conditions. The remuneration consists of fixed salary, performance-based salary and pension and other benefits. The Annual General Meeting may also decide on matters such as share-based remuneration. The fixed salary forms the basis of the market-oriented total remuneration in order to attract senior executives to the Company. The performance-based salary is subject to the Company meeting certain financial and other measurable targets defined by the Company's Board of Directors, and varies depending on the extent to which the targets have been met or exceeded. If all targets are exceeded at the highest level (outperformed), the Group's cost for performance-based remuneration to the Group's senior executives for 2020 is estimated at approximately SEK 10.7 million, including social security contributions. The normal retirement age is 65. Pension terms are to be commensurate with the market and based on a defined-contribution scheme. Other benefits that may be provided include a company car and health insurance.

Termination of employment

The period of notice ought normally be six to twelve months if such notice is given by the Company, and six months if notice is given by the executive on the Company management team. Upon termination initiated by the Company, the executive will be awarded severance pay corresponding to a maximum of twelve months' salary.

Salary and employment conditions for employees

In formulating these guidelines for the remuneration of the Company's senior executives, the remuneration and employment conditions of the Company's employees have been taken into account by including information on the employee's total remuneration. Furthermore, the various components of remuneration, the increase in remuneration and the rate of increase over time have formed part of the basis for the decision by the Remuneration Committee and the Board to evaluate the remuneration guidelines and assess the reasonableness of the guidelines and the resulting constraints. The remuneration report, which will be prepared and presented in connection with the 2024 Annual General Meeting, regarding paid and outstanding remuneration covered by these guidelines, will present the evolution of the gap between the remuneration of senior executives and the remuneration of other employees.

Decision-making process for setting, reviewing and implementing guidelines

The Company's Board of Directors has established a Remuneration Committee whose main duties are to prepare the Board's decisions on matters relating to the remuneration policy for the CEO, to evaluate variable remuneration for senior executives and to evaluate the application of the guidelines for remuneration and provisions for key personnel as decided by the Annual

General Meeting. The Remuneration Committee must also monitor and evaluate the application of the guidelines for remuneration for the Company's senior executives on which the annual general meeting has to make a decision by law, along with applicable remuneration structures and remuneration levels within the Company.

The Board must compile proposals for new guidelines at least every four years and submit them to the General Meeting for decisions to be made. The CEO of the Company and senior executives must not participate in the Board's deliberations and decisions on the guidelines for remuneration of senior executives insofar as they are affected by these decisions.

Deviation from guidelines for remuneration

The Board may provisionally decide to deviate from the guidelines, in whole or in part, if in individual cases there are special reasons for doing so and the deviation is necessary to serve the Company's long-term interests and sustainability, or to ensure the financial viability of the Company.

Note 8. Depreciation

Depreciation/amortisation specified according to category of fixed assets

	Group		Parent Company	
	2023	2022	2023	2022
Gaming products, -systems and -platforms	36,148	29,563		
Customer databases	6,000	2,049		
Inventories, IT equipment, fixed installations, etc.	4,157	3,809	138	110
Right-of-use assets	5,863	5,792		
Total	52,168	41,213	138	110

Note 9. Other operating income and other operating expenses

	Group		Parent Company	
	2023	2022	2023	2022
Capital result on sale/disposal/ write down of non-current assets	3	-122		
Profit/loss from sale/disposal of non-current assets	3	-122		
Operational exchange gains	1,708	1,661	137	75
Operational exchange losses	-5,425	-3,499	-149	-560
Currency effects	-3,716	-1,838	-12	-485
Total other operating income/expenses	-3,713	-1,960	-12	-485

Note 10. Net financial items

Group	2023	2022
Interest income	4,523	1,283
Other financial income	177	
Settlement of additional purchase price adjustment	1,012	4,238
Exchange rate fluctuations in financial assets and liabilities		
Financial income	5,711	5,521
Interest expenses	-12,817	-7,266
Other financial expenses	-4,476	-789
Result of shares in associated companies	-4,127	-2,232
Write-down of shares in associated companies		-941
Exchange rate fluctuations in financial assets and liabilities		-859
Financial expenses	-21,420	-12,087
Total net financial items	-15,709	-6,566

Parent Company	2023	2022
Dividends from subsidiaries	140,330	123,375
Group contributions from Swedish subsidiaries	2,659	2,616
Results from shares in subsidiary	1,005	
Exchange rate fluctuations, financial assets and liabilities		3,913
Total income from participations in Group companies	143,994	129,904
Interest income, other	468	162
Total financial income and similar items	144,462	130,066
Interest expenses	-11,703	-5,949
Other financial expenses	-660	-632
Total financial expenses and similar items	-12,363	-6,581
Total net financial items	132,099	123,485

Note 11. Earnings per share

Group	2023	2022
Income after tax attributable to the Parent company's shareholders	177,260	119,638
Average number of shares		
- average total number of shares	142,729,838	142,729,838
- reduced by average number of repurchased shares and shares class C	-5,605,505	-5,847,905
Average number of outstanding shares before dilution	137,124,334	136,881,934
Average number of outstanding shares after dilution	137,124,334	136,881,934
Earnings per share		
- before dilution (SEK)	1.29	0.87
- after dilution (SEK)	1.29	0.87

Note 12. Dividend per share

Betsson's transfer to the shareholders takes place through an automatic redemption procedure instead of through traditional dividends. Distributions to shareholders paid in this way in 2023 amounted to EUR 59.7 (50.3) million, corresponding to EUR 0.436 (0.367) per share. At the 2024 Annual General Meeting, a share redemption program of EUR 88.5 million corresponding to EUR 0.645 per share will be proposed for the financial year 2023. For more information, see the section Dividend policy and dividend proposal on page 74. The proposed transfer to shareholders has not been reported as a liability in this report.

Note 13. Income tax

Tax in income statement	Group		Parent Company	
	2023	2022	2023	2022
Distribution between current and deferred tax				
Current tax	-22,382	-14,240		
Deferred tax	609	4,368		4,082
Tax previous years				
Total	-21 773	-9 872		4,082

Allocation of tax cost:				
Current tax				
Sweden				
Outside Sweden	-22,382	-14,240		
Total current tax	-22,382	-14,240		

Deferred tax				
Sweden	5,892	4,082		4,082
Outside Sweden	609	286		
Total deferred tax	6,502	4,368		4,082

Difference between tax expense and tax based on applicable tax rate				
Reported income before tax	194,807	124,611	123,141	118,571
Tax according to current tax rate (21,4%)	-40,130	-25,670	-25,367	-24,426
Difference in tax in foreign operations	18,238	11,716		
Tax effect of non-deductible items	-1,907	-1,031	-396	-989
Tax effect of non-taxable items	2,027	5,113	25,763	25,415
Reported tax	-21,773	-9,872	0	0

Specification of deferred tax expense				
Changes in tax on temporary differences	6,502	4,368		4,082
Deferred tax on hedges in net investments in foreign currency, reported directly in equity and other comprehensive income.		-768		

Tax in balance sheets	Group		Parent Company	
	2023	2022	2023	2022
Long-term receivables				
- Deferred tax on temporary differences 1)	9,044	8,127	5,144	5,130
Current assets				
-Tax receivable	44,501	66,583	100	188
Provision for taxes				
- Deferred tax on temporary differences 1)	11,710	3,194		
Current liabilities				
- Tax liabilities	62,159	80,346		

¹⁾ The deferred tax on temporary differences in receivables and liabilities is mainly related to tax losses and depreciations and accumulated differences from changing currency rates related to hedge accounting of EUR denominated assets and loans.

Note 14. Intangible fixed assets

Group	Gaming products, gaming systems and gaming platforms	Brands	Customer databases	Goodwill	Total
Accumulated acquisition value					
Opening balance 1 Jan 2022	237,567	167,660	13,658	358,293	777,179
Assets developed by the Group	24,365				24,365
Investments	6,843				6,843
Acquisitions	5,175		2,700	6,038	13,913
Disposals and re-classifications				2,910	2,910
Exchange rate fluctuations	-180	5,860	175	2,745	8,600
Closing balance 31 Dec 2022	273,880	173,520	16,532	369,986	833,809
Assets developed by the Group	28,968				28,968
Investments	7,148	-12	610		7,746
Acquisitions	41	5,222	18,365	101,525	125,153
Disposals and re-classifications	5,331		-3,061	-1,615	655
Exchange rate fluctuations	-1,264	-943	-55	-1,602	-3,864
Closing balance 31 Dec 2023	313,994	177,787	32,392	468,294	992,466
Accumulated depreciation and write-downs					
Opening balance 1 Jan 2022	-196,956	6,238	-9,852	-3,698	-204,267
Depreciation/amortisation for the year	-29,563		-2,049		-31,612
Disposals and re-classifications	1,336	-152		-2,573	-1,749
Exchange rate fluctuations	-20	28	-235	265	38
Closing balance 31 Dec 2022	-225,203	6,113	-12,136	-6,006	-237,590
Depreciation/amortisation for the year	-36,041	-267	-5,781		-42,089
Disposals and re-classifications	-27	-1	2,449	1,436	3,857
Exchange rate fluctuations	352	-9	56	140	539
Closing balance 31 Dec 2023	-260,919	5,834	-15,412	-4,430	-275,284
Carrying value					
As of 1 Jan 2022	40,612	173,898	3,806	354,595	572,912
As of 31 Dec 2022	48,567	179,634	4,037	363,981	596,218
As of 31 Dec 2023	53,075	183,621	16,980	463,864	717,182

Impairment testing of goodwill and trademarks with indefinite useful lives

The online gaming market is expected to grow for a considerable time, and the goodwill and brands are expected to have an indefinite useful lifetime and are not subject to annual amortization. These assets are assessed as having a useful life for which no expiry date has been determined and the value of these assets, therefore, remains unchanged, as long as the anticipated discounted net inflow from the intangible assets is equal to or greater than the assets' respective carrying values. Tests are conducted annually to identify any possible impairment requirement and, if such a requirement is identified, the asset's value is reduced by accumulated impairment.

The Group's reported goodwill and trademarks derive from acquisitions made over many years. The latest acquisitions were betFIRST in 2023 (EUR 129.6 million) and Kickertech in 2022 (EUR 14.0 million). The Group's total acquired assets today amount to a carrying amount of EUR 647,484 thousand (of which goodwill EUR 463,864 and trademarks EUR 183,621 thousand) and belongs to the same cash generating unit.

As these assets are not amortised, an impairment test was carried out in connection with the annual accounts for 2023 by calculating the recoverable amount based on their value in use.

This test showed that the recoverable amount exceeded the carrying amount and that there is no need for impairment of goodwill and trademarks with an indefinite useful life.

Important variables and methodology for estimating values

The recoverable amount was based on actual cash flow from operations in 2023, the budget for 2024 as confirmed by the Board, and an estimate for the years 2025-2028 in which an average annual rate of growth of just over 4 percent was assumed.

