

# Year-End Report 2016







#### **OCTOBER - DECEMBER**

- ➤ Total revenue increased by 31.8 per cent to SEK 265.0 (201.1) million.
- > EBITDA before non-recurring items was SEK 31.9 (29.0) million. The EBITDA margin before non-recurring items was 12.0 (14.4) per cent.
- ➤ Earnings per share before/after dilution amounted to SEK 0.40 (0.47)

#### **EVENTS AFTER THE END OF THE QUARTER**

> On 6 February 2017, the online gaming company Dansk Underholdning was acquired. In light of the acquisition the Board of Directors intends to propose to the Annual General Meeting that no dividend be paid for 2016.

#### **FULL-YEAR 2016**

- > Total revenue increased 16.6 per cent to SEK 924.5 (792.6) million.
- > EBITDA before non-recurring items was SEK 91.4 (136.8) million. The EBITDA margin before non-recurring items was 9.9 (17.3) per cent.
- **>** Earnings per share before/after dilution amounted to SEK 0.92 (-0.96).

#### KEY PERFORMANCE MEASURES

	2016	2015	Change,	2016	2015	Change,
SEKm (unless stated otherwise)	Oct-Dec	Oct-Dec	%	Jan-Dec	Jan-Dec	%
Revenue	265.0	201.1	31.8%	924.5	792.6	16.6%
EBITDA before non-recurring items	31.9	29.0	9.9%	91.4	136.8	-33.2%
EBITDA margin before non-recurring items (%)	12.0%	14.4%	-2.4 pts	9.9%	17.3%	-7.4 pts
Earnings before interest and tax (EBIT)	5.5	16.8	-67.4%	19.1	-36.0	153.0%
Earnings before interest and tax (EBIT),%	2.1%	8.4%	-6.3 pts	2.1%	-4.5%	6.6 pts
Net result for the period	14.2	16.7	-15.4%	33.1	-34.4	196.1%
Earnings per share before / after dilution, SEK 1)	0.40	0.47	-15.4%	0.92	-0.96	196.1%
Cash flow from operating activities	54.3	61.1	-11.1%	128.8	149.4	-13.8%
Free cash flow	34.8	45.8	-23.9%	62.4	76.8	-18.8%
Deposits from customers	816.5	550.6	48.3%	2,696.5	2,206.1	22.2%
Number of active customers	113,808	83,458	36.4%	238,822	181,067	31.9%

1) No dilution is applicable.

<sup>\*)</sup> EBITDA margin before non-recurring items



#### **CEO'S COMMENTS**

# "Strong end to an eventful 2016"

"The final quarter was one of our strongest ever quarters with revenue growth of 31.8 per cent year-on-year. Also this quarter, the number of active customers and customer deposits were at a record-breaking high, and we can thus conclude that our new Mr Green 2.0 business strategy is starting to generate results.

In the spring, we launched a new technology platform and once it was in place we could shape our business strategy. The five cornerstones of the strategy are: brand, user experience, product offering, geographic expansion and being the leader in sustainability and Green Gaming (responsible gaming).

On Monday we took the step to expand geographically by acquiring the online gaming company Dansk Underholdning. We will continue to grow the Danish business with Dansk Underholdning's brands and introduce Mr Green in Denmark. We will also be able to take advantage of significant synergies when we integrate Dansk Underholdning.

During the year, we launched both a Sportsbook and new live casino, which were well received by our customers and have performed according to plan. We also started to develop our customer communication to personalize it more, which is one of the reasons for our strong growth.

#### **PRESTIGIOUS PRIZES**

I am pleased to say that the gaming industry has also acknowledged our change process and awarded us prestigious accolades during the year. Mr Green was named "Slots Operator of the Year" and "Affiliate Program of the Year" by *eGaming* 

Review Magazine in November. In January 2017, we won "Nordic Operator of the Year" and "Marketing Campaign of the Year" at the EGR Nordics Awards. We have moved from offering traditional marketing campaigns to individualised customer communication, for example, our Christmas campaign offered unique, innovatively packaged daily offerings. These awards are proof that we are at the forefront of the industry.

EBITDA before non-recurring items increased by 83.6 percent from the preceding quarter. EBITDA before non-recurring items was mainly affected year-on-year by higher costs related to the company's strong growth, betting duties and marketing costs.

#### LISTED ON MAIN MARKET

2016 was an eventful year that ended with the company being listed on Nasdaq Stockholm's main market on 30 November. The listing is a stamp of quality and a key milestone that we achieved in accordance with our communicated plan.

In connection with the listing, we presented financial targets for the medium terms (two to three years) and long term. Our medium-term target is to achieve an annual average growth rate of 20 per cent and an EBITDA margin of 20 per cent. In the long term, annual organic growth is to outperform the online gaming market and the EBITDA margin is to be 15 per cent, assuming 100 per cent of revenue is generated in locally regulated markets with betting duties.

With our clear business strategy and scalable business model, combined with an intense focus on efficiency, we will achieve these financial targets and create shareholder value."

Per Norman, CEO

## Market

#### **CONTINUED STRONG MARKET GROWTH**

The market for online gaming is continuing to grow at a rapid pace. The key driving forces are the growing penetration of smartphones and tablets and continual improvements in consumers' Internet access.

Industry research firm H2 Gambling Capital (H2GC) predicts a compound average annual growth rate (CAGR) for the European online gaming market of 6.3 per cent over the period 2017-2021 and that the market will be worth EUR 27.6 billion by 2021. The online casino market is expected to grow at nearly the same pace as the online gaming market while Sportsbook betting is expected to increase by 6.9 per cent. The live casino market is forecast to grow by 7.7 per cent over the same period.

#### **MOBILE GAMING INCREASES BY 14.8 PER CENT**

The mobile gaming market is expected to account for most of the growth in the online gaming market in the years ahead. Between 2017 and 2021, mobile gaming is expected to grow at a CAGR of 14.8 per cent and computer gaming at a CAGR of 1.2 per cent. Over the same period, mobile Sportsbook betting is forecast to grow by 12.7 per cent and casino gaming by 16.7 per cent. The European mobile gaming market is expected to be worth EUR 12.6 billion by 2021, accounting for 45.5 per cent of the total European online gaming market.



#### LOCAL REGULATION A POSITIVE DEVELOPMENT

Over the next few years, Mr Green expects several European countries to introduce local regulations for online gaming. Mr Green welcomes this development and has for some time been preparing itself for potential local market regulation and the imposition of taxes and duties as well as stricter requirements for corporate governance, responsible gaming and other issues.

