



2022

Annual and sustainability report

More information about
Betsson is available at
www.betssonab.com

betsson ab

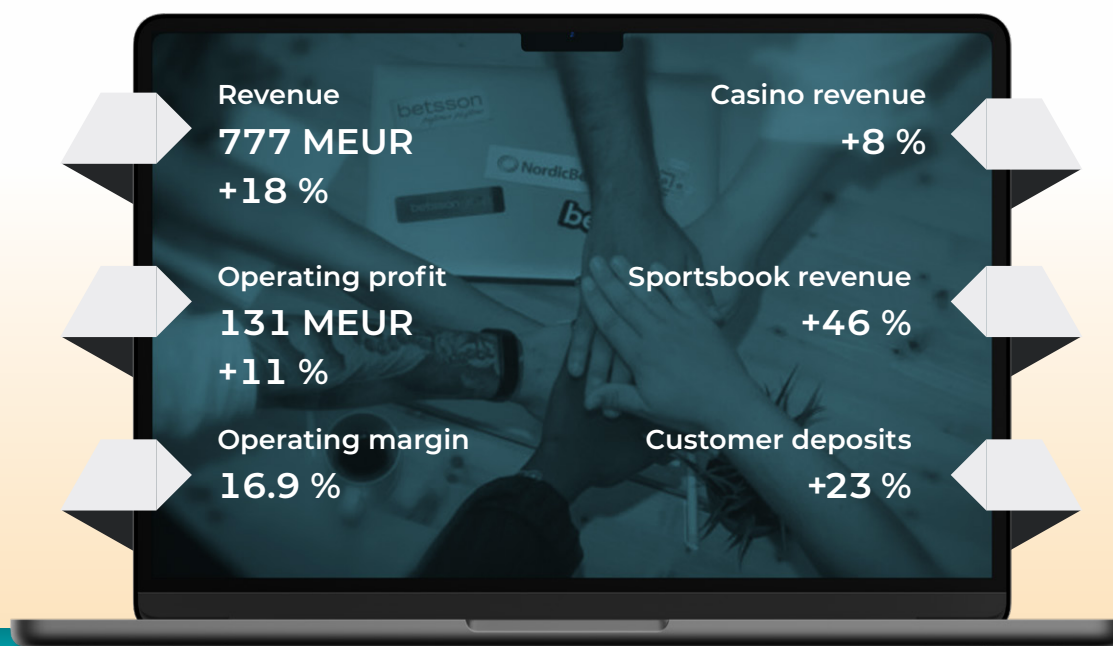


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2022 in brief

- Continued focus on growth, mainly in the regions Latin America and Central and Eastern Europe and Central Asia (CEECA). The offering was launched in Argentina and Mexico under the Betsson brand.
- Investments in B2B continued. The majority of the shares was acquired in KickerTech Malta Limited, which owns a B2B sportsbook business. The total purchase price amounted to EUR 14 million. Betsson's proprietary and localised sportsbook was launched directly to players in the state of Colorado in the US as a first step to begin marketing the B2B offering to other operators in North America.
- As regards sustainability, Betsson has made further improvements to the Group's responsible gaming forecasting tool, which is based on research-based parameters for responsible gaming. The Group has also introduced a new supplier review process and data-driven software to ensure that verification of third parties is carried out in a comprehensive way.
- Betsson continues to operate with a low level of debt, and its bond issued in 2019 was refinanced during the year. A new senior unsecured bond totalling EUR 100 million was issued with a three-year maturity and a floating rate of 3-month EURIBOR plus 650 basis points.
- The Board of Directors proposes a dividend of EUR 0.436 (0.367) per share for the 2022 financial year, in the form of an automatic redemption programme.



This is Betsson

Betsson AB (publ) is a holding company that invests in and manages fast-growing companies operating in the online gaming industry. Betsson 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.

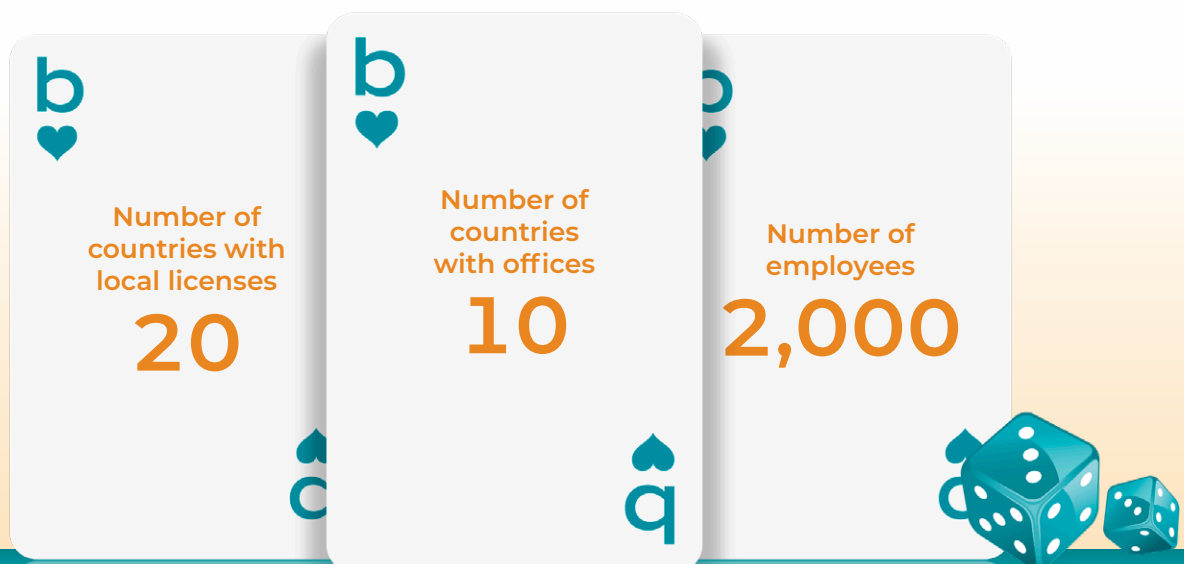
Betsson AB is listed on NASDAQ Stockholm (BETS B).

Betsson's vision is to deliver the best customer experience in the gaming industry through its operating subsidiaries. The offering consists of casino, sports betting and other games that are continuously developed to ensure an attractive product offering in 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 part of Betsson's business strategy and has five focus areas: Responsible Gaming, Business 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.



Betsson's operating activities

The Group's activities are conducted in its operating subsidiaries, which offer games through some 20 brands, including Betsson, Betsafe and Nordicbet.

Competitive product offering

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, real life-like casino experience with table games broadcast live from the game provider's studio. In total, Betsson's casino offering includes around 6,000 different games through its own technology platform. The sportsbook is also developed on a proprietary platform with odds 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's approximately 20 global, regional and local brands 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 approximately 2,000 employees represent 60 different nationalities and are located in 10 different places around the world. The operational headquarters are located in Malta, where approximately half of the employees are based.

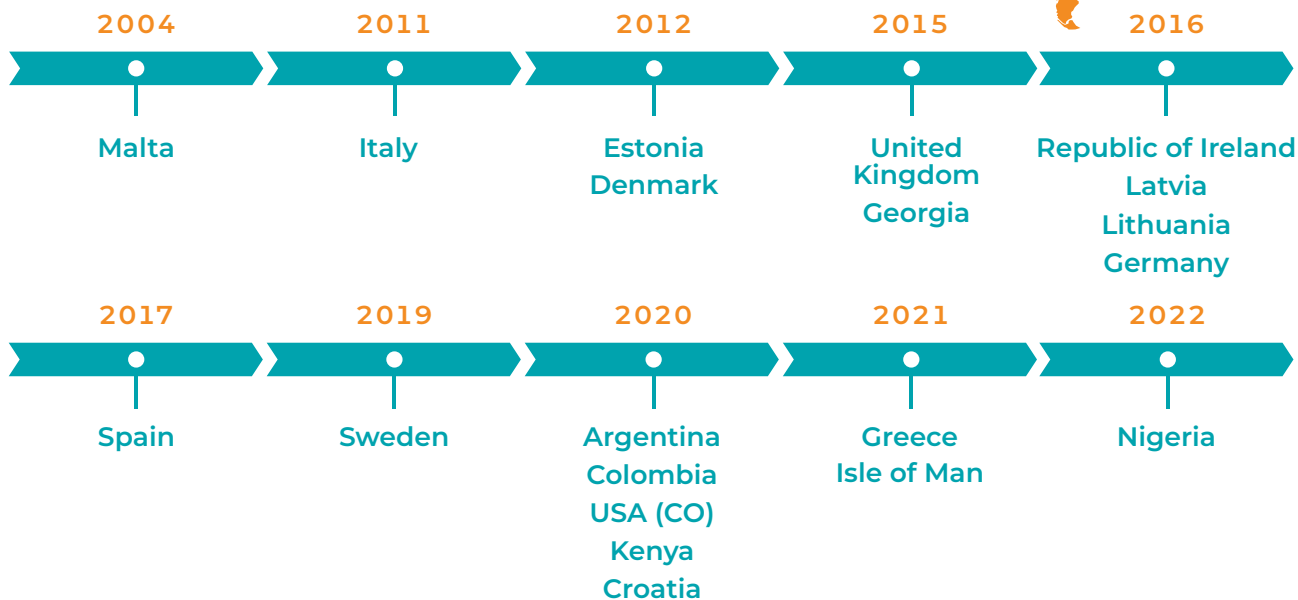


Betsson's new office in Bogota, Colombia, was inaugurated in 2022.

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

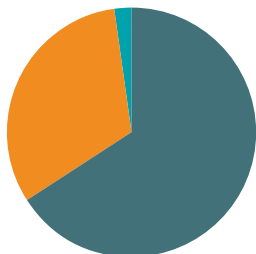
The Group holds gaming licences in 20 countries in Europe, Africa, North America and South America.



Revenue split 2022

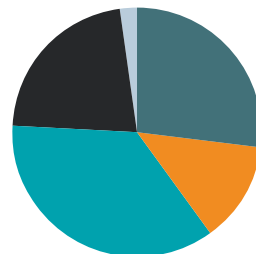
Revenue by product

Casino	66 %
Sportsbook	32 %
Other	2 %



Revenue by region

Nordics	27 %
Western Europe	13 %
CEECA	36 %
Latin America	22 %
Rest of the world	2 %



betsafe

betsson

casinoeuro

casino.dk

ColBet

europebet

GUTS

GUTS
express

INKABET
LA EMOCIÓN DE GANAR

JACKPOT247

Jalla!
CASINO

KABOO

LIVEROULETTE

LOYAL
CASINO

NordicBet

NORDIC
AUTOMATEN

RACEBETS

RIZK

starcasino

SUPERCASINO

SuperCasino

THRILLS



CEO's statement

Gambling is a common popular pastime all over the world, and for 60 years we have been providing entertainment in the form of casino games, sports betting and other types of games. We have been leading the digitalisation of the industry from the very start with the switch to online gaming, and we are still pioneers in everything we do. We have focused on geographic diversification in recent years, entering new markets all over the world and strengthening our product offering and competitiveness. Combined with disciplined capital allocation and constant focus on profitable growth, our efforts have paid off – we can look back at the best year ever in Betsson's history.

In 2022, we set new records in terms of both revenue and profit, with revenue increasing by 18 percent and operating profit by 11 percent. Organically, revenue grew by 27 percent for the year. Regionally, growth was driven mainly by Latin America and Central and Eastern Europe and Central Asia (CEECA), with growth in virtually all our markets in these regions.

Latin America continues to offer significant long-term potential, and we see growth in the region as structural, driven by the transition of gaming from traditional land-based environments to the Internet. Betsson has built

a strong market position, with established brands in a number of the markets in the region. We launched our offering in the regulated markets of Argentina and Mexico during the year. We also inaugurated our new office in Bogotá, Colombia, which will serve as a regional hub for our operations in Latin America.

Sports betting is becoming an increasingly important part of Betsson's business and now accounts for about a third of the Group's revenues and an even larger part of its growth. Again, this increase is due to a combination of new geographic markets and improved product offerings. Betsson's proprietary sportsbook is also offered to other operators as an outsourced B2B solution. In March 2022, we launched a sportsbook product for the North American market in the US state of Colorado, with a B2C offering directly to players. Our intention is to showcase the functionality of the sportsbook to potential B2B customers.

This year's major sporting event, the football World Cup, was – as anticipated – the biggest sporting event ever for Betsson, with very high levels of activity and a large number of new customers. Sports and gambling naturally coexist, as gambling adds excitement to the entertainment of watching sports. Collaborations between sports clubs and gaming companies also strengthen the development of sports. Betsson entered into a number of high-profile sponsorships during the year, including as the exclusive sports betting partner of Copa America Femenina 2022, which is Latin America's equivalent of the UEFA Women's Euro in football. Partnerships were also launched with Italian

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We can look back at the best year ever for Betsson with record revenue and earnings, driven by high customer activity, geographical expansion and maintained cost control.

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betsson

football clubs Milan, Roma, Torino, Sassuolo, Salernitana and Palermo. Moreover, our sponsorship of the top football league in Peru, known as Liga 1 Betsson, was recently extended for another four years. In Chile, where Betsson has sponsored the national football team, a new sponsorship deal was signed in early 2023 for the top football league, which is now called Campeonato Betsson. We are proud that Betsson's involvement in sports is continuing together with clubs, fans and customers.

We have a long-term focus as we work to achieve gaming regulations which aim to both protect players and ensure fair competition among operators, an attractive product offering and reasonable conditions for marketing, as well as commercially sound levels for betting duties - all this to obtain a high channelisation. This balance is crucial for a regulation to succeed and we hope that governments that are about to regulate gaming pay close attention to the factors mentioned above to reach a high channelisation for the regulated markets.

Sustainability is a prerequisite for our strategy, and it means we take long-term responsibility for our customers, our staff and the communities in which the Group operates. Responsible gaming is our most important area of sustainability, and a key factor in running a successful gaming business in the long term. Our Sustainability Report on pages 13–44 details how we work with sustainability and integrate it into our operations.

Finally, I would like to take this opportunity to thank our staff for all their passionate work over the past year. We maintain a positive corporate culture based on our values: *Fair Play*, *Passion* and *One Betsson*. These values emphasise the strength inherent in working together, working with integrity and the importance of feeling commitment to what we do. Together, we will go on delivering the best customer experience in the gaming industry and create long-term value for our shareholders.

While the macroeconomic and geopolitical situation in the world remains uncertain, we can look forward to the rest of 2023 with confidence, supported by our geographic diversification, focus on profitable growth, robust balance sheet and sustainable gaming solutions.



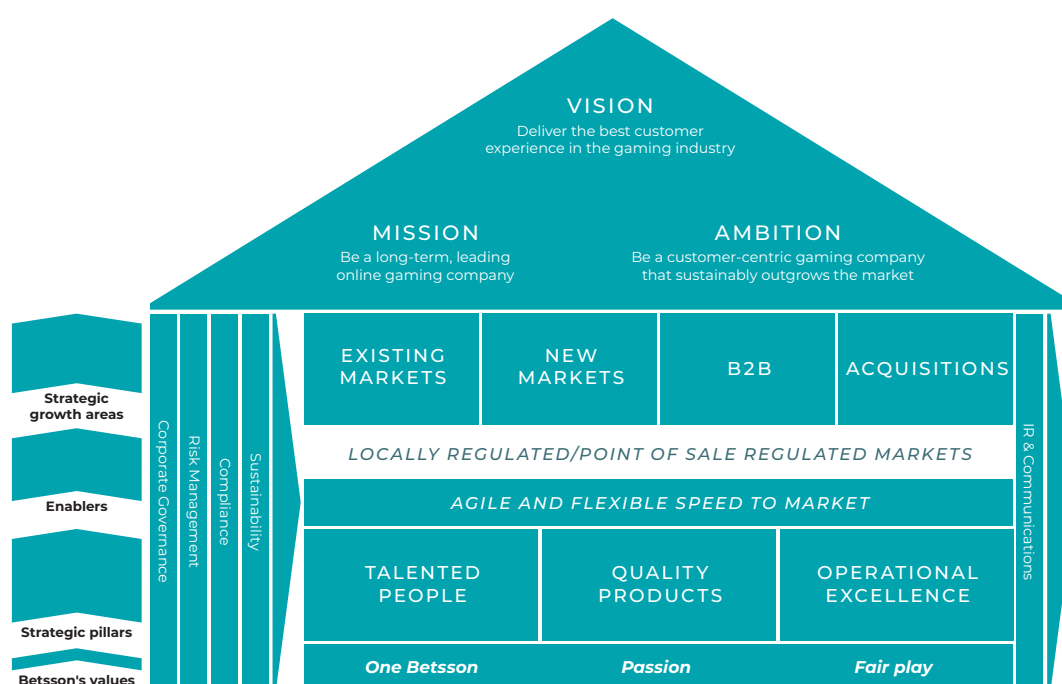
PONTUS LINDWALL

President and CEO Betsson AB



Vision and strategy

Betsson's vision is to provide the best customer experience in the gaming industry. The mission, or assignment, is to be a long-term leader in online gaming, and the ambition is to be a customer-centric gaming company that sustainably outgrows the market as a whole in the long run. Betsson's strategy is illustrated in the figure below.



The market for online gaming offers favourable growth opportunities, and Betsson sees several opportunities to address a larger part of the total market in order to grow faster than the market. Growth shall be generated in a profitable and sustainable way, and be adapted to local conditions.

Betsson has gradually built and further developed 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 with the customer in focus: existing markets, new markets, 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 it 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 a B2B solution.

Betsson's financial position enables acquisitions that complement organic growth, create synergies, accelerate geographic expansion and reinforce the product offering. For Betsson, putting the customer first means operating the business responsibly by constantly developing areas such as corporate governance, risk management, compliance and sustainability, and always integrating 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 in an attractive industry with good growth and profitability. Betsson's focus has been to maintain its strong position in existing markets, which has been achieved 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. Having its own technology platform also puts it in a good position to continuously develop new offerings. For that reason, having its own technology platform is one of the Group's top priorities.

Betsson uses its strengths to execute a value-creating strategy. The following five principles summarise how the business shall be run and quality assured.



Responsible business putting the player first

Sustainability is an integral part of Betsson's business strategy and is crucial to generating 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 possibilities to play.

Operational excellence driving efficiency and effectiveness

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.



Live the Betsson culture One Betsson, Passion and Fair Play

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

Preferred employer

Attracting the most qualified and committed staff and the best partners is a key success factor for Betsson. Staff is the key to developing products of the highest quality and with great entertainment value while ensuring good player protection.



Global scope 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 expertise to be able to offer the most popular games in each market.

The five principles for how the business is operated to achieve effective value creation are complemented by five principles for how Betsson delivers the best customer and employee experience through product development:

Flexible IT-architecture

Enables rapid adaptations to new or changed circumstances.

Proprietary technology in core areas

Provides control over valuable technology, supports scalability and new business opportunities.

Complementary external platforms

Proprietary technology is used for critical systems and is complemented by external technical solutions.

Global expertise

Maintaining a global presence with local focus combines global expertise with local adaptations.

A flexible and effective way of working while putting the customer first

Extensive experience, a strong organisational structure and a high proportion of proprietary technology create scalability and opportunities for flexibility to surpass customer expectations.

Implementing the strategy

During 2022, Betsson took several important steps to implement its growth strategy. In existing markets, activities have focused primarily on adapting and developing the offering on the basis of changing customer behaviour, regulatory requirements and competition. In the technology area, for example, more and more brands have moved to cloud-based operations, resulting in faster download times, improved customer experience, greater efficiency, higher system capacity and, as a contribution to the Group's sustainability efforts, lower energy consumption.

Betsson entered new markets such as Argentina, Mexico and the US (Colorado) during the year. The Group acquired a majority stake in the gaming operator Betbonanza in Nigeria, which is a locally regulated market.

A new sportsbook app was introduced in several key markets in the Nordics and Latin America.

A majority of shares was acquired in KickerTech Malta Limited, which owns a B2B sportsbook business.



Sustainability Report

Responsible business putting the player first

In 2023, Betsson celebrates its 60th anniversary, which means that for over half a century, Betsson has offered customers entertainment through casino, sportsbook, and other gaming products. Betsson's success is based on the ability to always put the customer experience at the centre and to offer products and entertainment that exceed the customers' expectations. Sustainability is an integral part of Betsson's business strategy, and a prerequisite to run a successful business in the long run. It is crucial for generating shareholder value and includes taking long-term responsibility for customers, employees, and the communities in which the Group operates.

Betssons's sustainability framework guides the way



Stakeholder dialogue and materiality analysis

Betsson has an ongoing dialogue with stakeholder groups that the Group identifies as important. This contributes to Betsson constantly developing and working towards achieving business goals, including sustainability goals that meet stakeholder expectations.

Betsson identifies primary stakeholders based on their interest in and impact on the Group. Betsson's main stakeholders in sustainability related issues are shareholders and analysts, customers of the operational subsidiaries, employees, and lawmakers and supervisory authorities in jurisdictions in which the Group holds licences.

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.

To be transparent with development and progress, the issues are also reported on regularly in quarterly reports, annual and sustainability reports, and other external and internal communication.

Stakeholder group	Dialogue channels	Significant issues
Shareholders	• 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	• Financial results • Business compliance • Responsible gaming • Issues related to ESG (Environmental, Social and Governance)
Customers of the operational subsidiaries	• Customer service: chat, e-mail, telephone and 'call me back' services	• Privacy and information security • Responsible gaming
Employees	• 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	• Employee experience • Competence development • Work-life balance • Gender equality and diversity • Community involvement • Anti-money laundering
Lawmakers and regulatory authorities	• In accordance with the channels specified by the regulatory authorities themselves, such as: • Meetings • E-mails • Forums	• Business compliance • Sustainable gaming regulations • Responsible gaming • Anti-money laundering



Highly prioritised topics

- Responsible gaming
- Anti-corruption
- Business compliance
- Customer privacy and information security
- Anti-money laundering
- Gender equality and diversity

Prioritised topics

- Climate impact
- Community involvement
- Tax transparency
- Work-life balance
- Responsible marketing

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 for Betsson: Responsible Gaming, Business Compliance, Employee Impact, Social Impact and Climate Impact. Each focus area has set ambitions, goals and KPIs.



Responsible gaming

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



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.



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. In addition to adapting to world events and directing its support where it is most needed, Betsson focuses its social impact efforts on three main areas: sports, diversity, and environment.



Climate impact

Betsson will contribute to counteracting climate change and will reduce its greenhouse gas emissions in accordance with a Science Based Target (SBT). Betsson climate compensates for its current greenhouse gas emissions, including those generated by customers playing on Betsson brands.

Governance of sustainability

- Betssons Sustainability Policy as well as the sustainability framework have been adopted by the Board of Directors of Betsson AB.
- The Board gets a yearly update on sustainability matters while the Audit Committee receives a quarterly status presentation.
- Betsson has established a Sustainability Forum with members at management level, including the Group 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 VP responsible for Communications, Investor Relations and Sustainability has principal

responsibility for the Sustainability framework and chairs the Sustainability Forum, whereas the Head of Sustainability heads up the working group and drives and coordinates Betsson's work within the area.

- Betsson reports in accordance with the Global Reporting Initiative (GRI) Standards.
- Betsson is a participant of the UN Global Compact and supports the Universal Declaration of Human Rights.
- Betsson's sustainability framework has been mapped against the UN Sustainable Development Goals (SDGs).

WE SUPPORT



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

The Group has reviewed how the business impacts the U.N Sustainable Development Goals (the SDGs). Betsson has identified five SDGs on which the Group's operations have the most impact.

3 GOOD HEALTH
AND WELL-BEING



Good health and wellbeing

For most of Betsson's customers, gaming adds entertainment, excitement, and diversion to their everyday lives. One challenge, and where Betsson risks having a negative impact, is if customers develop an unhealthy relationship to gaming. Betsson has a responsibility to identify and always help customers at risk of problem gambling.

Read more on pages 18–21.

5 GENDER
EQUALITY



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 is a positive force for equality in the world.

See more on pages 32–34.

8 DECENT WORK AND
ECONOMIC GROWTH



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 through among other a hybrid working model. Betsson is raising the bar for workplace standards and employee benefits. Betsson's business model contributes to increased digitalisation in the world.

Read more on pages 32–37.

13 CLIMATE
ACTION



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 pages 40–43.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Peace, justice, and strong institutions

Betsson has a responsibility to conduct a sound and transparent business. This includes upholding robust, risk-based, procedures to counteract money laundering, terrorist financing and corruption. As an international company, Betsson is also an important actor in supporting society through paying taxes.

Read more on pages 24–31.

Responsible gaming

Responsible gaming is the cornerstone of Betsson's business, and crucial for building long-term and sustainable customer relationships. Responsible gaming is therefore the most important sustainability area for Betsson.

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 gambling and to identify and always help customers at risk of problem gambling.

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 2022 Betsson supported GambleAware and Gamcare.*
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 around 7 (8) conferences, seminars and/or panel discussions on responsible gaming in 2022. - Betsson also organised and participated in several seminars during the European Safer Gambling Week. - In 2022, Betsson ran an ad campaign in Greece to support and promote responsible gambling, see p. 31.
Identify and always help customers at risk	- All customers identified as being at risk of gaming problems are being actively interacted with and receive relevant responsible gaming communication. - All customers receive information about Betsson's tools for responsible gaming.	1.0 % (1.3 %) of all customers who contacted customer service were red-flagged (for more information, see p.20). 60,316 (57,527) customers were manually analysed and checked during 2022.** 92.2 % of active customers have tools for responsible gaming activated.*** 19.3 % of active customers use control tools.**** 11.1 % of active customers use deposit limits. 2.5 % of customers self-excluded for a period less than 6 months. 1.8 % of customers self-excluded for a period longer than 6 months. - Betsson has interacted with customers on average 27,111 times per month during 2022 (25,850) manually, automatically or via real-time notifications.

* GambleAware and GamCare are organisations supporting research regarding responsible gambling.

** Checks are done manually by Betsson's responsible gaming staff and can result in a wide spectrum of actions starting with an interaction and ending with enforced time outs, self-exclusion, or permanent suspensions.