The cash flows for the years following 2028 were extrapolated with an annual growth rate of 2 percent, which corresponded to an assumed average future rate of inflation. The projected cash flows were discounted by 16 percent before tax. The company's assessment is that 16 (14) percent is required and in accordance with the higher rate of interest as well as other macroeconomic factors that drives the cost of capital.

The effective tax rate was estimated at 15 percent, which is line with the historic tax rate. Company management's method for determining the values inherent to each significant assumption is based on experience and expectations regarding the performance of the market.

Sensitivity analyses have been made of the estimates of value in use in connection with impairment testing, for the following assumptions: general reduction of 1 percentage point in the organic sales growth rate during the forecasting period, general reduction of 1 percentage points in the operating margin; general increase of 1 percentage points in the WACC. A sensitivity analysis for changes in the assumptions used in the impairment testing has been established for the Group's cash-generating unit (CGU). The conclusion from the conducted sensitivity analyses is that, standalone, none of the assumptions would result in any impairment loss in the CGU. Also, simultaneous adjustments of all assumptions carried out in the sensitivity analyses would not require a write-down.

Note 15. Property, plant and equipment

	Group	Parent Company
Accumulated acquisition value		
Opening balance 1 Jan 2022	85,167	1,677
Investments	4,247	
Sales/disposals	-1,312	-24
Right-of-use assets (office rent)	3,320	
Exchange rate fluctuations	1,194	
Closing balance 31 Dec 2022	92,616	1,653
Investments	3,353	173
Sales/disposals	-819	
Added Right- of- use assets (office rent)	442	
Exchange rate fluctuations	-718	
Closing balance 31 Dec 2023	94,874	1,826

	Group	Parent Company
Accumulated depreciation and write-downs		
Opening balance 1 Jan 2022	-57,530	-1,379
Depreciation/amortisation for the year	-3,809	-110
Depreciation Right-of-use-assets	-5,792	
Sales/disposals	1,153	
Exchange rate fluctuations	-487	
Closing balance 31 Dec 2022	-66,465	-1,489
Depreciation/amortisation for the year	-4,155	-141
Depreciation Right-of-use-assets	-5,863	
Sales/disposals	3,036	
Exchange rate fluctuations	465	
Closing balance 31 Dec 2023	-72,983	-1,630

Carrying value		
As of 1 Jan 2022	27 637	298
As of 31 Dec 2022	26 152	163
As of 31 Dec 2023	21 891	196

The following leasing items are recognised in the balance sheets

	2023-12-31	2022-12-31
Opening balance Right-of-use assets	18,053	21,008
(of which parent company)	(2,471)	(3,587)
Used extension options	442	3,324
Other modifications and assessments	-122	-592
Depreciations	-5,863	-5,792
Exchange rate differences	-41	105
Closing balance 31 Dec 2023	12,468	18,053
(of which parent company)	(1,404)	(2,471)
Leasing liabilities		
Current liabilities	9,660	6,059
Non-current liabilities	1,119	10,319
(of which parent company)	(1,343)	(2,328)
The following leasing items are recognised in the income statements		
Depreciation, premises	-5,863	-5,792
Interest expenses recognised in the financial net	-985	-977

Payments of leasing fees amounted to EUR 6,1 (6,4) million. The leasing contracts refer to office rental within the Group and the majority of the contract has a maturity of 3-5 years. The average marginal interest rate amounts to 4,64 (4,33) percent.

Note 16. Participation in Group companies

Company	Corporate identity number	Country	Participating interest, %	Number of shares	Parent Company	
					2023	2022
Betsson Technologies AB	556651-8261	Sweden	100 %	1,000	382	382
Betsson PR & Media AB	556118-8870	Sweden	100 %	18,000	545	545
AB Restaurang Rouletter	556133-3153	Sweden	100 %	1,000	13	13
Finansson euro AB	559048-3987	Sweden	100 %	6,000	122,138	122,138
Finansson AB, likviderat 2023	556169-9843	Sweden	100 %	2,500		28
BSG Limited	103233	Gibraltar	100 %	2,000	2	2
Betting Technologies Inc, likviderat 2023	CS201210210	Philippines	100 %	21,995		343
Betsson Malta Holding Ltd	C 37767	Malta	100 %	11,249	144,089	144,089
- Betsson Malta Holding Ltd (branch)	1.943.432	Argentina	100 %			
- Premiere Megaplex PLC	C 86932	Malta	100 %			
- Clearpay Limited	C 41277	Malta	100 %			
- Betsson Platform Solutions Limited	C 50732	Malta	100 %			
- Applied Digital Media Limited	C 81741	Malta	100 %			
- Equatorial Partners Limited	C 64136	Malta	60 %			
- Evona Leasing Limited	C 85465	Malta	100 %			
- Games Tech & Marketing Ltd	8819627	United Kingdom	100 %			
- EPL Partners Nigeria Ltd	RC 1530102	Nigeria	80 %			
- Saerimner Ltd	RC 1190502	Nigeria	60 %			
- Netplay Malta Limited	C 81115	Malta	100 %			
- Betsson Business Ltd	C 87613	Malta	100 %			
- Betsson Nordic Ltd	C 87620	Malta	100 %			
- Auto Nordic Ltd	C 87612	Malta	100 %			
- BS Nordic Ltd	C 87610	Malta	100 %			
- NGG Nordic Ltd	C 87619	Malta	100 %			
- SW Nordic Ltd	C 92125	Malta	100 %			
- BMO Manx Ltd	134503C	Isle of Man	100 %			
- Starcasino Media and Entertainment Ltd	C 94080	Malta	100 %			
- Betmed Ltd	C 95506	Malta	80 %			
- SFTG Limited	C 96916	Malta	100 %			
- Dutchess Ltd	C 100099	Malta	100 %			
- Kingdom Ltd	C 100104	Malta	100 %			
- Citrus Ltd	C 100101	Malta	100 %			
- BML Group Ltd	C 34836	Malta	100 %			
- Latsson Licensing SIA	40103940885	Latvia	100 %			
- Betsson Services Limited	C 44114	Malta	100 %			
- Hubsson Kft	01-09-284224	Hungary	100 %			
- BMS Manx Ltd	134502C	Isle of Man	100 %			
- Greksson Tech Single member IKE	159338501000	Greece	100 %			
- Betsson Latam Services S.A.S	03400305	Colombia	100 %			
- CP Payment Inc.	1000157978	Canada	100 %			
- Zecure Gaming Ltd	C 69036	Malta	100 %			
- GiG Operations PLC	C 89281	Malta	100 %			
- Mavrix Services Ltd	109326	Gibraltar	100 %			
- Topgames d.o.o.	MBS 081204159	Croatia	75 %			
- Stephsson Limited	C 102704	Malta	49 %			
- Betsson France SA	917704074	France	100 %			
- GWN Limited	C 101570	Malta	100 %			
- Rizk Nordic Limited	C 101569	Malta	100 %			
Great Pike Investments AB	556205-2307	Sweden	100 %	6,000	15,289	15,289

Note 16 continues on the next page

Company	Corporate identity number	Country	Participating interest, %	Number of shares	Parent Company	
					2023	2022
- Bukmacherska Sp. Z o.o.	0000806643	Poland	49,9 %			
Transvectio Ltd	C 55367	Malta	100 %	402,472	12,071	12,071
- Wegame Ltd	C 94837	Malta	100 %			
- 3P Solutions Ltd	C 95001	Malta	100 %			
- 4P Solutions Ltd	C 102710	Malta	100 %			
- Estneti Osühing	10858474	Estonia	100 %			
- Triogames OÜ	11079281	Estonia	100 %			
- Sargo Management Limited	C 56645	Malta	100 %			
- KickerTech Malta Limited	C 103220	Malta	80 %			
- Sportai UAB	306103280	Lithuania	80 %			
- Lithsson Management UAB	304296603	Lithuania	100 %			
- Lošimų strateginė grupė UAB	302442970	Lithuania	100 %			
Betsson Perch Investments AB	559016-1484	Sweden	100 %	500	120,421	120,421
- Simulcasting Brasil Som e Imagem S/A	NIRE 35300544919	Brazil	75 %			
- Bet High (K) Limited	PVT-DLUAMBE	Kenya	51 %			
- Colbet S.A.S.	2772207	Colombia	88 %			
- Betsson U.S. Corp.	7987445	U.S.A.	100 %			
- Ngnatat Sarl	RC/DLN/2018/B/1322	Cameroon	70 %			
- Top Slots d.o.o. (previously GreatOdds D.o.o)	21502588	Serbia	77 %			
- TF Holding S.R.L.	0628.977.001	Belgium	100 %			
- techFAST1 S.A.	B263072	Luxembourg	100 %			
- Sagevas S.A.	0832.457.166	Belgium	100 %			
- B EN M NV	0437.057.848	Belgium	100 %			
- Premier Betting Services GmbH	HRB 201951 B	Germany	100 %			
- Premier Betting Services Limited	C 88335	Malta	100 %			
- Strive Platform Ltd	13200439	United Kingdom	40 %			
- Lucksee Information Services Limited	C 100726	Malta	40 %			
- Strive Platform Canada Ltd	BC1334532	Canada	40 %			
- Strive Platform Services Inc.	6184929	U.S.A.	40 %			
- JDP Tech Ltd	C 98213	Malta	50 %			
- Chempionebi 111 LLC	240420647	Georgia	100 %			
- Europebet LLC	445389589	Georgia	100 %			
- Geoslot LLC	205053859	Georgia	100 %			
- Europebet Gori LLC	417881625	Georgia	100 %			
- Europebet Rustavi LLC	404470746	Georgia	100 %			
- Vip Beti LLC	437059086	Georgia	100 %			
- NevaPlay LLC	790771664	Belarus	100 %			
Class One Holding Limited	C 34865	Malta	100 %	1,600	114,526	114,526
- Content Publishing Limited	C 63744	Malta	100 %			
- Corona Limited	C 45585	Malta	100 %			
- Oranje Casino Limited	C 34934	Malta	100 %			
- Swissgame Malta Limited	C 34863	Malta	100 %			
RaceBets International Limited	C 48144	Malta	100 %	100,000	39,014	39,014
- RaceBets International Gaming Limited	C 48152	Malta	100 %			
NetPlay TV Limited	03954744	United Kingdom	100 %	293,523,785	29,470	29,470
- NetPlay TV Broadcasting Limited	05400581	United Kingdom	100 %			
- NetPlay TV Services Limited	05207308	United Kingdom	100 %			
Total					597,960	598,331

Note 17. Changes in participations in Group companies

Parent Company	2023	2022
Opening acquisition value	598,331	598,331
Liquidation of subsidiaries	-371	
Closing carrying value	597,960	598,331

Note 18. Participations in associated companies

			Group	
		Participation	2023	2022
Bukmacherska sp zoo	Poland	49.9%	3,302	4,812
Slapshot Media Inc.	Canada			1,769
Strive Platform Ltd	UK	40.0 %	4,188	5,641
JDP Tech Ltd	Malta	50.0 %	8,073	8,084
Other participations			1,302	-738
Total carrying value			16,865	19,568

Changes in participations in associated companies, reported according to the equity method	2023	2022
Opening acquisition value	19,568	23,992
Share of income	-3,312	-2,232
Exchange rate differences	608	-1,720
Investments		890
Reclassification		-421
Write down		-941
Closing carrying value	16,865	19,568

During 2023 Betsson has continued several collaborations to be able to offer online sports games and casinos on many markets. In 2022, Equatorial Partners Ltd was acquired from being an associated company to a subsidiary. In connection with that transfer, a temporary translation difference arose.