The European online gaming market remains highly competitive. The market is fragmented, with few pan-European players. Local regulation will have an impact on competition over the coming years.

Mr Green believes the company is well positioned for continued growth.

H2GC's forecasts are from January 2017



# Financial overview

#### **OCTOBER - DECEMBER**

**REVENUE** 

Total revenue increased by 31.8 per cent to SEK 265.0 (201.1) million in the quarter compared with the year-earlier period. The growth trend of a strong increase in the number of customers and record-high customer deposits continued from the preceding quarter. The number of active customers increased by 36.4 per cent and customer deposits rose by 48.3 per cent. The strong growth was mainly driven by improved customer communication and enhanced user experience. Mr Green's expanded product offering, including both a Sportsbook and a new live casino, is attractive and the company has strengthened its market position in much of Europe.

The company has decided to focus its marketing activities outside the Nordic region, which has proven to be a successful strategy. Revenue in Western Europe increased by 91.2 per cent to SEK 93.4 (48.9) million, which resulted in Mr Green strengthening its position in all markets in the region. Revenue for Central, Eastern and Southern Europe increased by 37.4 per cent to SEK 75.3 (54.8) million, driven by strong growth in, for example, Austria. Revenue in the Nordic region fell by 1.6 per cent to SEK 88.9 (90.3) million. Revenue in the Rest of the World rose by 3.9 per cent to SEK 7.4 (7.1) million.

In local currencies, the increase was 29.9 per cent. The Group was positively impacted by the weaker SEK against the EUR.

COSTS

Cost of services sold increased by 60.9 per cent to SEK 92.7 (57.6) million. The increase was mainly due to costs related to

strong growth and higher local betting duties due to a solid increase in revenues in taxed markets. Total betting duties amounted to SEK 39.0 (25.4) million, or 14.7 (12.6) per cent of revenue, mostly comprising betting duties in Austria. The quarter was also impacted by a case of fraud linked to a security defect in a specific third-party payment solution that was charged to the quarter in the amount of SEK 8.4 million. This security defect was corrected at the end of the quarter.

Marketing costs increased by 27.8 per cent to SEK 93.5 (73.2) million, as a result of the company's expanded product offering. Marketing costs represent 35.3 (36.4) per cent of total revenue. Marketing costs have declined as a percentage of revenue since the second quarter of 2016. Following the launch of the new technology platform in the second quarter of 2016, a strategic decision was made to increase marketing activities to strengthen the market position in Europe.

Personnel costs increased by 33.2 per cent to SEK 34.7 (26.1) million. The increase was due to new recruitment aimed at strengthening the company's pool of expertise and managing the expansion of operations. Compared with the preceding quarter, personnel costs in relation to total revenue were down 1.7 percentage points.

Other operating expenses fell by 0.9 per cent to SEK 27.7 (28.0) million, due to lower consulting costs compared with the fourth quarter of 2015.

Capitalised costs rose by 21.8 per cent to SEK 15.6 (12.8) million, as a result of the new technology platform and the broader product offering.

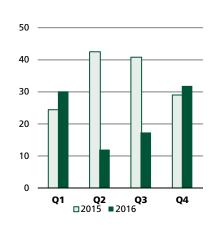
# REVENUE (SEKm) 300 250 200 150 100 50

**Q2 Q3** □ 2016

04

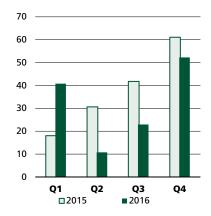
Q1





# CASH FLOW FROM OPERATING ACTIVITIES

(SEKm)



#### **EBITDA**

EBITDA before non-recurring items increased by 9.9 per cent to SEK 31.9 (29.0) million, corresponding to an EBITDA margin before non-recurring items of 12.0 (14.4) per cent. Compared with the fourth quarter of 2015, EBITDA before non-recurring items was mainly affected by higher costs related to the company's strong growth, local betting duties and marketing costs.

EBITDA after non-recurring items amounted to SEK 20.1 (29.0) million. The EBITDA margin after non-recurring items was 7.6 (14.4) per cent. Non-recurring items for the quarter amounted to SEK 11.7 (0) million and referred to costs for the listing on Nasdaq Stockholm.

EBITDA before non-recurring items increased for the third consecutive quarter. Compared to the previous quarter, EBITDA before non-recurring items rose by 83.6 percent from SEK 17.4 million to SEK 31.9 million. The margin improved by 4.4 percentage points due to strong growth.

#### **DEPRECIATION AND AMORTISATION**

Depreciation and amortisation rose by 20.2 per cent to SEK 14.7 (12.2) million, as a result of the increased intangible assets compared with the year-earlier period.

#### **FRIT**

EBIT was SEK 5.5 (16.8) million and the EBIT margin was 2.1 (8.4) per cent. EBIT for the quarter was charged with SEK 11.7 (0) million in non-recurring items comprising costs for the listing on Nasdaq Stockholm.

#### NET FINANCIAL INCOME AND TAX

Net financial income was SEK  $0.1\ (0.0)$  million. The Group's tax improved net result for the period by SEK 8.6 million due to a dissolved tax reserve.

#### RESULT FOR THE PERIOD

The net result for the period was SEK 14.2 (16.7) million. Net result for the period for the quarter was charged with SEK 11.7 million in non-recurring items comprising costs for the listing on Nasdaq Stockholm.

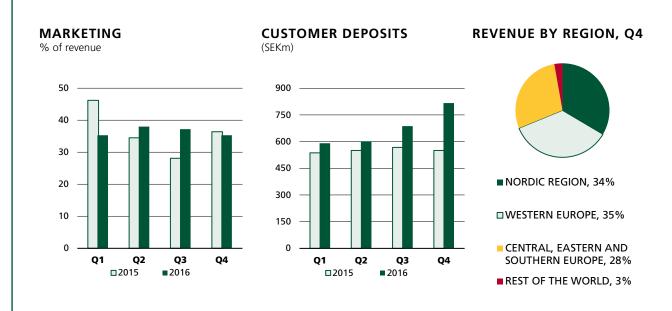
#### **FULL-YEAR 2016**

#### **REVENUE**

Total revenue increased by 16.6 per cent to SEK 924.5 (792.6) million for the full-year 2016. Growth in the second half of the year was 22.9 per cent and revenue amounted to SEK 494.8 (402.6) million. Growth accelerated after the launch of the new technology platform in the second quarter of 2016, and the improved customer communication. Mr Green's expanded product offering, including both a Sportsbook and a new live casino, is attractive and the company has strengthened its market position in much of Europe. Growth in the number of customers and customer deposits set record high levels in the second half of 2016.