*** Tools for responsible gaming: All available tools such as reality checks, self-assessment tests, deposit and time limits etc.

**** Control tools: Deposit limits, time out 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 gambling. 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.

Always identify and help customers at risk

Betsson believes that continuous conversations and encouraging customers to have a healthy relationship to gaming is essential. This leads to satisfied and loyal customers in the long run and thus a sustainable business.

Betsson aims to always support the customer in having a healthy relationship to gambling. The Group has an extensive Know Your Customer (KYC) process, and a dedicated responsible gaming team led by the Head of Responsible Gaming with the competence, mandate, and resources to interact with customers and take action when needed.

Betsson's interactions with customers have remained on a high level throughout 2022 in order to increase customer protection and detect early signs of problem gaming. On average, Betsson had 27,111 interactions per month with customers - manually, automatically and via real-time messages - during 2022 (25,850).

The reasons for making contact vary and may be based on the customer's gaming behaviour or how they interact with customer support. Betsson also regularly contacts its customers without them exhibiting particularly risky behaviour 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 regularly receive messages promoting Betsson's responsible gaming tools. Customers are encouraged to learn more about these features and, for example, to set deposit limits. All emails 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.

The Responsible Gaming Prediction Tool

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

Betsson has a proprietary analysis tool, the Responsible Gaming Prediction Tool, which makes it possible to monitor customers' gaming behaviour in real time. The full integration of an updated version of the Group's Responsible Gaming Prediction Tool was completed at the beginning of 2022. The tool provides a 360-degree view of the customers' gaming behaviour, monitoring player behaviour and identifying patterns, and alerts staff to signs of risk for problem gaming. The new version of the tool looks at a customer's profile in a more holistic manner, focusing on parameters identified in academic studies. The frequency of updates for the responsible gaming team has also been upgraded, with new results now being available numerous times per day.

All Betsson's customers must register an account to be able to play, and all players are monitored continuously using over 50 different parameters. Monitoring is always done with respect to the customers' integrity and in accordance with the GDPR. Through the tool, customers' gaming patterns are classified as no risk, low, medium, or high risk of gaming problems. Classifying a customer as medium or high risk can for example be due to the customer playing late at night, stopping withdrawal of winnings, playing faster, making erratic bets, or increasing their stakes.

With the aid of the analysis tool, as well as other systems available to the team, the dedicated responsible gaming team can tailor their interactions and support individual customers through the provision of tools for sustainable gaming. Depending on the customer's profile and behaviour, it may be a matter of making the customer aware of Betsson's various tools for responsible gaming, helping the customer to set limits or perform self-exclusion, or deciding to block the customer from continued gaming.

27,111
Interactions with customers per month

Customer Support 24/7

Betsson's customer service is open 24/7, always available to support players. All customer service staff must go through extensive, in-depth training in responsible gaming and get regular refreshers to be allowed to interact with customers.

24/7 Customer Service

The dedicated responsible gaming Team is an additional important resource, where Customer Service Agents can turn for internal support 24/7. Among other things, the responsible gaming Team handles the communication with customers who have been flagged through either the analysis tool, other data reporting capabilities, or by customer service staff.

Customers who are red-flagged by Customer Service Agents 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 gambling or asking the customer for feedback to a set of questions, to encourage the customer to set deposit limits or to take a timeout from playing. Betsson can also exclude the player from further gambling, or enforce a specific limit on their account.

1.0 % Red-flagged customers

In 2022, 1.0 % of the customers who contacted customer service during the year were red-flagged (1.3 %). Over the past years this figure has declined to some extent. The decrease in red flags is due to a conscious effort by Betsson, where customer service agents have been provided with enhanced training and updated procedures to be able to deal with certain matters directly themselves. This has

reduced the need for escalation and increased efficiency and customer satisfaction.

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 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.

Training in responsible gaming

Training for all employees

- Induction training
- Online responsible gaming training for new starters
- Interactive online course

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 invests time and resources 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 and in panels at the world's leading responsible gaming conferences. As a few examples, Betsson's Head of Responsible Gaming took part in the iGamingFuture virtual round table series on the topic 'UK and European Responsible Gaming: Are We Ready To Adapt To Change?'. He was also a speaker at the Betting on Sports Europe

2022 event in London, in a panel titled 'Player protection - making sure your customers are safe'. During the European Safer Gambling Week in 2022, Betsson organised a well visited webinar with a former problem gambler titled 'When Safer Gambling Becomes Personal' and also took part in several other seminars.



**EUROPEAN
SAFER GAMBLING
WEEK 2022**

Tools for healthy gaming

Betsson provides its customers with a wide range of tools for responsible gaming. The tools differ somewhat depending on the brand and jurisdiction. Relevant tools for a particular brand and country can always be found on the pages relating to responsible gaming on the website in question.

As an example, for Sweden, Denmark, and Greece, an anonymous test has been developed in cooperation with Sustainable Interaction, a company which creates research-driven digital products within responsible gaming. The customers fill in a questionnaire about their gambling habits and gets an evaluation of the results and recommendations for how to proceed, for example to take a break from gambling or learn more about how to gamble safely.

More on Betsson's efforts to promote healthy gaming can be found on www.onebetsson.com



Analysis tool

Betsson has developed a proprietary analysis tool, the Responsible Gaming Prediction Tool, which monitors players' behaviour and is used to detect, prevent and manage any gaming problems.



Self-assessment test

The self-assessment test is anonymous and gives the customer an overview of their gaming pattern. Having completed the test, the customer can select between different cooling-off options and other tools, read more about responsible gaming or contact customer service.



Self-exclusion

Betsson offers various options for self-exclusion, through which customers can decide if they want to self-exclude from certain specific or all of the Group's gaming websites, and for what period of time. The exclusion can be made by customers themselves directly on the website or through customer service. Customers with identified gaming problems cannot cancel such an exclusion. For others, they must go through customer service, answer a number of questions and be assessed to regain access to their account, once the period has expired. Certain jurisdictions have centralized, countrywide exclusion services, for example Spelpaus in Sweden.



Deposit limits

Deposit limits make it possible for customers to set their gaming budget per day, week or month. The function is available directly on the registration page and protects customers from spending money in excess of the set limit.



Self-help programme

The self-help programme is a free self-help tool based on cognitive behavioural concepts and is offered online. The length of the programme varies between six and eight weeks.



Personal time limit

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



Gaming overview

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



Reality check

Awareness messages help customers to remain aware of their gaming. Users receive messages about their gaming, time and balance.



Inactivity timeout

To protect the customer's personal account, the user is automatically logged out after a pre-determined period of inactivity.



Age verification

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



Independent organisations

Contact information for organisations that can help people with gaming-related problems, or friends or family who are affected, is easily available on Betsson's brand websites.

External audits



During 2022, the regular eCogra gaming platform certifications were completed. eCogra provides testing and certification of online gambling 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, which is renewed through an extensive yearly certification process. 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.



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 2022, 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 has been certified 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 has been awarded an ESG-rating of AA, the second highest level, from the independent rating institute MSCI (Morgan Stanley Capital International).

Awards 2022

In 2022, Betsson won several awards; Safer Gambling Operator of the Year at the International Gaming Awards, Responsible Gaming of the Year at SiGMA Europe Awards as well as a number of awards within areas such as Diversity and Inclusion, Best Employer and Best Customer Service. In total, Betsson received 28 awards.



Company & Operations

EGR NORDICS
AWARDS
Operator of the Year



Online Operator of the Year



Great Place to Work



Company of the Year
Best Diverse Place to Work
Innovation in Employee Engagement

EGR OPERATOR
AWARDS
Diversity & Inclusion Model of the Year



Product & Innovation

EGR NORDICS
AWARDS
Sportsbook Operator of the Year



Best Sports Betting Operator
- Baltics (Betsafe)
- Best Sports Betting Operator
- Nordics (Betsson)

EGR MARKETING & INNOVATION
AWARDS
Best Native App



Casino Operator of the Year (gold)
Western European Sportsbook
of the Year (gold)

EGR OPERATOR
AWARDS
In-play Sports Operator of the Year



Casino Operator of the Year



Marketing & Affiliation

NEW CASINXS
Most Compared Casino of the Year



BRAZIL
David X Golias (gold)

EGR NORDICS
AWARDS
Affiliate Programme of the Year
Marketing Campaign of the Year



Best Affiliate Programme of the Year (gold)
Best Marketing Campaign (silver)

EGR ITALY
AWARDS
Marketing Campaign of the Year



Affiliate Program of the Year



Customer Service & Safer Gambling

EGR NORDICS
AWARDS
Customer Services Operator of the Year



Customer Satisfaction – Marketing



Safer Gambling Operator of the Year

EGR ITALY
AWARDS
Customer Services Operator of the Year



Responsible Gaming of the Year

Business compliance

Betsson holds gaming licenses in 20 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 is working within its own remit but also through various industry associations to try to lead and influence the interpretation of the regulations. Betsson plays an active part in national and international discussions and raises awareness of the importance of sustainable gaming regulation. More on this topic can be found in the section on Betsson's work for sustainable gaming regimes.

Two areas which Betsson follows closely are the objective to achieve a high channelisation of customers into the locally regulated licensing systems, where such systems are compliant with applicable international law, and 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 of the sustainability framework KPIs for business compliance.
Work for sustainable gaming regulations	Active member of relevant industry organisations 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 in 16 (15) industry organisations. For more information, see list on page 25.
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.	14 (0) MSEK paid for not complying with international or local laws and regulations (decision from 2019 which was upheld in 2022). 0 (0) confirmed cases of corruption. 0 (0) whistleblowing incidents reported. - Betsson fully supported all audit reviews and actions 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-corruption, GDPR and information security. - All employees have signed Betsson's Code of Conduct.	- Within these areas, new employees received training and a majority of all employees went through in-depth courses in 2022. In addition, employees regularly take role-specific training on these topics. 93 % (94 %) 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 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 2022.
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	Active dialogue in society and in the industry through participation in major conferences, seminars and/or panel discussions on compliance.	Betsson participated in 6 conferences, seminars and/or panel discussions on compliance in 2022.
Be transparent with Betsson's outcomes in the area of sustainability	Publish the sustainability report in accordance with international standards.	The Sustainability Report for 2022 has been produced in accordance with GRI standards.

A strong corporate reputation

Betsson has refined and clarified its overall ambition within the area of Business Compliance to state that Betsson's way of conducting business should support a strong corporate reputation in the industry. All of Betsson's work within the business compliance area contributes to Betsson having a strong reputation when it comes to compliance and consequently this is measured by all KPIs in the Business Compliance section of the Sustainability framework.

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.

Examples of joint work include the GDPR Code of Conduct in the Gambling Industry, the Advertising Code of Conduct for the Gambling industry, and the EGBA Sustainability Report, where the latter was published for the second time in 2022.

Work on an AML Code of Conduct for the Gambling Industry is at the final stage. This code sets out AML requirements to which all operators agree to adhere within the EU and also clarifies industry-specific issues that are important for the proper implementation of AML legal framework in the online gambling industry. Once adopted, the Code will be binding for EGBA members (industry self-regulation).

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 newly adopted Digital Services Act and current proposals for an EU-wide AML Regulation, and regulation on artificial intelligence.

High standard of compliance

In 2022, Betsson rolled out a new compliance training program which includes additional market-specific training in AML, responsible gaming, and marketing, as well as a new training course in anti-corruption. The program will help Betsson to deliver relevant training to specific teams and make sure that all employees receive training in the most important compliance topics for the Group.

In addition, Betsson implemented specific training courses for the compliance team as part of a new training program. Some of the courses focused on requirements applicable to certain markets (such as licensing codes and practices) whereas others were related to general compliance aspects. The new training program is aimed at ensuring that the compliance team can continue to support the business in an efficient way and in accordance with all relevant standards.

Betsson also rolled out the supplier due diligence process to enhance the management of potential risks coming from the relationship with third-party suppliers. With the introduction of an automated, data-driven software, Betsson aims to ensure that due diligence checks on third parties are carried out in a holistic and comprehensive manner. A new KPI has been added to the Sustainability framework to further emphasise the importance of third-party due diligence checks.

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.

Betsson's membership in industry organisations	
Europe	European Gaming and Betting Association (EGBA)
Denmark	Danish Online Gambling Association (DOGA)
Estonia	Estonian Gaming Operator Association (EGOA)
Finland	Rahapeliala ry
Italy	Assologico (LOGICO)
Latvia	Latvijas Interaktīvo Azartspēļu Biedrība (LIAB)
Lithuania	Lietuvos losimu verslo asociacija (LLVA)
Malta	iGaming European Network (iGen)
Netherlands	Nederlandse Online Gambling Associatie (NOGA)
Norway	Norsk Bransjeforening for Onlinespill (NBO)
Peru	Alpadela
Spain	Jdigital
United Kingdom	Betting and Gaming Council (BGC)
Sweden	Branschföreningen för Onlinespel (BOS)
Sweden	Spelbranschens Riksorganisation (SPER)
Germany	Deutscher Verband für Telekommunikation und Medien (DVTM)

Betsson is part of a number of local and international organisations, as presented in the table above. In that regard, it is worth mentioning Betsson's work through the EGBA (the European Gaming and Betting Association), which is the largest international industry association.

Betsson's Internal Rules policy requires a yearly review of Key Steering Documents. In line with the policy, in 2022 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 developed by a cross functional working group to ensure that Betsson's Internal Rules framework are kept adequate and up to date. Several other policies and instructions are in the pipeline to be developed during 2023. The Internal Rules policy is available on the Group's intranet.

Advanced training offered to all employees in 2022

Responsible gaming

Anti-money laundering

Anti-corruption

GDPR

Information security

Betsson initiated 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.

A Compliance Risk Assessment is carried out annually with the purpose of analysing the risk that regulatory requirements pertaining to the Group's operational gaming businesses are not complied with. 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 arising as a result of 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 out the Group's expectations on employees. The Code, which begins with a statement from the CEO, covers Betsson's relationship with employees, customers, suppliers, the capital markets and other stakeholders, and also addresses the Group's approach to climate impact. 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 of Conduct was reviewed in 2022 to ensure that the Code correctly reflects recent changes and updates throughout the organisation. The new version of the Code has been approved by the CEO of Betsson AB and endorsed by the Board of Directors. The Code can be found on the external website of Betsson AB at www.betssonab.com/en/code-conduct and is also readily available to employees on the Group's intranet. In 2023, Betsson will continue to develop the process to keep staff up-to-date with the Code and how it should be applied, to ensure that it is lived by.

Whistleblowing policy in place

Betsson is improving its global whistleblowing channel by implementing a new whistleblowing framework in line with the Whistleblowing Directive (2019/1937) and establishing various local whistleblowing channels in accordance with local law and European requirements. This is 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. In 2022, the Whistleblowing Policy was adopted by the Board of Directors and a supporting instruction was approved by the CEO of Betsson AB. Work on establishing local operational procedures is in progress.

Betsson strives to ensure that all employees feel safe about reporting potential problems or transgressions to their line manager or to the Human Resources department. Since 2015, Betsson has a standalone, external tool for whistleblowing, where employees can anonymously 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 review any reports as part of their supervisory role. For 2022, 0 cases were reported. Any cases are dealt with according to a set process.

Zero tolerance of 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

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

In 2022, a risk assessment was conducted for the second time to evaluate the corruption risks across the Group. The risk assessment was presented to the Board of Directors as well as to the management teams of Betsson AB and Betsson Operations. Betsson has an anti-corruption policy in place, adopted by the Board of Directors, as well as an e-learning in Anti-Bribery for all employees. Additional instructions are to be drawn up to further solidify the Group's endeavours within this area.

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. To reduce the risk of conflicts of interest, the Group applies a 'four-eyes principle', meaning that at least two individuals in the Group must review and approve in writing any agreements between Betsson and another party.

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 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. However, as a part of the Group's ongoing efforts to improve and develop within this important area, Betsson is working on establishing a global AML minimum standard that, once adopted, will apply in all markets where Betsson is present. The AML minimum standard is developed based on the global AML and CFT standard set by the Financial Action Task Force (FATF) as well as on other relevant regional (e.g. EU) and local laws, regulations, and standards. The FATF is a global money laundering and terrorist financing watchdog.

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 the checks required under 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.

A lecture in anti-money laundering is included in the induction training that all new employees at Betsson undergo. All employees 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 discrepancies. 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 explains procedures and processes in the area of fraud in sports.



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.

Governance of anti-match fixing

- Dedicated Betting Integrity Officer
- Group anti-match fixing policy
- Member of IBIA and local networks

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.

Furthermore, Betsson takes part in a number of 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 gambling 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.

Protecting customer data

Customer data is one of the Group's most valuable assets. Betsson has a dedicated Information Security team and extensive security controls in place to protect information against unauthorised access and processing. The Group carries out regular security audits, vulnerability analyses and penetration testing. In 2022, a Chief Information Security Officer, responsible for information security across the Group, was recruited.

All employees must comply with Betsson's information security policies which form part of an ISO/IEC 27001-certified Information Security Management System (ISMS) designed to guarantee the protection of the Group's and customers' data. Betsson follows globally recognised standards for information security, and works hard to comply with local laws and regulations in the markets where the Group holds licences.

In 2022, Betsson Group and its brands were once again successfully certified as ISO27001:2013 compliant – the international standard for implementing an Information Security Management System (ISMS). At the same time, Betsson has also continued its efforts towards improving its security posture by re-enforcing the governance and operational security measures in place for protection against unauthorised access to, or processing of, data. One noteworthy achievement is Betsson's new high-level information security policy established to provide insight into Betsson Group's information security scope and objectives.

The long-term information security strategy is focused on activities aimed to protect information and reduce risk across all business areas, making it a core component of a continual improvement process. The goal is to achieve a mindset where security is built in by design, resulting in an overall better quality product offering, with security woven within the very fabric of its business operations.

The Data privacy team has initiated educational activities for employees such as a privacy newsletter, new training materials and a GDPR page on the intranet that clearly presents policies, procedures and processes that are relevant for Betsson employees. Also, within the revision of AML/RG policies for key EU markets, the data privacy team included data protection instructions and principles in operational procedures in order to clarify how operational teams should handle customer personal data.

When joining Betsson and regularly every year, employees must confirm their abidance by the Group's Acceptable Use Policy (AUP) for computer use and go through training in Information Security. In addition, all employees receive regular communications and updates from the Information Security team.

Training and knowledge on information security

- Induction training for all new hires globally
- Annual online training in information security for employees
- Annual online training in GDPR 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
- Newsletter to all employees in the Group every quarter from the Information Security team
- Regular e-mails and other internal communication to all employees in the Group on information security issues from the Information Security team
- All policies and guidelines, such as the GDPR policy, are available on the intranet

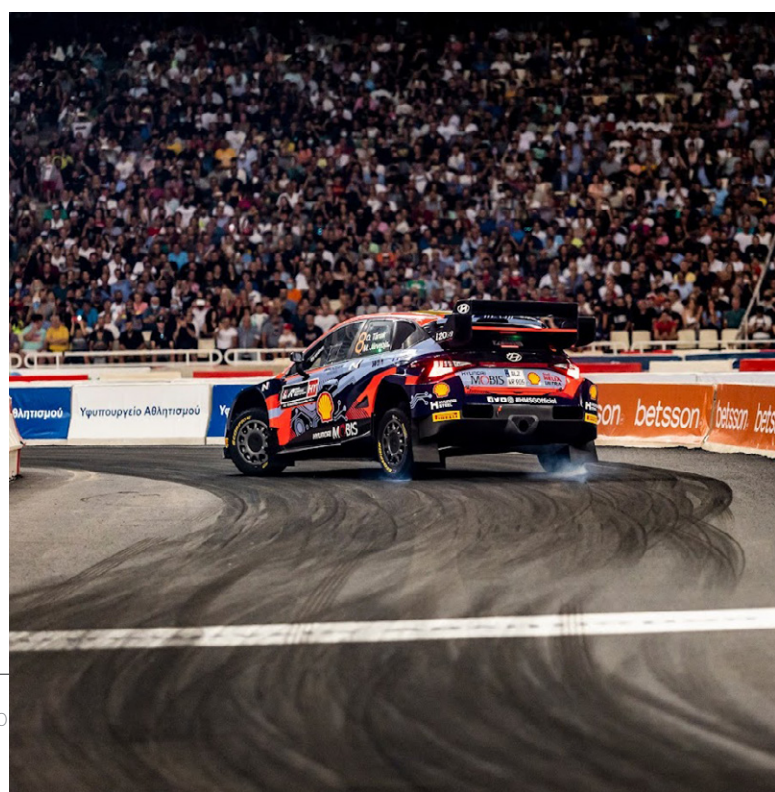


In 2022, the management system for information security was re-certified against the ISO/IEC 27001:2013 standard. As new brands are added to the Group's platform, these are incorporated into the certified management system. The certification means that Betsson, after evaluation, has been found to comply with the ISO standard's far-reaching requirements for information security.

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 security standards as regards payments, withdrawals, and deposits set out in the PCI DSS-certification process

Marketing with quality and responsibility

Marketing that increases awareness and engagement and supports the business is an important part of Betsson's commercial toolbox. In order 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. The Group works continuously to ensure compliance with local laws and regulations relating to responsible marketing 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 from April 2019. Read more about Betsson's engagement in local industry organisations on page 25.

"Gambling advertising has a vital role in any well-functioning gambling market, as it enables licensed Online gambling operators, to offer their Online gambling services and products to consumers and allow them to make an informed choice. Responsible advertising guides consumers to the regulated Online gambling services and steers them away from the unregulated environment."

– EGBA Code of Conduct on Responsible Advertising for Online Gambling

In several markets, Betsson invests in sponsoring, ambassadorships, and content marketing for its marketing communication. The Group is involved in around 50 sponsorships and has almost 40 ambassadors across the globe.

Sweden is a good example of a market where Betsson has chosen a balanced mix of broad traditional media with more engagement-driven communication in social media and use of ambassadors and long-term sponsorships. The Betsson brand in Sweden has been at the forefront of creating engaging content productions, starting off in 2019 with 'Fimpen's Resa' (Fimpen's Journey) which truly captured the hearts of sports enthusiasts. Now in its fifth season, this web-series has amassed more than 9 million views on YouTube alone so far and won the marketing award at the Swedish Gambling Award 2022, which highlights sustainable initiatives on the Swedish gambling market. The new collaboration with former professional footballer Pontus Wernbloom aims to duplicate this success into the world of football and beyond.

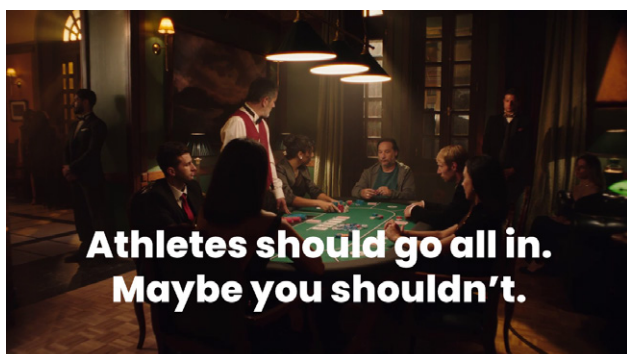


Fimpen's resa – Winner of the Swedish Gambling Marketing Award 2022

The jury's motivated statement reads: 'In a world where marketing often equals commercial campaigns and short-sighted investment that risk to just increase ad fatigue, Betsson chooses to create quality content where the average viewer watches a mind-blowing 17 minutes uninterrupted. This is obviously a long-term investment which adds value for customers and Betsson alike. The series creates an emotional connection to Betsson which is based on more than just quick wins and bonuses. The jury is impressed and dubs Betsson as winners.'

Betsson aims to further raise awareness and educate key stakeholders on a healthy relationship to gaming. Launching campaigns with messages that promote responsible gaming is one important way to support this goal.

One example of a successful initiative to support and promote responsible gaming is a campaign Betsson did in Greece. The leading message was “Athletes should go all in. Maybe you shouldn’t.”, and in the TV commercial Betsson encourages customers to set boundaries and reminds them that the game is only fun when played responsibly.



Betsson has further strengthened its commitment to responsible gaming in Greece with the creation of the Betsson Foundation.

The Foundation’s site is completely independent from betsson.gr and promotes tips on safe and responsible gaming <https://betssonfoundation.gr/>. The site allows users to access a self-assessment tool to evaluate their personal gaming habits as well as learn more about the warning signals and risks of problem gaming. The new site also lists the many social impact initiatives that Betsson organises in Greece.

Through the Betsson Foundation, donations will be given to non-profit organisations in the fields of education, health, and sports. It will also support programs that are expected to bring significant, lasting, and positive results to society.

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 task 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 primary driver behind business decisions, which shall always be based on what is best for Betsson’s business.

9 million views
49 number of sponsorships
39 ambassadors



More about Betsson’s engagement for sports, through sponsorships and ambassadors, can be found on www.onebetsson.com

Employee impact

Betsson's ambition is to be the Employer of Choice – top of mind for both current and potential employees. Attracting talent with the right skills, retaining, and further developing employees is an important part of Betsson's winning concept and the reason why Talented People is the first pillar in the Group's business strategy.

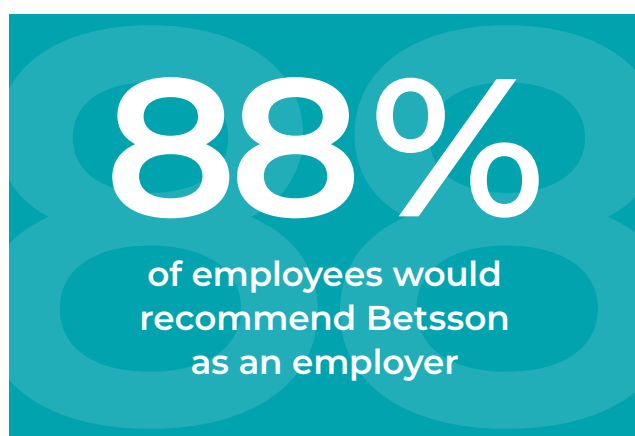
The 2022 Employee survey conducted in the autumn showed that close to 90 percent of employees are proud to work at Betsson and would recommend Betsson as an employer to family and friends. Betsson believes that the basis for a great employee experience is a strong and positive company culture, a diverse and inclusive workplace, attractive career opportunities and competence development as well as excellent leadership.