Note 19. Other receivables

	Group		Parent Company	
	2023	2022	2023	2022
Tax account		1		
Receivables from payment service providers	48,148	56,830		
Receivables from B2B/market partners	49,568	35,889		
Receivables from associated companies	17,594	9,091		
Deposits made to payment service providers and other deposits	8,227	1,000		
VAT	7,374	9,285	65	93
Other	6,056	6,214	14	196
Total	136,967	118,310	79	289

Receivables from payment service providers refer to receivables from banks and other credit institutions that are creditors (issuers of credit cards or similar) for Betsson's customers. Receivables from B2B / marketing partners mainly refer to receivables relating to system delivery. Receivables relating to associated companies relate mainly to a receivable from Strive Platform Ltd of EUR 7.0 million and a receivable from Bukmacherska of EUR 6.8 million.

Note 20. Prepaid expenses and accrued income

	Group		Parent Company	
	2023	2022	2023	2022
Rental fees	692	627	360	356
Affiliate partners	5,389	377		
Licencing costs/gaming tax	6,955	8,212		
Consultants		412		
Production costs	1,312	2,065		
Other prepaid expenses	1,648	3,797	272	223
Total	15,996	15,490	632	579

Note 21. Cash and cash equivalents

Cash and cash equivalents as reported in balance sheets and cash flow statements include the following:

	Group		Parent Company	
	2023	2022	2023	2022
Cash and bank balances	237,098	168,284	69,987	58,071
Total	237,098	168,284	69,987	58,071

Note 22. Share capital composition

In 2023, 323,277 Class B shares were used in the execution of employee stock option programs. At year end, the holding of treasury shares was 196,433 (519,710) Class B shares and 5,247,433 Class C shares (5,247,433) The quota value of the shares is EUR 0.066. Both Class A and Class B shares have the same rights to

the Company's assets and earnings. Class C shares have only limited rights to the Company's assets and earnings, amounting to the quota value adjusted for interest. The distribution of equity in the Group and the Parent Company is presented in financial tables among the accounts. Reserves are presented in summaries of changes in the Group's equity.

Parent Company	2023		2022	
	No of shares	Share capital	No of shares	Share capital
A shares (10 votes)	15,911,000	1,050,126	15,911,000	1,050,126
B shares (1 vote)	121,571,405	8,023,713	121,571,405	8,023,713
C shares (no voting)	5,247,433	346,331	5,247,433	346,331
Total no of shares	142,729,838	9,420,169	142,729,838	9,420,169

Note 23. Bond loan and liabilities to credit institutions

	Group		Parent Company	
	2023	2022	2023	2022
Bond loan EUR 3Y, 3M variable rate EURIBOR +6.5%	99,178	96,629	99,178	96,629
Bond loan EUR 3Y, 3M variable rate EURIBOR +4.6%	73,958		73,958	

In September 2023, EUR 75 million of senior unsecured bonds were issued under a framework totalling EUR 250 million. The bonds have a tenor of three years and a floating interest rate of 3 months EURIBOR plus 460 basis points and mature in September 2026. In June 2022, senior unsecured bonds of EUR 90 million were issued under the same framework as above. The bonds have a tenor of three years and a floating interest rate of 3 months EURIBOR plus 650 basis points and will mature in June 2025.

The book value as of 31.12.2023 amounts to EUR 173.1 (98.6) million. The average bond yield was 9.42 (6.48) percent.

Balance sheet changes related to financing activities

Reported change between 2022 and 2023 regarding the bond loan consists of accrued borrowing costs.

Note 24. Other current liabilities

	Group		Parent Company	
	2023	2022	2023	2022
Personnel withholding tax	1,600	1,416	401	264
Social security contributions	1,324	1,003	240	156
VAT	11,966	8,163		
Affiliate partners	9,192	10,535		
Gaming tax	14,836	8,133		
Gaming supplier fees	9,042	8,072		
Player accounts	38,501	39,260		
Penalties, appealed	530	1,300		
Additional considerations, acquisitions	5,657	11,088		
Other	1,090	2,125		1,352
Total	93,738	91,095	641	1,772

Note 25. Accrued expenses and deferred income

	Group		Parent Company	
	2023	2022	2023	2022
Holiday pay liabilities	3,039	2,744	444	370
Social security contributions	1,633	1,247	812	301
Salaries	13,881	9,271	1,474	1,104
Jackpot reserve	19,359	16,806		
Marketing expenses	18,579	23,973		
Consultancy costs	7,817	3,185	85	297
Interest	418	192	418	192
Other	8,913	6,173	195	295
Total	73,639	63,591	3,428	2,559

Note 26. Pledged assets concerning own liabilities

	Group		Parent Company	
	2023	2022	2023	2022
Company listings in own possession	3,208	3,481	3,208	3,481

Note 27. Contingent liabilities

Neither the Betsson Group nor its subsidiaries have any significant contingent liabilities or commitments.

Note 28. Closely related parties

The Parent Company has a related party relationship with its subsidiaries, see Note 16. Sold services between the Parent Company and subsidiaries mainly pertain to accounting and management services as well as rental and office expenses. The Betsson Group rents three (three) overnight apartments from Solporten Fastighets AB, where CEO Pontus Lindwall and the Hamberg family (major shareholders), are co-owners/board members. In 2023, purchases totalled EUR 29 (33) thousand. Betsson Malta and Betsson AB acquire legal services from WH Law, where the Board member of Betsson Malta, Dr Olga Finkel, is Managing Partner. In 2023, purchases amounted to EUR 262 (475) thousand, of which Betsson AB's purchases amounted to EUR 25 (39) thousand. Related-party transactions are priced on market terms. Free services have not been provided. For information about the Board of Directors' ownership in the Company, see pages 62–63. For remuneration to members of the Board of Directors and senior executives, see Note 7.

Transactions with related parties	Parent Company	
	2023	2022
Purchases of services from related parties		
Purchases from subsidiaries	192	204
Purchases from other related parties	54	72

Sales of services to related parties		
	2023	2022
Sales to subsidiaries	2,731	2,865

Financial transactions with related parties		
	2023	2022
Dividend from subsidiaries	140,330	123,375
Group contributions from Swedish subsidiaries	2,659	2,616

Liabilities to related parties		
	2023	2022
Liabilities to subsidiaries	666	45,632

Receivables from related parties		
	2023	2022
Receivables from subsidiaries	276,726	193,260

Note 29. Financial instruments

Fair value

To determine the fair value of financial assets and liabilities, market value has been used for the assets and liabilities where possible. The fair value of interest-bearing financial assets and liabilities that are not derivative instruments is calculated based on future cash flows of principal and interest according to the effective interest method. The earn-out liability for the acquisitions of betFIRST has been calculated on the basis of the value of the share purchase agreement and management's best estimate of what may be paid to the former owners in relation to the milestones to be achieved under the agreements. The reported liability at

the end of 2023, of EUR 5,657 thousand, is the maximum value that can be paid under the contract.

For short-term financial assets and liabilities, including liabilities to credit institutions, with variable interest rates and short maturities (90 days), fair value is considered to be the same as carrying amount. Due to their short maturity, the fair value of current interest-bearing receivables and liabilities is considered to be the same as the carrying amount. Outstanding bets in respect of the bets where Betsson takes open positions against the player are liable, i.e. no result has been recorded from bets that had not been completed.

	Financial assets and liabilities measured at fair value through comprehensive income	Financial assets and liabilities amortised at cost	Fair value	Total carrying value
Group 2023				
Other receivables		129,593	129,593	129,593
Cash and bank balances		237,098	237,098	237,098
Total financial assets		366,691	366,691	366,691
Bond		173,136	173,136	173,136
Accounts payable		15,200	15,200	15,200
Other liabilities	5,657	58,355	58,355	58,355
Total financial liabilities	5,657	246,691	246,691	246,691

Group 2022				
Other receivables		109,025	109,025	109,025
Cash and bank balances		168,284	168,284	168,284
Total financial assets		277,309	277,309	277,309
Bond		98,630	98,630	98,630
Accounts payable		17,670	17,670	17,670
Other liabilities	11,088	77,670	77,670	77,670
Total financial liabilities	11,088	193,970	193,970	193,970

Note 29 continues on the next page

	Financial assets and liabilities measured at fair value through comprehensive income	Financial assets and liabilities amortised at cost	Fair value	Total carrying value
Parent Company 2023				
Receivables from Group companies		276,728	276,728	276,728
Cash and bank balances		69,987	69,987	69,987
Total financial assets		346,715	346,715	346,715
Bond		173,136	173,136	173,136
Accounts payable		195	195	195
Liabilities to Group companies		666	666	666
Total financial liabilities		173,997	173,997	173,997

Parent Company 2022				
Receivables from Group companies		193,260	193,260	193,260
Other receivables		1,352	1,352	1,352
Cash and bank balances		58,071	58,071	58,071
Total financial assets		252,683	252,683	252,683
Bond		98,630	98,630	98,630
Liabilities to Group companies		46,032	46,032	46,032
Total financial liabilities		144,662	144,662	144,662

Financial instruments at fair value are classified according to a fair value hierarchy. The different levels of the value hierarchy are defined as follows:

- Level 1: Listed prices (unadjusted) on active markets for identical assets or liabilities.
- Level 2: Observable data for the asset or liability other than listed prices included in Level 1, either directly (i.e. price listings) or indirectly (i.e. derived from price listings).
- Level 3: Data for the asset or liability which is not based on observable market data (i.e. non-observable data)

The Company's items at fair value within Level 3 for 2023 consist of liabilities for additional purchase consideration of EUR 5.657 (11.088) thousand.

Note 30. Share-based remunerations

The purpose of Betsson's incentive programs is to create conditions for retaining, motivating and recruiting competent personnel to the Group and to align the interests of management and shareholders in order to contribute to long-term value growth in the company. For

the accounting principles for share-based payments, see Note 2 under the heading "Share-based remunerations".

For more information about the Company's incentive programs, see the Board of Directors' remuneration report, which is available on the Company's website.