Revenue from mobile devices increased by 71.2 per cent to SEK 392.8 (229.4) million, driven by the new responsive gaming site and the award-winning apps launched at the end of 2015.

In local currencies, the increase was 17.7 per cent. The Group was negatively impacted primarily by the weaker GBP and NOK, which partly offset the weaker SEK against the EUR.



#### **COSTS**

Cost of services sold increased by 53.9 per cent to SEK 306.7 (199.2) million. The increase was mainly due to costs related to strong growth and higher local betting duties due to a solid increase in revenues in locally regulated markets. Cost of services sold were also impacted by the implementation and development of the Sportsbook and new live casino. Betting duties amounted to SEK 132.8 (65.3) million, or 14.4 (8.2) per cent of revenue. The main reason for the increase in betting duties is the ongoing provisions made for betting duties in Austria, which have been recognised since the third quarter of 2015 and have had a negative impact on earnings for 2016 in the amount of SEK 93.9 (36.1) million.

Marketing costs rose by 17.2 per cent to SEK 336.4 (287.2) million. Marketing activities were subdued in the first part of the year pending the launch of the new technology platform. These activities increased after the launch of the new technology platform and Sportsbook in the second quarter due to the company's improved product offering. Marketing costs have declined as a percentage of revenue since the second quarter of 2016.

Personnel costs increased by 31.1 per cent to SEK 130.8 (99.7) million. The increase was due to new recruitment aimed at strengthening the company's pool of expertise and managing the expansion of operations.

Other operating expenses fell by 2.5 per cent to SEK 115.8 (118.8) million. The decline was mainly the result of lower consulting costs compared with 2015.

Capitalised costs for development of the technology platform rose by 15.3 per cent to SEK 56.5 (49.0) million, as a result of the development of the new technology platform and the broader product offering.

#### **EBITDA**

EBITDA before non-recurring items amounted to SEK 91.4 (136.8) million, corresponding to an EBITDA margin before non-recurring items of 9.9 (17.3) per cent. EBITDA before non-recurring items was mainly affected by higher costs related to the company's strong growth in the second half of the year, local betting duties, marketing costs and costs for expanding the product offering. Ongoing provisions are made for betting duties in Austria since the third quarter of 2015, and in 2016 impacted earnings before non-recurring items in the amount of SEK 93.9 million (36.1).

EBITDA after non-recurring items increased by 37.1 per cent to SEK 75.6 (55.1) million, corresponding to an EBITDA margin after non-recurring items of 8.2 (7.0) per cent. In 2015, non-recurring items totalled SEK 81.6 million and referred to provisions for betting duties in Austria. In 2016, non-recurring items totalled SEK 15.8 million and referred to costs for the listing on Nasdaq Stockholm.

#### DEPRECIATION AND AMORTISATION

Depreciation and amortisation declined by 13.4 per cent to SEK 56.5 (65.2) million. Impairment of SEK 25.9 million relating to Social Holding Ltd's gaming platform was recognised in 2015, after which the platform was valued at SEK 0. Amortisation for the Social Holding Ltd gaming platform in 2015 amounted to SEK 9 million, which is the reason for the decrease in amortisation in 2016.

#### **EBIT**

EBIT increased by SEK 55.1 million to SEK 19.1 (-36.0) million. The EBIT margin was 2.1 (-4.5) per cent. EBIT for the period was charged with SEK 15.8 (81.6) million in non-recurring items. EBIT in the preceding year was also charged with impairment of SEK 25.9 million.

#### NET FINANCIAL INCOME AND TAX

Net financial income improved to SEK 10.4 (-0.1) million. The improvement is due to an adjustment of the additional consideration relating to the acquisition of Social Holding Ltd in 2016, which resulted in financial income of SEK 10.3 million The Group's tax improved the net result for 2016 by SEK 3.6 million (1.7) due to a dissolved tax reserve.

#### NET RESULT FOR THE YEAR

Net result for the year improved by SEK 67.5 million to SEK 33.1 (-34.4) million. Net result for the year was charged with SEK 15.8 (81.6) million in non-recurring items. In 2015, net result for the year was also charged with impairment of SEK 25.9 million.

## Cash flow

#### **OCTOBER - DECEMBER**

Cash flow from operating activities amounted to SEK 54.3 million (61.1). The change in working capital impacted cash flow by SEK 5.3 (24.1) million, mainly due to higher trade payables in the quarter. Betting duties in Austria had an impact on cash flow of SEK 25.5 (11.7) million. Cash flow from investing activities amounted to a SEK -19.5 (-15.3) million and refers mainly to the development of the technology platform (intangible asset) and other property, plant and equipment.

#### **FULL-YEAR 2016**

Cash flow from operating activities amounted to SEK 128.8 million (149.4). The change in working capital increased cash flow by SEK 40.7 (8.5) million, mainly due to higher balances on customer accounts and trade payables affected by increased business activities. Betting duties in Austria had an impact on cash flow of SEK 2.9 (95.6) million. Instalments under the payment plan for past betting duties were made in the amount of SEK 88.4 (22.1) million in 2016. Cash flow from investing activities amounted to SEK -66.4 (-72.5) million and refers mainly to the development of the technology platform (intangible asset) and other property, plant and equipment. Investments for 2015 included the acquisition of the operations of MyBet Italia srl in the amount of SEK 8.0 million.

# Financial position

The company has no liabilities to credit institutions. Cash and cash equivalents at the end of the period amounted to SEK 266.9 (190.3) million. Balances on customer accounts totalled SEK 27.4 (18.6) million. Due to the regulations of gaming authorities, this amount limits utilisation of the company's cash and cash equivalents.

Consolidated equity at year-end was SEK 710.5 (640.8) million, corresponding to SEK 19.82 (17.88) per share.

Deposits from customers in the quarter totalled SEK 816.5 (550.6) million.

## Other information

#### **PERSONNEL**

At the end of the period, the Group had 205 (161) employees. The average number of full-time equivalents in the Group in the fourth quarter was 195 (163), of which 162 (128) were based in Malta. At the end of the period, the Group employed 37 (32) consultants on full-time contracts.

#### **OUTSTANDING SHARES AND OPTIONS**

The company holds no treasury shares. The total number of shares and votes outstanding in Mr Green & Co AB is 35.849.413.

In March 2014, 1,400,000 warrants were issued following a resolution passed at the Extraordinary General Meeting on 19 March 2014. The exercise price was set at SEK 68 and the exercise period is 20 March 2017 – 20 April 2017. A total of 1,110,000 warrants had been acquired at 31 December 2016.

