





This is Betsson

Betsson AB is an engaged owner of fast-growing companies in the online gaming industry. We are one of the leading online gaming groups worldwide and have the ambition to grow faster than the market, organically and through acquisitions. Growth should be generated in a profitable and sustainable manner.

Betsson AB is listed on Nasdaq Stockholm Large Cap (BETS-B).

Contents

About Betsson

Betsson in brief	4
Statement from the CEO	6
2025 in brief	9

Strategy and value creation

The gaming market	12
Strategy and business model	13
Betsson as an investment	18

Sustainability at Betsson

Sustainability framework	22
Responsible gaming	24
Ethics and business compliance	26
Employee impact	28
Social impact	29
Climate impact	30

Reports

Management and governance

Management report	34
Risks and risk management	36
Betsson's work for sustainable gaming regulations	43
Sustainability statement	46

Governance

Corporate governance report	96
Board of Directors and Auditor	104
Group Management	108
The share and shareholders	110
Five-year review	112

Accounts

Consolidated financial statements	114
Parent Company's financial statements	119
Notes	123
Proposed appropriation of profits	147
Audit report	148

Other

Annual General Meeting	152
Financial calendar	153
Contact details	154

The annual report for Betsson AB (publ), 556090-4251, comprises the management report on pages 34-45, 96-111 and related financial reports on pages 112-147. The statutory sustainability statement can be found on pages 46-92. 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 refers to the Group's Parent Company. This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

Betsson's vision

To deliver the best
customer experience
in the gaming industry





The product offering

comprises casino games, sports betting and other forms of gaming such as poker and bingo, and is constantly being renewed to make it attractive to both new and existing markets.

Betsson's games

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

Sustainability

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

The Group

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

Countries with gaming licences

24

Countries with offices

20

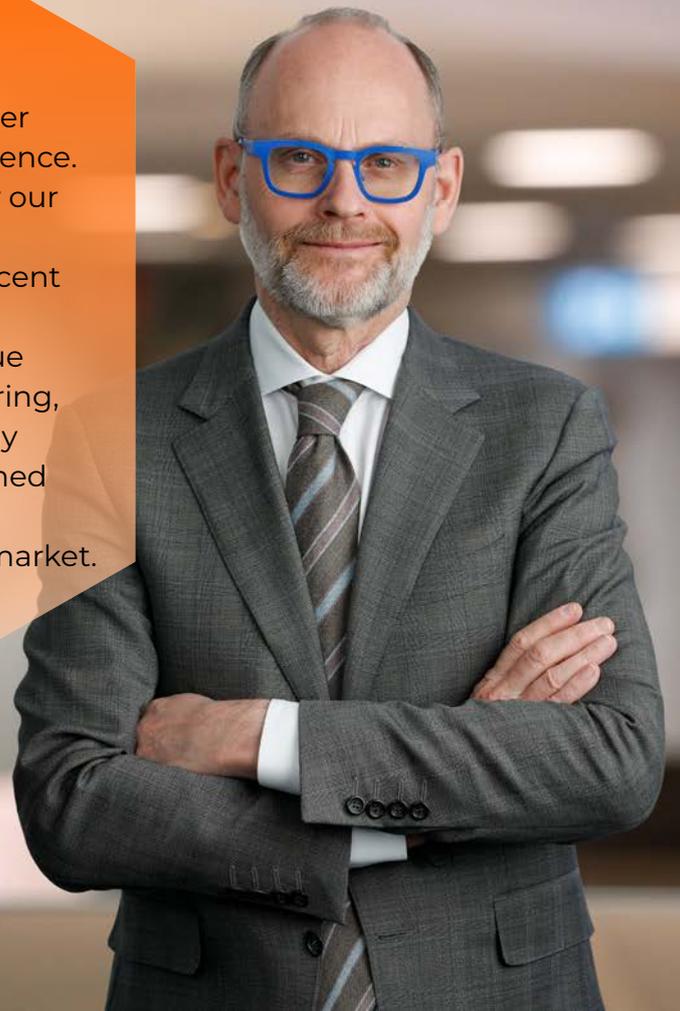
Employees

2,900

Statement from the CEO

2025 was characterised by continued strong customer activity and growth as well as further investments to enhance the customer experience

2025 was characterised by continued strong customer activity and growth as well as further investments to enhance the customer experience. Profitability during the year was impacted by our product investments and increased gaming taxes, among other things. Investments in recent years and our activities for 2026 support our ambition to continue creating long-term value for our shareholders. With a competitive offering, growing brand awareness and a clear strategy for continued growth, Betsson is well positioned to capitalise on opportunities offered by the structurally attractive global online gaming market.