Performance-based share savings program

Number of share awards	2023	2022
Outstanding share awards on 1 January		
Assigned during the year	1,100,379	
Vested during the year		
Forfeited during the year		
Outstanding share awards on 31 December	1,100,379	

Performance-based share savings program

At the Annual General Meeting on 10 May 2023, the Annual General Meeting resolved to adopt the Board of Directors' proposal to introduce a performance share plan. The Performance Share Plan for 2023 is open to members of Group Management and the operational management and currently has 14 participants. The performance period for the program is three years and it runs from 1 January

2023. The vesting period runs from 1 June 2023 for three years. Based on the fulfilment of performance conditions regarding revenues, EBIT, operating cash flow and ESG during the performance period, the participants will be allotted Betsson Class B shares free of charge after the end of the vesting period, if they remain in employment.

Call- and employee stock option program

Type of instrument	Call option	Employee stock option	Call option	Employee stock option
Issue date	2022-09-07	2022-09-07	2021-08-20	2021-08-20
Average share price on issue date (SEK)	68.61	68.61	70.40	70.40
Redemption price per share (SEK)	89.19	89.19	90.80	90.80
Number of participants during allocation	5	10	4	9
Number of paid warrants/allocated employee stock options	614,000	1,715,707	615,000	1,783,780
Final redemption date	2025-09-07	2025-09-07	2024-09-06	2024-09-06
Anticipated duration (months)	36.2	36.2	36.8	36.8
Risk-free interest rate (percent)	2.13	2.13	-0.30	-0.30
Expected volatility (percent)	31.00	31.00	31.00	31.00
Fair value per option (SEK)*	3.55	3.55	3.21	3.21
Reported cost related to each program for 2023, EUR thousand		124		117

* The purchase price (fair value) of the options may vary slightly among the participants, as the grant date may differ.

Changes in the number of outstanding employee stock options and their weighted average exercise price are shown in the table below.

	2023	2023	2022	2022	2021	2021
	Redemption price/option (SEK)	Number of options	Redemption price/option (SEK)	Number of options	Redemption price/option (SEK)	Number of options
As per 1 January	89.56	3,889,815	87.32	3,354,668	77.38	2,396,923
Allocated			89.19	1,715,707	90.80	1,783,780
Forfeited			90.00	-265,560	69.80	-196,000
Exercised	87.40	-655,888	66.40	-915,000	69.80	-630,035
As per 31 December	90.00	3,233,927	89.56	3,889,815	87.32	3,354,668

Call- and employee stock option program

Prior to 2023, a call and an employee stock option program were introduced annually. During the program, the CEO and senior executives domiciled in Sweden have been offered to purchase call options at market price and senior executives' resident outside Sweden have been offered employee stock options.

The incentive programs have been divided into two parts, where the participants in the call option program have been offered a cash bonus corresponding to the option premium for a certain part of the call options (series A). The bonus is paid after the expiration of the options' term and three years, provided that the employee remains in his or her employment. No bonus will be paid for the remaining call options (series B).

Similarly, some of the employee stock options (series A) are offered free of charge, while some (series B) require that the employee already holds, or makes, a corresponding investment in Betsson shares. The employee stock options are conditional upon the employee remaining in service and having retained his or her initial investment in Betsson shares.

The options have been valued in accordance with the Black-Scholes option valuation model. The table above shows the current fair value of the options and the assumptions made in the calculation. Volatility has been determined based on historical volatility and expected future volatility adjusted for the Company's and the industry's growth in size and stability.

Note 31. Financial risks

The Group's financial activities are conducted according to a financial policy adopted by the Board, which is characterized by an endeavor to minimize the Group's risk exposure. Financial activities and financial risk management are coordinated through the Parent Company, Betsson AB, which is also responsible for the investment of surplus liquidity. Financing of the subsidiaries is primarily undertaken through the Parent Company. The wholly owned operating subsidiaries are solely responsible for the management of their own financial risks, within the framework established by their respective Boards of Directors after coordination with the Parent Company.

Foreign exchange risks

The Group's income is exposed to exchange rate fluctuations when sales are made in currencies differing from those in which expenses are incurred (transaction exposure). Group revenue and group expenses are affected by fluctuations in several currencies versus the EUR. Revenue is primarily affected by fluctuations in SEK, GEL and PEN and expenses primarily by fluctuations in SEK and GEL. Income is also affected by exchange rate fluctuations when the financial results of foreign subsidiaries are converted to euros (translation exposure). The Company's policy stipulates that management should not speculate on exchange rate fluctuations. Instead, management should seek to minimize the impact of exchange rate fluctuations on the income statement. To the greatest extent possible, management works to match incoming and outgoing cash flows in the same currency.

Sensitivity analysis

The Company's exposure in different foreign currencies is complex, and the Company continuously assesses models for sensitivity analysis. Factors that play a role in this context are revenue and expenses in different currencies where the volumes in these given currencies fluctuate over time. The table below presents an estimate of how revenue and operating income are affected if the euro weakens one percent against other currencies to which the Betsson Group is exposed.

	Percentage change	Impact in EUR million
Revenues	+/- 1	+/- 6.2
Operating income, EBIT	+/- 1	+/- 3.1

Refinancing risk, liquidity risk and capital management

The Group's operating gaming activities are financed from its own resources, while acquisitions have been financed by external credit. The foreign subsidiaries are financed mainly by equity, and, if necessary, internal loans from the Parent Company. Betsson's objective has traditionally been to have a low level of debt, with an equity/asset ratio of at least 40 percent. The Group's property, plant and equipment consist primarily of IT hardware and equipment. It has been determined that future investments in tangible fixed assets will primarily be financed by internally generated funds or lease solutions. It has also been determined that the procurement of external financing may also be necessary in connection

with the expansion of Betsson's operations in the future, as well as for the possibility of larger company acquisitions.

Interest rate risk

The Group's revenue and cash flows from operations are essentially independent of changes in market interest rates. At the end of 2023, the Group had total reported bond loans of EUR 173.1 million. The bonds have a tenor of three years and a floating interest rate of 3 months EURIBOR plus 650 basis points for the bonds of series 2022/2025 and 3 months EURIBOR plus 460 basis points for the bonds of series 2023/2026. If the EURIBOR rate were to increase by 1%, the annual interest cost of the bonds would increase with EUR 1,7 million.

Counterparty risk and credit risks

Gaming operations conducted on the internet represent a credit risk for operators. The credit risk in e-commerce does not differ from the credit risk for other transactions using credit cards. To protect itself, Betsson has implemented internal systems that significantly reduce the risk of fraud. Betsson is of the opinion that it has taken sufficient steps to protect itself to a reasonable extent against fraud and credit risks.

Note 32. Events after the balance sheet date

January saw the launch of a new online casino offering in Belgium under the betFIRST brand, based on the licence (category A+) that was obtained in October 2023. This licence allows a full range of online casino games including slot games, table games and live casino.

In early January, it was announced that Betsson will be the new main sponsor for Atletico Nacional, the biggest football club in Colombia. The new league season in Colombia began at the end of January.

In February 2024, the Administrative Court in Finland confirmed the prohibition order regarding a marketing ban directed against the subsidiary BML Group Ltd, issued by The National Police Board of Finland (NPB) in May 2023. As a result, BML Group was automatically blacklisted by the NPB for a period of 12 months. BML Group has appealed the decision to the Highest Administrative Court in Finland.

Note 33. Business combinations

Financial effects of acquisitions

Betsson AB (publ) has, through a subsidiary, acquired 100 percent of the shares in the Belgian sports betting operator betFIRST. The acquisition supports Betsson's strategy of offering online casino games in regulated markets. The initial purchase price was EUR 117 million on a debt-free basis and has been paid in cash. In addition, Betsson may pay EUR 3 million as an additional payment, subject to the achievement of certain agreed financial targets.

The acquired customer database is valued at EUR 18.4 million and continuous depreciation of the database will be charged to the Group's earnings for three years, in accordance with the Group's accounting principles. The acquired brand is valued at EUR 5.2 million and is expected to have an indefinite useful life and not be subject to depreciation but will instead be subject to annual testing to identify any need for impairment. Goodwill is valued at EUR 100.7 million and is attributable to expected revenue synergies, integration and cost synergies.

Acquisition-related costs amounted to approximately EUR 2.1 million and pertained to fees for consultants in connection with the acquisition. Expenses are reported in operating expenses. Depreciation of the customer database has burdened the result by approximately EUR 1.5 million.

In the last full financial year ended 31 December 2022, betFIRST's net gaming revenue amounted to €51.2 million and adjusted EBITDA to €10.0 million. If betFIRST had been consolidated as of 1 January 2023, Betsson's revenue for the full year would have been €975.5 million instead of €948.2 million and its operating profit would have been €211.1 million instead of the actual €210.5 million. This includes the depreciation of the customer database as of 1 January 2023 as a result of the acquisitions, but excludes all acquisition costs.

The table below summarises the purchase price paid as well as fair value of reported assets. The value of the acquired assets are considered to be preliminary.

Amounts in MEUR	Fair value
Total purchase price	129.6
Reported amount of identifiable acquired assets	
Customer base	18.4
Technology	10.5
Total identifiable net assets	28.9
Goodwill	100.7
Cashflow effects of acquisitions	
Paid purchase price	109.3
Cashflow net effect	109.3

Appendix 1

Definitions of alternative performance measures

This annual report refers to key figures that Betsson and others use in the evaluation of Betsson. These so-called Alternative Performance Measures (APMs) are not defined in IFRS. The measures provide management and investors with important information to analyze trends in the Company's and Group's business operations. These APMs are intended to supplement, not replace, financial measures presented in accordance with IFRS.

Active customers. Number of customers who have played on any of Betsson's gaming sites in the past three months, without any deposit requirement.

All gaming solutions. In this term KPIs attributable to Betsson are consolidated with KPIs attributable to B2B associates.

Average equity. Equity in the beginning of the year plus equity at the end of the year, divided by two.

Average capital employed. Total assets less non-interest bearing debts at beginning and end of year, divided by two.

Average number of employees. Number of employees expressed as full-time equivalent, FTE (full year's work).

Average number of shares outstanding. Weighted average number of shares outstanding.

Average total capital. Totals assets at beginning and end of year, divided by two.

B2B. Business-to-Business

Betting duties. Include consumption tax attributable to local licenses to operate gaming. Fixed fees for gaming licenses are not included.

Deposits. Customers' deposits to gaming accounts.

Dividend per share. Actual/proposed dividend. Includes share redemption programmes.

Earnings per share. Net income, attributable to owners of the Parent Company, in relation to the average number of shares outstanding.

Earnings per share after dilution. Net income, attributable to owners of the parent company, divided by the weighted average number of shares outstanding during the year, adjusted for additional number of shares for options with dilutive effect.

EBITDA. Income before financial items, taxes, depreciation and amortisation.

EBITDA margin. EBITDA as a percentage of revenue.

Equity per share. Equity, attributable to owners of the Parent Company, as a percentage of the number of shares outstanding at end of period.

Equity/assets ratio. Equity at the end of period as a percentage of the balance sheet total at the end of the period.