Following a resolution at the Annual General Meeting on 21 April 2016, the company issued 1,020,000 warrants to senior executives and 360,000 warrants to the members of the Board of Directors. As of 31 December 2016, senior executives had acquired 860,000 warrants and the Board members had acquired 320,000 warrants at a market price of SEK 2.64 per warrant. The exercise price was set at SEK 45 and the exercise period is 22 April 2019 – 22 May 2019.

#### **RELATED-PARTY TRANSACTIONS**

The company has previously signed service agreements with several companies controlled by related parties. Transactions with related parties are made on market terms. The Group's total expense for services received during the quarter was SEK 0.0 (0.5) million and accumulated expenses for the financial year were SEK 0.2 (2.4) million.

MR GREEN CONTESTS TAX LIABILITY IN AUSTRIA

The company has contested its tax liability by reference to the Austrian Constitution as well as EU legislation and has initiated an appeal process at an Austrian court and submitted a complaint to the European Commission. Most of the other gaming operators have initiated similar processes in Austria.

The self-assessment should be viewed as a precautionary measure, as it will prevent the imposition of any criminal law sanctions and tax surcharges on the company. From September 2014 until the tax case has been finally resolved in court, the company reports gaming sales related to Austria subject to the existing defects in the legislation (which the company has contested), but declares a total tax amount of SEK 0. In view of the uncertain legal situation, which involves ongoing, and most likely protracted, legal processes in Austria and the EU, as well as the current political agenda, including a potential sale of the monopoly, Mr Green Ltd has decided, all things considered, to make ongoing provisions covering the potential tax in the income statement, in cost of services sold. The tax for the self-assessment period and subsequent provisions total SEK 319.7 million as at 31 December 2016 and have had a negative impact on earnings in the same amount for the period 2014 to the fourth quarter of 2016. Mr Green Ltd has completed a payment plan based on the self-assessment submitted to the Austrian tax authorities in 2014, which means that the payment of the self-assessment amount of SEK 108.1 million was completed in September 2016. As there is uncertainty about how the tax should be determined, the aforesaid amount has been calculated based on how the company believes the tax calculation will be made. There is a risk that Mr Green Ltd will lose the tax dispute or that the amounts may be adjusted to higher amounts than what the company has calculated.

#### EVENTS AFTER THE END OF THE QUARTER

The online gaming company Dansk Underholdning was acquired on 6 February. Dansk Underholdning holds a Danish casino gaming licence and generated revenue of approximately EUR 3.9 million in 2016. The company reported year-on-year growth of 27 per cent in 2016. Dansk Underholdning has several well-established brands including Bingosjov, Bingoslottet och Balletbingo. The CEO and co-founder of Dansk Underholdning, Peter Eugen Clausen, will remain the CEO of the company after the acquisition.

The purchase consideration is calculated using an EBITDA multiple of seven for the annualised earnings during the period May 2016 up to and including March 2017. The acquisition is cash financed with an initial purchase consideration of approximately EUR 9 million in March/April 2017 and an additional purchase consideration of maximum EUR 650,000 may be triggered in April 2018 provided that certain conditions have been met.

The plan is to launch Mr Green in Denmark in 2017, along-side Dansk Underholdning's existing brands. Mr Green expects synergies, for example, through the introduction of Mr Green's various products and services in Denmark.

On February 6 Mr Green was named Online Operator of the Year at the International Gaming Awards.

#### **REVIEW**

This report has not been subject to review by the company's auditors.

# 2017 Annual General Meeting

The Annual General Meeting (AGM) of Mr Green & Co AB will be held on Monday 24 April 2017, at 5:00 p.m., in Wallenbergsalen, IVA, Grev Turegatan 16, Stockholm. Shareholders wishing to present an issue for discussion at the AGM may submit their proposal to Mr Green & Co's General Counsel, Jan Tjernell, by e-mail to jan.tjernell@mrg.se or by post to Mr Green & Co AB, Attn: Jan Tjernell, Sibyllegatan 17, SE-114 42 Stockholm. To ensure inclusion in the notice of AGM and thereby on the agenda for the AGM, proposals must be received by the company by 6 March 2017.

#### DIVIDENS

Mr Green's aim is to pay a dividend and/or repurchase shares in an amount of up to 50 per cent of the consolidated free cash flow unless it is deemed that the Group's liquid assets are needed to realise the company's strategy, future tax payments or need to be set aside to secure additional reserves when warranted by conditions in capital markets.

The Board of Mr Green believes that the company's liquid assets are needed to realise Mr Green's strategy of expanding to new geographic markets. Due to the acquisition of the online gaming company Dansk Underholdning, the Board of Directors intends to propose to the Annual General Meeting that no dividend be paid for the 2016 financial year.

#### NOMINATION COMMITTEE

In accordance with a resolution adopted at the AGM of Mr Green & Co AB on 21 April 2016, the Nomination Committee consists of Kent Sander, Dimitrij Titov and Mikael Pawlo. Shareholders wishing to submit a proposal to the Nomination Committee may do so by e-mail to valberedning@mrg.se or by post to Mr Green & Co AB, Valberedningen, Sibyllegatan 17, 4 tr SE-114 42 Stockholm.

#### FINANCIAL CALENDAR

Mr Green intends to publish financial reports as follows:

- ➤ The 2016 Annual Report on 17 March 2017
- > The 2016 Annual General Meeting on 24 April 2017
- > The interim report for the first quarter of 2017 on 28 April 2017
- > The interim report for the second quarter of 2017 on 21 July 2017
- ➤ The interim report for the third quarter of 2017 on 27 October 2017

#### **CONTACT INFORMATION**

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This information is information that Mr Green & Co AB is obliged to make public pursuant to the EU Market Abuse Regulation and the Swedish Securities Market Act. The information was submitted for publication, through the agency of the contact person set out above, at 10 February 2017 at 8:00 a.m. CET.

The Board of Directors and Chief Executive Officer warrant and declare that this interim report gives a true and fair view of the Parent Company's and Group's operations, financial positions and results, and that it describes significant risks and uncertainties faced by the Parent Company and the companies included in the Group.

Stockholm, 10 February 2017

Kent Sander Chairman

Henrik Bergquist Andrea Gisle Joosen
Board member Board member

Eva Lindqvist Board member

Danko Maras Board member Tommy Trollborg

Board member

Per Norman CEO

This English translation is only for reference purposes. Should there be any discrepancies between original Swedish version and the English translated version, the Swedish version shall prevail.