Revenue increased by 8 percent during the year and amounted to EUR 1,197 million, which is the highest level in Betsson's history. Western Europe and Latin America continued to show strong growth, while growth slowed in the CEECA region (Central and Eastern Europe and Central Asia), and revenue from the Nordics declined.

The share of revenue from locally regulated markets increased to 68 (60) percent during the fourth quarter, the highest level ever. The increased share of locally regulated revenue resulted in higher gaming taxes, which together with our product and technology investments, as well as a negative development for one of our B2B customers, had a negative impact on profitability and operating income during the year. However, these investments will reinforce our competitiveness and pave the way for long-term growth.

Geographical diversification is a key element of our strategy for sustainable earnings growth. Latin America continued to be an important growth driver, accounting for 27 percent of the Group's total revenue. We opened a new office in Buenos Aires during the year to further strengthen our local presence in Argentina. We also launched product offerings under local licences in Brazil and Paraguay, which means that we now operate under local gaming licences in 24 countries worldwide.

Our vision is to provide the best gaming experience in the industry. We are continuing to invest in product and technology, from new payment solutions and AI-enabled processes to further enhancements of our sportsbook offering. We now consider our sports betting offering to be market leading in several of our focus markets, which is the result of consistent and long-term focused product development.

Our strategic sponsorships are an integral part of our marketing strategy. Partnerships with leading clubs such as Inter and Boca Juniors are allowing us to strengthen our global visibility and build long-term relationships with fans all over the world. Inter's success in the Champions League provided our brand with exposure to hundreds of millions of TV viewers during the knockout stages and the final. We also entered into a three-year jersey sponsorship agreement with Club Brugge from Belgium during the year. Furthermore, we continued our commitment to tennis through a new global partnership with the prestigious Davis Cup event, as well as by extending our partnerships with the two long-standing Swedish ATP tournaments in Stockholm and Båstad.

In line with our global brand strategy, the Group's flagship brand Betsson was launched in Georgia and Lithuania. We are realising economies of scale and strengthening the impact of our international sponsorships by consolidating our marketing under a single global brand.

Betsson is committed to long-term efforts for sustainable gaming regulations that ensure fair competition among operators, an attractive customer offering with reasonable marketing opportunities, and commercially viable levels of gaming tax. We note with some frustration the regulatory developments in several European countries that have

introduced new restrictions and increased gaming taxes. As a result, players are seeking more attractive gaming opportunities from unlicensed operators, which drives down channelisation and, ultimately, weakens player protection and reduces tax revenue.

In November, we successfully completed a refinancing by issuing a new four-year senior unsecured bond in the amount of EUR 75 million. This transaction was completed at the lowest credit spread in Betsson's history, which reflects the market's confidence in our business model and financial strength.

Our strong financial position provides a solid foundation for both investing in long-term, profitable growth and delivering returns to our shareholders. The Board of Directors initiated a share buyback programme of up to EUR 40 million during the year, and an ordinary dividend of EUR 0.66 (0.657) per share is proposed for 2025. This means that the total return to shareholders for 2025, calculated as the sum of proposed dividends and initiated buybacks, amounts to EUR 131 (104) million, a significant increase compared to the previous year.

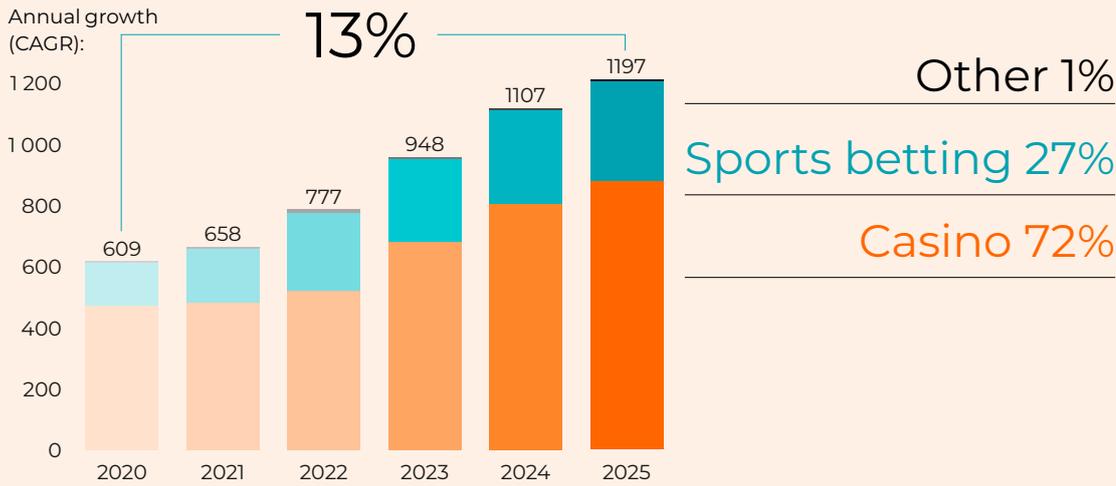
I would like to take this opportunity to thank our staff for their hard work during the year. We have a strong team and a positive corporate culture, and these form one of the cornerstones of our strategy for creating profitable growth.