Gross profit. Revenues less commission to partners and affiliates, betting duties, licensing fees to games suppliers, payments to payment suppliers and so called fraud (unapproved payments).

Mobile revenue. Revenues from customers using mobile devices.

NDC. New depositing customer.

Net debt. Financial liabilities (bond, bank loans and leasing debts) plus customer liabilities less cash and cash equivalents and 90 percent of receivables from payment providers.

Number of employees. Number of employees on last month's payroll.

Number of shareholders. Number of direct shareholders and shareholders listed through a nominee shareholder registered in the shareholder register kept by Euroclear Sweden AB.

Number of shares outstanding. Number of shares outstanding (excluding C-shares and repurchased shares) at the end of the period.

Operating income (EBIT). Income before financial items and taxes.

Operating margin (EBIT margin). EBIT as a percentage of revenue.

Operational expenses. Expenses for marketing, personnel, other external expenses, amortisation and depreciation, capitalized development costs and other operating income/expenses.

Organic. Excluding effects from currency changes, in relation to the comparable period, and contribution from acquired entities over the past 12 months.

Profit margin. Income before taxes as a percentage of revenue.

Return on capital employed. Income after financial items plus financial expenses, in relation to average capital employed.

Return on equity. Income after tax in relation to average equity.

Return on total capital. Income after financial items plus financial expenses, in relation to average total capital.

Revenue. Revenue from gaming business is reported after payment/payout of players' winnings, less deductions for jackpot contributions, loyalty programs and bonuses and other operating income. License fees from B2B partners consists of invoiced revenue for providing technical platforms for external gaming operators.

Proposed appropriation of profit

The Annual General Meeting of shareholders has the following profits in the Parent Company at its disposal:

Amounts in euro

Net profit for the financial year 2023	123,141,270
Retained earnings and non-restricted reserves	614,980,414
	738,121,684

The Board and the CEO proposes that the entire amount, EUR 738,121,684 be carried forward.

Transfer to shareholders

The Board proposes to the Annual General Meeting that the amount of euro 88,549,452 be transferred to shareholders. No transfer will be made for the 196,433 B shares and the 5,247,433 C shares held by the Company. Reversal is proposed via a share split 2 for 1, with mandatory redemption of the second share at a price of Swedish kronor corresponding to the exchange rate from euros to Swedish kronor at the record date for the distribution of dividends. After implementation of the proposed appropriation of profits and the redemption program, retained earnings and non-restricted reserves, and total equity in the Parent Company Betsson AB will amount to EUR 649,572,232 and EUR 684,209,129 respectively.

The annual report and consolidated financial statements for Betsson AB (publ) for the year 2023 have been approved for publication in accordance with the Board's resolution on 27 March, 2024. It is proposed that the annual report and consolidated financial statements be adopted by the Annual General Meeting on 7 May 2024.

The undersigned hereby declare that the consolidated financial statements and annual report have been prepared in accordance with International Financial Reporting Standards, IFRS, as adopted by the EU, and generally accepted accounting principles, respectively, and provide a true and fair view of the Group's and the Parent Company's financial position and results, and that the Group Management Report and the Parent Company Management Report provide an accurate overview of the development of Group's and the Parent Company's operations, financial position and results, as well as describing significant risks and factors of uncertainty faced by the companies included in the Group.

Stockholm 27 March, 2024

Johan Lundberg
Chair of the Board

Tristan Sjöberg
Board member

Eva Leach
Board member

Peter Hamberg
Board member

Eva De Falck
Board member

Louise Nylén
Board member

Pontus Lindwall
CEO and President
Board member

Our audit report was submitted on 5 April, 2024
PricewaterhouseCoopers AB

Aleksander Lyckow
Authorized Accountant

Auditor's report

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of Betsson AB (Publ) for the year 2023. The annual accounts and consolidated accounts of the company are included on pages 39-51 and 72-107 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of parent company and the group as of 31 December 2023 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2023 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Our audit approach

Audit scope

We have designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. We have considered where the Managing Director and the Board of Directors have made significant accounting estimates about future events or outcomes that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We have designed our audit to enable us to provide an opinion on the financial statements as a whole, taking into account how the Group is organised, the processes for financial reporting and the industry in which the operations are active.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall group materiality for the consolidated financial statements as a whole. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Key audit matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

Key audit matters

Process for monitoring compliance with laws and regulations considering the developing nature of gaming sector in various national markets.

Refer to pages 42-48 "Risks and Risk Management" in the Administration Report.

Betsson operates on the basis of its international licence in Malta and on a number of territory-specific licences.

The international legal and licensing framework for digital gaming is territory-specific. Regulations evolve continuously, and this evolving environment makes compliance an increasingly complex area with territory specific regulations, responsible gambling and antimoney laundering obligations.

Given the potential risk of litigation and licence withdrawal, the risk of non-compliance with digital gaming laws and licence regulations could give rise to, among other things, substantial fines, taxes, legal claims or market exclusion.

Acquisition Accounting

Betsson's description and information regarding business acquisitions can be found in note 32.

Valuation of acquired assets and liabilities must be done at fair value.

The methods applied for accounting at fair value require that various assumptions and assessments are made by the company management. There is therefore a risk that these are wrong and that the acquisition analysis is therefore not prepared in accordance with IFRS 3. Essential assumptions in the acquisition analyzes for the acquisitions completed during the year are, for example, identifying and valuing intangible assets such as customer relationships and brands. Incorrect acquisition accounting can lead to a significant impact on Betsson's accounts.

How our audit addressed the Key audit matter

We evaluated management's processes and controls in respect of compliance with regulations in the main national markets in which Betsson operates. As a part of our audit, we assessed management's routines for monitoring changes in laws and regulations in the various national markets. We also considered management's judgment regarding the possible impact that changes in such laws and regulations could have on Betsson's operations.

We also evaluated the Group's position on current legal disputes, or areas of uncertainty regarding the legal situation in certain markets. We discussed material cases and the Group's assessment of the likelihood and magnitude of any liability that may arise. We also read external legal or regulatory advice to the degree that these existed and were considered material.

Taking into account that this is an area with substantial elements of estimates and assessments, our view is that the Group has an appropriate basis for the positions it takes in its financial reporting.

The most significant review efforts that we have carried out in this area include:

- We have read acquisition analyzes and other reports produced in connection with acquisitions made.
- We have read acquisition agreements to assess the acquisition price and any additional purchase price.
- We have reviewed essential assumptions in the acquisition analysis, for example assumptions about future sales, discount rate (WACC) and valuation of customer relationships and brands.
- We have formed our own view of the fair value adjustments that could be assumed to take place in the acquisition analysis prepared.
- We have reviewed that the disclosure requirements set according to IFRS have been complied with regarding acquisition reporting.

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts which is found on pages 1-41, 49-71 and 113-127. The information in Betsson AB (publ)'s remuneration report for 2023, which is published on the Company's website at the same time as this report also constitutes other information.

The Board of Directors and the Managing Director are responsible for this other information. Our opinion on the annual accounts and consolidated accounts does not cover this other information, and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the

information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure, we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report this. We have nothing to report in this regard.

Responsibilities of the Board of Director's and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair

presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intend to liquidate the company, to cease operations, or has no realistic alternative but to do so.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

A further description of our responsibility for the audit of the annual accounts and consolidated accounts is available on Revisorsinspektionen's website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Director's and the Managing Director of Betsson AB (publ) for the year 2023 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Director's and the Managing Director be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group

in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Director's and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group' equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

A further description of our responsibility for the audit of the administration is available on Revisorsinspektionen's website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

The auditor's examination of the ESEF report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the ESEF report) pursuant to Chapter 16, Section 4 a of the Swedish Securities Market Act (2007:528) for ABC AB (publ) for the financial year 2023.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the ESEF report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for Opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the ESEF report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section. We are independent of Betsson AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors (and the Managing Director) are responsible for the preparation of the ESEF report in accordance with the Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the ESEF report without material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the ESEF report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the ESEF report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the ESEF report.

The audit firm applies ISQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and other Assurance and Related Services Engagements and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with professional ethical requirements, professional standards and legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the ESEF report has been prepared in a format that enables uniform electronic reporting of the annual accounts and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the ESEF report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the ESEF report has been prepared in a valid XHTML format and a reconciliation of the ESEF report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the ESEF report has been marked with iXBRL in accordance with what follows from the ESEF regulation.

PricewaterhouseCoopers AB, Torsgatan 21, 113 97 Stockholm, was appointed auditor of Betsson AB (publ) by the general meeting of shareholders on the 10 May 2023 and has been the company's auditor since 12 May 2008.

Stockholm, April 5, 2024

PricewaterhouseCoopers AB

Aleksander Lyckow

Authorized Public Accountant

Auditor's report on the Corporate Governance Statement

To the general meeting of the shareholders in Betsson AB (Publ), corporate identity number 556090-4251

Engagement and responsibility

It is the board of directors who is responsible for the corporate governance statement for the year 2022 on pages 53–65 and that it has been prepared in accordance with the Annual Accounts Act.

Our examination has been conducted in accordance with FAR's auditing standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act

Stockholm, 5 April, 2024
PricewaterhouseCoopers AB

Aleksander Lyckow
Authorised Accountant

Auditor's report on the statutory sustainability report

To the general meeting of the shareholders in Betsson AB (publ), corporate identity number 556090-4251

Engagement and responsibility

It is the board of directors who is responsible for the statutory sustainability report for the year 2023 on pages 15–38 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Stockholm, 5 April, 2024
PricewaterhouseCoopers AB

Aleksander Lyckow
Authorised Accountant

Sustainability notes

The following pages present supplementary information, methods, assumptions and sustainability data.

About the sustainability report

Betsson's Sustainability Report for the calendar year 2023 forms an integral part of the Company's Annual Report and, in addition to Betsson AB, also covers the operational subsidiaries. The Sustainability Report has been prepared in accordance with the requirements set out in section 7:12 of the Annual Accounts Act and the Company is reporting in accordance with Global Reporting Initiative (GRI) Standards.

The report has not been the object of external review. At the time of signing the Annual Report, Betsson's Board of Directors also approved the Sustainability Report.

Contact: info@betssonab.com

Stakeholder dialogue and materiality analysis

The dialogue with stakeholders provides insight into the requirements and expectations they have for Betsson's work on sustainability. Important channels for dialogue with stakeholder groups and the sustainability issues that each stakeholder group prioritises are described in the table below.

Betsson maintains an ongoing dialogue with stakeholder groups that the Group views as important. This helps Betsson to continue to develop and to work towards reaching operational goals as well as sustainability goals that meet stakeholders' expectations.

To determine Betsson's most important stakeholders, an assessment is made of their interest in, and influence on, the Group. Betsson's main stakeholders in sustainability-related matters are shareholders and analysts, customers of operational subsidiaries, employees as well as legislators and supervisory authorities in the countries where the Group hold licenses.