# Condensed consolidated income statement

		2016	2015	2016	2015
SEK '000	Note	Oct-Dec	Oct-Dec	Jan-Dec	Jan-Dec
Revenue		264,951	201,067	924,524	792,599
Cost of services sold		-92,680	-57,603	-306,685	-199,222
Capitalised costs		15,578	12,795	56,549	49,034
Marketing		-93,509	-73,191	-336,432	-287,171
Personnel costs		-34,747	-26,093	-130,784	-99,728
Other operating expenses		-27,719	-27,959	-115,778	-118,750
EBITDA before non-recurring items		31,874	29,015	91,393	136,761
Non-recurring items	1	-11 738	-	-15 810	-81,631
EBITDA after non-recurring items		20,136	29,015	75,582	55,130
Depreciation and amortisation		-14,661	-12,201	-56,489	-65,247
Impairment		_	-		-25,917
Earnings before interest and tax (EBIT)		5,475	16,814	19,093	-36,034
Financial income	2	132	29	10,369	-17
Financial expenses		-1	5	-10	-49
Result before tax		5,605	16,848	29,452	-36,100
Income tax		8,565	-105	3,649	1,668
Net result for the period		14,170	16,743	33,101	-34,433
Result for the period attributable to:					
- Shareholders of the parent company		14,170	16,743	33,101	-34,433
Weighted average number of shares		35,849,413	35,849,413	35,849,413	35,849,413
Earnings per share before dilution, SEK		0.40	0.47	0.92	-0.96
Earnings per share after dilution, SEK		0.40	0.47	0.92	-0.96
Included in cost of services sold:					
Betting duties Austria (excl interest)		-25,922	-16,817	-85,116	-32,349
Interest of betting duties Austria		-2,176	-1,959	-8,773	-3,744
Betting duties other markets		-10,885	-6,597	-38,947	-29,241

# Condensed consolidated statement of comprehensive income

	2016	2015	2016	2015
SEK '000	Oct-Dec	Oct-Dec	Jan-Dec	Jan-Dec
Net result for the period	14,170	16,743	33,101	-34,433
Other comprehensive income:				
Items which can be subsequently re-classified to profit/loss:				
- Foreign exchange differences on consolidation	-5,342	-20,774	33,424	-16,128
Other comprehensive income for the period	-5,342	-20,774	33,424	-16,128
Comprehensive income for the period	8,828	-4,031	66,525	-50,561
Comprehensive income for the period attributable to:				
- Shareholders of the parent company	8,828	-4,031	66,525	-50,561

# Condensed consolidated balance sheet

	2016	2015
SEK '000	31 Dec	31 Dec
Customer contracts	0	0
Brand	304,230	290,495
Other intangible assets	93,437	81,175
Goodwill	523,088	499,473
Equipment	4,890	4,496
Deferred tax asset	368	_
Non-current assets	926,012	875,639
Current income tax assets	6,747	-
Other receivables	18,079	11,042
Prepaid expenses and accrued income	7,828	5,201
Cash and cash equivalents	266,908	190,281
Current assets	299,561	206,525
Total assets	1,225,574	1,082,164
Share capital	35,849	35,849
Share premium reserve	683,888	680,773
Translation reserve	85,348	51,924
Retained earnings	-94,619	-127,720
Equity	710,466	640,826
Deferred tax liability	114,484	104,040
Betting duties Austria	212,001	112,870
Non-current liabilities	326,485	216,911
Trade payables	69,027	33,246
Customer accounts	27,426	18,579
Other liabilities	10,340	20,490
Tax liabilities	_	6,625
Betting duties Austria	_	86,702
Accrued expenses and deferred income	81,830	58,785
Current liabilities	188,623	224,427
Total equity and liabilities	1,225,574	1,082,164

# Condensed consolidated statement of changes in equity

		2016	2015	2016	2015
SEK '000	Note	Oct-Dec	Oct-Dec	Jan-Dec	Jan-Dec
Equity at beginning of period	3	701,744	644,857	640,826	738,024
Net result for the period		14,170	16,743	33,101	-34,433
Other comprehensive income:					
- Foreign exchange differences on consolidation	3	-5,342	-20,774	33,424	-16,128
Total comprehensive income		8,828	-4,031	66,525	-50,561
Transactions with owners:					
- Warrant premiums		-106	-	3,115	-33
- Dividend through mandatory repurchase of shares		_	_	_	-46,604
Total transactions with owners		-106	-	3,115	-46,638
Equity at end of period		710,466	640,826	710,466	640,826

# Condensed consolidated statement of cash flow

	2016	2015	2016	2015
SEK '000	Oct-Dec	Oct-Dec	Jan-Dec	Jan-Dec
Net result before taxation	5,605	16,848	29,452	-36,100
Adjusted for:				
- Depreciation, amortisation and impairment	14,661	12,201	56,489	91,164
- Unrealised foreign exchange differences, net	3,099	-1,724	3,716	-1,310
- Betting duties Austria	25,496	11,738	2,858	95,644
Changes in working capital	5,295	24,061	40,726	8,506
Income tax paid	109	-2,049	-4,436	-8,479
Interest income	25	-15	28	21
Interest expense	-3	15	-10	-87
Cash flow from operating activities	54,286	61,075	128,822	149,360
Cash flow from investing activities:				
- Payment, acquisition of subsidiary/assets and liabilities	-	_	-	-8,044
- Acquisition of intangible assets	-17,981	-14,986	-62,708	-60,593
- Acquisition of property, plant and equipment	-1,474	-338	-3,686	-3,873
Cash flow from investing activities	-19,455	-15,325	-66,394	-72,511
Cash flow from financing activities:				
- Warrant premiums	-106	0	3,115	-33
- Dividend through mandatory repurchase of shares	_	0	_	-46,604
Cash flow from financing activities	-106	0	3,115	-46,637
Change in cash and cash equivalents	34,725	45,751	65,544	30,212
Foreign exchange differences	24	5,394	11,083	5,115
Cash and cash equivalents at the beginning of the period	232,159	139,136	190,281	154,954
Cash and cash equivalents at the end of the period	266,908	190,281	266,908	190,281

During the quarter, warrants were bought back in the amount of kSEK 106.