As a result of a systematic approach to further improving the employee experience across areas, the average employment tenure has steadily gone up and is now at 3.5 years for employees and 5.4 years for managers, which is supportive of stable working conditions. Betsson continues to receive a high number of applications for open positions, further confirming the attractiveness of Betsson as an employer.

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 2022 employee survey, 88 % (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 34 % (32 %) female people managers in total, and 25 % (27 %) women at executive management level. - The Betsson AB Board of Directors has 43 % (20 %) female members. - In the 2022 employee survey, 84 % (85 %) 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.	100 % (99 %) of new hires have completed Betsson's three-day induction course. - Average employee turnover in 2022 was 26.8 % (30 %).



During 2022, Betsson won a number of awards within this area; Diversity & Inclusion Model of the Year at the EGR Operators Awards Company of the Year, Best Diverse Place to Work and Innovation in Employee Engagement at the Women in Gaming, Diversity Awards Great Place to Work at the International Gaming Awards



A healthy and strong company culture

Betsson's core values 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 company values *One Betsson*, *Passion* and *Fair Play* in various situations such as employee activities, and the Management often refers to them, putting them into a business context.



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

With over 60 different nationalities in the Group, and over 2,000 employees with a multitude of backgrounds and experiences, Betsson celebrates diversity every day of the year. Betsson's Senior Talent Development Manager drives the work within this area and spearheads initiatives, but an inclusive workplace is something that is created jointly, by all employees. 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. Diversity & Inclusion is also a fundamental part of the One Betsson company value.

Diversity & inclusion – governance

- Company values
- Code of Conduct
- Diversity and Inclusion statement
- DIB (Diversity, Inclusion and Belonging) model
- Local 'Equality, Anti-Harassment and Anti-Victimisation' policies

Betsson is committed to supporting and sustaining 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 the local 'Equality, Anti-Harassment and Anti-Victimisation' policies. Diversity and Inclusion has long been a focus area for Betsson and is something that the organisation works with all year around. 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.

"Diversity is a fact, presented in the numbers. Inclusion is a choice as you decide whether to include someone or not. Belonging is a feeling. It's an emotional response. And emotions are unique to every individual."

- Lena Nordin, CHRO

More than 84 percent of Betsson's employees expressed in the last global employee survey that they believe the Group provides equal opportunities regardless of background. While Betsson is proud of this high number, there is still a way to go and one course of action is shining a light on the topic, inspiring others to take action too.



In 2022 Betsson hosted three Diversity and Inclusion conferences, in London and Valletta, to raise awareness and connect experts from inside and outside of the iGaming industry to discuss how to create a more diverse and inclusive workplace.



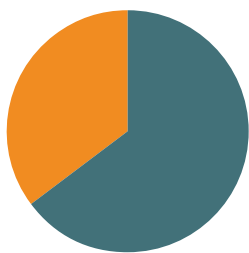
Betsson is a founding member of the All-in Diversity Project, which is a non-profit industry-driven initiative that benchmarks and offers tools for diversity, equality and inclusion.



During Pride week in Malta Betsson put extra focus on the importance of LGBTQIA+ by taking part in the Malta Pride Parade and holding a global online session with an external speaker for all employees titled 'Creating an LGBTQ+ Inclusive Workplace'.

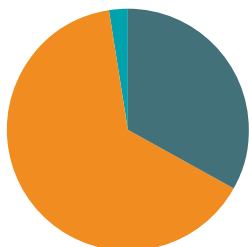
BREAKDOWN OF GENDER AT BETSSON

2022	
MEN	65 %
WOMEN	35 %



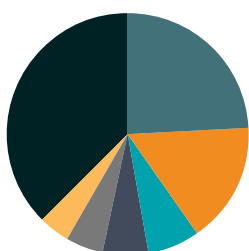
BREAKDOWN OF AGE AT BETSSON

2022	
UNDER 30 YEARS	33 %
30-50 YEARS	65 %
OVER 50 YEARS	2 %



BREAKDOWN OF NATIONALITY AT BETSSON

2022	
MALTA	24 %
GEORGIA	16 %
SWEDEN	7 %
ITALY	6 %
HUNGARY	5 %
GREECE	4 %
OTHER	38 %



Competence development and career opportunities

Competence development and career progression is an important part of the employee experience. In Betsson's three-day induction training, new hires gain knowledge of business strategy, products, and markets as well as responsible gaming directly from the CEO and other senior managers in the Group. The training takes place online and is therefore accessible to all new hires.

Betsson has furthermore developed an online Learning Management System (LMS). The platform holds interactive learning courses and other training, as well as policies. It allows users to share skills internally, conduct surveys, and automate processes. The goal is to build further competence within the business, increase employee engagement and create favourable conditions for employees' career development within the Group.

When it comes to career progression, the Group has a focus on internal promotions, with 38 percent of open positions in 2022 being filled by internal applicants.

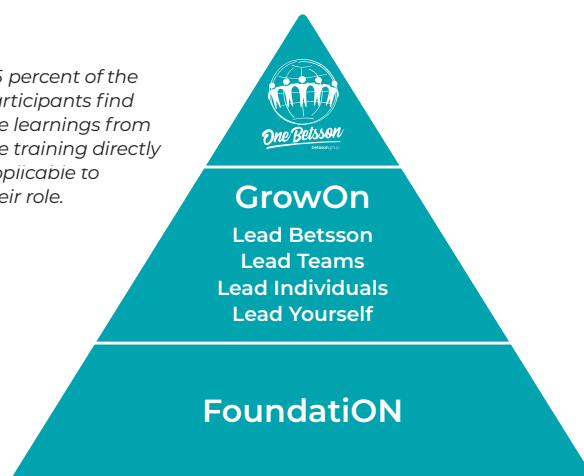
Excellent leadership

Talented People is the first strategic pillar in the business strategy, and to continue having the best people working with Betsson and achieving great things together as a team, the Group also needs the best leaders.

In 2022, Betsson launched and rolled out a new Leadership framework, which was developed to create a common leadership language to promote a unified leadership culture. The framework aims to support current and future Betsson leaders in developing and demonstrating outstanding leadership skills by setting clear leadership expectations.

Betsson has a continued focus on leaders with all people managers going through a global leadership development series, consisting of four modules – Lead Yourself, Lead Individuals, Lead Teams, and Lead Betsson. This 360-degree leadership training was developed in collaboration with the Stockholm School of Economics (Handelshögskolan). The modules include various leadership topics, such as self-awareness and self-reflection, motivation, trust, communication, feedback, coaching, team development, conflict management, decision-making, culture, and change management. Betsson also offers a 'Lead Remote' coaching, focusing on remote leadership competences. The aim of the global leadership training is to ensure that managers have useful tools and a common view of leadership at Betsson.

95 percent of the participants find the learnings from the training directly applicable to their role.



38 %

Share of open positions filled internally

Employee activities and wellness

The health and wellbeing of employees is a fundamental part of the employee experience. Betsson offers benefits such as insurance, wellness allowance and office massage.

In April, Betsson ran an internal global health month with a focus on physical as well as mental wellbeing. The internal Health Month saw employees globally favour walking or biking to the office, which in addition to health benefits also reduced emissions from commuting. The Group also highlighted Pink October and Movember.

The dedicated Employee Experience team, led by the Head of Employee Experience, has a structured way of working to constantly develop and fulfil the ambition to be the Employer of Choice.

To continuously boost the company culture and the One Betsson spirit, the Group organises many employee events such as social clubs, bake sales, football matches, online puzzles, and quizzes.



Hybrid working model

Betsson offers a hybrid working model in five of its locations: Malta, Sweden, Hungary, Estonia, and Lithuania. The hybrid model allows eligible employees to work from home three days per week, with the remaining two days mandatory in the office. This combines the flexibility of working remotely with the added benefits of seeing colleagues face to face on a regular basis.

In 2022, Betsson launched a new, modern intranet that enables employees across locations to stay informed and engaged around key focus areas.

To further support the hybrid model, Betsson has launched an online learning and development platform with interactive learning courses, and Betsson's HR department implemented a new live chat service for all HR-related questions. To support the set-up of an adequate home office, Betsson offers employees a working from home allowance to buy proper equipment.

Office environment

To be the Employer of Choice, a welcoming and functional office space is one important component. During the year, Betsson has opened a new, modern office in Colombia which serves as the Group's hub for Latin America. The Betsson office in Tallinn moved to new premises while the office in Stockholm was redesigned for an activity-based office environment.



During the 2022 World Cup, Betsson's offices were decorated, and additional activities for employees took place, such as a weekly football panel with the CEO and CCO, an internal betting competition and daily updates from the Sportsbook Team to entertain as well as build competence among employees around Betsson's sports betting product and offer.

View from Betsson's office in Bogota



Social impact

Betsson defines Social Impact as taking action to have a positive impact in the locations where we operate. Through direct donations to charity and employees donating their time to volunteer in various projects, Betsson aims to give back and influence society in a positive direction.

As a company committed to delivering sustainable, long-term growth, Betsson wants to take part in and give back to the communities where the Group is present, whilst empowering employees and encouraging them to engage in related activities. In line with Betsson's core values, Betsson believes that taking social responsibility is important and creates positive ripple effects beyond the organisation. The efforts are directed towards groups and projects that are currently in need of support or projects that create long-term positive change.

Criteria for involvement in social impact activities

- Employee engagement building pride and empowerment
- Making a positive difference in society
- Positive brand exposure

Governance of social impact

- Betsson's Social Impact framework sets out the aim, focus areas and KPIs for the Group's social impact efforts
- Local Social Impact Committees propose projects and activities
- The Social Impact Board consisting of among other operational CEO, CFO, COO and CHRO, assesses the suggested initiatives and allocates resources
- Activities and projects are mainly carried out locally

An example of an activity covering both sports and diversity, is the donation made during the year of training equipment to the Szent Margit Day Care Centre in Budapest, which is a facility for people with intellectual disability. In addition, Betsson engaged in the Fidem Charity Foundation in Malta which supports vulnerable women through access to educational opportunities and wellbeing guidance. Betsson also took part in several local environmental clean-ups.

In Malta, where Betsson has its operational headquarters and the highest number of employees, donations were given to among other the Women For Women Foundation, the Malta Community Chest Fund, and to the Foodbank Lifeline Foundation, which all support individuals and families in need.

BETSSON !MPACT

During 2022, Betsson developed a social impact framework, which sets out the priorities and KPIs for the Group's social impact efforts, both globally and locally. The framework introduces the umbrella brand Betsson Impact which will be used for Betsson's social impact activities to strengthen communication efforts. The framework also sets out three main focus areas: sports, diversity and environment.



Betsson stands with Ukraine

Beyond the focus areas in the framework, Betsson adapts to world events and directs its support where it is most needed. Consequently, in 2022, the Group focused its support to humanitarian aid to Ukraine. Some examples are donations to the gaming industry's GoFundMe initiative supporting Ukraine relief through the registered charity 'Choose Love' and a fund raising among employees in the Stockholm office to support UNHCR, which the Company then matched with an equal sum which went to the Nordic Ukraine Forum, a Swedish non-profit organisation.

Several of Betsson's local offices are in countries which have witnessed a large influx of refugees due to the war, and therefore support in the form of monetary donations, food items and equipment, was also directed at refugee shelters, food banks etc. in these locations.

Betsson has long-term business partners in Ukraine and have helped them to relocate their employees with families to safer areas and provided support such as transport, housing, food, and financial aid wherever needed. Betsson also created an open application portal with a fast-track application process for anyone who has been affected by the situation in Ukraine and who as a result is looking for new job opportunities in other places where Betsson has offices. Among other benefits, Betsson provided a relocation package, accommodation, and health insurance.



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

Betsson's contribution to a sustainable economy

Betsson contributes to financial growth both globally and locally through its customers, employees, and suppliers. The Group has a long-term, sustainable approach to business and expects the same from its partners. Inherently through its business model, Betsson contributes in general to the digitalisation of the societies where its services are offered. In Malta, where Betsson has its largest offices, but also in all other locations the Group contributes to the economy by buying goods and services locally.

Economic value creation, MEUR	2022	2021	2020
Revenues from customers	777	658	609
To suppliers			
Operating costs/Purchase of goods and services	-462	-396	-369
To employees			
Employee wages and benefits including social costs and pensions	-119	-95	-85
To providers of capital			
Dividends paid to shareholders	-60	-51	-48
Interest payments	-5	-4	-4
Taxes and duties			
Corporate income taxes	-10	-8	-7
Betting duties and VAT	-65	-54	-48
To society			
Community investments via donations	-0,38	-0,30	-0,29

Climate impact

Betsson is a technology company whose business is conducted online. This means that Betsson has relatively low CO₂ emissions compared to many other industries both within and outside of the entertainment sector, but nevertheless has a responsibility to help counteract climate change. The Group has therefore set science-based targets, officially validated by the Science Based Target initiative (SBTi) back in 2021, to ensure that its climate work is aligned with the Paris agreement.

Ambition	Goal	Outcome
Reduced emissions based on targets validated by the Science Based Targets initiative	- 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. - Reduce indirect greenhouse gas emissions that occur in the value chain (purchased energy not included) to Betssons operations (Scope 3) by at least 15 % from the 2019 baseline level. 100 % climate-neutral business.	19 % decrease in emissions of direct and indirect greenhouse gases from own operations and indirectly from purchased energy (Scope 1 and Scope 2). 11 % decrease in emissions of indirect greenhouse gases (Scope 3). - Betsson is a 100 % climate-neutral business.

Scope 1: Direct greenhouse gas emissions from the business, from combustion of fossil fuels and leakage of refrigerants.

Scope 2: Indirect greenhouse gas emissions from purchased electricity, heating, and cooling.

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. This is where Betsson has its largest emissions. See table on p 121.

Betsson's climate journey

Already back in 2017, Betsson started collecting 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.

2017: Betsson calculates emissions from business travel and climate compensates accordingly	2020: Betsson commits to Science Based Targets (SBTs) in line with the Paris Agreement
2019: More extensive emission calculations introduced, covering more aspects of the business	2020: Betsson develops a climate roadmap
2019: Betsson starts climate compensating for players' use of electricity when playing on the Group's brands	2021: The SBTs are officially validated by the Science Based Targets Initiative 2021: Betsson states its support for the vision of the EU green taxonomy and starts reporting accordingly
2020: Betsson reviews how the business impacts the UN Sustainable Development Goals and identifies goal 13 Climate action as one of the prioritised goals	2022: Betsson sets a climate strategy for how to reach its climate goals and Environment becomes a focus area for the Group's Social impact framework
2020: Betsson implements a standalone tool to collect sustainability data in a transparent and traceable way	2022: Having followed the Ten principles for many years, Betsson formally becomes a participating company of the UN Global Compact



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The science based targets initiative

The Science Based Targets initiative (SBTi) is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wildlife Fund (WWF). The SBTi defines and promotes best practice in science-based target setting and independently assesses companies' targets. Science-based targets are emissions 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).

Governance of climate impact

- Environmental policy
- Validated Science Based Targets
- Climate roadmap of 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

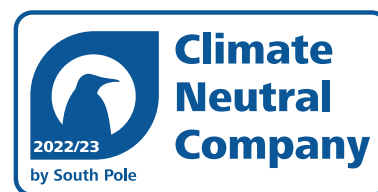
Betsson uses an external tool in order to track climate emissions as well as other sustainability metrics across functions and offices. The tool ensures traceability and a clear view of the emission sources. The data reported into the tool is the basis for the Group's climate calculations, which are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

Betsson's environmental policy states that the Group's objective is to 'minimise environmental impact while always striving for careful usage of natural resources'. According to Betsson's Code of Conduct, virtual meetings must be chosen in the first instance, and employees must have travel applications approved by a member of the management team.

Climate-neutral business

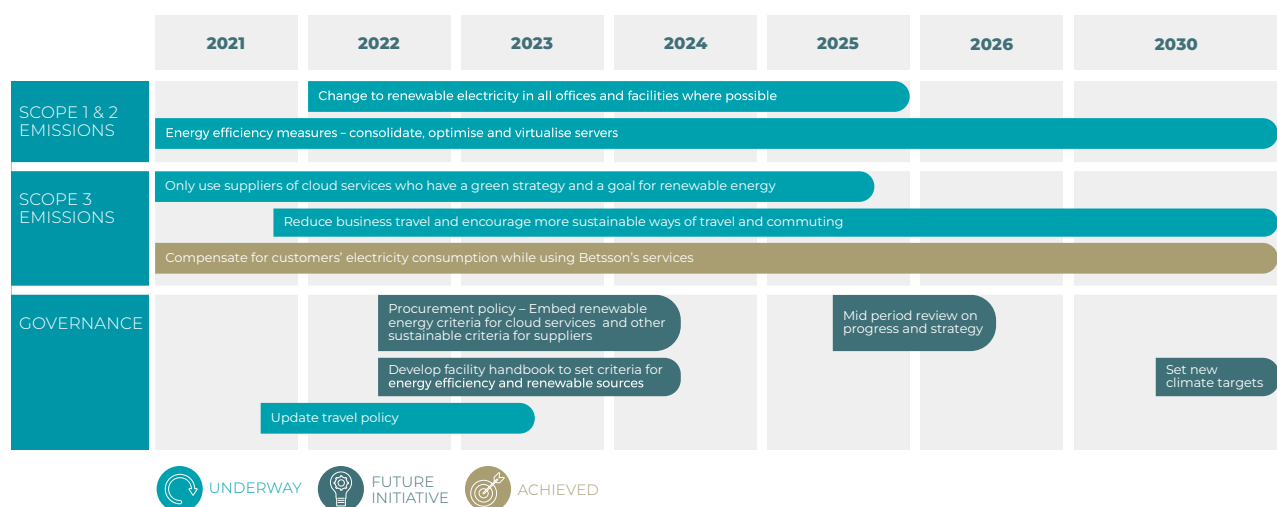
Betsson's operations have been climate neutral for several years, which means that Betsson offsets its emissions. For the calculated emissions generated in 2022, i.e., 8,695 tonnes of carbon dioxide equivalent (tCO₂e), and for an additional 10 percent, in total 9,565 tCO₂e, Betsson compensated by purchasing reduction units in the verified projects Jepirachi Wind Power in Colombia, Hong Phong Solar in Vietnam, as well as in the carbon capture project Bussme biochar in Sweden and in a project to exchange inefficient, unhealthy cooking stoves in Haiti.

Risks related to climate change could lead to increased costs for Betsson for example through the need for office cooling as a result of more frequent heat waves and increased temperature over time.



Betsson's climate roadmap

Betsson's climate roadmap sets out the main priorities for the Group's efforts to reach its science-based targets. The priorities are based on the largest emission sources. The responsible departments within Betsson drive work within each area to reach the climate goals. Betsson's Head of Sustainability is responsible for the progress of the climate roadmap. When it comes to customers' electricity use while using the Group's products, Betsson already climate compensates for this and will continue to do so.



One example of an ongoing initiative in the climate roadmap and strategy is the Cloud Journey, where data servers are moved from on-premises machines to Amazon Web Services, which increases efficiency by optimal usage of capacity and decreases emissions. As for the servers the Group does have on premises, consolidating to newer machines with higher performance reduces the number of machines needed.

During 2022, Betsson reviewed its Travel Policy for its biggest location, Malta, to emphasize that Betsson is committed to reducing its climate footprint and that virtual meetings should take priority over business travel whenever possible. The Travel Policy further states that all business travel is subject to approval by Operational or AB Management, and that Betsson employees fly economy class and are encouraged to use public or shared transport where possible or choose green taxis.

The Group is currently developing a Global Office Policy where the aim to decrease electricity consumption in the offices is clearly stated, as well as the importance of using energy efficient solutions and for employees to have access to public transport to and from the office.

Betsson will continue with internal communication on our climate efforts to further increase knowledge, commitment, and initiative among employees to ensure that the organisation takes ownership of targets and activities.

Betsson's climate footprint

As Betsson's business is mainly conducted online, a large part of the climate impact comes from customers' electricity use, employee commute and teleworking and purchased goods and service.

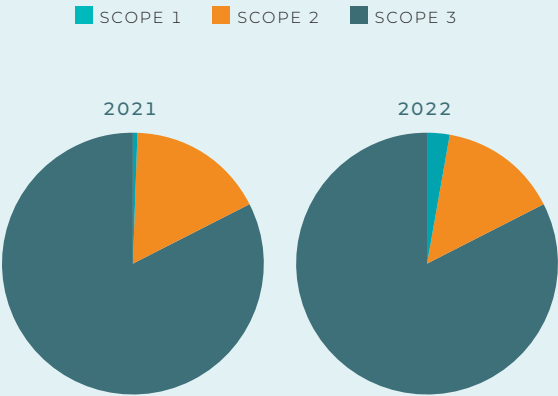
Betsson's total emissions have decreased by 12.37 % from 2021 to 2022, from 9922 to 8 965 tonnes CO₂e.

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 81 % of Betsson's total emissions in 2022. The largest emission category within scope 3 is 'use of sold products' which are the emissions from the energy use in customers' gaming units. The second largest category is 'capital goods', which are purchased IT products and interior decoration, also found in scope 3.

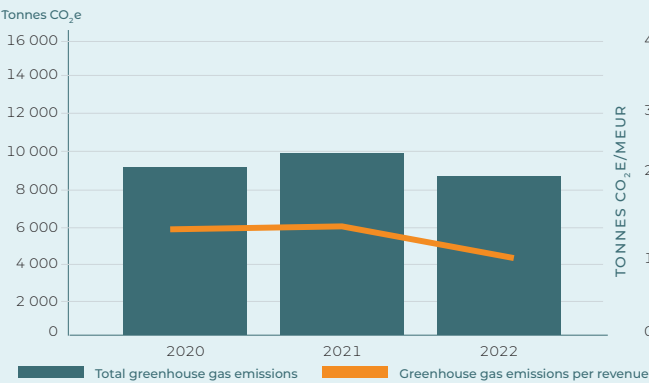
The largest absolute increase in emissions comes from the purchase of goods and services including capital goods. These emissions have increased because of renovations in several offices.

The total reduction in emissions is mainly due to lower emission factors for electricity for customers' electricity use when they play on Betsson's gaming sites, as well as to lower emissions from working from home, as employees worked from the offices to a greater extent in 2022 than in 2021.

GREENHOUSE GAS EMISSIONS PER SCOPE



GREENHOUSE GAS EMISSIONS



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. 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.

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.

	Total (MEUR)	Proportion of Taxonomy-eligible economic activities (%)	Proportion of Taxonomy non-eligible economic activities (%)
Revenue	777.2	0 %	100 %
CapEx	3.3	0 %	100 %
OpEx	3.4	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 page 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 p 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 p 31.

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 p 25–26.

The Company, its subsidiaries or senior management have not been convicted on violating any of the above safeguards.



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 2022 financial year for the Parent Company and the Group. The annual accounts, including the auditor's report, can be found on pages 45–117. A sustainability report has been prepared in accordance with the Swedish Annual Accounts Act and GRI Standards. It can be found on pages 13–44 of this Annual Report. The results of the 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. Since 2022, the reporting currency for the Parent Company and the Group is the euro (EUR). 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 10 May 2023.

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 sportsbook 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 2022 were conducted through European gaming licences in Malta and local gaming licences in a total of 20 jurisdictions.

Group revenue and profit/loss

Group revenue totalled EUR 777.2 (657.7) million, which is equivalent to an increase of 18 percent on the previous year. Gross profit was EUR 504.4 (425.6) million, which is equivalent to an increase of 18 percent. The gross margin was 65 (65) percent. Operating income increased by 11 percent to EUR 131.2 (117.7) million and operating margin amounted to 16.9 (17.9) 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 124.6 (112.0) million and net income was EUR 114.7 (103.9) million, equivalent to earnings per share of EUR 0.87 (0.78).

Products

Casino is Betsson's largest product and accounted for 66.2 (72.5) percent of revenue during the year, followed by sportsbook with 32.3 (26.2) percent and other products (including poker) accounting for 1.5 (1.3) percent of revenue.

Customers

At the end of the year, there were 26,815,714 (23,306,560) registered customers, an increase of 15 percent compared with the end of the previous year. The average number of active customers in 2022 was 1,424,794 (1,161,683), which is an increase of 23 percent on the previous year.

Acquisitions

In October Betsson acquired 80 percent of the shares in KickerTech Malta from TG Holdings. KickerTech owns a business-to-business (B2B) sportsbook operation. KickerTech has a team of 50 professionals building advanced odds models, trading technology and sportsbook features. The team is based in Vilnius, Lithuania. Information on the financial effects of the acquisitions is provided in Note 34.

Proposed dividend

The Board proposes that the Annual General Meeting on 10 May 2023 resolve that EUR 0.436 (0.367) per share be distributed to the shareholders, provided the number of shares remains unchanged up to the record date. This represents a transfer of funds to shareholders totalling EUR 59.7 (50.3) million. The Board proposes to the General Meeting that the transfer to shareholders be executed through a 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 2023 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 shall 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 2022

First quarter

In January, Betsson launched its online gambling offering in the City and Province of Buenos Aires, Argentina. The launches took place in partnership with Casino de Victoria, one of the leading land-based operators in the country, and strengthened Betsson's position on the strategically important Latin American market.

At the end of March, Betsson launched its sportsbook product via the Betsafe mobile app in the state of Colorado in the USA in partnership with Dostal Alley Casino.

This B2C launch is an important component of Betsson's B2B strategy and its marketing of the proprietary, US-adapted sportsbook for new and existing operators.

As a result of Belarus actively supporting Russia in its invasion of Ukraine, Betsson decided to cease operations in Belarus.

Second quarter

In the second quarter, Betsson increased its ownership in the local gaming operator Betbonanza in Nigeria from 25 to 60 percent. The Group's ownership in the technology platform provider Strive, which focuses on North America, also increased, from 35 to 40 percent. Strive provides a modern Player Account Management system (PAM) that has been specifically adapted to the North American gaming market and supports Betsson's US strategy.