Highly prioritised topics

- Responsible gaming
- Anti-corruption
- Ethics and business compliance
- Customer privacy and information security
- Anti-money laundering
- Gender equality and diversity

Prioritised topics

- Climate impact
- Competence development
- Community involvement
- Tax transparency
- Work-life balance
- Responsible marketing

Stakeholder group	Dialogue channels	Significant issues
Shareholders	<ul style="list-style-type: none"> Annual and Extraordinary General Meetings Meetings, emails and social media Webcast investor presentations four times a year Continuous presentation meetings and face-to-face meetings with investors Press releases and Group website 	<ul style="list-style-type: none"> Financial results Business compliance and ethics Responsible gaming Issues related to ESG (Environmental, Social and Governance)
Customers of the operational subsidiaries	<ul style="list-style-type: none"> Customer service: chat, e-mail, telephone 	<ul style="list-style-type: none"> Privacy and information security Responsible gaming
Employees	<ul style="list-style-type: none"> Regular development discussions Employee surveys All hands meetings at least four times a year for the whole organisation Recurring employee forums and digital suggestion box 	<ul style="list-style-type: none"> Employee experience Competence development Work-life balance Gender equality and diversity Community involvement Anti-money laundering
Lawmakers and regulatory authorities	<ul style="list-style-type: none"> In accordance with the channels specified by the regulatory authorities themselves, such as: <ul style="list-style-type: none"> Meetings E-mails Forums 	<ul style="list-style-type: none"> Business compliance and ethics Sustainable gaming regulations Responsible gaming Anti-money laundering

Business compliance

Non-compliance with rules for market communication (number of incidents)	2023	2022
Total number of incidents of non-compliance with regulations and/or voluntary guidelines regarding marketing communication, including advertising, advertising campaigns and sponsorships	0	0

Complaints regarding customers' privacy and data (number)	2023	2022
Number of complaints regarding customer privacy	0	0
Number of identified leaks, thefts or losses of customer data	0	0
Total	0	0

Employee impact

Employees

Employees per 31 December	2023		2022	
	Employees (number)	Women (percentage)	Employees (number)	Women (percentage)
Nordics				
Total number of employees	118	25 %	111	27 %
Number of permanent employees	117	26 %	110	26 %
Whereof full-time	117	26 %	109	26 %
Whereof part-time	0	0 %	1	100 %
Number of temporary employees	1	0 %	1	100 %
Western Europe				
Total number of employees	1207	33 %	1176	33 %
Number of permanent employees	1203	33 %	1173	33 %
Whereof full-time	1192	33 %	1162	32 %
Whereof part-time	11	91 %	11	100 %
Number of temporary employees	4	50 %	3	100 %
CEECA				
Total number of employees	604	34 %	583	42 %
Number of permanent employees	476	33 %	424	40 %
Whereof full-time	468	32 %	412	39 %
Whereof part-time	8	50 %	12	92 %
Number of temporary employees	128	40 %	159	47 %
Rest of the World				
Total number of employees	89	47 %	71	33 %
Number of permanent employees	89	47 %	62	37 %
Whereof full-time	88	47 %	62	37 %
Whereof part-time	1	100 %	0	0 %
Number of temporary employees	0	0 %	9	11 %
Total number of employees	2018	34 %	1 941	36 %

The table shows how many employees Betsson has broken down by type of employment, region and gender.

Staff turnover	2023		2022	
	Employees (number)	Women (percentage)	Employees (number)	Women (percentage)
New hires				
Under 30 years	312	40 %	325	46 %
30–50 years	312	30 %	315	30 %
Over 50 years	8	25 %	12	42 %
New hires during the year	632	35 %	652	38 %
Rate of new employee hires (%)	31 %		34 %	
Departures				
Under 30 years	181	45 %	200	53 %
30–50 years	228	31 %	314	32 %
Over 50 years	8	25 %	7	14 %
Departures during the year	417	37 %	521	40 %
Rate of employee turnover (%)	21 %		27 %	

Summary of the Company

Employees at different levels at the Company	2023		2022	
	Employees (number)	Women (percentage)	Employees (number)	Women (percentage)
Board of Directors				
Under 30 years	0	0 %	0	0 %
30–50 years	4	50 %	4	50 %
Over 50 years	3	33 %	3	33 %
Management: Betsson Operational Management Team				
Under 30 years	0	0 %	0	0 %
30–50 years	6	17 %	6	17 %
Over 50 years	3	33 %	2	50 %
Management: Betsson AB Management Team				
Under 30 years	0	0 %	0	0 %
30–50 years	4	25 %	5	40 %
Over 50 years	2	0 %	2	0 %
People Managers				
Under 30 years	52	38 %	47	53 %
30–50 years	370	29 %	328	31 %
Over 50 years	14	43 %	13	46 %
Other Employees				
Under 30 years	622	39 %	611	43 %
30–50 years	1051	32 %	940	30 %
Over 50 years	34	32 %	30	37 %

The table shows the composition of the Company, broken down by gender and age for different levels of the Company.

Health at Betsson

Employee sick-leave days per employee	2023	2022	2021
Nordics	5.4	5.4	1.3
Western Europe	3.9	3.7	3.1
CEECA	1.7	1.9	1.2
Rest of the World	0.1	1.9	0.7
Average sick-leave days per employee	3.2	3.2	2.3

Supply chain

Betsson, like most other operators in the gaming industry, has many different providers of games and also of payment solutions for different markets. In addition to these, Betsson also uses suppliers for other parts of the

business, such as marketing, IT, office equipment, housekeeping, catering, etc. The suppliers can be either global, regional or local.

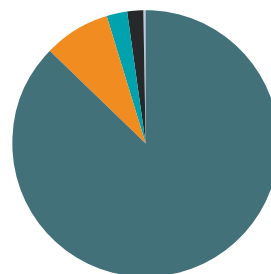
Climate impact

Energy consumption (MWh)

Scope	Category	Activity	2023	2022	2021
1	Direct energy consumption	Combustion of fuels in stationary and mobile machines	84 (0% renewable)	216 (0% renewable)	192 (0% renewable)
2	Indirect energy consumption	Purchased energy, mainly for heating and cooling and to run office space and IT equipment	3,039	2,766	4,436
		Electricity	2,726	2,542	4,288
		District heating	252	157	103
		Electricity for cooling	60	68	25
Total			3,123	2,982	4,628

ENERGY CONSUMPTION BY ENERGY TYPE (2023)

- ELECTRICITY
- DISTRICT HEATING
- FUELS IN MOBILE MACHINES
- ELECTRICITY FOR COOLING
- FUELS IN STATIONARY MACHINES



Greenhouse gas emissions (GHG) consumption, ton CO₂e*

Scope	Category	Activity	2023	2022	2021
1	Direct GHG emissions	Combustion of fuels in stationary and mobile machines	224	261	72
2	Indirect GHG emissions	Purchased electricity, mainly for heating and cooling and to run office space and IT equipment	1,027	1,261	1,665
3	Other indirect GHG emissions	Mainly purchased goods and services, business travel and use of sold products	6,083	7,173	8,185
Total			7,334	8,695	9,922

* tonnes CO₂e (tonnes of carbon dioxide equivalent)

The table presents Betsson's greenhouse gas emissions broken down by scope according to the international calculation standard Greenhouse Gas (GHG) Protocol (www.ghgprotocol.org). Emission factors that include all relevant greenhouse gases, i.e. CO₂, CH₄ and N₂O are used as far as possible for the calculation of Betsson's greenhouse gas emissions. The emissions were 3.6 tCO₂e/employee. Betsson's greenhouse gas emissions from electricity in scope 2 were 1,009 tCO₂e following the market-based method (reflecting purchases of renewable electricity or not and which is used as the main method), as compared to 848 tCO₂e following the location-based method (geographical valuation). See descriptions of the largest emission sources and changes from last year on page 38 in this report.

A few methodology changes have been performed from the GHG inventory in 2022 to 2023. The main change is that the location-based method (using *location-based* emission factors) was used instead of the *market-based* method for the scope 3 category 'use of sold products', meaning for the energy use in customers' devices and for servers connected to customers' activities. This was done because the Science-Based Targets initiative recommends companies to use this method whenever they can't influence the choice of electricity, or can't prove that renewable electricity was used.

Organisational and operational boundaries

System boundaries were defined by the control approach, covering all entities in which Betsson has operational control. Reported data comes from the markets where Betsson has offices, in Sweden and abroad.

Under the GHG Protocol, emissions are divided into direct and indirect emissions. Direct emissions are those originating from sources owned or controlled by the reporting entity. Indirect emissions are generated as a consequence of the reporting entity's activities yet occur at sources owned or controlled by another entity. Emission sources that have been included are stationary and mobile combustion of fuels, leakage of refrigerants, electricity, district heating, purchased goods and services, capital goods, fuel and energy-related activities, waste generated in operations, business travel, employee commuting and incremental electricity use from teleworking, and use of sold products. The only categories which have been excluded are up- and downstream transportation and distribution since those categories only caused 0.04% of the total emissions in 2020.

Assumptions and extrapolations

Inventory data, emission factors and estimates are based on GHG Protocol. Emission factors are yearly updated, and are based on the most recent, and mainly publicly available, databases. The choice of assumptions and emission factors followed a conservative method. If information for emission activities was missing, assumptions and extrapolations were made.

An assumption was made that the on-premise servers in Italy, Netherlands and Germany consume the same amount of electricity, since only the sum of their electricity consumption was reported. For virtual server use, the directly reported emissions from the supplier were extrapolated from ten to twelve months.

For the heating in Riga, the heating consumption in January was estimated based on an average of the consumption in the temperature-wise closest months December and February. The spend on purchased goods and services (printing and publishing, telecommunications, and food and beverage) was estimated for BSG Limited and Zagreb (these categories are likely that these offices also have) based on average spend per employee for the offices which reported PG&S. For commuter travel and teleworking, data was collected via an employee survey, to which 758 people responded. The travelled kilometres and the days worked from home were extrapolated to all employees per office based on the number of employees. Since the emissions from paper and water consumption were very small in 2020, the activity data has been extrapolated from 2020 to 2023 for all offices based on the number of employees. Activity data for waste was extrapolated for the offices which did not report waste data, based on the number of employees. It was assumed to be mixed (residual) waste and the treatment method was chosen as landfill (conservative). The most up-to-date emission factors were then used to calculate the emissions based on the extrapolated activity data.

EU taxonomy eligibility

The EU taxonomy is a classification system, establishing a list of environmentally sustainable economic activities. The aim of the EU taxonomy is to encourage a transition towards sustainability, among other in order to meet the EU's climate and energy targets for 2030.

Betsson supports the vision of the EU taxonomy. Being a technology company, whose business is conducted online, Betsson has relatively low CO2 emissions compared to many other industries. Nevertheless, Betsson has a responsibility to help counteract climate change and has taken a number of steps within this area such as setting science-based targets and developing a climate roadmap to reach the goals.