# Condensed income statement per quarter

	2016	2016	2016	2016	2015	2015	2015	2015
SEK '000 Not	e Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Revenue	264,951	229,861	211,218	218,493	201,067	201,554	194,786	195,192
Cost of services sold	-92,680	-77,440	-70,237	-66,328	-57,603	-59,668	-40,671	-41,280
Capitalised costs	15,578	12,302	14,910	13,759	12,795	11,468	12,528	12,244
Marketing	-93,509	-85,521	-80,265	-77,137	-73,191	-56,596	-67,176	-90,209
Personnel costs	-34,747	-34,126	-32,139	-29,772	-26,093	-26,569	-24,694	-22,372
Other operating expenses	-27,719	-27,718	-31,489	-28,852	-27,959	-29,380	-32,259	-29,154
EBITDA before non-recurring items	31,874	17,357	11,998	30,163	29,015	40,810	42,514	24,421
Non-recurring items	1 -11,738	-4,072	_	_	_	-81,631		_
EBITDA after non-recurring items	20,136	13,285	11,998	30,163	29,015	-40,821	42,514	24,421
Depreciation and amortisation	-14,661	-13,373	-15,110	-13,344	-12,201	-16,001	-17,561	-19,483
Impairment	_	_	_		_	-25,917		
Earnings before interest and tax (EBIT)	5,475	-88	-3,112	16,819	16,814	-82,739	24,953	4,938
Financial income	2 132	81	-27	10,181	29	-28	2	7
Financial expenses	-1	-3	-4	0	5	-27	-46	-7
Result before tax	5,605	-10	-3,144	27,000	16,848	-82,794	24,909	4,938
Income tax	8,565	-867	-1,561	-2,488	-105	6,840	-4,852	-216
Net result for the period	14,170	-876	-4,705	24,512	16,743	-75,954	20,057	4,722
Number of shares	35,849,413	35,849,413	35,849,413	35,849,413	35,849,413	35,849,413	35,849,413	35,849,413
Earnings per share before dilution, SEK	0.40	-0.02	-0.13	0.68	0.47	-2.12	0.56	0.13
Earnings per share after dilution, SEK	0.40	-0.02	-0.13	0.68	0.47	-2.12	0.56	0.13
Included in cost of services sold:								
Betting duties Austria (excl interest)	-25,922	-21,682	-19,022	-18,492	-16,817	-15,533	-	-
Internal of heating duties Assets	2 170	-2,193	2 265	2 120	1.050	1 70/		
Interest of betting duties Austria	-2,176	-2,193	-2,265	-2,138	-1,959	-1,784	_	_

# Condensed income statement parent company

	2016	2015	2016	2015
SEK '000 Not	e Oct-Dec	Oct-Dec	Jan-Dec	Jan-Dec
Revenue	1,349	1,211	4,814	4,532
Expenses	-7,175	-8,393	-33,400	-33,304
EBITDA before non-recurring items	-5,826	-7,183	-28,586	-28,773
Non-recurring items	1 -11,738	_	-15,810	
EBITDA after non-recurring items	-17,565	-7,183	-44,396	-28,773
Depreciation and amortisation	-51	-49	-199	-70
Earnings before interest and tax (EBIT)	-17,616	-7,232	-44,596	-28,842
Financial items and appropriations	50,528	5,387	49,767	1,987
Net result for the period	32,912	-1,845	5,171	-26,855

Net profit for the period in the Parent Company income statement is the same as comprehensive income for the period, as no items are recognised in other comprehensive income.

The Parent Company's financial items and appropriations included anticipated dividends from subsidiaries of kSEK 44,169 that were not relevant in 2015.

# Condensed balance sheet parent company

	2016	2015
SEK '000	31 Dec	31 Dec
Non-current assets	717,693	714,732
Current assets	66,417	12,022
Total assets	784,110	726,755
Restricted equity	35,849	35,849
Non-restricted equity	647,202	638,916
Other liabilities	101,058	51,989
Total equity and liabilities	784,110	726,755

## Notes

All values in parentheses () are comparative figures for the same period in the previous year unless otherwise stated. In the commentaries, the unit SEK million is used unless otherwise indicated. In the financial statements, the unit kSEK is used unless otherwise indicated.

#### **ACCOUNTING POLICIES**

Mr Green & Co AB (publ) applies the International Financial Reporting Standards (IFRS), as adopted by the EU. This interim report has been prepared in accordance with IAS 34 Interim Financial Reporting, the Swedish Annual Accounts Act and RFR 1 Supplementary Financial Reporting Rules for Corporate Groups of the Swedish Financial Reporting Board. The financial statements of the Parent Company have been prepared in accordance with the Annual Accounts Act and Recommendation RFR 2 Financial Reporting for Legal Entities of the Swedish Financial Reporting Board. Under RFR 2, the Parent Company is required to apply all EU-adopted IFRS and interpretations insofar as this is possible under the Annual Accounts Act and with regard to the relationship between accounting and taxation. The accounting policies and bases of assessment are unchanged compared with the 2015 Annual Report, except with regard to what is stated below and under the section "Personnel costs and other operating expenses."

As of the preceding interim report for January - September 2016, the Group reports a new geographic structure, as the former region "Rest of Europe" has been divided up into two regions, "Western Europe" and "Central, Eastern and Southern Europe." The new geographic structure has been introduced in order to increase transparency and comparability with the company's competitors. Comparative figures have been restated to reflect the new structure. The new geographic structure has no impact on the total reported amounts of, for example, revenue or other items. The new regional structure has also not led to any changes in assessments regarding the reporting of operating segments. The regions are not the focus of earnings evaluations and decisions on the allocation of resources are not made based on regions. Instead, regions are reported in interim reports based on industry practice and a stakeholder perspective.

As of the preceding interim report for January – September 2016, the Group specifies the interest that is attributable to betting duties in Austria. The interest has previously been included in the total amount for "Betting duties Austria" (which is included in the item "Cost of services sold"). Under the new policy, information on "Betting duties Austria" and "Interest" is provided in the form of a note disclosure to "Cost of services sold." The note disclosure is presented directly under the income statement, since we consider that it is essential to a correct understanding of the income statement and of cost of services sold. The same information is presented for the comparative periods.

As stated in the most recent annual report, betting duties are included in cost of services sold. Betting duties also include also other indirect tax.

PERSONNEL COSTS AND OTHER OPERATING EXPENSES In the comparative figures for 2015, kSEK 4,719 was re-classified from other operating expenses to personnel costs compared with the 2015 Annual Report. The reason for the reclassification is that these costs are of a personnel-related nature. The same reclassification has been made for all interim periods in 2015. The reclassification only involves a transfer between the aforementioned lines in the income statement and thus has no impact on EBITDA.

#### FINANCIAL INSTRUMENTS - FAIR VALUES

The consolidated item that has been stated at fair value refers to a liability in respect of a purchase consideration, which totalled kSEK 10,069 at 31 December 2015. As described in Note 2, this consideration has been adjusted and at the end of the fourth quarter the liability amounted to kSEK 90.9. The additional purchase consideration has been measured at fair value based on the discounted estimated outcome in accordance with the agreement. The fair value of other financial instruments is deemed to correspond to the carrying amount due to the short maturities.