Third quarter

An online casino was launched on the locally regulated market in Mexico under the Betsson brand through its subsidiaries.

The Group increased its ownership in the Colombian operator Colbet, from 70 to 88 percent, in the third quarter.

Fourth quarter

The fourth quarter was dominated by very high customer activity and turnover during the FIFA World Cup for both the sportsbook operation and the casino product. This increase in activity during the World Cup contributed to record-high revenue and operating income for the Group. In October, KickerTech Malta was acquired to support Betsson's B2B growth strategy. This acquisition helps to expand the Group's client base and strengthens the existing sportsbook with advanced trading and modelling tools, alongside new functionality for players.

In Italy, the online gaming license held by Betsson's subsidiary BML Group was extended until December 2024.

In Germany, the license application by Betsson's subsidiary Zecure Gaming for virtual slots and online poker was approved by the regulator in December.

In Norway, Betsson's subsidiary BML Group Ltd received a cease-and-desist order from the gambling authority with a notification of undetermined future fines, should the order not be complied with. The order was appealed but was upheld in December by The Ministry of Culture and the Lottery Committee. Subsequently, BML Group Ltd and the Norwegian gambling authority started a dialogue with regards to the changes made and planned to be made to the company's websites.

Investments and depreciation/amortisation

The year's investments in tangible and intangible fixed assets amounted to EUR 35.5 (32.1) million, of which EUR 24.4 (24.8) million referred to capitalised development expenditure. Depreciation and amortisation for the year totalled EUR 41.2 (36.1) million of which EUR 23.5 (21.4) million referred to the depreciation/amortisation of

capitalized 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 647.8 (568.8) million at the balance sheet date, equivalent to EUR 4.78 (4.16) per share. Return on equity was 18 (19) percent.

Cash flow and financial position

At the end of the year, the equity/assets ratio was 64 (63) percent. An outstanding bond loan at year-end was reported at EUR 98.6 (97.4) million.

Cash and cash equivalents were negatively impacted during the year by EUR 50.3 (49.7) million due to a distribution of funds to shareholders (redemption procedure). Cash and cash equivalents at the end of the year amounted to EUR 168.3 (95.6) million. Player liabilities, including reserves for accumulated jackpots, totalled EUR 56.1 (42.7) million. Gaming licenses 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 57.4 (55.2) million.

In June, Betsson issued new senior unsecured bonds to a total amount of EUR 90 million with a tenor of three years, a floating interest rate of EURIBOR three months plus 650 bps and final maturity date in June 2025. In conjunction with the issue of new bonds, the Company announced that SEK 700 million out of the total of SEK 1 billion in the 2019/2022 bond would be redeemed. In August, a further EUR 10 million of bonds were issued under the new program.

Personnel

At the end of the year, there were 2,023 (1,955) employees in the Group. The average number of employees in the Group during the year was 1,972 (1,890), of whom 1,158 (1,174) were based in Malta. In addition, the Group had 224 (217) consultants engaged on a full-time basis, primarily in product development.

Significant events after the balance sheet date

At the beginning of February 2023, Betsson was granted an online gaming licence in the province of Cordoba in Argentina through its subsidiaries; this is the third licence for the Group in Argentina.

In February, Betsson was granted operator and supplier licenses for online gaming on the locally regulated market in the province of Ontario, Canada, and a B2C offering was launched through the Group's global brand Betsafe.

In February, the Supreme Administrative Court in Sweden decided not to review the subsidiary NGG Nordic Ltd's appeal in the matter regarding the company's breach of the bonus restrictions in 2019. This upholds the ruling by the Administrative Court of Appeal of a sanction charge amounting to SEK 14 million.

The 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 2.9 (2.8) million, and income before tax amounted to EUR 118.6 (126.9) million. Net financial items included EUR 126.0 (137.8) million referring to dividends received from subsidiaries. Cash and cash equivalents in the Parent Company amounted to EUR 58.1 (33.0) million at the end of the year.

Research and development

Expenditure on the development of gaming platforms and the integration of gaming and payment solutions is capitalised to the extent that future financial benefits are estimated to occur. These amounts are recognised as investments in intangible assets.

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 13–44.

Shares and ownership structure

The number of shares registered 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 each. Betsson treasury shares totalled 519,710 B shares and 5,247,433 C shares. These shares are held by the Company and are not represented at the Annual General Meeting. The Company's B shares are listed on Nasdaq Stockholm with the ticker BETS B. At the end of the period, the Company had 24,713 (26,003) shareholders. 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 page 75 in the corporate governance statement for more information about the major shareholders.

The global gaming market

In terms of gross gaming revenue (GGR), the entire gaming market, including offline and online gaming, is worth approximately EUR 452 billion in 2022 and is estimated to grow 6.9 percent annually from 2022 to 2025 to a total of EUR 552 billion. Online gaming is expected to grow as a proportion of the total gaming market to 28 percent in 2025, up from 23 percent in 2022 (Source: H2GC, January 2023).

Growth in the online gaming market is driven by several factors. First, offline gaming still holds a substantial market share that can be taken by online gaming operators like Betsson. Second, digitalisation in the form of increased e-commerce, digital entertainment and the parallel use

of several devices, such as smartphones, computers, and tablets, remains high and continues to rise. Customers expect to have games and entertainment easily accessible where and when they want. Another important driver of growth in the online gaming market is that an increasing number of European countries are introducing local regulations for online gaming where gaming companies can apply for a licence to run such operations. The licence enables gaming companies to compete on equal terms and to gain access to more effective marketing channels and payment solutions. Local regulations also impose additional requirements and reward operators that have a scalable, proprietary platform equipped with the latest compliance support, routines, and processes – all of which Betsson has developed and is continuing to develop to reflect new and changing requirements. This is resulting in increased consolidation in locally regulated markets, creating acquisition opportunities for Betsson.

These additional requirements consist of, among other things, stricter controls and tools to prevent anti-money laundering, promote responsible gaming and ensure that operators provide customers with the right conditions to have a healthy relationship to gaming. Operators must also be able to identify and always help customers at risk of problem gambling. Betsson has experienced responsible gaming and compliance teams in place, with the competence, mandate, and resources to fulfil these requirements. Moreover, Betsson collaborates with several industry colleagues to drive responsible gaming and business compliance (see additional information in the Sustainability Report).

In Europe and other regions, such as in Latin America and North America, many governments are either currently investigating or have already implemented local licensing systems. Betsson's strategy is to grow in locally regulated markets and is therefore monitoring these new markets as part of its continued expansion.

Betsson's subsidiaries today operate under gaming licences in Malta and 19 other 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.



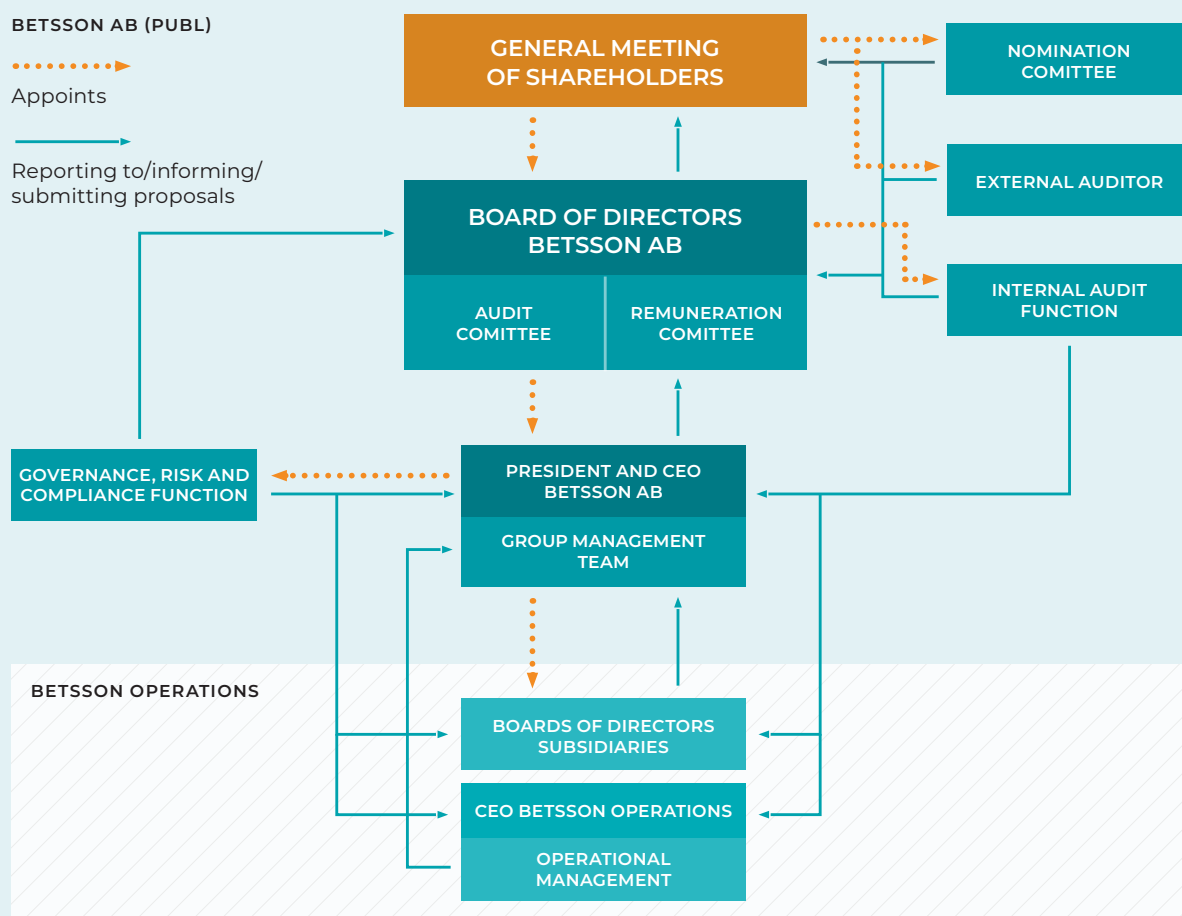
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Risks and risk management

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 page 59):



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.



Risk categories

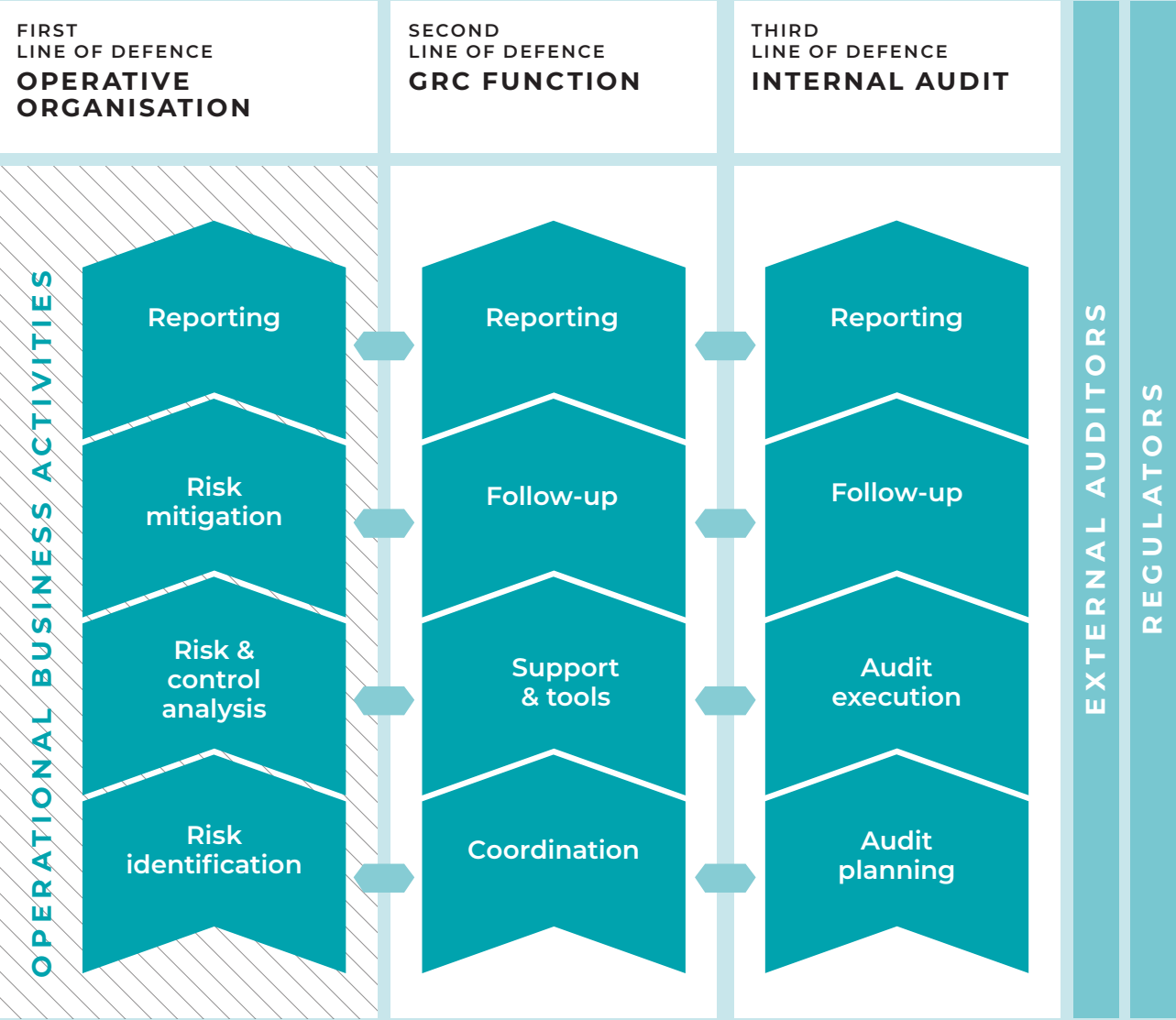
The following are the key risk categories identified by the Board of Directors that collectively represent the main risks to which the Group is exposed as a result of its operations:

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	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 13–44), 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 2022

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 2022 include:

- Coordinating, contributing and providing support to the first line's identification and assessment of current and emerging risks;
- Delivering quarterly updates to the Board of Directors in Betsson AB on material risks faced by the Group;
- Supporting the strategy and business planning process;
- Supporting risk owners with developing and planning Business Continuity 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;
- Leading a working group to strengthen the routines and maintenance of key policies and instructions for the Group;
- Continued support around the establishment of a minimum standard focusing on anti-money laundering for the whole Group;
- Continued work on the anti-corruption policy framework including through the development/updated 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 include 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 risks	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 13–44.	
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 solution 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 obtained.	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. This has proven indispensable for the Group's effective response to the Corona pandemic to protect its employees and customers whilst minimising disruption to operations.	↔
Risk for high staff turn over 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 (e.g. COVID 19 and remote work). 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 programme 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 27001:2013 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 the 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 a number of years aimed at updating proprietary platforms (Techsson and Sportsbook) and key products (Data and Payments), 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, which 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 "Gambling regulation developments" and "B2B" sections below as well as to the "Sustainability Report", pages 13-44.	↑

Trend arrows key indicating risk movements



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



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

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 13–44.	↑
De-risking by financial services partners	The gaming industry, and by extension Betsson, is not immune to the phenomenon of de-risking which is characterized by the termination or restriction of business relationship by banks and other financial institutions with some industries, clients or categories of clients.	Betsson always strives to maintain and build good working relationships with its financial services partners. At the same time, to manage the risk, the Group also continuously strives to ensure the availability of alternative partners to serve the Group's various needs for financial services in areas such as banking, financing and insurance.	↓

Betsson's work for sustainable gaming regimes

Betsson Group places utmost importance on compliance and ensuring its operations are in line with ongoing regulatory developments. Through dialogue with policy makers on different levels, the Group works to achieve regulation, which aims to both protect consumers and liberalise markets with high channelisation, while at the same time seeking to prevent protectionism in the EU and EEA Member States as well as other jurisdictions where the Group operates.

In many national markets, gambling is regulated by local law and, in principle, to be able to conduct such operations in these markets, a license is required. Betsson operates its businesses under gaming licenses in Malta, Argentina (Buenos Aires), Colombia, Croatia, Denmark, Estonia, Georgia, Germany, Greece, Ireland, Italy, the Isle of Man, Kenya, Latvia, Lithuania, Nigeria, Spain, Sweden, the UK, and USA (Colorado).

Political decisions, new interpretations of laws and new regulations can significantly impact the Group's earnings and financial position since operations are subject to licenses.

Betsson mainly operates within the European Union, where most countries have regulated the business of online gambling, especially following pressure from the EU institutions to launch regulatory frameworks which are compliant with the EU *acquis*. Since the primary purpose behind most of the local gambling legislation is to fund state finances, the resulting limitations on the free movement of services created by EU Member States through their local monopolies are not possible to defend in terms of compliance with applicable EU legal principles. The Court of Justice of the European Union has established in many rulings that Member States must demonstrate the suitability, proportionality and necessity of the limiting measure in question, in particular the existence of a problem linked to the public interest objective at stake and the consistency of the regulatory system. Despite this, several Member States historically have maintained these types of restrictions while others have introduced new and compliant frameworks for gambling regulation or announced that they are working on new legislation in line with EU requirements.

Whenever new legislation is adopted, it is unclear whether there will be requirements or restrictions in relation to receiving a license or in general at the time of regulating or re-regulating of markets, demanding the settlement of any form of historical obligation (including the size of the same) or assessment of reliability etc.

Betsson will continue to have a dialogue with regulators and other relevant stakeholders, both on the EU and national level, with the aim of achieving sustainable regulations ensuring the right to be regulated, so that consumers can access compliant online gambling services. Depending

on the circumstances, Betsson might also use other legal remedies available to protect the rights afforded to Betsson, e.g. as a digital company within the European Union. Since the decision of the European Commission in 2017, not to further pursue open infringement procedures against the Member States concerning online gambling, no infringement proceedings in online gambling matters have been commenced to date.

Comments on relevant developments in certain jurisdictions are presented below.

Gaming regulation developments

Nordics Sweden

In January, the Administrative Court of Appeal upheld the judgment of the court of first instance regarding the breach of bonus restrictions by the Group's subsidiary NGG Nordic Ltd in 2019. The subsidiary appealed the court decision, but in February 2023, the Supreme Administrative Court in Sweden decided not to review the appeal. This upholds the ruling by the Administrative Court of Appeal of a sanction charge amounting to SEK 14 million.

Several changes to the gaming legislation were approved by the parliament in December, such as the introduction of a permit system for B2B providers in the regulated Swedish gambling market and the prohibition of promoting illegal gambling. From 1 July, 2023, a permit will be required to supply gaming software used for online gambling in Sweden whereas a B2B supplier with a permit will be prohibited from supplying its software to unlicensed gambling operators. Similarly, licensed operators will be required to ensure that the gambling software used by them is duly permitted in Sweden.

Other changes in the gaming legislation relate to new measures to minimise unlicensed gambling in Sweden and counter match-fixing in sports. Payment blocking will be replaced by a requirement on payment service providers to disclose information used in payment intermediation for unlicensed gambling. Further, the Swedish gaming regulator will be authorised to conduct test-purchases, making it easier for them to collect information from PSPs and then block transactions

related to unlicensed gambling. New measures will also allow gambling licensees to share data with leagues to support efforts to stop match-fixing, as well as allowing the government to issue regulations that force licensees to cooperate with law enforcement when match-fixing is suspected.

Norway

On 1 March 2022, the Norwegian Parliament voted through the new law on gaming, meant to replace the existing acts on lottery, gambling and totalisator. The new law reinforces the country's position on a monopoly model for gambling and proposes a ban on credit card gambling, new marketing restrictions as well as grants the local gaming regulator additional means for protecting the monopoly model (e.g. by imposing infringement fines). The new law enters into force in 2023.

In March, the Group's subsidiary, BML Group Ltd, received a formal cease and desist order from the Norwegian regulator together with a notification of undetermined future fines, should the order not be complied with. The company appealed the cease-and-desist order as part of an administrative review process. The company deemed the order to be unlawful and any fines issued unenforceable. BML Group Ltd also maintained that its online gambling services were offered pursuant to the freedom to provide services under the EU/EEA law. The Ministry of Culture and Lottery Committee, as the bodies reviewing the complaint, decided to defer the implementation of the order until the complaints were finally decided in the administrative review. The Ministry of Culture and the Lottery Committee issued their decisions to uphold the cease-and-desist order, in November and December, respectively. Subsequently, BML Group Ltd and the regulator started a dialogue as regards the changes made and planned to be made to the company's websites. Given the company's efforts with the changes, the regulator decided that there was no need, for the time being, to impose a coercive fine on BML Group Ltd.

Finland

In 2022, the local monopoly Veikkaus publicly stated that a licensing system could be more fair and better for player protection, given the monopoly's low channelisation in Finland. Almost all political parties also voiced their willingness to explore the idea of an open gambling licensing system for Finland.

On 5 January 2023, the Finnish government announced that they were considering the possibility of replacing the country's gaming monopoly with a license-based online gaming system. As a first step, the Ministry of the Interior will carry out a research project over three months that examines alternatives to the current exclusive rights system. The project will look at legislative, legal and marketing issues regarding any transition to a license-based regulation. It will also evaluate the success of the current monopoly system in terms of countering problem gambling, one of the main objectives of the Lotteries Act. Despite these developments, the payment block on customer deposits to blacklisted unlicensed online gambling operators still took effect in January 2023.

Denmark

In September, the Danish government tabled a set of proposals intended to tackle gambling addiction. The proposals include a ban on gambling adverts from 15 minutes before until 15 minutes after sport matches on TV as well as a ban on using celebrities in gambling marketing. According to the government, the purpose of these bans is to end aggressive marketing and ensure greater protection of minors and young people from gambling harm.

CEECA

Lithuania

The Lithuanian regulator has been active in issuing fines for alleged breaches by operators of restrictions on gambling promotions. Accordingly, the Group's local subsidiary Lošimų strateginė grupė, UAB, received a fine of EUR 25,000 in February for allegedly unlawful promotion of poker due to having published information about poker tournaments on its website. In July, the same subsidiary received another fine of EUR 25,000 for sending an informative email to customers about game rules and password recovery processes which the regulator also considered to be in breach of advertising restrictions. The company has appealed both fine decisions in local court, and the cases are still pending.

Belarus & Russia

In March, considering Belarus' support to Russia in its war against Ukraine, Betsson decided to surrender its Belarus gaming licence and stop operations in Belarus. The regulator formally cancelled the licence with effect on 31 March 2022.

In consideration of the sanctions imposed on Russia by the EU, the US and other countries in response to its war against Ukraine, Betsson closed all gaming accounts held by Russian customers and blocked Russian users from accessing its offer throughout the Group in March. This was done in accordance with relevant laws, and customers were all previously checked vis-à-vis published sanction lists. Additionally, the Group removed all Russian events from its betting offer.

Western Europe

Netherlands

Betsson's operational subsidiaries filed their licence applications with the Dutch regulator (KSA) in the first quarter. The application review period was expected to take up to six months but due to requests for additional information and the introduction of changes to the control database component (CDB), the review period has been delayed.

As part of an ongoing gambling advertising reform initiated by the parliament in February, a ban on the use of role models in gambling ads entered into force in June. The Dutch parliament also requested that the government consider additional restrictions (e.g. a ban on non-targeted online ads), which are intended to come into effect in 2023. Meanwhile, the trade associations VNLOK and NOGA introduced and applied self-regulatory measures already in the spring of 2022 (e.g. no outdoor adverts for online gambling, no print media and no radio

commercials, as well as a decrease of the timeframe for showing ads on TV).

Germany

In April, the State Administration Office in Saxony-Anhalt granted the first German virtual slots and online poker license to a company belonging to the Gauselmann Group. More licenses were issued in the following months. After a local court clarified the financial guarantee requirements for a virtual slots licence, two of Betsson's operational subsidiaries withdrew their licence applications. Only one subsidiary, Zecure Gaming Ltd, decided to proceed with the licence application process and was approved for a German virtual slots license in December.

Italy

Online gambling licenses in Italy are awarded through a public tender process, and the latest tenders occurred in 2011 and 2018. The Italian regulator has not extended the licenses issued in 2011 past 2020 while licenses issued in 2018 were valid until the end of 2022. Despite this, the regulator still has not announced any public tender for new online licenses. The Budget Law 2023, approved by the Parliament at the end of December 2022, extended all online gaming licenses until December 2024.

In September, the Italian Ministry of Finance announced a decree on regulation of fixed-odds bets on sporting events and non-sporting events. Pursuant to the decree, published in the official gazette, the tax on online sports betting revenue will increase from 22 percent to 24 percent. The decree entered into force on 28 October 2022.

Latin America

Brazil

The gambling expansion bill – intended to regulate most of the gambling products (including sports betting) and introduce a single tax (17 percent of GGR) on all products and reform the tax on winnings - was approved by the lower house of the Brazilian Parliament in February 2022.

By November, the Brazilian regulatory decree on sports betting had waited for sign off by the country's president for almost four years while the deadline to regulate was set to 12 December 2022. The situation was made more complex by the change in presidency as Jair Bolsonaro ended his term as president on 31 December 2022 after losing the elections to Luiz Inacio da Silva. Despite the failure to enact the law, the Ministry of the Economy (SEAE) commenced work on the technical regulations during the year. Meanwhile, the Brazilian senate also debated the so-called Law Pelé. Although the bill focuses primarily on sports, several provisions regarding sports betting were introduced, including a new levy (1 percent of GGR) as well as an advertising ban for operators not based in the country. In connection with the latter, the Ministry of Justice requested football clubs to provide copies of their sponsorship contracts with sports betting operators.

Peru

In July, the Peruvian Congress passed a new gambling bill, which would regulate both online sports betting and casino in Peru. The main characteristics of the new law are as follows: (i) licenses will be issued for six years, (ii) licensed sites must be on bet.pe domains, (iii) the applicable gaming tax rate is 12 percent of GGR for local companies or foreign companies with a branch in Peru.

In August, the country's president approved and signed the new law. The law would enter into effect 60 days after being published in Peru's official gazette. However, publishing in the official gazette has been delayed due to the political development at the end of the year.