As a listed company with a level of revenue and subsidiaries with over 500 employees, Betsson is in scope for the EU taxonomy and has considered the regulation in relation to the Group's economic activities.

Operating within the gaming sector, Betsson's main economic activity, i.e. providing casino, sportsbook and other games to its customers, is excluded from the taxonomy (Annex 2, supplementing Regulation (EU) 2020/852, paragraph 13.1).

To ascertain whether Betsson has any other economic activities which could be eligible for the taxonomy, the Group has made a thorough analysis of the business together with internal stakeholders and supported by external experts in the taxonomy. This analysis has been extended for the financial year 2023 considering EU publication of delegated acts in June 2023. Therefore, Betsson has extended the eligibility assessment for the economic activities specified in the amendments to Annex 1-2, containing the list of those new activities substantially contributing to environmental objective 1-2. Including screening for eligibility of the economic activities substantially contributing the environmental objectives 3-6 outlined in the supplementing delegated acts. Such an analysis has not identified any other economic activities performed by Betsson that are eligible under the taxonomy. Thus, Betsson does not report any eligible Turnover for any eligible activities.

CapEx and OpEx KPI

The CapEx KPI is defined as taxonomy-eligible CapEx (numerator) divided by total CapEx (denominator).

Total CapEx consists of additions to tangible and intangible fixed assets during the financial year, before depreciation, amortisation and any re-measurements, including those resulting from revaluations and impairments, as well as excluding changes in fair value. It includes additions to fixed assets (IAS 16), intangible assets (IAS 38) and right of-use assets (IFRS 16). Additions resulting from business combinations are also included. Betsson's total capex can be reconciled to our consolidated financial statements, see note 14 and 15 on pages 94–95 of our Annual Report 2023.

The OpEx KPI is defined as taxonomy-eligible OpEx (numerator) divided by the Group's total OpEx (denominator).

The operating expenditure covers direct non-capitalised costs relating to research and development, renovation measures, short-term lease, maintenance, and other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment that are necessary to ensure the continued and effective use of such assets.

As Betsson has not identified taxonomy-eligible economic activities, the Group does not record CapEx/OpEx related to assets or processes that are associated with taxonomy-eligible economic activities in the numerator of the CapEx KPI and the OpEx KPI.

Only CapEx and OpEx related to the purchase of output from taxonomy-eligible economic activities and individual measures enabling the target activities (our non-eligible activities) to become low-carbon or to lead to greenhouse gas reductions could therefore qualify as taxonomy-eligible on their own. Betsson has analysed whether any such CapEx/OpEx is identified within the Group. The outcome of the analysis is that Betsson does not have any eligible CapEx or OpEx, as defined by the taxonomy.

Betsson does not consider OpEx to be material as Betsson is a technology company, whose business is conducted online within the sports-and gaming sector with a low degree of opex related to short-term leases and maintenance/service of tangible assets. Additionally, the vast majority of OpEx relates to expensed research and development costs of our internally developed platform which is not in the scope of the current economic activities listed in the Taxonomy regulation and supplementing delegated acts.

	Total (MEUR)	Proportion of Taxonomy-eligible economic activities (%)	Proportion of Taxonomy non-eligible economic activities (%)
Revenue	948.2	0 %	100 %
CapEx	1.4	0 %	100 %
OpEx	4.5	0 %	100 %

Alignment regarding Minimum Safeguards

The Minimum Safeguards ensure that companies engaging in sustainable activities meet certain standards when it comes to human and labour rights, bribery, taxation, and fair competition. Betsson is compliant with the Minimum Safeguard as outlined below:

Human rights, including workers' rights

Betsson is a participant of the United Nation Global Compact and Betsson's Code of Conduct, which is approved by the CEO of Betsson AB and endorsed by the Board of Directors, is based on the UN Global Compact's Ten Principles relating to human rights, labour, environment, and anti-corruption. The Ten Principles are also included as an attachment in the Code. Read more about the Code of Conduct on page 26. Read more about Betsson's work with creating a positive work environment on pages 30–33.

Bribery and corruption

In addition to the reference to the United Nations Global Compact's Ten Principles in the Group's Code of Conduct, Betsson has an Anti-corruption policy in place as well as yearly anti-bribery training for all employees. Every year, a risk assessment to evaluate corruption risks is carried out, and Betsson employs a four-eye principle to reduce the risk of conflicts of interest. Read more about Betsson's work against corruption on pages 26–27.

Taxation

Taxes represent a pillar in the financing of society and public welfare, and Betsson therefore regards compliance with tax legislation as an important task of a responsible business. The Group is to comply with all applicable local tax legislation and tax regulations in those countries where the Group operates. Read more about Betsson as a responsible taxpayer on page 29.

Fair competition

Fair Play, operating with responsibility and integrity, is one of Betsson's core company values. Betsson believes in encouraging healthy competition within the industry - fighting corruption and working for sustainable gaming regimes with high channelisation are some examples of how Betsson promotes this important area. All new starters get an introduction to compliance by a senior manager and all Betsson employees undergo yearly compliance training. Read more about compliance training on page 25.

The Company, its subsidiaries or senior management have not been convicted on violating any of the above safeguards.



TURNOVER KPI

Financial year	2023		Substantial Contribution Criteria						DNSH criteria (Do No Significant Harm)										
Economic Activities	Code	Turnover MEUR	Proportion of Turnover year 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of taxonomy-aligned or eligible turnover 2022, %	Enabling activity	Transitional activity
A. Taxonomy-eligible activities																			
A.1. Environmentally sustainable activities (taxonomy-aligned)																			
Turnover of environmentally sustainable activities (taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%		
Of which Enabling			0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	E	
Of which Transitional			0%	0%						Y	Y	Y	Y	Y	Y	Y	0%		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (non taxonomy-aligned activities)																			
Turnover of taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned) (A.2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
A. Turnover of taxonomy-eligible activities (A1+A2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
B. Taxonomy-non-eligible activities																			
Turnover of taxonomy-non-eligible activities		948.2	100%																
Total		948.2	100%																

CAPEX KPI

Financial year	2023		Substantial Contribution Criteria						DNSH criteria (Do No Significant Harm)										
Economic Activities	Code	CapEx MEUR	Proportion of CapEx, year 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of taxonomy-aligned or eligible turnover 2022, %	Enabling activity	Transitional activity
A. Taxonomy-eligible activities																			
A.1. Environmentally sustainable activities (taxonomy-aligned)																			
CapEx of environmentally sustainable activities (taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%		
Of which Enabling			0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	E	
Of which Transitional			0%	0%						Y	Y	Y	Y	Y	Y	Y	0%		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not taxonomy-aligned activities)																			
CapEx of taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
A. CapEx of taxonomy eligible activities (A1+A2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
B. Taxonomy-non-eligible activities																			
CapEx of taxonomy-non-eligible activities		1.45	100%																
Total		1.45	100%																

OPEX KPI

Financial year	2023		Substantial Contribution Criteria							DNSH criteria (Do No Significant Harm)					Proportion of taxonomy-aligned or eligible turnover 2022, %	Enabling activity	Transitional activity
	Code	OpEx MEUR	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity			
A. Taxonomy-eligible activities																	
A.1. Environmentally sustainable activities (taxonomy-aligned)																	
OpEx of environmentally sustainable activities (taxonomy-aligned) (A.1)	0	0%	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	0%	
Of which Enabling		0%	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	0%	E
Of which Transitional		0%	0%							Y	Y	Y	Y	Y	Y	0%	T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not taxonomy-aligned)																	
OpEx of taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned activities) (A.2)	0	0%	0%	0%	0%	0%	0%	0%	0%							0%	
A. OpEx of taxonomy-eligible activities (A1+A2)	0	0%	0%	0%	0%	0%	0%	0%	0%							0%	
B. Taxonomy-non-eligible activities																	
OpEx of taxonomy-non-eligible activities	4.48	100%															
Total	4.48	100%															

GRI-Index 2023

Betsson reports in accordance with the Global Reporting Initiatives Standards (GRI Standards 2021).

GRI Standard	Disclosure	Page	Comment
GRI 2: General Disclosures 2021	2-1 Organisational details	4-7, 39, 68	
	2-2 Entities included in the organisation's sustainability reporting	113-114	
	2-3 Reporting period, frequency and contact point	113	
	2-4 Restatements of information		No material changes.
	2-5 External assurance	108	
	2-6 Activities, value chain and other business relationships	4-7, 39-41, 73, 115, 117	
	2-7 Employees	115-116	
	2-8 Workers who are not employees	40	
	2-9 Governance structure and composition	15-17, 53-57	
	2-10 Nomination and selection of the highest governance body	56-57	
	2-11 Chair of the highest governance body	56-57	
	2-12 Role of the highest governance body in overseeing the management of impacts	56-57	
	2-13 Delegation of responsibility for managing impacts	16-17, 21, 26, 27, 28, 29, 31, 34, 37	
	2-14 Role of the highest governance body in sustainability reporting	16	
	2-15 Conflicts of interest	119	
	2-16 Communication of critical concerns	26	
	2-17 Collective knowledge of the highest governance body	62-63	
	2-18 Evaluation of the performance of the highest governance body	56-60	
	2-19 Remuneration policies	58-59	
	2-20 Process to determine remuneration	58-59	
	2-21 Annual total compensation ratio	58-59	
	2-22 Statement on sustainable development strategy	12-13	
	2-23 Policy commitments	20-38, 44-45	
	2-24 Embedding policy commitments	20-38, 44-45	
	2-25 Processes to remediate negative impacts	20-23, 36-38	
	2-26 Mechanisms for seeking advice and raising concerns	24, 26	
	2-27 Compliance with laws and regulations	24-29, 114	
	2-28 Membership associations	17, 25, 27, 37	
	2-29 Approach to stakeholder engagement	113-114	
	2-30 Collective bargaining agreements		Betsson employees are not subject to collective bargaining agreements but are entitled to a series of employee benefits, ranging from health insurance to parental leave and wellbeing allowance.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	113	
	3-2 List of material topics	113	
	3-3 Management of material topics	113	
GRI 201: Ekonomiskt resultat 2016	3-3 Management of material topics	34-35	
	201-1 Direct economic value generated and distributed	35	
	201-2 Financial implications and other risks and opportunities due to climate change	36-38	
GRI 201: Economic Performance 2016	3-3 Management of material topics	35	
	203-2 Significant indirect economic impacts	34-38	

GRI Standard	Disclosure	Page	Comment
GRI 205: Anti-corruption 2016	3-3 Management of material topics	26	
	205-1 Operations assessed for risks related to corruption	26, 44-45, 119	
	205-2 Communication and training about anti-corruption policies and procedures	24, 26	
	205-3 Confirmed incidents of corruption and actions taken		No confirmed cases of corruption.
GRI 302: Energy 2016	3-3 Management of material topics	36-38	
	302-1 Energy consumption within the organisation	117	
GRI 305: Emissions 2016	3-3 Management of material topics	36-38	
	305-1 Direct (Scope 1) GHG emissions	38, 117	
	305-2 Energy indirect (Scope 2) GHG emissions	38, 117	
	305-3 Other indirect (Scope 3) GHG emissions	38, 117	
	305-5 Reduction of GHG emissions	36-38	
GRI 401: Employment 2016	3-3 Management of material topics	31	
	401-1 New employee hires and employee turnover	115	
GRI 404: Training and Education 2016	3-3 Management of material topics	34-35	
	404-2 Programs for upgrading employee skills and transition assistance programs	23, 25, 28, 33	
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	24, 26, 31	
	405-1 Diversity of governance bodies and employees	115-116	
GRI 406: Non-discrimination 2016	3-3 Management of material topics	24, 26, 31	
	406-1 Incidents of discrimination and corrective actions taken		No cases of discrimination were formally reported during the reporting period.
GRI 413: Local Communities 2016	3-3 Management of material topics	34-35	
	413-1 Operations with local community engagement, impact assessments, and development programs	34-35	
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	20-23	
	416-1 Assessment of the health and safety impacts of product and service categories	20-23	
GRI 417: Marketing and Labeling 2016	3-3 Management of material topics	29	
	417-3 Incidents of non-compliance concerning marketing communications	114	No incidents during the reporting period.
GRI 418: Customer Privacy 2016	3-3 Management of material topics	28	
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	114	No incidents during the reporting period.