#### NOTE 1 NON-RECURRING ITEMS

For the fourth quarter of 2016, the Group and Parent Company report non-recurring costs attributable to preparations for the listing of the company on Nasdaq Stockholm in the amount of kSEK 11,738. Accumulated for 2016, these costs total kSEK 15,810.

No non-recurring items arose in the fourth quarter of 2015. However, and as stated in the 2015 Annual Report, the Group reports two accumulated non-recurring items for 2015. These refer to betting duties in Austria and the self-assessment made by the Group, and these costs were recognised as non-recurring items since they refer to prior accounting periods. As of September 2015, betting duties in Austria have been recognised in the income statement as cost of services sold.

	2016	2015	2016	2015
SEK '000	Oct-Dec	Oct-Dec	Jan-Dec	Jan-Dec
Self-assessment period betting duties Austria Jan				
2011 - Aug 2014	-	-	-	-24,431
Betting duties Austria Sept - Jun 2015	-	-	-	-57,200
Listing on Nasdaq Stockholm	-11,738	-	-15,810	-
Non-recurring items	-11,738	-	-15,810	-81,631

#### NOTE 2 FINANCIAL INCOME

The contract for the acquisition of Social Holdings Ltd (Social Thrills) in 2014 included provisions relating to an additional purchase consideration which the sellers may be entitled to receive before the end of 2017. As new information concerning the fulfilment of certain terms of the agreement has been received, it is no longer deemed probable that the

majority of the additional purchase consideration will be paid. The reason is that the service has not been developed as expected and because certain fundamental conditions for the success of the service are not present. For this reason, an ad-

justment was made to the provision for the additional purchase consideration in the first quarter of 2016 and recognised as financial income of kSEK 10,338 in the Group on 31 December 2016.

# Risks and uncertainties

The Group operates in an environment which involves legal and regulatory risks and where individual countries and international organisations develop regulations which affect the Group's operations. As the operations become subject to further regulations, it is likely that the Group will need to meet increased demands for compliance with laws and regulations and that it will face a higher tax burden. The Group continuously monitors the situation and adjusts its offering and its markets to manage this risk. In view of the aforesaid, mrgreen.com and garbo.com are not marketed in the US. Nor does the company accept players who are resident in the US, and the company has installed filters which are designed to prevent any attempts to make deposits from the US. There is also a trend in Europe towards a new way of handling betting duties as well as VAT issues that will affect the company's

operations in one way or another. The company monitors ongoing developments closely, adapts its operations to potential changes in the trading environment and complies with all laws and regulations. It should be noted, however, that situations may arise where local laws and regulations conflict with EU law, for instance, which takes precedence. In connection with such matters, the company engages the services of leading legal expertise and proceeds on the basis of the prudence principle, without relinquishing any commercial opportunities that may arise.

For an in-depth description of risks and other uncertainties, refer to the 2015 Annual Report.

# Condensed summary of key performance measures

	2016 Q4	2016 Q3	2016 Q2	2016 Q1	2015 Q4	2015 Q3	2015 Q2	2015 Q1
Profit								
Revenue growth, per quarter (%)	15.3%	8.8%	-3.3%	8.7%	-0.2%	3.5%	-0.2%	11.7%
Revenue growth compared with the previous year (%)	31.8%	14.0%	8.4%	11.9%	15.0%	19.6%	20.7%	26.6%
Revenue Mobile (% of revenue)	47.4%	43.3%	42.8%	35.3%	31.3%	31.1%	27.4%	25.8%
Cost of services sold (% of revenue)	35.0%	33.7%	33.3%	30.4%	28.6%	29.6%	20.9%	21.1%
Cost of services sold excluding betting duties (% of revenue)	20.3%	18.8%	19.1%	16.7%	16.0%	17.0%	16.9%	17.7%
Marketing (% of revenue)	35.3%	37.2%	38.0%	35.3%	36.4%	28.1%	34.5%	46.2%
Personnel costs (% of revenue)	13.1%	14.8%	15.2%	13.6%	13.0%	13.2%	12.7%	11.5%
Other operating expenses (% of revenue)	10.5%	12.1%	14.9%	13.2%	13.9%	14.6%	16.6%	14.9%
EBITDA margin before non-recurring items (%)	12.0%	7.6%	5.7%	13.8%	14.4%	20.2%	21.8%	12.5%
EBITDA margin after non-recurring items (%)	7.6%	5.8%	5.7%	13.8%	14.4%	-20.3%	21.8%	12.5%
EBIT margin (%)	2.1%	0.0%	-1.5%	7.7%	8.4%	-41.1%	12.8%	2.5%
Financial position and Cash flow								
Investments in non-current assets	19 455	15 051	16 330	15 558	15 325	17 126	17 469	14 547
Equity/assets ratio (%)	58.0%	59.7%	60.0%	60.0%	59.2%	60.8%	66.9%	66.8%
Earnings per share (SEK)	0.40	-0.02	-0.13	0.68	0.47	-2.12	0.56	0.13
Return on equity (%)	0.8%	0.0%	-0.5%	4.1%	2.6%	-12.8%	3.4%	0.7%
Equity per share (SEK)	19.82	19.57	19.13	18.76	17.88	17.99	19.61	20.51
Cash flow from operating activities per share (SEK)	1.51	0.64	0.30	1.14	1.70	1.16	1.05	0.50
Free cash flow per share (SEK)	0.97	0.22	-0.16	0.70	1.28	0.79	0.37	-0.13
Employees								
Average number of employees	195	183	170	160	163	159	153	155
Number of employees at the end of the period	205	192	181	166	161	159	153	159
Number of customers								
Number of active customers	113,808	102,429	92,721	94,472	83,458	73,689	73,279	86,134
Active customers growth, per quarter (%)	11.1%	10.5%	-1.9%	13.2%	13.3%	0.6%	-14.9%	6.8%
Active customers growth compared with the previous year (%)	36.4%	39.0%	26.5%	9.7%	3.5%	11.2%	16.1%	18.8%
Deposits								
Deposits from customers (SEKm)	816.5	687.2	601.7	591.1	550.6	567.8	550.6	537.2
Deposits growth, per quarter (%)	18.8%	14.2%	1.8%	7.4%	-3.0%	3.1%	2.5%	10.8%
Deposits growth compared with the previous year (%)	48.3%	21.0%	9.3%	10.0%	13.6%	34.6%	35.0%	37.4%