Argentina

Argentina's Province of Cordoba decided to open a national and international public license tender through the local regulator "Loteria de Cordoba". The licence would allow operators to offer online casino games and betting on sports, horse racing and certain non-sporting events, with each vertical to be subject to a 10 percent GGR tax rate. Betsson together with its joint venture partner Casino de Victoria participated in the tender in the Province of Cordoba and a license was obtained in February 2023.

Rest of world

USA

In March, Betsson launched its B2C sportsbook offering under the Betsafe brand in the state of Colorado, in partnership with Dostal Alley Casino.

By the end of 2022, sports betting was live or regulated in more than 30 US states: Arizona, Arkansas, Colorado, Connecticut, Delaware, District of Columbia, Illinois, Indiana, Iowa, Kansas, Louisiana, Maryland, Michigan, Mississippi, Montana, Nebraska, New Hampshire, New Jersey, New Mexico, New York, Nevada, North Carolina, North Dakota, Ohio, Oregon, Pennsylvania, Rhode Island, South Dakota, Tennessee, Virginia, West Virginia, Wisconsin, Washington, and Wyoming. Sports betting was legalized, but regulations not yet adopted, in Maine and Massachusetts. At the end of December 2022, legislation to authorise sports betting was pending in Florida (subject to federal court decision). In 2023, Missouri, Vermont, Georgia, Minnesota and Texas are expected to enact legislation authorising sports betting in their states.

As regards online casino games, year 2022 did not see any new states enacting legislation authorising the same. Thus, the number of US states offering licenses for online casino games remained six (Connecticut; Delaware; Michigan; New Jersey; Pennsylvania and West Virginia). The main contenders to authorize online casino games in the coming years include Indiana, Iowa, Illinois and New York.

Canada

The newly regulated Ontario online gambling market in Canada launched on 4 April 2022. In February 2023, the Group obtained licenses for B2B and B2C operations in Ontario, and a B2C offering was launched through the Betsafe brand.

Disputes

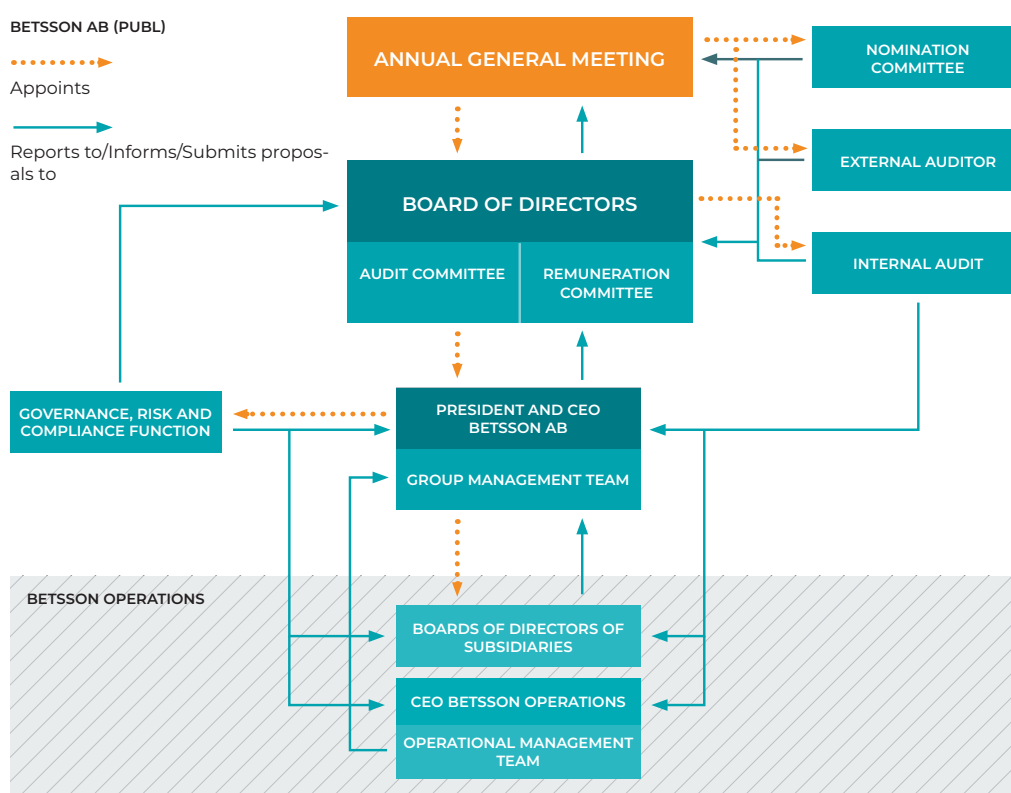
Betsson is committed to the duty of care and aims to apply a high standard of responsible gaming globally. Despite this, a risk remains that individuals develop problematic gambling behaviour. There is also a risk that individuals with a gaming addiction could sue companies within the Group for their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



Buenos Aires, Argentina

Corporate Governance Report

"The Board's ambition is to create long-term value for Betsson's shareholders. Betsson's good financial performance and strong balance sheet enable continued investments in value creation, both organically and through acquisitions. Betsson's corporate governance must be characterised by responsibility, transparency and efficiency, promoting sustainable growth and relationships of trust with the outside world. Corporate governance also means having a structure with clear processes to ensure that the focus of management and employees is on developing the business to create value for shareholders. Betsson's market position, talented staff and competitive technology place us in an excellent position from which to achieve the Group's strategic goals in an industry that is constantly changing." – Johan Lundberg, Chair 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, ordinances and regulations

INTERNAL REGULATORY FRAMEWORKS

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

Corporate governance at Betsson

Betsson AB (publ) (Betsson AB) hereby submits its Corporate Governance Report for 2022. 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.

The Corporate Governance Report forms part of the management reporting and has been reviewed by the Company's auditors.

The share

Betsson AB 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 Mid 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 3.6 percent of the capital and 18.2 percent of the outstanding votes, Lars Kling with 2.8 percent of the capital and 14.1 percent of the outstanding votes, and Knutsson Holdings AB with 4.6 percent of the capital and 12.0 percent of the outstanding votes at the end of the year.

Articles of Association

The Company's Articles of Association determine, among other things, 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.

A new set of Articles of Association was adopted at the 2022 Annual General Meeting. In addition to editorial adjustments, the amendments mainly consisted of changes to the Company's share capital limits due to the change of accounting currency. It was also made possible for the Board of Directors to decide that shareholders should be able to vote by post before a general meeting, and that voting should be possible by electronic means.

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

Annual General Meeting

Shareholders exercise their influence over Betsson AB at the General Meeting, which also is the Company's supreme decision-making body.

In addition to what is required by law regarding the right for shareholders to participate in the general meeting, Betsson AB's Articles of Association require notification prior to 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 General Meeting.

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

Annual General Meeting 2022

The 2022 Annual General Meeting of Betsson AB was held on 10 May 2022. Due to the effects of the COVID-19 pandemic and developments in society, the Annual General Meeting was conducted by advance voting pursuant to the Act (2020:198) on temporary exceptions to simplify holding of General Meetings of companies and associations. This meant that shareholders were unable to attend in person or by proxy, and were instead given the opportunity to exercise their voting rights by voting in advance, known as postal voting. The meeting was attended by shareholders (by postal vote) representing 68.4 percent of voting rights and 38.4 percent of the capital.

The Annual General Meeting made decisions on the following:

- Adoption of the income statement and the balance sheet
- Discharge of liability to the board members and the CEO
- Election of board members
- Election of auditors
- Appropriation of profits
- Approval of two separate automatic redemption procedures
- Approval of the remuneration report
- Establishment of a long-term incentive programme for senior executives
- 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
- Adoption of new Articles of Association

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

Annual General Meeting 2023

The 2023 Annual General Meeting of Betsson AB will be held on Wednesday, 10 May 2023 at Helio GT30, Turbin, Grev Turegatan 30, Stockholm. For further information regarding the Annual General Meeting 2023, 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 Chair of the Board shall not take part in the work of the Nomination Committee.

The Nomination Committee will prepare and submit to the General Meeting proposals for the election of the Chair of the Board and other members of the Board, the Board's remuneration divided between the Chair 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 appointment of the Nomination Committee and the Chair 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 Board's suitability as a basis for its proposal to the 2023 Annual General Meeting. The assessment will be based on the annual evaluation of the Board's work and application of the Code.

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

betsson

Board members	Johan Lundberg	Fredrik Carlsson	Eva Leach	Louise Nylén	Eva de Falck	Peter Hamberg	Tristan Sjöberg	Pontus Lindwall
	Chair of the Board of Directors	Board member up to and including May 2022	Board member	Board member as of May 2022	Board member as of May 2022	Board member	Board member as of May 2022	Board member
	Chair of the Remuneration Committee Member of the Audit Committee	Chair of the Audit Committee until May 2022 Member of the Remuneration Committee until May 2022	Member of the Remuneration Committee	Member of the Remuneration Committee as of May 2022	Chair of the Audit Committee as of May 2022	Member of the Audit Committee		
Board remuneration, KEUR (paid in 2022)	88	18	44	26	26	42	26	–
Committee remuneration, KEUR (paid in 2022)	15	8	6	3	7	6		–
Independent in relation to the Company	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Independent in relation to the principal owners	Yes	Yes	Yes	Yes	Yes	No	No	No
Own and related parties' holdings in Betsson	20,000 B shares	10,000 B shares	0	0	0	5,098,500 A shares and 691,700 B shares	3,010,000 A shares and 3,720,000 B shares 500 KEUR in the bond 2022/2025	415,000 A shares, 1,145,000 B shares and 824,000 call options 2 MEUR in the bond 2022/2025
Attendance at Board meetings	13 of 13	6 of 6	13 of 13	7 of 7	7 of 7	13 of 13	7 of 7	13 of 13
Attendance at meetings of the Audit Committee	7 of 7	5 of 5	–	–	2 of 2	7 of 7	–	–
Attendance at meetings of the Remuneration Committee	4 of 4	1 of 1	4 of 4	3 of 3	–	–	–	–

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 Chair of the Board. CEO Pontus Lindwall is the only Board member employed by the Company.

Fredrik Carlsson left the Board at the time of the 2022 Annual General Meeting and Eva de Falck, Louise Nylén and Tristan Sjöberg were elected as new members of the Board at the same time.

43 percent of Board members are female.

The members of the Board are presented on pages 68–70.

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. The number of Board members elected by the General Meeting who are independent of the Company is six (86 percent), and the number of Board members elected by the General Meeting who are independent of the Company's major shareholders is four (57 percent).

Board meetings and Board focus in 2022

In 2022, the Board held 13 minuted meetings, of which one was an inaugural meeting and four were meetings held by correspondence. There has been a 0 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, the evaluation and monitoring of its subsidiaries, and the usual financial issues and cost control.

Information provided to the Board of Directors

The work of the Board follows a plan aiming to ensure that the Board receives all necessary 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 committee

Audit Committee

The Audit Committee's responsibilities include ensuring compliance with established principles for financial reporting and internal controls.

The Audit Committee is also responsible for supervising, monitoring and reporting corporate responsibility issues. The GRC function, the sustainability function and the internal audit function report to the Audit Committee on an ongoing basis. The Audit Committee also acts as a Finance Committee tasked with providing support with financial issues and assessing and proposing changes to financial 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. In line with the rules of procedure, the Audit Committee consists of at least three members and at most four members. The Audit Committee has held seven minuted meetings during the year.

The committee consists of Eva de Falck (Chair), Peter Hamberg and Johan Lundberg. The committee consisted of Fredrik Carlsson (Chair), Peter Hamberg and Johan Lundberg until the 2022 Annual General Meeting.

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 also has decision-making powers regarding the salary of the current CEO and the current terms of variable remuneration for senior executives and key personnel. In line with the rules of procedure, the Remuneration Committee consists of at least three and at most four members. The Remuneration Committee has held four minuted meetings during the year.

The committee consists of Johan Lundberg (Chair), Eva Leach and Louise Nylén. The committee consisted of Johan Lundberg (Chair), Fredrik Carlsson and Eva Leach until the 2022 Annual General Meeting.

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.

In 2022, the Board has been evaluated by the Nomination Committee interviewing each individual Board member. The members of the Board of Directors have also responded to a questionnaire conducted using a survey tool. The purpose of the evaluation is to ensure that the Board focuses on the right areas, has the right skills and is adequately composed in the light of the Company's activities. The results of the evaluation are also used as a basis for the Nomination Committee in its work to identify new candidates 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 operating 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 2022, 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 72–73. Betsson AB's business consists of 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 working under an operational management team that makes operational 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 diverse 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 2022 Annual General Meeting decided on total Board remuneration of SEK 3,770,000 (unchanged from 2021). See remuneration per board member on page 96. 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 most recently adopted guidelines can be found on page 64.

Current remuneration to senior executives is described further 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 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 2023 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.

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 Group Management 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 accounting firm EY with the support and guidance of the GRC function and the VP 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 was certified to ISO 27001:2013 (the ISO standard for cybersecurity and information security) in 2019, and this certification was renewed in 2022. The random number generator behind Betsson's marketed third-party gaming 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 Group Management 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 management policies and internal information security guidelines. The finance department identifies and communicates areas for improvement in financial reporting with all reporting companies in the Group on an ongoing basis. Betsson also has a whistleblowing channel which is 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 Group employees are given the opportunity to attend the Group's 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, communication and transparency are important for investors and analysts to be able to make an objective assessment of the Company's development, and thus make well-informed decisions for their investments or in their work. The Company attaches great importance to investor relations. The aim is to provide information to the capital market about Betsson's financial position, operations and development so as to increase knowledge and interest in the Company and its shares and with a view to obtaining a fair valuation of the Company. Betsson has participated in a number of IR activities in 2022, such as seminars, investor meetings and various types of both physical and online presentation meetings.





Board of Directors



Johan Lundberg

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

Elected to the Board: 2018

Born: 1977

Residence: Stockholm, Sweden

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

Work experience:

Founding partner of NFT Ventures, one of Europe's leading FinTech investors, and executive positions in MasterCard and other companies.

Education:

Masters 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 B shares

Position: President and Chief Executive Officer, Board member.

Elected to the Board: 2021

Born: 1965

Residence: Stockholm, Sweden

Current assignments:

Board member of Fibbl AB, Infrea AB, Mostphotos AB and Solportens Fastighets Aktiebolag.

Work experience:

Extensive experience from the gaming industry, both offline and online. Founder and Board member of Net Entertainment (NetEnt), CEO and President of Cherryföretagen.

Board member of Betsson 2011–2018, Chair 2011–2015 and 2016–2017. Employed by the Betsson Group since 1991.

Education:

Master of Science in Engineering from the Royal Institute of Technology (KTH), Stockholm.

Independence:

Dependent in relation to major owners, dependent in relation to the Company and its management.

Holdings in Betsson:

415,000 A shares, 1,145,000 B shares and 824,000 warrants. 2,000,000 euro in the 2022/2025 bond.



Pontus Lindwall



Eva Leach

Position: Board member and member of the Remuneration Committee.

Elected to the Board: 2019

Born: 1980

Residence: Stockholm, Sweden

Work experience:

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

Education:

BA in Business from Halmstad College and BA (Hons) from Lincoln University, UK.

Independence:

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

Holdings in Betsson: -

Position: Board member and member of the Audit Committee.

Elected to the Board: 2021

Born: 1973

Residence: Ekerö, Sverige

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

Work experience:
Extensive experience from the gaming industry, both offline and

online, among others as Board member of NetEnt during 2008–2020.

Education:
Bachelor's degree in International Business with a focus on finance from San Francisco State University.

Independence:
Dependent in relation to major owners, independent in relation to the Company and its management team.

Holdings in Betsson:
5,098,500 A shares and 691,700 B shares.



Peter Hamberg



Eva De Falck

Position: Board member and Chair of the Audit Committee.

Elected: 2022

Born: 1960

Residence: Stockholm, Sweden

Current assignments:
Board member and Chair of the Risk and Audit Committee of Skandiabanken. Chair of the Board and Chair of the Risk and Audit Committee of Tessin Nordic Holding AB. CEO and Chair of the Board of de Falck Consulting AB. Senior Legal Advisor for Team Olivia AB and Sevenco AB.

Work experience:
More than 20 years of experience

from leading positions in the finance industry, among others as legal counsel and commercial manager at Handelsbanken and group legal counsel at Swedbank. Chair of the Board of Ölands Bank and Board member of Sparbanken Rekarne, Swedbank Hypotek AB, Swedbank Asset Management Luxemburg S.A., etc.

Education:
Master of Laws. Stockholm University, Business Administration and EU Law, Stockholm University.

Independence:
Independent in relation to major owners, independent in relation to the Company and its management.

Holdings in Betsson: -

Position: Board member and member of the Remuneration Committee.

Elected to the Board: 2022

Född: 1976

Residence: Nacka, Sweden

Current assignments:
CEO, Dignio AS

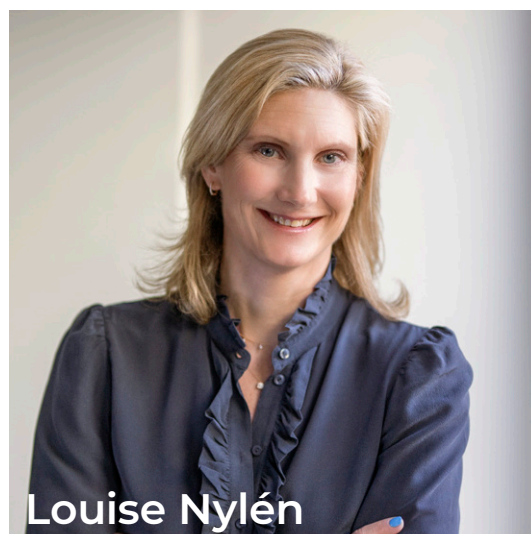
Work experience:
Many years of experience from business management and senior roles in strategy and business development, among others as

CEO of Dynamic Code AB, CMO and deputy CEO of Leo Vegas, CMO of Trustly, and Senior Director and Head of Region Europe at OSM Group AB.

Education:
Master's degree in finance, Stockholm School of Economics.

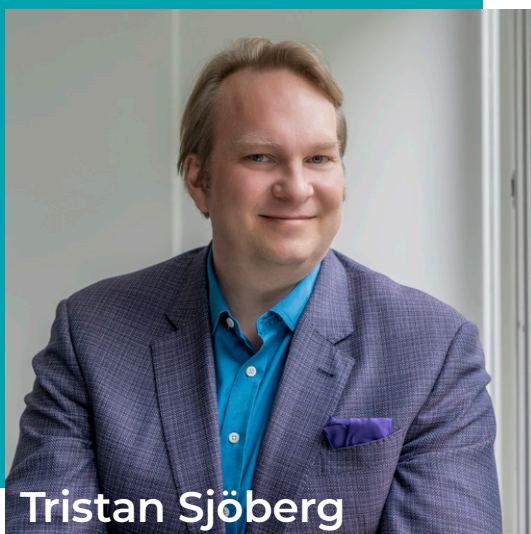
Independence:
Independent in relation to major owners, independent in relation to the Company and its management.

Holdings in Betsson: -



Louise Nylén

All stated holdings include holdings through companies and closely associated persons.



Tristan Sjöberg

Position: Board member

Elected to the Board: 2022

Born: 1971

Residence: Singapore

Current assignments:

Partner and owner of Knutsson Holdings AB. Chair and CEO of TCSJOHNHUXLEY Group and Board member of Barramundi Group Ltd, Pata Pata AB, Crib Goch Investment Ltd, Knutsson Trotting Inc. and subsidiaries within TCSJOHNHUXLEY Group.

Work experience: Many years of experience from the gaming

industry, both offline and online, among others as Board member of International Gaming Operations Ltd and Sponsio Ltd.

Education: MBA in Business

Administration from the University of Oxford, PhD from the University of East Anglia, Bachelor of Science from the University of Wales.

Independence:

Dependent in relation to major owners, independent in relation to the Company and its management.

Holdings in Betsson:

3,010,000 A shares and 3,720,000 B shares. 500,000 euro in the 2022/2025 bond.

Auditor

Aleksander Lyckow

Authorised public accountant

Pricewaterhousecoopers AB

Born: 1980

Residence: Älvsjö, Sverige

Senior auditor since: 2022.





Group Management



Pontus Lindwall

Position:
Group President, CEO and board member

Born: 1965

Residence: Stockholm, Sweden

Other directorships: Board member of 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 Net Entertainment,

CEO and Group President of Cherryföretagen. Member of the Directors of Betsson 2011–2018, Chair 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:
415,000 A shares, 1,145,000 B shares and 824,000 call options. 2,000,000 euro in the 2022/2025 bond.

Position:
CFO

Born: 1976

Residence: Stockholm, Sweden

Other directorships: -

Background: Many years' experience from senior positions and extensive experience of M&A. Most recently as CFO at Upplands Motor. Prior to that, he was 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.

Shareholding in Betsson:
7,130 B shares and 275,000 call options



Martin Öhman

Position:
Vice President Global Tax

Born: 1977

Residence: Gävle, Sweden.

Other directorships: -

Background: More than 13 years' experience in international tax and law, most recently as a consultant at PWC. Previously 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:
210,000 call options



Amandus Jabin

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 B shares and 318,500 call options



Triin Toomemets-Krasnitski



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:

37,500 call options

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

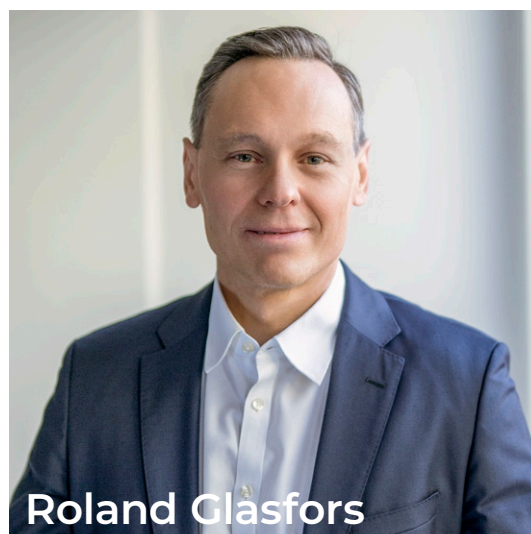
payment service provider Trustly, and prior to that Head of IR/Corporate Strategy at game development company NetEnt. Employed in the Group since 2022.

Qualifications:

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

Holdings in Betsson:

24,500 B shares and 150,000 call options



Roland Glasfors

The share and shareholders

Share structure

At the end of 2022, Betsson AB had 142,729,838 shares divided into 15,911,000 A shares, 121,571,405 B shares and 5,247,433 C shares. Each A share entitles the holder to ten votes, whilst each B share entitles the holder to one vote. Betsson treasury shares totalled 519,710 B shares and 5,247,433 C shares. These shares are held by the Company and are not represented at the General Meetings.

Share split and redemption programme

The Annual General Meeting held on 10 May 2022 passed a resolution on an automatic redemption programme, which meant that SEK 539.0 (502.9) million, equivalent to SEK 3.94 (3.68) per share, was distributed to the Company's shareholders. The 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 2022, Betsson AB had 24,715 (26,003) shareholders. Foreign ownership amounted to 58 (55) percent of the share capital and 43 (41) percent of the votes.

Share liquidity

During the year, a total of 279.7 (444.5) million shares were traded, of which 125.3 (243.9) million shares were traded on the primary market, Nasdaq Stockholm. The average daily turnover was 1,118,953 (1,743,049) shares, of which 495,375 (964,058) shares were traded on the primary market, Nasdaq Stockholm.

Share price movements and turnover

The share price (last paid) at year-end was SEK 84.77 (54.60), equivalent to a market capitalisation of SEK 12.1 (7.8) billion. The share reached a high for 2022 of SEK 85.70 (91.90) on 30 November, while the low for the year was SEK 45.56 (47.46) on 25 January. The average share price during the year was SEK 60.69 (69.60).

Dividend policy and proposed dividend

According to the dividend policy, it is the Board's ambition that the dividend paid to shareholders shall 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. For 2022, the Board of Directors proposes a transfer to shareholders of EUR 0.436 (0.367) per share, corresponding to a total of EUR 59.7 (50.3) million. The Board proposes 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 2023 and the second payment in the fourth quarter 2023.