Annual General Meeting

The Annual General Meeting in Betsson AB (publ) is held on Tuesday, 7 May 2024, at 10.00 CEST at Helio GT30, Grev Turegatan 30 in Stockholm, Sweden.

Shareholders also have the opportunity to exercise their voting rights by postal voting prior to the Annual General Meeting.

Right to participate and notice of participation at the meeting venue

Shareholders who wish to attend the meeting venue in person or by proxy must:

- be listed as a shareholder in the presentation of the share register prepared by Euroclear Sweden AB concerning the circumstances on Friday, 26 April 2024, and
- give notice of their participation to the Company by Tuesday, 30 April 2024.

Right to participate and notice by postal voting

Shareholders who wish to participate in the Annual General Meeting by postal voting must:

- be recorded as a shareholder in the presentation of the share register prepared by Euroclear Sweden AB concerning the circumstances on 26 April 2024, and
- give notice of participation no later than 30 April 2024, by casting the postal vote so that the postal voting form is received by the Company no later than that day.

In order to have the right to take part in the voting, shareholders who have their shares registered in a custody account must register the shares in their own name so that the shareholders are registered in the share register as of 26 April 2024. Such registration can be temporary (so-called voting rights registration) and must be requested with the custodian in advance and in accordance with the custodian's routines. Voting rights registrations made no later than April 30 2024, are included in the share register presented to the Annual General Meeting.

For more information, please see the notice to the Annual General Meeting which is available on the Company's website at www.betssonab.com.

Financial calendar

Betsson intends to publish financial information relating to the 2024 financial year as follows:

Quarterly report first quarter

January–March 2024 26 April 2024

Quarterly report second quarter

January–June 2024 19 July 2024

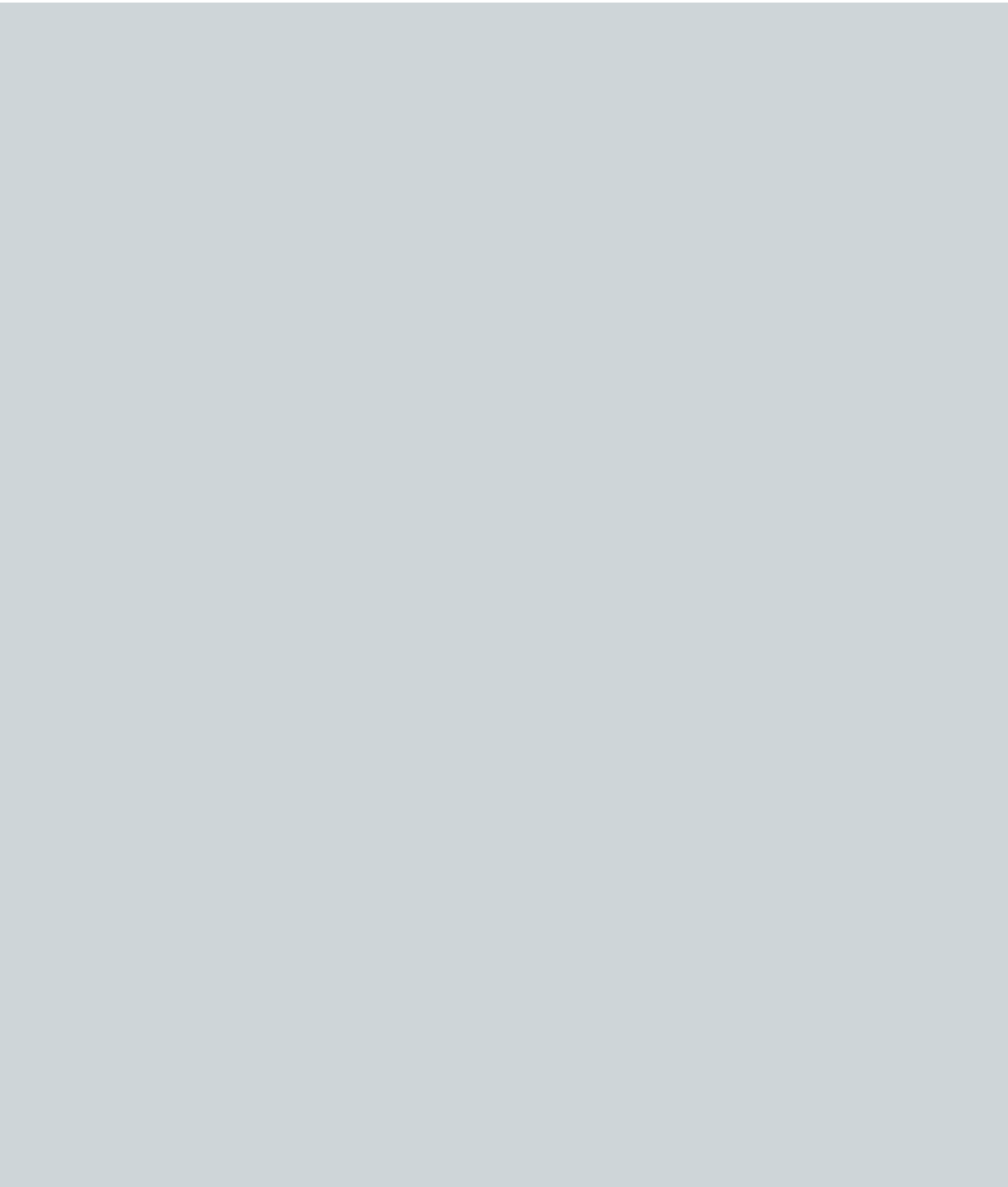
Quarterly report third quarter

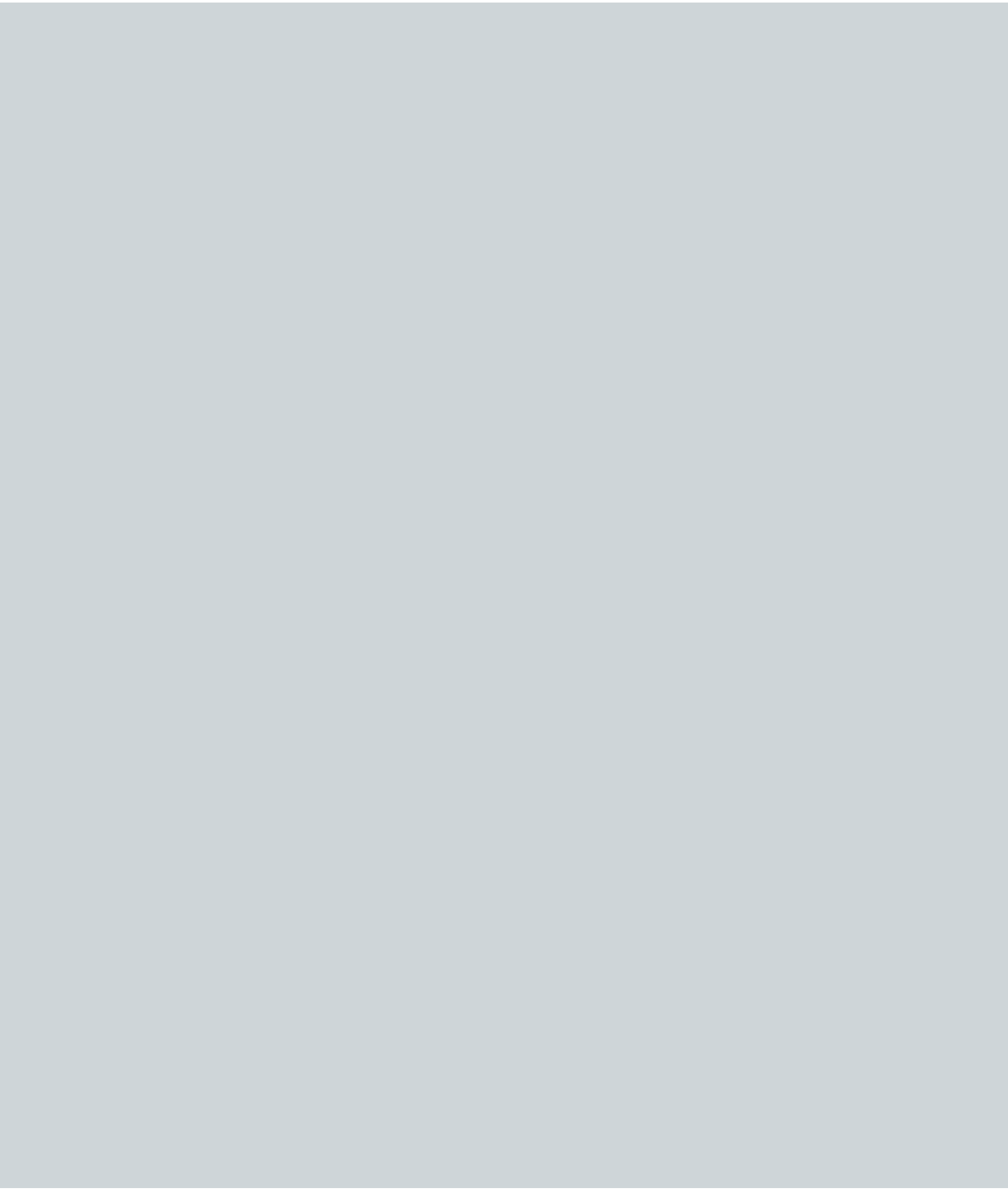
January–September 2024 24 October 2024

Year-end and Q4 quarterly report

January–December 2024 13 February 2025

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