# Revenue by region

	2016	2016	2016	2016	2015	2015	2015	2015
SEK '000	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Revenue by region								
Nordic Region	88,887	86,578	84,951	93,830	90,330	92,959	87,517	93,937
Western Europe	93,401	76,881	65,778	63,186	48,860	56,048	58,797	51,540
Central, Eastern and Southern Europe	75,280	63,879	53,781	56,709	54,772	45,831	43,670	47,912
Rest of the World	7,383	2,523	6,708	4,768	7,106	6,717	4,803	1,804
Share of revenue by region								
Nordic Region	33.5%	37.7%	40.2%	42.9%	44.9%	46.1%	44.9%	48.1%
Western Europe	35.3%	33.4%	31.1%	28.9%	24.3%	27.8%	30.2%	26.4%
Central, Eastern and Southern Europe	28.4%	27.8%	25.5%	26.0%	27.2%	22.7%	22.4%	24.5%
Rest of the World	2.8%	1.1%	3.2%	2.2%	3.5%	3.3%	2.5%	0.9%
Revenue by region, growth per quarter (%)								
Nordic Region	2.7%	1.9%	-9.5%	3.9%	-2.8%	6.2%	-6.8%	10.9%
Western Europe	21.5%	16.9%	4.1%	29.3%	-12.8%	-4.7%	14.1%	7.1%
Central, Eastern and Southern Europe	17.8%	18.8%	-5.2%	3.5%	19.5%	4.9%	-8.9%	16.8%
Rest of the World	192.6%	-62.4%	40.7%	-32.9%	5.8%	39.9%	166.3%	106.4%
Revenue growth compared with the previous year (%)								
Nordic Region	-1.6%	-6.9%	-2.9%	-0.1%	6.6%	3.0%	0.7%	11.7%
Western Europe	91.2%	37.2%	11.9%	22.6%	1.5%	63.5%	58.2%	51.8%
Central, Eastern and Southern Europe	37.4%	39.4%	23.2%	18.4%	33.5%	8.4%	20.2%	34.6%
Rest of the World	3.9%	-62.4%	39.7%	164.4%	713.3%	291.5%	399.3%	218.7%

# Alternative performance measures

The European Securities and Markets Authority (ESMA) has issued guidelines for alternative performance measures, which must be applied by companies with securities that are listed on a regulated market in the EU. The guidelines must be applied for alternative performance measures which are used in mandatory published information, or prospectuses, from 3 July 2016. Information on the choice of alternative performance measures, how the Group uses them and how they are defined is provided in this interim report. Comparative figures for prior periods is provided based on the same principles.

In addition to those industry key performance measures that are not calculated in accordance with IFRS, as presented in the following section, the Group provides information on performance measures related to certain costs in the income statement in relation to revenue. These performance measures are significant particularly from an industry perspective. Alternative performance measures presented in the interim report should not be considered a replacement of IFRS terms and concepts and may not necessarily be comparable with similar performance measures of other companies.

# DEFINITIONS OF ALTERNATIVE PERFORMANCE MEASURES NOT CALCULATED IN ACCORDANCE WITH IFRS

Alternative performance measure	Definition	Purpose
RETURN ON EQUITY	Net result before tax divided by average equity.	Applied for the purpose of analysing profitability over time, in relation to those resources which are attributable to the owners of the parent company.
EARNINGS BEFORE INTEREST AND TAX (EBIT)	Earnings before net financial expense and tax.	The measure provides an illustration of profitability without regard to the corporate tax rate and independently of the company's financing structure.
EBIT MARGIN	EBIT divided by revenue.	The measure is relevant for measuring operating profitability.
EBITDA	Earnings before depreciation, amortisation, impairment, net financial expense and tax.	The measure is relevant for creating an understanding of the company's operating activities, regardless of financing and depreciation/amortisation of noncurrent assets
EBITDA AFTER NON-RECUR- RING ITEMS	Operating profit after non-recurring items but before depreciation, amortisation and impairment, net financial expense and tax.	The measure is relevant for creating an understanding of the company's day-to-day operations, regardless of financing and depreciation/amortisation of non-current assets, but also for providing a clear illustration of EBITDA after non-recurring items.
EBITDA BEFORE NON-RECURRING ITEMS	Operating profit before non-recurring items, depreciation, amortisation and impairment, net financial expense and tax.	The measure is relevant for creating an understanding of the company's day-to-day operations, regardless of financing and depreciation/amortisation of non-current assets, but also for providing a clear illustration of EBITDA before non-recurring items in order to enable comparisons of the underlying operating activities.
EBITDA MARGIN	EBITDA divided by revenue.	The measure is relevant for creating an understanding of operating profitability and gives stakeholders a clearer picture of the company's core profitability, as it excludes depreciation/amortisation.

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EQUITY PER SHARE	Equity divided by the number of shares outstanding at the end of the period.	The ratio measures the company's net value per share and shows if the company is increasing the shareholders' capital over time.
FREE CASH FLOW PER SHARE	Cash flow from operating activities less cash flow from investing activities divided by the average number of outstanding shares during the period.	The measureee illustrates the total cash flow from operating and investing activities.
CASH FLOW FROM OPERATING ACTIVITIES PER SHARE	Cash flow from operating activities per average number of outstanding shares during the period.	The ratio measures the cash flow generated by the company before capital investments and cash flows attributable to the company's financing.
NON-RECURRING ITEMS	Refers to items which are of a non-recurring nature or not directly linked to the Group's normal operations, which means that the recognition of these items together with other items in the income statement would impair comparability with other periods and make it harder for an outside party to assess the Group's performance.	These items are illustrated to enable comparisons of the underlying operating activities.
EQUITY/ASSETS RATIO	Equity divided by total assets.	The measure is an indicator of the company's leverage for financing of the company.

# DEFINITIONS OF INDUSTRY-RELATED PERFORMANCE MEASURES NOT CALCULATED IN ACCORDANCE WITH IFRS

Measure	Definition	Purpose
ACTIVE CUSTOMER	A customer is defined as active when he or she has played with money deposited in the customer account during the period. The customer is also considered to be active if he or she during the period has played with winnings from free spin campaigns and/or bonuses from Mr Green.	A relevant measure that is a driver of revenue. Also relevant from an industry practice and stakeholder perspective.
DEPOSITS	Money deposited in customer accounts.	A measure that is a driver of revenue. Relevant from an industry practice and stakeholder perspective.
COMPOUND ANNUAL GROWTH RATE (CAGR)	The performance measure illustrates growth over a given period, for example five years.	The performance measure is relevant given that it measures growth under the assumption of a consistent annual rate of growth and thus provides a balanced rate of growth over the specified period.