As we look ahead, we enter 2026 with a degree of confidence. A record-large FIFA World Cup is expected to generate significant interest and new opportunities to attract customers globally. With strong customer engagement, continuous product development, and a growing presence in locally regulated markets, we are well positioned to capitalise on the opportunities presented by the structurally attractive global online gaming market. Investments in recent years and our initiatives for 2026 support our ambition to continue creating long-term value for our shareholders.

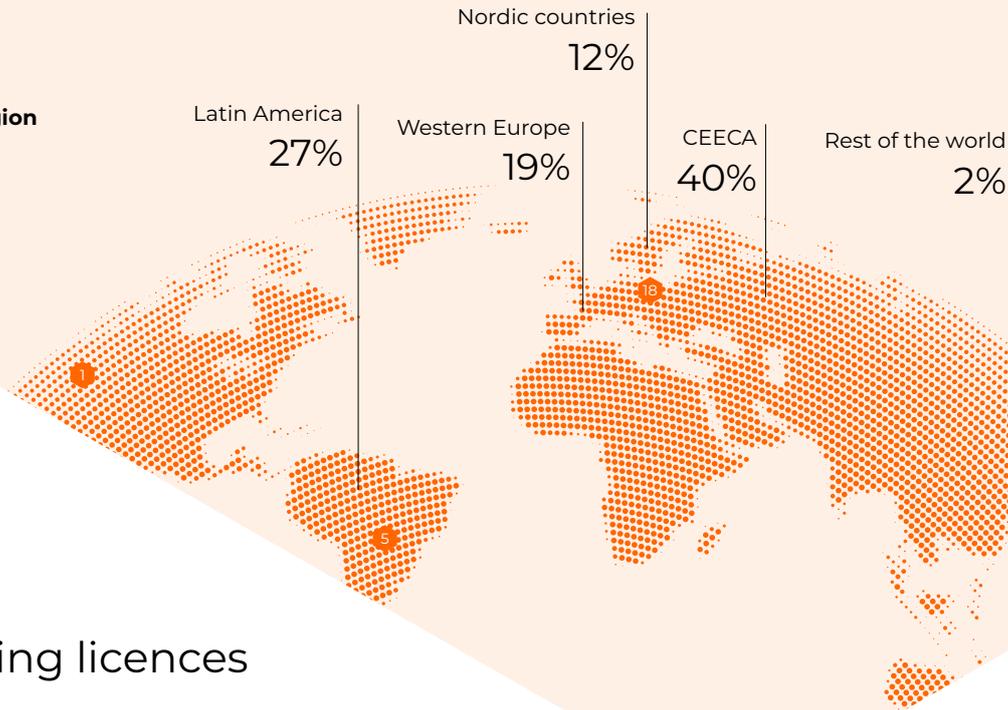
Pontus Lindwall
President and CEO Betsson AB