Share price development 2022



Share price development 2018–2022



Analyst coverage of Betsson

ABG Sundal Collier Oscar Rönnkvist
Carnegie Amar Galijasevic

DNB Martin Arnell
Pareto Securities Georg Attling

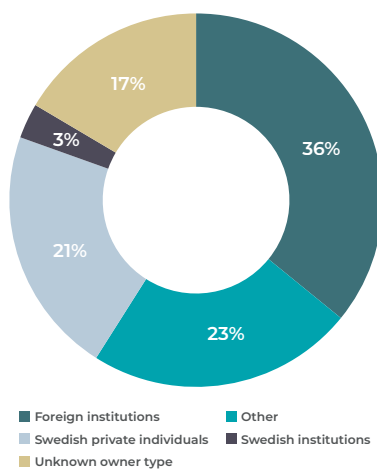
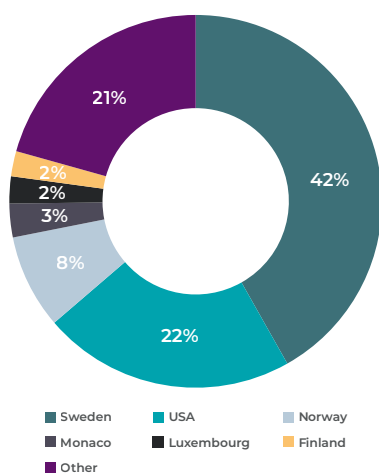
Major shareholders as of 31 December 2022

	Number of A shares	Number of B and C shares	Share of capital (%)	Share of votes (%)
Hamberg Förvaltning AB	5,098,500	0	3.6 %	18.2 %
Lars Kling	3,931,000	105,000	2.8 %	14.1 %
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 %
DNB Asset Management	0	11,905,357	8.3 %	4.2 %
Fidelity Investments (FMR)	0	9,702,386	6.8 %	3.5 %
Pontus Lindwall	415,000	1,145,000	1.1 %	1.9 %
Others	450,000	94,451,964	66.5 %	35.3 %
Total external owners	15,911,000	121,051,695	96.0 %	100.0 %
Betsson AB (of which 5 247 433 C shares)	0	5,767,143	4.0 %	0.0 %
Totalt	15,911,000	126,818,838	100.0 %	

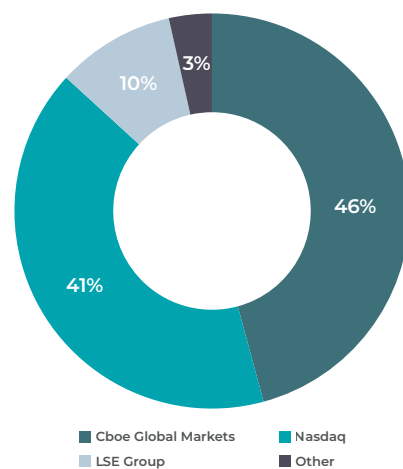
Share capital composition as of 31 December 2022

Class of share	Number of shares	Number of votes	Quotient value	Share capital, EUR
Shares, Class A – 10 votes per share	15,911,000	159,110,000	0.066	1,050,126
Shares, Class B – 1 vote per share	121,571,405	121,571,405	0.066	8,023,713
Shares, Class C – 1 vote per share	5,247,433	5,247,433	0.066	346,331
Total shares	142,729,838	285,928,838	0.066	9,420,169

Shareholder structure as of 31 December 2022



Traded volume in Betsson in 2022 by exchange



Five-year summary

Amount in EUR million unless otherwise stated

	2022	2021	2020	2019	2018
Income Statement					
Revenue	777.2	657.7	609.3	488.5	528.4
Gross profit	504.4	425.6	391.1	323.7	376.3
Operating income	131.2	117.6	107.3	81.7	116.4
Profit/loss before tax	124.6	112.0	101.9	76.6	112.4
Income after tax	114.7	103.9	94.5	74.3	105.1

Balance Sheet					
Intangible fixed assets	596.2	572.9	530.2	500.2	502.6
Property, plant and equipment	8.1	6.6	7.1	7.1	9.3
Right-of-use assets	18.1	21.0	20.7	9.5	0.0
Financial fixed assets	19.6	24.0	1.8	1.3	0.1
Deferred tax receivables	8.1	1.1	3.4	4.8	5.6
Current receivables	200.3	176.0	174.1	153.1	162.0
Cash and cash equivalents	168.3	95.6	86.0	61.3	47.6
Total assets	1 018.7	897.2	823.4	737.4	727.1

Shareholders' Equity	647.8	568.7	504.4	469.5	446.6
Provisions	0.0	0.0	1.7	2.8	7.3
Interest-bearing non-current liabilities	112.1	15.7	111.9	97.8	9.1
Current liabilities	258.8	312.7	205.4	167.3	264.1
Total equity and liabilities	1,018.7	897.2	823.4	737.4	727.1

Cash Flow					
Cash flow from operating activities	178.7	143.6	132.0	108.6	124.1
Cash flow from investing activities	-51.2	-71.6	-66.2	-27.7	-28.7
Cash flow from financing activities	-54.7	-62.2	-40.8	-67.5	-96.6
Total cash flow	72.8	9.8	25.0	13.5	-1.1

Revenue per product					
Casino	514.7	477.1	466.4	362.4	397.5
Sportbook	250.7	172.2	135.7	119.5	121.3
Other	12.0	8.4	7.2	6.7	9.6
Total	777.2	657.7	609.3	488.5	528.4

Revenue per region					
Nordics	212.2	207.7	200.3	191.4	245.4
Western Europe	97.8	136.0	181.7	151.8	169.1
Central and Eastern Europe and Central Asia	278.7	212.1	166.6	115.4	91.7
Latin America	173.6	88.3	0.0	0.0	0.0
Rest of World	15.0	13.5	60.8	29.9	22.2
Total	777.2	657.7	609.3	488.5	528.4

	2022	2021	2020	2019	2018
Number of customers					
Number of registered customers (thousands)	26,815.7	23,307.0	19,618.0	15,115.0	14,010.0
Number of active customers (thousands)	1,424.8	1,162.0	990.0	686.5	668.7

Profitability and financial position					
Gross margin	64.9 %	64.7 %	64.3 %	66.3 %	71.2 %
EBITDA margin	22.2 %	23.4 %	23.2 %	23.8 %	27.8 %
Operating margin	16.9 %	17.9 %	17.6 %	16.7 %	22.0 %
Profit margin	16.0 %	17.0 %	16.7 %	15.7 %	21.3 %
Return on equity	19.7 %	19.9 %	19.9 %	16.5 %	26.0 %
Return on total capital (%)	14.1 %	13.7 %	13.7 %	11.5 %	16.7 %
Return on total capital employed (%)	18.6 %	18.5 %	18.1 %	15.0 %	21.7 %
Equity / assets ratio	63.6 %	63.0 %	61.3 %	63.7 %	61.0 %
Net debt / EBITDA	-0.4	0.0	0.1	0.2	0.2

Deposited amounts					
Customer deposits, all gaming solutions	3,667.2	2,991.2	2,651.7	1,874.7	1,825.7

Investments					
Investments	-35.5	-32.1	-34.9	-25.0	-28.7

Personnel					
Average number of employees	1,972	1,890	1,678	1,522	1,602
Number of employees at year-end	2,023	1,955	1,792	1,589	1,547

The share					
Number of shares outstanding at year-end	136,962,695	136,801,172	136,652,330	138,414,646	138,414,646
Number of own shares at year-end	5,767,143	5,928,666	7,840,908	6,078,592	6,078,592
Number of shares at year-end	142,729,838	142,729,838	144,493,238	144,493,238	144,493,238
Average number of shares outstanding	136,881,934	136,726,751	137,533,488	138,414,646	138,414,646
Average number of shares outstanding after dilution	136,881,934	136,726,751	137,533,488	138,414,646	138,414,646
Number of registered shareholders	24,715	26,003	24,430	25,421	28,636
Average share price (SEK)	60.69	69.60	56.10	60.22	65.86
Share price at year-end (SEK)	84.77	54.60	73.70	43.68	73.00
Market capitalisation at year-end (MSEK)	12,099.2	7,793.0	10,649.2	6,311.5	10,548.0
Earnings per share (EUR)	0.87	0.78	0.69	0.54	0.76
Earnings per share after dilution (EUR)	0.87	0.78	0.69	0.54	0.76
Equity per share (EUR)	4.74	4.16	3.69	3.39	3.23
Dividend or equivalent per share (EUR)	0.436	0.367	0.365	0.278	0.365
Dividend amount (MEUR)	59.7	50.3	50.0	38.0	50.5

Consolidated income statements

Amounts in MEUR

	Note	2022	2021
Revenue	3.4	777.2	657.7
Total		777.2	657.7
Costs of services provided	5	-272.8	-232.1
Gross profit		504.4	425.6
Operating expenses			
Work performed by the Company for its own use and capitalised		24.4	24.8
Marketing expenses		-129.0	-113.1
Personnel costs	7	-119.0	-95.0
Other external expenses	6	-106.4	-88.2
Depreciation and amortisation	8	-41.2	-36.1
Other operating income/expenses	9	-2.0	-0.4
Total operating expenses		-373.2	-308.0
Operating income		131.2	117.6
Net financial items	10		
Financial income		5.5	0.4
Financial expenses		-12.1	-6.0
Total net financial items		-6.6	-5.6
Profit/loss before tax		124.6	112.0
Tax	13	-9.9	-8.1
Profit/loss for the year		114.7	103.9
Of which attributable to:			
- shareholders in the Parent Company		119.6	106.4
- non-controlling interests		-4.9	-2.5
Earnings per share in continuing operations			
Before dilution (EUR)	11	0.870	0.780
After dilution (EUR)	11	0.870	0.780
Proposed/paid dividend per share (EUR)	12	0.436	0.367

Consolidated statements of comprehensive income

Amounts in MEUR

	Note	2022	2021
Net income for the period		114.7	103.9
Other comprehensive income			
Items that can subsequently be reversed in the income statement:			
Hedging of net investments in foreign currency		3.8	1.0
Deferred tax on hedging of net investments in foreign currency	13	-0.8	-0.2
Exchange rate differences on translation of foreign operations		5.6	11.6
Other comprehensive income for the period (after tax)		8.6	12.4
Total comprehensive income for the period		123.3	116.3
Of which attributable to:			
- shareholders in the Parent Company		128.2	118.8
- non-controlling interests		-4.9	-2.5

Consolidated statements of financial position

Amounts in MEUR

Assets	Note	2022-12-31	2021-12-31
Non-current assets			
Intangible fixed assets	14	596.2	572.9
Property, plant and equipment	15	8.1	6.6
Right- of-use assets	15	18.1	21.0
Financial fixed assets	18	19.6	24.0
Deferred tax assets	13	8.1	1.1
Total Non-current assets		650.1	625.6
Current assets			
Tax assets	13	66.5	62.8
Other receivables	19	118.3	100.4
Prepaid expenses and accrued income	20	15.5	12.8
Cash and cash equivalents	21	168.3	95.6
Total current assets		368.6	271.6
Total assets		1,018.7	897.2
Equity and liabilities			
Shareholders' Equity			
Share capital	22	9.4	9.4
Other contributed capital		145.6	143.7
Reserves		25.1	16.6
Retained earnings including net income for the year		469.2	402.1
Non-controlling		-1.5	-3.0
Total equity		647.8	568.8
Non-current liabilities			
Deferred tax liabilities	13	3.2	1.8
Bond loan	23	98.6	-
Lease liabilities	15	10.3	13.9
Total non-current liabilities		112.1	15.7
Current liabilities			
Bond loan	23	-	97.4
Accounts payable		17.8	13.8
Tax liabilities	13	80.3	74.1
Other liabilities	24	91.0	78.2
Accrued expenses and deferred income	25	63.6	43.4
Lease liabilities	15	6.1	5.8
Total current liabilities		258.8	312.7
Total equity and liabilities		1,018.7	897.2

Consolidated cash flow statements

Amounts in MEUR

	2022	2021
Operating activities		
Profit/loss before taxes	124.6	112.0
Adjustments for items not included in cash flow		
Depreciation	41.2	36.1
Share-based remuneration	0.3	0.2
Unrealised currency effects	0.2	-0.5
Other items	4.9	1.2
Paid company tax	-9.8	-5.8
Cash flow from operating activities before changes in working capital	161.4	143.2
Changes in working capital		
Changes in current receivables	-21.6	2.5
Changes in current liabilities	38.9	-2.1
Cash flow from operating activities	178.7	143.6
Investing activities		
Acquisition of intangible fixed assets	-31.2	-29.0
Acquisition of property, plant and equipment	-4.3	-3.1
Acquisition of shares in subsidiary companies	-6.6	-21.5
Acquisition of shares in associates	-0.9	-17.6
Paid earn out	-8.2	-0.4
Cash flow from investing activities	-51.2	-71.6
Financing activities		
Share redemption programme	-50.3	-49.7
Raised bank loans	-	13.4
Repayment of bank loans	-	-20.3
Lease payments	-6.4	-5.8
Loan Associates	-4.3	-
Raised bond loan	98.6	-
Bond redemption	-94.2	-
Premiums received for issued warrants	1.9	0.2
Cash paid upon redemption of warrants and employee stock options	0.0	0.0
Cash flow from financing activities	-54.7	-62.2
Change in cash and cash equivalents	72.8	9.8
Cash and cash equivalents at the beginning of the year	95.6	86.0
Exchange rate differences in cash and cash equivalents	-0.1	-0.2
Cash and cash equivalents at year-end	168.3	95.6
Additional information		
Unutilised credit facilities amounted to	0.0	48.9
Interest paid during the year amounted to	-6.3	-4.4
Interest received during the year amounted to	0.9	0.3

Changes in equity for the Group

Amounts in MEUR

	Share capital	Other contributed capital	Translation reserve	Retained earnings including net income for the year	Non-controlling interests	Total equity
Opening balance Shareholders' equity, 1st Jan 2021	9.4	143.5	4.1	351.6		508.6
Comprehensive income for the year 2021						
Profit/loss for the year				103.9	2.5	106.4
Hedging of net investments in foreign currency			0.9			0.9
Exchange rate differences on translation of foreign operations			11.6			11.6
Total comprehensive income for the period			12.5	103.9	2.5	118.9
Transactions with the Company's owners 2021						
Share redemption	-4.7			-45.0		-49.7
Bonus issue	4.7			-4.7		0.0
Employee stock options, value of employee services				0.1		0.1
Redemption of employee stock options and warrants						
Premiums received for warrants		0.2				0.2
Other Non controlling interest					-5.5	-5.5
Equity associates				-3.9		-3.9
Closing balance Shareholders' equity, 2021-12-31	9.4	143.7	16.6	402.1	-3.0	568.8
Opening balance Shareholders' equity, 1st Jan 2022	9.4	143.7	16.6	402.1	-3.0	568.8
Comprehensive income for the year 2022						
Profit/loss for the year				114.7	4.9	119.6
Hedging of net investments in foreign currency			3.0			3.0
Exchange rate differences on translation of foreign operations			5.6			5.6
Total comprehensive income for the period			8.6	114.7	4.9	128.2
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
Equity share associates				2.3		2.3
Non-controlling interests					-3.4	-3.4
Closing balance Shareholders' equity, 2022-12-31	9.4	145.6	25.1	469.2	-1.5	647.8

Parent Company income statements

Amounts in MEUR

	Note	2022	2021
Revenue	3	2.9	2.8
Total		2.9	2.8
Operating expenses			
Personnel costs	7	-6.1	-3.9
Other external expenses	6	-5.2	-5.3
Depreciation	8	-0.1	-0.1
Other operating income/expenses	9	-0.5	-0.5
Total operating expenses		-11.9	-9.8
Operating income		-9.0	-7.0
Financial items	10		
Income from participations in Group companies		123.4	136.1
Profit/loss from interests in Group companies, Group contributions		2.6	1.6
Interest income and similar items		4.1	1.1
Interest expenses and similar items		-6.6	-4.9
Total net financial items		123.5	133.9
Result after financial items		114.5	126.9
Profit/loss before tax		114.5	126.9
Tax	13	4.1	0.0
Profit/loss for the year		118.6	126.9
Proposed/paid dividend per share EUR	12	0.436	0.367

Parent Company balance sheets

Amounts in MEUR

	Note	2022	2021
Assets			
Non-current assets			
Tangible fixed assets			
Property, plant and equipment	15	0.2	0.3
Total tangible fixed assets		0.2	0.3
Financial fixed assets			
Participations in Group companies	16.17	598.3	598.3
Deferred tax receivables	13	5.2	1.2
Total financial fixed assets		603.5	599.5
Total non-current assets		603.7	599.8
Current assets			
Current receivables			
Receivables from Group companies	29	193.3	120.9
Tax assets	13	0.2	0.2
Other receivables	19	0.3	0.1
Prepaid expenses and accrued income	20	0.6	0.6
Total current receivables		194.3	121.8
Cash and bank balances	21	58.1	33.0
Total current assets		252.4	154.8
Total assets		856.1	754.6

	Note	2022	2021
Equity and liabilities			
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		435.1	356.6
Profit/loss for the year		118.6	126.9
Total non-restricted equity		672.5	602.3
Total equity		707.1	636.9
Non-current liabilities			
Bond loan	23	98.6	-
Total non-current liabilities		98.6	-
Current liabilities			
Liabilities to Group companies	29	46.0	18.4
Other liabilities	24	1.8	0.3
Accrued expenses and deferred income	25	2.6	1.6
Bond loan	23	-	97.4
Total current liabilities		50.4	117.7
Total equity and liabilities		856.1	754.6

Parent Company cash flow statements

Amounts in MEUR

	2022	2021
Operating activities		
Profit/loss before taxes	114.5	126.9
Adjustments for items not included in cash flow		
Depreciation	0.1	0.1
Exchange differences and other items	-4.0	-1.1
Cash flow from operating activities before changes in working capital	110.6	125.9
Changes in working capital		
Changes in current receivables	-72.5	-29.1
Changes in current liabilities	31.0	-6.2
Cash flow from operating activities	69.1	90.7
Investing activities		
Acquisition of property, plant and equipment	-	-
Acquisitions of shares and participations, subsidiaries	-	-38.4
Cash flow from investing activities	-	-38.4
Financing activities		
Share redemption	-50.3	-49.7
Premiums received for issued warrants	1.9	0.2
Cash paid upon redemption of warrants and employee stock options	0.0	0.0
Raised bond loan	98.6	
Bond redemption	-94.2	
Repaid loans		-20.3
Raised loan		13.4
Cash flow from financing activities	-44.0	-56.4
Change in cash and cash equivalents	25.1	-4.2
Cash and cash equivalents at the beginning of the year	33.0	37.2
Exchange rate differences in cash and cash equivalents		
Cash and cash equivalents at year-end	58.1	33.0
Additional information		
Unutilised credit facilities amounted to	0.0	48.9
Interest paid during the year amounted to	-6.0	-4.3
Interest received during the year amounted to	0.2	0.0

Changes in equity for the Parent Company

Amounts in MEUR

	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 2021	9.6	25.2	118.8	323.2	93.7	570.5
Appropriation according to AGM				93.7	-93.7	
Share redemption	-4.7			-44.9		-49.6
Bonus issue	4.7			-4.7		0.0
Received payment - warrants issued				0.0		0.0
Redemption of employee stock options and warrants				0.2		0.2
Repurchase of own shares						
Group contributions					1.5	1.5
Profit/loss for the year, excl, Group contributions					125.4	125.4
Effect of change accounting currency	-0.2			-10.9		-11.1
Closing balance Shareholders' equity, 31 Dec 2021	9.4	25.2	118.8	356.6	126.9	636.9
Opening balance Shareholders' equity, 1 Jan 2022	9.4	25.2	118.8	356.5	126.9	636.9
Appropriation according to AGM				127.0	-127.0	0.0
Share redemption	-4.7			-45.6		-50.3
Bonus issue	4.7			-4.7		0.0
Received payment - warrants issued				1.9		1.9
Redemption of employee stock options and warrants				0.0		0.0
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

Notes

Note 1. General information

Betsson AB (Parent Company, CIN 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 Mid Cap List. These consolidated financial statements were approved by the Board for publication on 28 March, 2023. 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

IFRS amendments applicable from 1 January 2022 have not had a material impact on the consolidated financial statements.

A number of new or amended IFRS standards will not enter into force until coming financial years and have not been applied early in preparing these financial statements.

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 companies in which the Group has a significant, but not controlling, influence, which generally applies to shareholdings corresponding to between 20 and 50 percent of the votes. Holdings in associated companies are reported in accordance with the equity accounting method, which means investments are initially valued at acquisition cost, after which the carrying value is decreased or increased in order to reflect the Group's share of the associated company's profit or loss after the acquisition date. The value of participations in associated companies includes goodwill identified upon acquisition.

The Group's profit arising after the acquisition is reported in the income statement, and the Group's share of changes in Other comprehensive income after the acquisition, are reported in Other comprehensive income, with a corresponding change in the carrying value of the participating interest.

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 licence revenues regarding the provision of the technical platform and revenues from the Group's gaming operations are reported as revenues. Marginal revenues generated from sold services and unrelated to gaming are also included. Gaming transactions in which the Company's revenue consists of a commission, fixed percentage of winnings or similar are reported net after deduction for player winnings, bonuses, jackpot contributions and costs for loyalty programmes. This applies to Poker, Casino, Scratchcards, Bingo and Games.

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 programmes. The revenues reported in this manner refer to Sportsbook.

The portion of revenues reserved for customer bonus points in Betsson's loyalty programme is reported only when the customers actually redeem the points. License revenues from external gaming operators is based on the usage of the provided technical platform and other software. Revenues is invoiced and reported at the time of the usage. The transaction price is variable and measured on a monthly basis. Invoiced amounts normally have payment terms of 60 days.

Revenues from services sold are reported exclusive of VAT and discounts and after the elimination of intra-Group sales. Services sold include consultancy, rental and management revenues. The majority of these services relate to intra-Group sales from the Parent Company. External revenues from services sold are negligible.

Cost of services provided

Cost of services provided refers to expenditure within the gaming operations for gaming taxes, licensing fees to games 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 recognise 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).

Work performed by the Company for its own use and capitalised

Work performed by the Company for its own use and capitalised refers to direct expenditure for the period on salaries, other payroll-related costs and services purchased, as well as indirect costs attributed to development projects, recorded as assets in the balance sheet.

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 recognised in accordance with IFRS 16. On transition, the Group chose to apply the simplified transition approach, which means that leases that have been identified as leases under previous accounting rules have not been re-examined. On transition (1 January 2019), the lease liabilities were measured at the present value of the remaining lease payments, and the right-of-use asset was recognised at an amount corresponding to the lease liability.

According to the accounting policy, a lessee recognises a right-of-use asset representing a right to use the underlying asset, during a specific period of time, and a liability representing an obligation to make lease payments. The lease contract expense is recognised as a depreciation of the right-of-use asset and as an interest expense for the lease liability. See Note 15. The lease liabilities are measured continuously at the present value of the remaining lease payments, discounted by the marginal borrowing rate for a corresponding asset on similar terms. The right-of-use asset is depreciated on a straight-line basis to the end of the lease period.

The lease liabilities are re-measured if the future lease payments change, for example as a result of index or price changes. When re-measurement takes place in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset.

Most of the lease contracts in the Group pertain to rental of office properties. Lease contracts normally run for a period of three years and with a possible extension option. Leases are negotiated individually in the Group and may contain different terms. Leases of low value, which mainly pertain to computers, printers, photocopiers and short-term leases (lease period not more than 12 months) do not represent material assets for the Group and are not included in lease liability.

Share-based remunerations

The Group has a number of share-based remuneration plans in which settlement is based on the provision of shares and where the Company receives services from employees as compensation for the Group's issued equity instruments (options).

The fair value of the services entitling employees to be allocated options is expensed. The total amount to be written off is based on the fair value of the allocated options, excluding the impact of any non-market-related services and vesting conditions for the options (for example, profitability, targets for sales increases and that the employee remains with the Company for a specified time period). Non-market-related conditions for vesting are taken into consideration in the assumptions applied as regards the number of options expected to be earned. The total amount to be expensed is distributed over the entirety of the vesting period, which is the period during which all of the stated vesting conditions are to be fulfilled. On closing date, the Company reviews all estimates regarding the number of shares expected to be earned,

based on the non-market related vesting conditions. Any deviations from initial assessments are reported in the income statement and corresponding adjustments are made in shareholders' equity. Payments received, after deduction for any directly attributable transaction costs, are credited to share capital (quotient 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 2022 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 2022, Alecta's surplus of the collective funding ratio amounted to 172 (148) 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 utilised 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 derecognised 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 and liabilities that are subject to IFRS 9, are to be classified according to the following categories:

- Financial assets and liabilities measured at fair value through profit and loss or comprehensive income
- Financial assets and liabilities amortised at cost.

Financial assets measured at amortised 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 receivable 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 amortised 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 amortisation. 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

Intangible fixed assets include development expenditure and acquired expenses in the form of other brands/ domains and customer databases, etc. Development expenditure is capitalised as assets in the balance sheet where the following criteria are met:

1. It is technically feasible to complete the asset so that it will be available for use
2. Management intends to complete the asset and use or sell it
3. There is an ability to use or sell the asset
4. It can be demonstrated how the asset will generate probable future economic benefits
5. Adequate technical, financial and other resources to complete the development and to use or sell the asset are available,
6. and the expenditure attributable to the asset during its development can be reliably measured.

In case if no internally generated intangible asset can be recognised, development costs are reported in the period they arise. Only expenses incurred in conjunction with the development phase of online gaming products, gaming systems, gaming platforms and the integration of these and payment solutions are capitalised.

Assets are recorded from when the decision to proceed with the respective project is undertaken and the conditions are in place to do so. The carrying value includes costs for materials, services purchased, direct spending on salaries and indirect expenses which can be attributed to the asset in a reasonable and consistent manner. Development expenditure is included at acquisition cost with deductions for accumulated depreciation/amortisation and impairment. Other intangible assets are reported at cost with deductions for accumulated amortisation and impairment.

The valuation of intangible assets' ability to generate revenues is undertaken continuously in order to identify any impairment. Maintenance costs for games, gaming systems and gaming platforms are expensed as they arise.

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 utilised. In such cases, the charge is reported when the credit margin is utilised. When there is no evidence that it is likely that parts of or the entire credit margin will be utilised, 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 trade 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 capitalised 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 an financial income. Group contributions made from Parent Company to its subsidiary 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.

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. 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 KPI's 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. Revenue 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 fluctuations, 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.

Note 3. Revenue

	Group		Parent Company	
	2022	2021	2022	2021
Gaming operations	625,567	540,633		
Licensing revenues	151,655	117,071		
Consultancy, management			1,021	1,154
Rental fees and office services			1,846	1,689
Total	777,222	657,704	2,867	2,843

Note 4. Revenue 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 organisation is divided into geographical areas and product categories. This specification is shown in the five-year summary on pages 76–77, and in the following table.

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 revenue 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, 3.26 (4.18) percent are attributable to Sweden.

Group	2022	2021
Revenue per product, MEUR		
Casino	515	477
Sportbook	251	172
Other products	12	8
Total	777	658

Revenue per region, MEUR		
Nordics	212	208
Latin America	174	88
Western Europe	98	136
Central & Eastern Europe and Central Asia	279	212
Rest of the world	15	14
Total	777	658

Note 5. Cost of services provided

	Group	
	2022	2021
Licence fees	74,164	64,937
Betting duties	61,903	49,027
Affiliates and partners commission	34,424	41,480
Other cost of services provided	102,346	76,616
Total	272,837	232,060

Note 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	
	2022	2021	2022	2021
Audit assignment				
PricewaterhouseCoopers *)	560	480	119	182
Other auditing firms	124	24		
Audit activities other than the audit assignment				
PricewaterhouseCoopers	83	14	41	7
Other auditing firms				
Tax advisory services				
PricewaterhouseCoopers	58	77	8	22
Other auditing firms	41	43	7	27
Valuation services				
PricewaterhouseCoopers				
Other auditing firms				
Other services				
PricewaterhouseCoopers	40	93		16
Other auditing firms	268	42	121	42
Total	1,174	775	296	296

Other services primarily concern acquisition related services and internal audit.

*) Of the Group's remuneration for the audit assignment, EUR 119 (182) thousand refers to PwC Sweden.

Note 7. Employees, salaries and fees

	2022		2021	
	Total	of whom women	Total	of whom women
Parent Company				
Sweden	15	54 %	15	53 %
Total Parent Company	15	54 %	15	53 %
Subsidiaries				
Sweden	95	21 %	92	13 %
Hungary	92	16 %	78	13 %
Greece	23	22 %	3	0 %
Latvia	3	0 %	4	0 %
Lithuania	74	64 %	68	92 %
China	2	100 %	2	100 %
Malta	1,158	34 %	1 144	34 %
Estonia	77	38 %	62	45 %
Gibraltar	5	21 %	5	43 %
Georgia	329	44 %	330	45 %
Brazil	10	50 %	9	34 %
Kenya	23	4 %	32	40 %
Croatia	13	55 %	11	37 %
Belarus	9	0 %	20	75 %
Colombia	38	40 %	15	85 %

Note 7 continues on page 96

Number of employees	2022		2021	
	Total	of whom women	Total	of whom women
USA	4	24 %	0	0 %
Argentina	2	0 %	0	0 %
Total subsidiaries	1,957	35 %	1,875	37 %
Total Group	1,972	35 %	1,890	37 %

Proportion of women in leading positions

Number of employees	2022	2021
Board of Directors (Parent Company)	41 %	17 %
Group Management	21 %	27 %

Salaries, other remuneration and social security contributions

	2022				2021			
	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	104,725	3,646	12,138	1,881	82,768	2,129	10,202	1,725

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

	2022				2021			
	Basic salary/ fee/ benefit	Variable remuneration	Pension-cost	Share-based remuneration	Basic salary/ fee/ benefit	Variable remuneration	Pension-cost	Share-based remuneration
Johan Lundberg, Chair of the board from Sept-21	104				62			
Patrick Svensk, until Sept-21	0				82			
Fredric Carlsson, until May-22	26				59			
Eva Leach	50				53			
Andrew McCue, until Oct-21	0				47			
Jan Nord, until Oct-21	0				48			
Peter Hamberg, from Oct-21	48				7			
Louise Nylén from June-22	29				0			
Eva de Falck from June-22	33				0			
Tristan Sjöberg from June-22	26				0			
Total Board of Directors	316				358			
Pontus Lindwall, CEO and President	610	915	219	0	540	170	191	0
Other senior executives 4,7 (4) persons	926	879	272	25	833	227	249	11
Total Executive management team	1,536	1,794	491	25	1,373	397	440	11

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 150 (42) percent of the basic salary and to other senior executives corresponds to an average of 95 (42) percent of the basic salary. The variable remuneration also contains discretionary remuneration based on the financial outcome of the year as decided by the Board of Directors. 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

	Previous programs		This year's program 2022/2025		Total number		Fair value this year's program 2022/2025			
	Purchase options	Employee options	Purchase options	Employee options	Purchase options	Employee options		Purchase options		Employee options
	Number	Number	Number				Fair value, euro thousand	Average purchase price (euro)	Fair value per option (euro)	Fair value, euro thousand
CEO, Pontus Lindwall	520,000	-	304,000	-	824,000	-	468.2	0.32	1.54	-
Other senior executives five (four) people	362,500	190,000	310,000	128,500	672,500	318,500	477.4	0.32	1.54	197.9

During 2022, all senior executives (Group Management) 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 following input data (for more details on incentive programmes, see note 30):

Share price at valuation day 84.77

Expected volatility 31 %

Riskfree interest 2.13 %

Guidelines for remuneration to senior executives

The 2020 Annual General Meeting decided on guidelines for remuneration to senior executives, to apply until the 2024 Annual General Meeting unless circumstances cause a change before then. For the guidelines in their entirety, see the management report on page 45.

Note 8. Depreciation

Depreciation/amortisation specified according to category of fixed assets

	Group		Parent Company	
	2022	2021	2022	2021
Gaming products, -systems and -platforms	29,563	25,484		
Customer databases	2,049	746		
Inventories, IT equipment, fixed installations, etc.	3,809	4,081	110	128
Right-of-use assets	5,792	5,796		
Total	41,213	36,106	110	128

Note 9. Other operating income and other operating expenses

	Group		Parent Company	
	2022	2021	2022	2021
Capital result on sale/disposal/ write down of non-current assets	-122			
Profit/loss from sale/disposal of non-current assets	-122			
Operational exchange gains	1,661	1,251	75	107
Operational exchange losses	-3,499	-1,676	-560	-656
Currency effects	-1,838	-425	-485	-550
Total other operating income/expenses	-1,960	-425	-485	-550

Note 10. Net financial items

Group	2022	2021
Interest income	1,283	327
Other financial income	0	3
Settlement of additional purchase price adjustment	4,238	
Exchange rate fluctuations in financial assets and liabilities	0	52
Financial income	5,521	382
Interest expenses	-7,266	-4,381
Other financial expenses	-789	-1,596
Result of shares in associated companies	-2,232	
Write-down of shares in associated companies	-941	
Exchange rate fluctuations in financial assets and liabilities	-859	-1
Financial expenses	-12,087	-5,978
Total net financial items	-6,566	-5,596

Parent company	2022	2021
Dividends from subsidiaries	123,375	136,149
Group contributions from Swedish subsidiaries	2,616	1,613
Exchange rate fluctuations, financial assets and liabilities	3,913	1,048
Total income from participations in Group companies	129,904	138,810
Interest income, other	162	5
Total financial income and similar items	130,066	138,815
Interest expenses	-5,949	-4,417
Other financial expenses	-632	-492
Exchange rate fluctuations, financial assets and liabilities	0	-
Total financial expenses and similar items	-6,581	-4,909
Total net financial items	123,485	133,905

Note 11. Earnings per share

	2022	2021
Income after tax attributable to the Parent Company's shareholders	119,638	106,442
Average number of shares		
- average total number of shares	142,729,838	143,611,538
- reduced by average number of repurchased shares and shares class C	-5,847,905	-6,884,787
Average number of out-standing shares before dilution	136,881,934	136,726,751
Average number of out-standing shares after dilution	136,881,934	136,726,751
Earnings per share		
- before dilution (EUR)	0.87	0.78
- after dilution (EUR)	0.87	0.78

Note 12. Dividend per share

Betsson transfers dividends to the shareholders via an automatic redemption process. Transfers to shareholders paid in this manner in 2022 amounted to EUR 50.3 (50.0) million, which corresponded to 0.367 (0.365) euro per share. At the Annual General Meeting 2023, a share redemption for the 2022 financial year of EUR 59.7 million will be proposed, equal to 0.436 euro per share. See further details in the section Dividend policy and proposed dividend on page 74. The proposed transfer to shareholders has not been recognised as a liability in this report.

Note 13. Income tax

Tax in income statement	Group		Parent Company	
	2022	2021	2022	2021
Distribution between current and deferred tax				
Current tax	-14,240	-4,517		
Deferred tax	4,368	-3,606	4,082	
Tax previous years		-9		
Total	-9,872	-8,132	4,082	

Allocation of tax cost:				
Current tax				
Sweden				
Outside Sweden	-14,240	-4,526		
Total current tax	-14,240	-4,526		

Deferred tax				
Sweden	4,082		4,082	
Outside Sweden	286	-3,606		
Total deferred tax	4,368	-3,606	4,082	

Difference between tax expense and tax based on applicable tax rate				
Reported income before tax	124,611	112,070	118,571	126,994
Tax according to current tax rate (20,6 %)	-25,670	-23,086	-24,426	-26,161
Difference in tax in foreign operations	11,716	15,752		
Tax effect of non-deductible items	-1,031	-797	-989	-49
Tax effect of non-taxable items	5,113		25,415	26,210
Reported tax	-9,872	-8,132	0	0

Specification of deferred tax expense				
Changes in tax on temporary differences	4,368	-3,606	4,082	
Deferred tax on hedges in net investments in foreign currency, reported directly in equity and other comprehensive income.	-768	-248		

Tax in balance sheets	Group		Parent Company	
	2022	2021	2022	2021
Long-term receivables				
- Deferred tax on temporary differences ¹⁾	8,127	1,129	5,130	1,140
Current assets				
-Tax receivable	66,583	62,850	188	177
Provision for taxes				
- Deferred tax on temporary differences ¹⁾	3,194	1,753		
Current liabilities				
- Tax liabilities	80,346	74,108		

¹⁾ The deferred tax on temporary differences in receivables and liabilities is mainly related to tax losses and depreciations.

Note 14. Intangible fixed assets

Group	Gaming products, gaming systems and gaming platforms	Brands	Customer databases	Goodwill	Total
Accumulated cost					
Opening balance 1 Jan 2021	208,377	154,931	10,158	334,273	707,739
Assets developed by the Group	24,802				24,802
Investments	4,344				4,344
Acquisitions	-	8,415	3,248	19,995	31,658
Exchange rate fluctuations	44	4,314	252	4,025	8,635
Closing balance 31 Dec 2021	237,567	167,660	13,658	358,293	777,178
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	16,533	369,986	833,809
Accumulated depreciation and impairment					
Opening balance 1 Jan 2021	-171,461	6,344	-8,857	-3,614	-177,587
Depreciation/amortisation for the year	-25,484		-746		-26,230
Exchange rate fluctuations	-11	-106	-249	-84	-450
Closing balance 31 Dec 2021	-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		-235	265	38
Closing balance 31 Dec 2022	-225,203	6,114	-12,496	-6,006	-237,591
Carrying value					
As of 1 Jan 2021	36,916	161,275	1,302	330,659	530,152
As of 31 Dec 2021	40,612	173,898	3,806	354,595	572,911
As of 31 Dec 2022	48,567	179,634	4,037	363,981	596,218

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 amortisation. 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 brands derive from the acquisition of Net Entertainment (casinoeuro.com) in 2000, the acquisition of Betsson (Betsson.com) at the

beginning of 2005, the acquisition of the Betsafe Group (betsafe.com) in 2011, the acquisition of the NGG Group in 2012, the acquisition of the Automaten brands in 2013, the acquisitions of the Class One Holding (Oranje & Kroon Casino) Group in 2014, the acquisition of the Europe-Bet Group in 2015, the acquisitions of Lošimų strateginė grupė UAB (TonyBet) and RaceBets International Gaming Ltd in 2016, the acquisitions of Premiere Megaplex S.A. and Net Play TV Ltd in 2017, the acquisition of Simulcasting Brasil in 2019, acquisitions of Zecure Gaming Limited and Colbet in 2020, as well as the acquisitions of Inkabet 2021 and Kicker Tech 2022. All of these assets which, together, have a carrying value of EUR 543,614 thousand (of which goodwill amounts to EUR 363,981 thousand and brands to EUR 179,633 thousand) are part of a single cash generating unit.

As these assets are not amortized, an impairment test was

performed in conjunction with the 2022 annual accounts by calculating the recoverable amount based on their value in use. This test showed that the recoverable amount exceeded the carrying value, and that no impairment requirement for goodwill and brands with indefinite useful lives existed.

Important variables and methods for estimating values

The recoverable amount was based on actual cash flow from operations in 2022, the budget for 2023 as confirmed by the Board, and an estimate for the years 2024–2027 in which an average annual rate of growth of just over 4 percent was assumed.

The Cash flows for years following 2027 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 14 percent before tax. The Company's assessment is that 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 in line with the expected future 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.

The following sensitivity analyses have been made of the estimates of value in use in connection with impairment testing, assumption by assumption, 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 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 cost		
Opening balance 1 Jan 2021	74,497	1,667
Investments	3,088	9
Sales/disposals		
Right-of-use assets (office rent)	5,880	
Exchange rate fluctuations	1,702	
Closing balance 31 Dec 2021	85,167	1,677
Investments	4,247	
Sales/disposals	-1,312	-24
Added Right-of-use assets (office rent)	3,320	
Exchange rate fluctuations	1,194	
Closing balance 31 Dec 2022	92,616	1,653

	Group	Parent Company
Accumulated depreciation and impairment		
Opening balance 1 Jan 2021	-46,675	-1,251
Depreciation/amortisation for the year	-4,081	-128
Depreciation Right-of-use-assets	-5,796	
Sales/disposals	-	
Exchange rate fluctuations	-978	
Closing balance 31 Dec 2021	-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

Carrying value		
As of 1 Jan 2021	27,822	416
As of 31 Dec 2021	27,637	298
As of 31 Dec 2022	26,152	163

Following leasing items are recognised in the balance sheets:

	2022-12-31	2021-12-31
Opening balance Right-of-use assets	21,008	20,683
(of which Parent Company)	(3,587)	(4,620)
Used extension options	3,324	6,541
Other modifications and assessments	-592	-698
Depreciations	-5,792	-5,749
Exchange rate differences	105	231
Closing balance 31 Dec 2021	18,053	21,008
(of which Parent Company)	(2,471)	(3,587)
Leasing liabilities		
Current liabilities	6,059	5,761
Non-current liabilities	10,319	13,886
(of which Parent Company)	(2,328)	(3,578)
Following leasing items are recognised in the income statements	2022	2021
Depreciation, premises	-5,792	-5,749
Interest expenses recognised in the financial net	-977	-1,077

Payments of leasing fees amounts to EUR 6.4 (5.8) million. The leasing contracts refer to office rental within the Group and the majority of the contract has a maturity on 3–5 years. The average marginal interest rate amounts to 4.33 (4.23) percent.

Note 16. Participation in Group companies

Company	Corporate identity number	Country	Participating interest, %	Numbers of shares	Parent Company	
					2022	2021
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 %	500	13	13
Finansson euro AB	559048-3987	Sweden	100 %	6,000	122,138	122,138
Finansson AB	556169-9843	Sweden	100%	2,500	28	28
BSG Limited	103233	Gibraltar	100 %	2,000	2	2
Betting Technologies Inc	CS201210210	Philippines	100 %	21,995	343	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 %			
- Scandinavian Slots Limited	C 59181	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	Lettland	100 %			
- Betsson Services Limited	C 44114	Malta	100 %			
- Betsson Applied Digital Technology Ltd	9922905	United Kingdom	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 %			
- Nordbet GmbH	HRB 10107 PI	Germany	100 %			
- Topgames d.o.o.	MBS 081204159	Croatia	75 %			
- Stephsson Limited	C 102704	Malta	49 %			
- Betsson France SA	917704074	France	100 %			

Company	Corporate identity number	Country	Participating interest, %	Number of Shares	Parent Company	
					2022	2021
- 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
- Hubei Betsson Business Consulting Co. Ltd	91420103568350732D	China	100 %			
- Hubei Chusson Investment and Development Co. Ltd	9142010256232420xk	China	100 %			
- 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 Osaühing	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 %			
- Strive Platform Ltd	13200439	United Kingdom	40 %			
- Lucksee Information Services Limited	C 100726	Malta	40 %			
- JDP Tech Ltd	C 98213	Malta	100 %			
- Slapshot Media Inc.	1161521-1	Canada	28 %			
- 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 %			
- Top Win d.o.o Beograd	21802166	Serbia	77%			
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 Marketing Services Limited	03716547	United Kingdom	100 %			
- NetPlay TV Broadcasting Limited	05400581	United Kingdom	100 %			
- NetPlay TV Services Limited	05207308	United Kingdom	100 %			
Total					598,331	598,331

Note 17. Changes in participations in Group companies

Parent company	2022	2021
Opening balance	598,331	559,909
Shareholder Contribution	0	38,422
Closing carrying value	598,331	598,331

Note 18. Participations in associated companies

	Country	Participating interest	Group	
			2022	2021
Media Sports Development Co. Ltd	China	0 %	0	106
Bukmacherska, sp zoo	Poland	49.9 %	4,812	6,483
Slapshot Media Inc.	Canada	28 %	1,769	2,072
Strive Platform Ltd	UK	40 %	5,641	5,969
JDP Tech Ltd	Malta	50 %	8,084	8,941
Equatorial Partners Limited	Malta	60 %	0	421
Övriga innehav			-738	0
Total carrying value			19,568	23,992

Changes in participations in associated companies, reported according to the equity method	2022	2021
Opening balance	23,992	1,821
Share of income	-2,232	-33
Exchange rate differences	-1,720	397
Investments	890	22,265
Reclassification	-421	-458
Write down	-941	
Closing carrying value	19,568	23,992

During 2022 Betsson has entered several collaborations to be able to offer online sports games and casinos on many markets.

Note 19. Other receivables

	Group		Parent Company	
	2022	2021	2022	2021
Tax account	1	0		0
Receivables from payment service providers	56,830	59,217		-
Receivables from B2B/market partners	35,889	19,545		-
Receivables from associated companies	9,091	2,864		-
Deposits made to payment service providers and other deposits	1,000	1,564		-
VAT	9,285	12,470	93	32
Other	6,214	4,699	196	24
Total	118,310	100,359	289	57

Receivables from payment service providers refer to receivables from banks and other credit institutions serving as credit providers (issuers of credit cards or similar) to Betsson's customers. Receivables from B2B/market partners comprise receivables for system deliveries. Receivables from associated companies mainly relate to Strive Platform Ltd of EUR 5.2 million and a receivable relating to Bukmacherska sp of EUR 3.4 million.

Note 20. Prepaid expenses and accrued income

	Group		Parent Company	
	2022	2021	2022	2021
Rental fees	627	631	356	340
Marketing partners	377	235	-	-
Licencing costs/gaming tax	8,212	6,522	-	-
Consultants	412	495	-	-
Live streaming rights	-	41	-	-
Production costs	2,065	1,452	-	-
Other prepaid expenses	3,797	3,412	223	290
Total	15,490	12,789	579	630

Note 21. Cash and cash equivalents

Cash and cash equivalents in the balance sheets and cashflow statements include the following;

	Group		Parent Company	
	2022	2021	2022	2021
Cash and bank balances	168,284	95,575	58,071	33,027
Total	168,284	95,575	58,071	33,027

Note 22. Share capital composition

In connection with the annual general meeting on 10 May 2022, a decision was made to adopt new articles of association. The new wording of the articles of association included, among other things, changed limits for the size of the share capital as a result of the annual general meeting's decision in 2021 to change the accounting currency from Swedish kronor to euros. Since 1 January 2022, Betsson AB's accounting currency is the euro. During

2022, 161,523 own class B shares were used for incentive programs. As of year-end, the Company held 519,710 (681,233) B shares and 5,247,433 C shares (5,247,433). The quotient value of each share is EUR 0.066. Both A shares and B shares entitle the holder to the same rights to the Company's assets and profits. The composition of equity in the Group and the Parent Company is specified on pages 82 and 87. Reserves are reported in the summary of changes in equity for the Group.

Parent Company	2022		2021	
	No of shares	Share capital	No of shares	Share capital
A shares (10 votes)	15,911,000	1,050,126	15,911,000	1,048,281
B shares (1 vote)	121,571,405	8,023,713	121,571,405	8,009,618
C shares (no voting)	5,247,433	346,331	5,247,433	345,722
Total no of shares	142,729,838	9,420,169	142,729,838	9,403,622

Note 23. Bond loan and liabilities to credit institutions

	Group		Parent Company	
	2022	2021	2022	2021
Bond loan in SEK 3Y, 3M variable rate STIBOR +4.0 %	-	97,415	-	97,415
Bond loan 'EUR 3Y, 3M variable rate EURIBOR +6,5 %	98,629	-	98,629	-

As of June 2022, Betsson AB issued a senior unsecured bond to a total amount of EUR 90,000,000 under a framework of up to EUR 250,000,000 with a tenor of three years, a floating interest rate of EURIBOR three months plus 650 bps and final maturity date in June 2025. In connection with the issue of the new bond the Company announced that SEK 700 million of the outstanding bonds in the 2019/2022 series would be repurchased. In August, an additional 10 million euros of bonds were issued within the new framework.

The book value as of 31 December 2022, amounts to EUR 98.6 (97.4) million. The average bond interest has been 6.48 (3.96) percent.

During 2021, a new revolving credit facility was signed, amounting to SEK 500 million with maturity in May 2022. During 2022 the facility has not been utilised and has expired during 2022.

Balance sheet changes related to financing activities

Reported change between 2021 and 2022 regarding the bond loan consists of accrued borrowing costs.

Note 24. Other current liabilities

	Group		Parent Company	
	2022	2021	2022	2021
Personnel withholding tax	1,416	1,057	264	150
Social security contributions	1,003	792	156	96
VAT	8,163	4,681		
Market partners	10,535	10,036		
Gaming tax	8,133	4,986		
Gaming supplier fees	8,072	7,236		
Player accounts	39,260	30,694		
Penalties, appealed	1,300	1,276		
Additional considerations acquisitions	11,088	15,109		
Other	2,125	2,339	1,352	24
Total	91,095	78,204	1,772	270

Note 25. Accrued expenses and deferred income

	Group		Parent Company	
	2022	2021	2022	2021
Holiday pay liabilities	2,744	2,408	370	311
Social security contributions	1,247	1,096	301	315
Salaries	9,271	3,549	1,104	367
Jackpot reserve	16,806	11,982		
Marketing expenses	23,973	16,218		
Consultancy costs	3,185	2,874	297	106
Interest	192	190	192	190
Other	6,173	5,092	295	326
Total	63,591	43,409	2,559	1,616

Note 26. Pledged assets concerning own liabilities

	Group		Parent Company	
	2022	2021	2022	2021
Company listings in own possession	3,481	3,481	3,481	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 close relationship with its subsidiary companies, see Note 16. Services sold between the Parent Company and its subsidiary companies mainly refer to accounting and management services, plus rental fees and office expenses. The Betsson Group leases three (four) apartments from Solporten Fastighets AB, in which CEO Pontus Lindwall and the Hamberg family (major share holders) are owners/ board members. In 2022, purchases amounted to 33 (40) thousand euro. Betsson Malta and Betsson AB commission legal services from WH Law, in which a director of Betsson Malta, Dr Olga Finkel, is Managing Partner. In 2022, the Group's purchases amounted to 475 (408) thousand euro, of which Betsson AB's purchases amounted to 39 (18) thousand euro. Transactions with related parties are priced at market conditions. No services have been supplied free of charge. For information on Board holdings in the Company, please refer to page 73. For remuneration to directors and senior executives, please see Note 7.

Transactions with related parties	Parent Company	
	2022	2021
Purchases of services from related parties		
Purchases from subsidiaries	204	205
Purchases from other related parties	72	58

Sales of services to related parties		
Sales to subsidiaries	2,865	2,843

Financial transactions with related parties		
Dividend from subsidiaries	123,375	136,149
Group contributions from Swedish subsidiaries	2,616	1,613

Liabilities to related parties		
Liabilities to subsidiaries	45,632	18,086

Receivables from related parties		
Receivables from subsidiaries	193,260	120,933

Note 29. Financial instruments

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. The liabilities for additional purchase price regarding the acquisitions of Simulcasting Brasil, Inkabet and Kicker Tech have been calculated according to the value in the share purchase agreements and the management's best estimate of what can be paid to the previous owners, in relation to the milestones that have to be achieved according to the contracts. The liability

recognised at the closing of 2022, EUR 11,088 thousand is the maximum value that can be paid according to the contracts. For current financial assets and liabilities, including liabilities to credit institutions, with variable interest rates and short terms to maturity (90 days), fair value is considered to be the same as carrying value. The fair value of current, interest-bearing receivables and liabilities is considered, because of the short duration of the term, to be equal to carrying value. 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 item Other liabilities at acquisition cost.

Group	Financial assets and liabilities measured at fair value through comprehensive income	Financial assets and liabilities amortised at cost	Fair value	Total carrying value
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
Group 2021				
Other receivables		87,889	87,889	87,889
Cash and bank balances		95,575	95,575	95,575
Total financial assets		183,465	183,465	183,464
Bond		97,415	97,415	97,415
Accounts payable		13,928	13,928	13,928
Other liabilities	15,109	71,226	71,226	71,226
Total financial liabilities	15,109	182,569	182,569	182,569

Note 29 continues on page 108

	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 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				
Accounts payable		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
Parent Company 2021				
Receivables from Group companies		120,933	120,933	120,933
Other receivables		24	24	24
Cash and bank balances		33,027	33,027	33,027
Total financial assets		153,984	153,984	153,984
Bond		97,415	97,415	97,415
Accounts payable		277	277	277
Liabilities to Group companies		18,386	18,386	18,386
Total financial liabilities		116,078	116,078	116,078

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 2022 consist of liabilities for additional purchase consideration of EUR 11,088 (15,109) thousand.

Note 30. Share-based remunerations

The purpose with Betsson's incentive programmes is to establish conditions for retaining, motivating, and recruiting competent staff to the Group as well as aligning management and shareholders' interests to contribute to the Company's long-term value growth. Incentive programs have been resolved and introduced since the start in 2008. The programs are approved by the Annual General Meeting following a proposal from the Board of Directors. The programs are designed for senior executives and other key employees within the Group and provide an opportunity to acquire share options that give a corresponding right to buy B shares in accordance with certain terms and conditions.

The incentive programs are divided into two main parts, where employees in Sweden are offered to buy call options at market price and employees abroad are offered stock options, subject to the employee making a corresponding investment in Betsson shares. To promote participation in the programs, the Board of Directors decided in 2021 to grant a cash bonus corresponding to the option premium for a certain part of the call options (series A call options). The bonus is paid out after the call options have expired and provided that the employee remains employed during

the vesting period. For the remaining part, series B call options, no bonus is granted. If the employment expires the Company has the option to repurchase the call options. Similarly, some of the employee stock options (series A employee stock options) are offered free of charge, while some of them (series B employee stock options) require that the employee owns, or makes, a corresponding investment in Betsson shares. The employee stock options are conditional on the employee remaining in service during the vesting period and having retained his or her initial investment in Betsson shares.

The share options are issued with a fixed exercise price of 130 % of the shares' market price on the allotment date. The share-based payments have a cap corresponding to the most recent payment price before the launch of the programs multiplied by 2.6 (i.e., an increase of 130 %). The Group has no legal obligation to repurchase or settle the share options in cash. The share options are valued according to the Black-Scholes option valuation model. The table below shows the fair value of the share options at grant day and the assumptions made in the calculation. Volatility has been determined based on previous volatility and expected future volatility adjusted for the Company and the industry's growth in size and stability.

Type of instrument	Call option	Employee stock option	Call option	Employee stock option	Call option	Employee stock option
Issue date	2022-09-07	2022-09-07	2021-08-20	2021-08-20	2020-08-21	2020-08-21
Average share price on issue date (SEK)	68.61	68.61	70.40	70.40	72.00	72.00
Redemption price per share (SEK)	89.19	89.19	90.80	90.80	87.40	87.40
Number of participants during allocation	5	10	4	9	5	7
Number of paid warrants/allocated employee stock options	614,000	1,715,707	615,000	1,783,780	281,000	655,888
Final redemption date	2025-09-07	2025-09-07	2024-09-06	2024-09-06	2023-09-08	2023-09-08
Anticipated duration (months)	36.20	36.20	36.8	36.8	36.8	36.8
Risk-free interest rate (percent)	2.13	2.13	-0.30	-0.30	-0.30	-0.30
Expected volatility (percent)	31.00	31.00	31.00	31.00	31.00	31.00
Fair value per option (SEK)*	3.55	3.55	3.21	3.21	4.40	4.40
Reported cost related to each program for 2022		61		132		78

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

Changes in number of outstanding Employee Stock Options and their average exercise price according to the table below.

	2022	2022	2021	2021	2020	2020
Redemption price/option	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	87.32	3,354,668	77.38	2,079,611	82	2,383,723
Allocated	89.19	1,715,707	90.80	1,783,780	87	655,888
Forfeited	90.00	-265,560	69.80	-196,000	96	-960,000
Exercised	66.40	-915,000.00	69.80	-630,035	-	-
As per 31 December	89.56	3,889,815.00	87.32	3,037,356	77	2,079,611

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 NOK, SEK, GEL and TRY 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	+/- 5.4
Operating income, EBIT	+/- 1	+/- 2.4

Refinancing risk, liquidity risk and capital management

The Group's operative 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

Group revenue and cash flows from operations are essentially independent of changes in market interest rate levels. At the end of 2022, the Group had a bond loan recognised at EUR 98.6 million, with an interest rate based on EURIBOR 3 months plus a margin of 6.5 percent. If the EURIBOR rate increases by 1 percent, the annual bond interest expense would increase by EUR 1 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

At the beginning of February 2023 Betsson was granted an online gaming licence in the province of Cordoba in Argentina through its subsidiaries; this is the third license for the Group in Argentina.

In February, Betsson was granted operator and supplier licenses for online gaming on the locally regulated market in the province of Ontario, Canada, and a B2C offering was launched through the Group's global brand Betsafe.

In February, the Supreme Administrative Court in Sweden decided not to review the subsidiary NGG Nordic Ltd's appeal in the matter regarding the company's breach of the bonus restrictions in 2019. This upholds the ruling by the Administrative Court of Appeal of a sanction charge amounting to SEK 14 million.

Note 33. Business combinations

Financial effects of acquisitions

Betsson AB (publ) has through a subsidiary acquired 80 percent of the shares in KickerTech Malta Limited from TG Holdings Limited. KickerTech owns a business-to-business (B2B) sportsbook operation. The acquisition will support Betsson's B2B growth strategy by expanding its client base and providing additional scalable technology as well as strengthening the existing sportsbook with advanced trading and modeling tools and added sportsbook features for players. In the last 12 months, ending on 30 September 2022, the acquired business generated revenue of approximately EUR 2.6 million and EBIT of approximately EUR 1.3 million. The total consideration for 80 percent of the shares amounts to EUR 14 million on a cash and debt free basis. The consideration is paid in three

instalments, with EUR 6 million in cash paid upon closing, EUR 4 million in cash in six months after closing, with an additional EUR 4 million in twelve months after closing, either in cash or shares issued by Betsson. The acquired assets have been valued at EUR 8 million, consisting of customer databases and technology. The amortisation of the acquired assets will be charged to the Group's income over a period of two and three years, respectively, in accordance with the Group's accounting policies. Goodwill is valued at EUR 6 million attributable to scalable technology and cost synergies. The value of the acquired assets is considered to be final.

The table below summarises the purchase consideration paid, and fair value of recognised assets and liabilities.

Amounts in MEUR	
Total purchase price	14.0
Reported amount of identifiable acquired assets	
Customer base	3.0
Technology	5.0
Total identifiable net assets	8.0
Goodwill	6.0
Cashflow effects of acquisitions	
Paid purchase price	6.0
Cashflow, net effect	6.0

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 2022	118,571,340
Retained earnings and non-restricted reserves	553,924,861
	672,496,201

The Board and the CEO proposes that the entire amount, EUR 672, 496, 201, be carried forward.

Transfer to shareholders

The Board proposes to the Annual General Meeting that the amount of EUR 59, 715, 735 be transferred to shareholders. No transfer will be made for the 519,710 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 612, 780, 466 and EUR 647,417,905 respectively.

The annual report and consolidated financial statements for Betsson AB (publ) for the year 2022 have been approved for publication in accordance with the Board's resolution on 28 March 2023. It is proposed that the annual report and consolidated financial statements be adopted by the Annual General Meeting on 10 May 2023.

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 the 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 28 March, 2023

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, 2023
PricewaterhouseCoopers AB

Aleksander Lyckow
Authorised 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 2022. The annual accounts and consolidated accounts of the Company are included on pages 45-58 and 78-112 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 2022 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 2022 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 48–54 “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.

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.

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 1-47, 55–77 and 122-126. The information in Betsson AB (publ)'s remuneration report for 2022, 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 Directors of Betsson AB for the year 2022 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 Directors 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 Directors 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's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the Company's organisation 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 organisation 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. edelsförvaltningen ska skötas på ett betryggande sätt.

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 2022.

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 my 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 Director's 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, 113 97 Stockholm, was appointed auditor of Betsson AB (publ) by the general meeting of shareholders on the 10 May 2022 and has been the Company's auditor since 12 May 2008.

Stockholm on 5 April, 2023
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), org.nr 556090-4251

Engagement and responsibility

It is the board of directors who is responsible for the statutory sustainability report for the year 2022 on pages 13–44 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 on 5 April, 2023

Öhrlings PricewaterhouseCoopers AB

Aleksander Lyckow

Authorised 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 59–73 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 on 5 April, 2023

Öhrlings 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 2022 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. The most recent report was published in April 2022. **Contact: info@betssonab.com**

Business compliance

Non-compliance with rules for market communication (number of incidents)	2022	2021
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)	2022	2021
Number of complaints regarding customer privacy	0	4
Number of identified leaks, thefts or losses of customer data	0	0
Total	0	4

Employee impact

Employees

Employees at 31.12.2022	2022		2021	
	Employees (number)	Women (percentage)	Employees (number)	Women (percentage)
Nordics				
Total number of employees	111	27 %	106	23 %
Number of permanent employees	110	26 %	104	21 %
Whereof full-time	109	26 %	101	21 %
Whereof part-time	1	100 %	3	33 %
Number of temporary employees	1	100 %	2	100 %
Western Europe				
Total number of employees	1176	33 %	1 159	33 %
Number of permanent employees	1173	33 %	1 153	33 %
Whereof full-time	1162	32 %	1 141	32 %
Whereof part-time	11	100 %	12	100 %
Number of temporary employees	3	100 %	6	100 %
CEECA				
Total number of employees	583	42 %	590	45 %
Number of permanent employees	424	40 %	404	45 %
Whereof full-time	412	39 %	399	45 %
Whereof part-time	12	92 %	5	80 %
Number of temporary employees	159	47 %	186	44 %
Rest of the World				
Total number of employees	71	33 %	63	48 %
Number of permanent employees	62	37 %	37	43 %
Whereof full-time	62	37 %	37	43 %
Whereof part-time	0	0 %	0	0 %
Number of temporary employees	9	11 %	26	54 %
Total number of employees	1,941	36 %	1,918	37 %

The table shows how many employees Betsson has broken down by type of employment, region and gender.

Staff turnover	2022		2021	
	Employees (number)	Women (percentage)	Employees (number)	Women (percentage)
New Hires				
Under 30 years	325	46 %	426	45 %
30–50 years	315	30 %	393	33 %
Over 50 years	12	42 %	13	38 %
New hires during the year	652	38 %	832	39 %
Rate of new employee hires (%)	34 %		43 %	

Departures				
Under 30 years	200	53 %	229	52 %
30–50 years	314	32 %	261	32 %
Over 50 years	7	14 %	3	0 %
Departures during the year	521	40 %	493	41 %
Rate of employee turnover (%)	27 %		28 %	

Summary of the Company

Employees at different levels at the Company	2022		2021	
	Employees (number)	Women (percentage)	Employees (number)	Women (percentage)
Board of Directors				
Under 30 years	0	0 %	0	0
30–50 years	4	50 %	3	33 %
Over 50 years	3	33 %	2	0
Management: Betsson Operational Management Team				
Under 30 years	0	0 %	0	0
30–50 years	6	17 %	7	14 %
Over 50 years	2	50 %	2	50 %
Management: Betsson AB Management Team				
Under 30 years	0	0 %	0	0
30–50 years	5	40 %	4	50 %
Over 50 years	2	0 %	2	0
People Managers				
Under 30 years	47	53 %	48	42 %
30–50 years	328	31 %	317	31 %
Over 50 years	13	46 %	9	44 %
Other Employees				
Under 30 years	611	43 %	647	45 %
30–50 years	940	30 %	899	33 %
Over 50 years	30	37 %	26	31 %

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	2022	2021	2020
Nordics	5.4	1.3	0.3
Western Europe	3.7	3.1	2.9
CEECA	1.9	1.2	2.4
Rest of the World	1.9	0.7	0.6
Average sick-leave days per employee	3.2	2.3	2.5

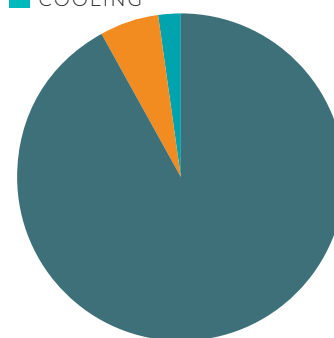
Climate impact

Energy consumption (MWh)

Scope	Category	Activity	2022	2021	2020
1	Direct energy consumption	Fuel (petrol and diesel) from fixed and mobile units	216 (0% renewable)	192 (0% renewable)	256 (0% renewable)
2	Indirect energy consumption	Purchased electricity, heating and cooling for operation of office premises and computer equipment	2,766	4,436	2,284
		Electricity	2,542	4,288	1,923
		District heating	157	103	299
		District cooling	68	25	62
Totalt			2,982	4,628	2,540

ENERGY CONSUMPTION BY ENERGY TYPE (2022)

■ ELECTRICITY ■ HEATING ■ COOLING



Greenhouse gas emissions (GHG) consumption, tonCO₂e*

Scope	Category	Activity	2022	2021	2020
1	Direct GHG emissions	Fuel (petrol and diesel) from fixed and mobile units and refrigerants	261	72	66
2	Indirect GHG emissions	Purchased electricity, heating and cooling for operation of office premises and computer equipment	1,261	1,665	816
3	Other indirect GHG emissions	Mainly energy consumption in customers' gaming units, purchased goods and services (primarily energy use for virtual servers) as well as commuter travel and remote work	7,173	8,185	8,312
Totalt			8,695	9,922	9,194**

* tonnes CO₂e (tonnes of carbon dioxide equivalent)

** The sum for 2020 has been adjusted. The Annual and Sustainability report 2020 stated 9,195 tonnes CO₂e.

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 4.5 tCO₂e/employee. Betsson's greenhouse gas emissions from purchased electricity in scope 2 were 1.243 tCO₂e following the *market-based method* (reflecting purchases of renewable electricity or not and which is used as the main method), as compared to 803 tCO₂e following the *location-based method* (geographical valuation). See descriptions of the largest emission sources and changes from last year on page 42 in this report.

A few methodology changes have been performed from the GHG inventory in 2021 to 2022. Firstly, when offices have been heated or cooled with electricity, a *market-based* emission factor has been used, instead of a *location-based* emission factor. Thanks to this, Betsson can track emissions reductions when changing from non-renewable to renewable electricity. Secondly, the emissions from IT devices have been calculated based on the number of purchased IT devices during 2022, instead of the number of IT devices in use. Thereby, Betsson can better track emission reductions from buying fewer or upcycled IT devices. Third, the emissions from interior decoration have been categorised to 'capital goods' instead of to 'purchased goods and services', since this is a more correct classification as Betsson will use the interior decoration for several years.

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. Since 2021 one new office in Denver, USA, has been added, and the two offices in Gibraltar have merged to the BSD Limited office.

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.

For commuter travel and teleworking, data was collected via an employee survey, to which 626 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 2022 for all offices based on the number of employees. Activity data for betting shops in Lithuania was scaled from 2021 to 2022 based on the number of betting shops, since no data was collected for them in 2022 and because the betting shops are of similar size. Activity data for waste was extrapolated for the offices which did not report waste data, based on the number of employees.

Supply chain

Betsson, like most operators in the gaming industry, has many different suppliers of games and also of payment solutions for different markets. In addition, Betsson also

uses suppliers for other parts of the business, such as marketing, IT, office equipment, cleaning, catering, etc. The suppliers can be either global, regional, or local..

GRI-Index 2022

Betsson reports in accordance with GRI Standards, indicators from 2021 and 2016.

GRI Standard	Disclosure	Page	Comment
GRI 2: General Disclosures 2021	2-1 Organisational details	5-7, 45, 47, 74	
	2-2 Entities included in the organisation's sustainability reporting	14	
	2-3 Reporting period, frequency and contact point	118	
	2-4 Restatements of information		No material changes.
	2-5 External assurance	113	
	2-6 Activities, value chain and other business relationships	5-7, 45-46, 79, 119, 121	
	2-7 Employees	119-120	
	2-8 Workers who are not employees	46, 104	
	2-9 Governance structure and composition	13, 16, 59-61	
	2-10 Nomination and selection of the highest governance body	62-63	
	2-11 Chair of the highest governance body	62-63	
	2-12 Role of the highest governance body in overseeing the management of impacts	62-63	
	2-13 Delegation of responsibility for managing impacts	16, 19, 26, 28, 33, 36, 38, 41	
	2-14 Role of the highest governance body in sustainability reporting	16	
	2-15 Conflicts of interest	27, 44	
	2-16 Communication of critical concerns	26	Betsson has a standalone, external whistleblowing tool, where employees can anonymously report perceived irregularities within the Group, as well as a whistle-blower policy and instruction.
	2-17 Collective knowledge of the highest governance body	68-70	
	2-18 Evaluation of the performance of the highest governance body	62-65	
	2-19 Remuneration policies	64	
	2-20 Process to determine remuneration	64	
	2-21 Annual total compensation ratio		
	2-22 Statement on sustainable development strategy	8-9	
	2-23 Policy commitments	18-31, 41, 50-51	
	2-24 Embedding policy commitments	18-31, 41, 50-51	
	2-25 Processes to remediate negative impacts	18-22, 38-44	
	2-26 Mechanisms for seeking advice and raising concerns	24, 26	
	2-27 Compliance with laws and regulations	24-31, 118	
	2-28 Membership associations	16, 25, 27, 34, 40	
	2-29 Approach to stakeholder engagement	14-15	
	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	14	
	3-2 List of material topics	15	
	3-3 Management of material topics	14	

GRI Standard	Disclosure	Page	Comment
GRI 201: Economic Performance 2016	3–3 Management of material topics	38–39	
	201–1 Direct economic value generated and distributed	39	
	201–2 Financial implications and other risks and opportunities due to climate change	41	
GRI 203: Indirect Economic Impacts 2016	3–3 Management of material topics	39	
	203–2 Significant indirect economic impacts	38–42	
GRI 205: Anti-corruption 2016	3–3 Management of material topics	26–27	
	205–1 Operations assessed for risks related to corruption	26–27, 50–51, 53	
	205–2 Communication and training about anti-corruption policies and procedures	24, 26–27	
	205–3 Confirmed incidents of corruption and actions taken		No confirmed cases of corruption.
GRI 302: Energy 2016	3–3 Management of material topics	40–42	
	302–1 Energy consumption within the organisation	121	
GRI 305: Emissions 2016	3–3 Management of material topics	40–42	
	305–1 Direct (Scope 1) GHG emissions	40, 121	
	305–2 Energy indirect (Scope 2) GHG emissions	40, 121	
	305–3 Other indirect (Scope 3) GHG emissions	40, 121	
	305–5 Reduction of GHG emissions	40–41	
GRI 401: Employment 2016	3–3 Management of material topics	35	
	401–1 New employee hires and employee turnover	119	
GRI 404: Training and Education 2016	3–3 Management of material topics	35	
	404–2 Programs for upgrading employee skills and transition assistance programs	26, 32, 35	
GRI 405: Diversity and Equal Opportunity 2016	3–3 Management of material topics	24, 26, 33	
	405–1 Diversity of governance bodies and employees	119–120	
GRI 406: Non-discrimination 2016	3–3 Management of material topics	24, 26, 33	
	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	38–39	
	413–1 Operations with local community engagement, impact assessments, and development programs	38–39	
GRI 416: Customer Health and Safety 2016	3–3 Management of material topics	18–22	
	416–1 Assessment of the health and safety impacts of product and service categories	18–22	
GRI 417: Marketing and Labeling 2016	3–3 Management of material topics	28–31	
	417–3 Incidents of non-compliance concerning marketing communications	118	No incidents during the reporting period.
GRI 418: Customer Privacy 2016	3–3 Management of material topics		
	418–1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	118	No incidents during the reporting period.

Annual General Meeting

The Annual General Meeting in Betsson AB (publ) is held on Wednesday, 10 May 2023, at 10.00 CEST at Helio GT30, Greve 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 Tuesday, 2 May 2023, and
- give notice of their participation to the Company by Thursday, 4 May 2023.

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 Tuesday, 2 May 2023, and
- give notice of participation no later than Thursday, 4 May 2023, 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 Tuesday, 2 May 2023. 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 Thursday, 4 May 2023, 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.

Financial calendar

Betsson intends to publish financial information relating to the 2023 financial year as follows:

Quarterly report first quarter

January–March 2023 27 April 2023

Quarterly report second quarter

January–June 2023 20 July 2023

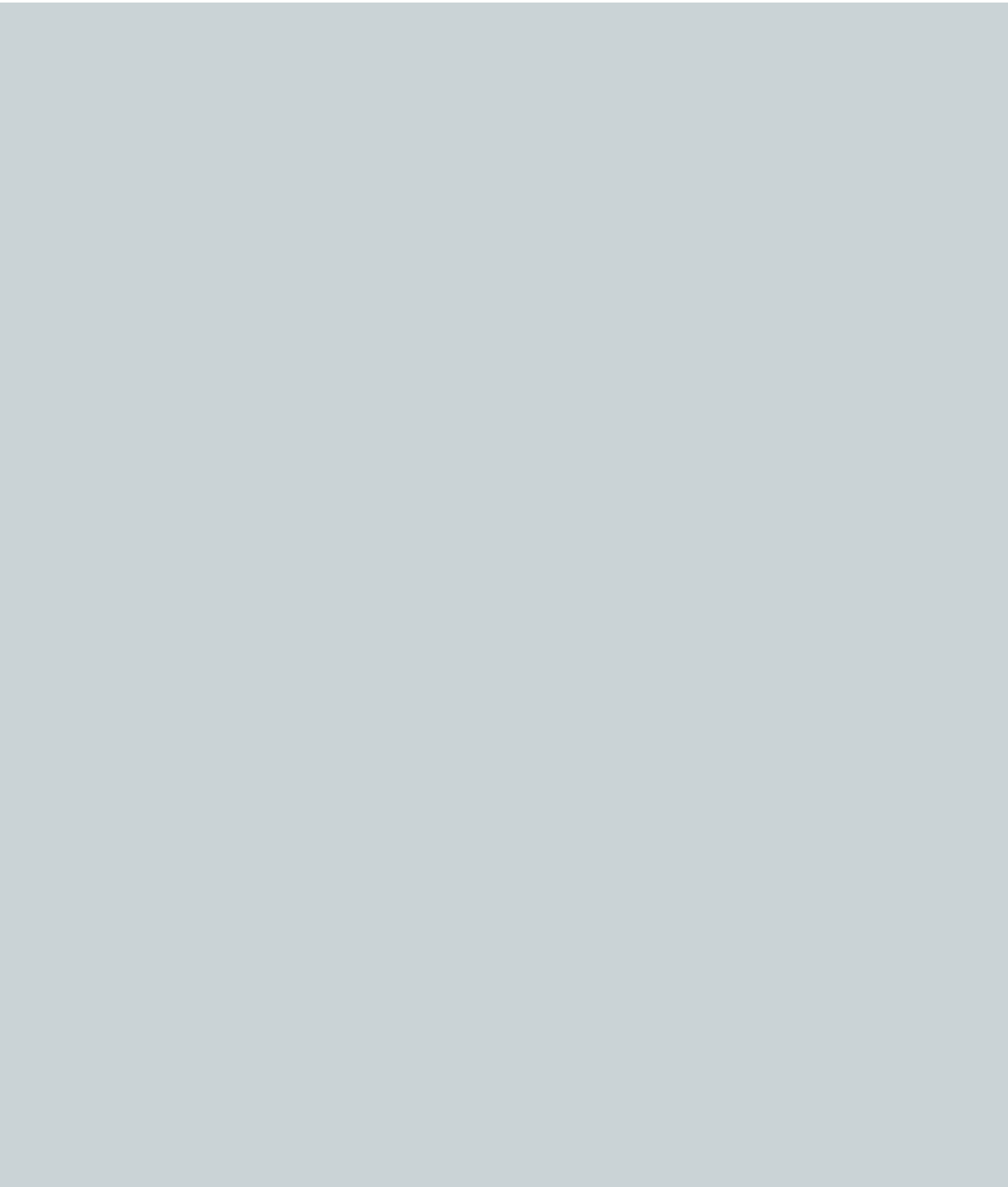
Quarterly report third quarter

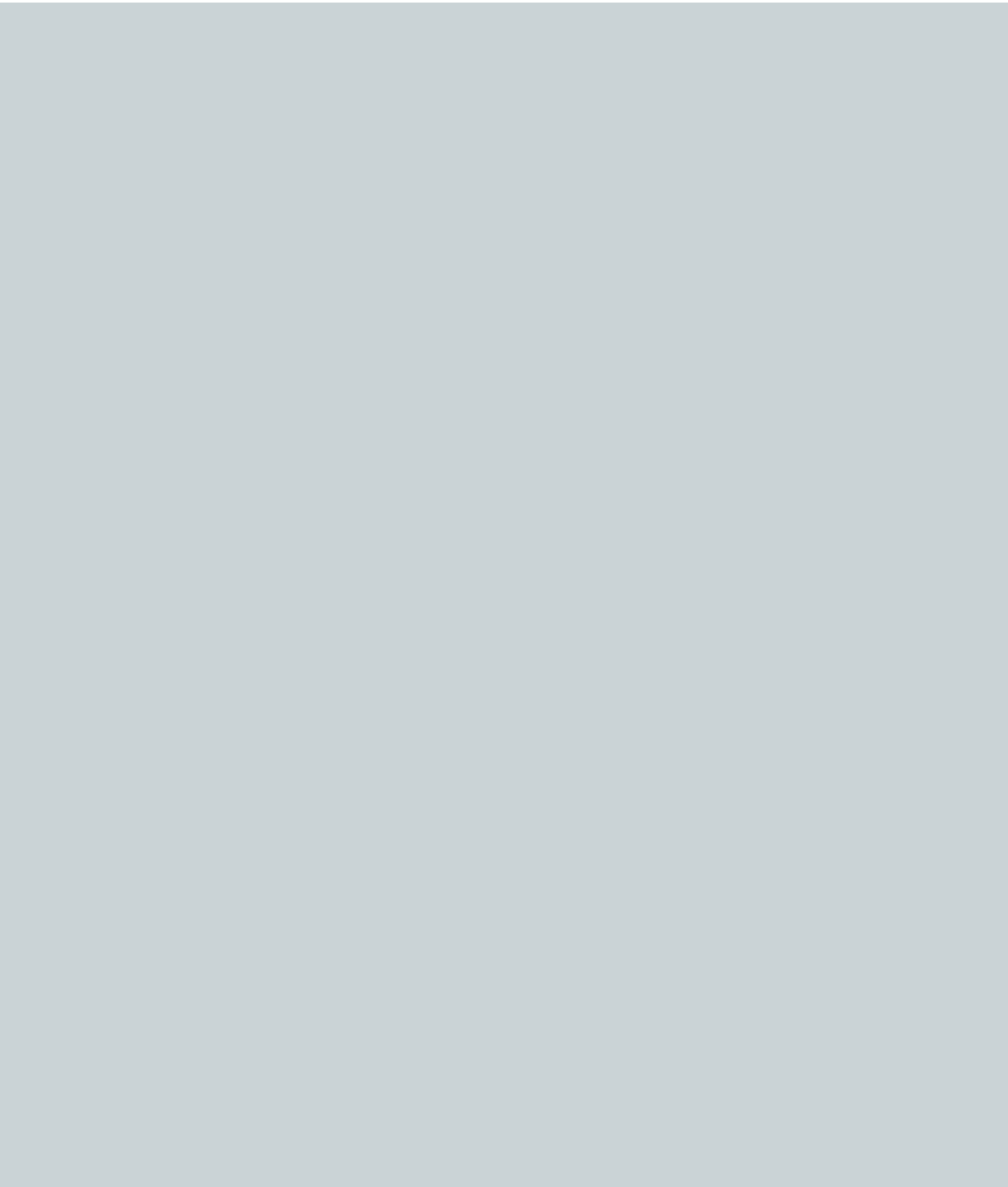
January–September 2023 26 October 2023

Year-end and quarterly report Q4

January–December 2023 15 February 2024

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