Revenue distribution

Revenue by product



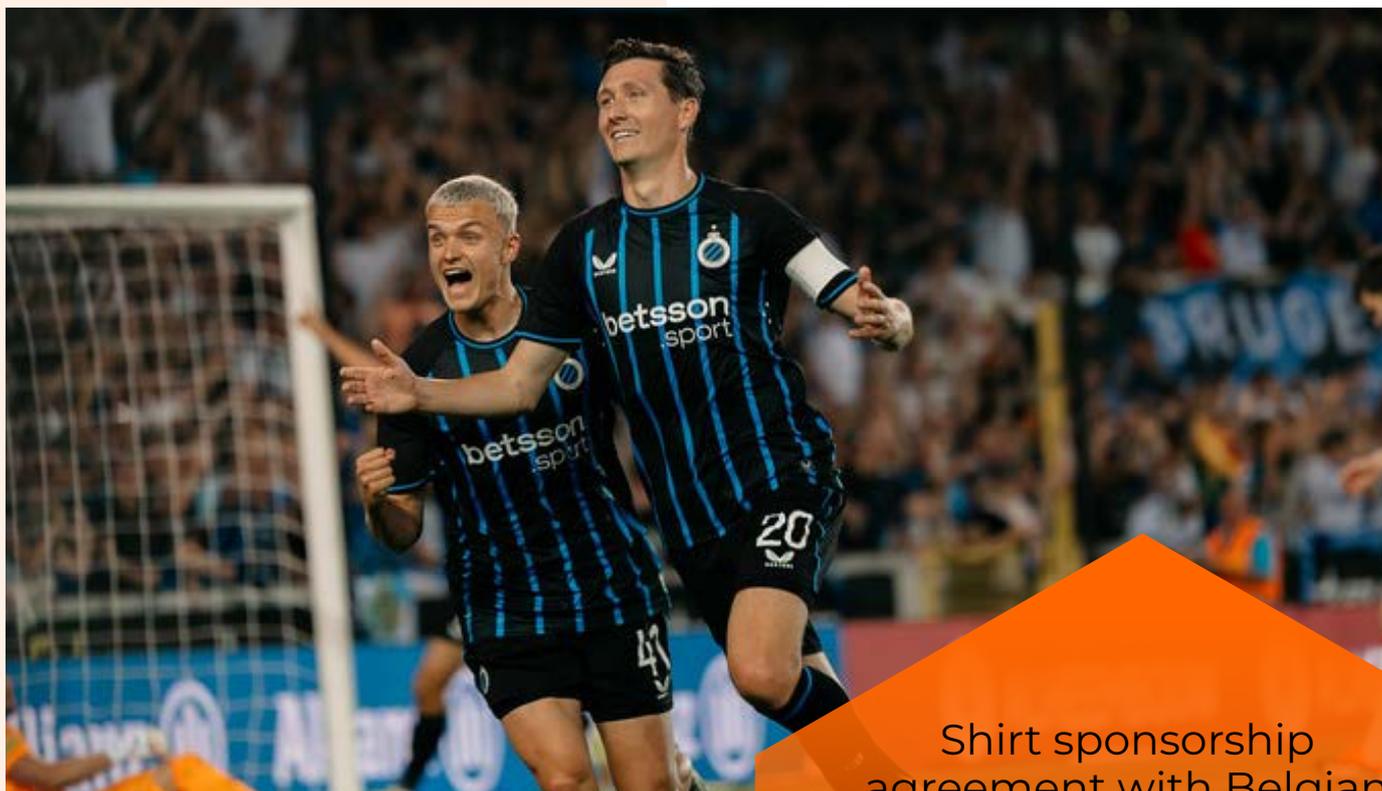
Revenue by region



Gaming licences

The Group holds local gaming licences in 24 countries in Europe, North America and South America.

Malta	2004	Sweden	2019
Italy	2011	Argentina, Colombia, Croatia	2020
Estonia, Denmark	2012	Greece	2021
United Kingdom, Georgia	2015	Canada (Ontario), Belgium, Serbia, France	2023
Ireland, Latvia, Lithuania, Germany	2016	Peru	2024
Spain	2017	Brazil, Paraguay, Poland	2025



Shirt sponsorship agreement with Belgian Champions League team Club Brugge

In June 2025, a new sponsorship agreement was signed with the major Belgian team Club Brugge, which means that Betsson will be the team's shirt sponsor until 2028. The partnership with Club Brugge is a natural continuation of Betsson's global marketing strategy and underlines Betsson's commitment to Belgian football and its passionate supporters. Beyond brand visibility and financial support, the partnership is designed to enhance the overall football experience for fans, players and the wider community.

2025 in brief

Betsson continued to deliver profitable growth in 2025 while making further investments in strengthened market presence and product development.

The expansion in Latin America continued, with high growth and entry into new markets. During the first quarter, the product offering was technically launched under local gaming licences in Brazil and Paraguay.

Betsson's involvement in sports continued throughout the year. In addition to the shirt sponsorship agreement with Club Brugge of Belgium, several new initiatives were undertaken. An extension of the shirt sponsorship with the Argentinian football club Boca Juniors until 2028 was announced in January. During the summer, new sponsorships were entered into with the Aris BC and Mykonos BC basketball clubs in Greece, while sponsorships with FK Žalgiris and the Basketball Federation in Lithuania were extended. A new sponsorship was also initiated with the historic Italian football club SSC Bari in Serie B. Moreover, tennis partnerships continued with the ATP tournaments in Stockholm and Båstad.

Two smaller acquisitions were made early in the year. BetClic Italy was acquired as part of the continued expansion in the Italian market. In Poland, the remaining shares in the previously jointly owned subsidiary Bukmacherska were acquired, which holds a local licence and offers sports betting on the Polish market.

In October, the Board of Directors decided to initiate a share buyback programme of up to EUR 40 million.

In November, Betsson AB issued new senior unsecured bonds of EUR 75 million. These bonds have a tenor of four years and a floating interest rate of 3-month EURIBOR plus 275 basis points. All bonds in the 2023/2026 series were repurchased in connection with this issue.



Strategy and value creation

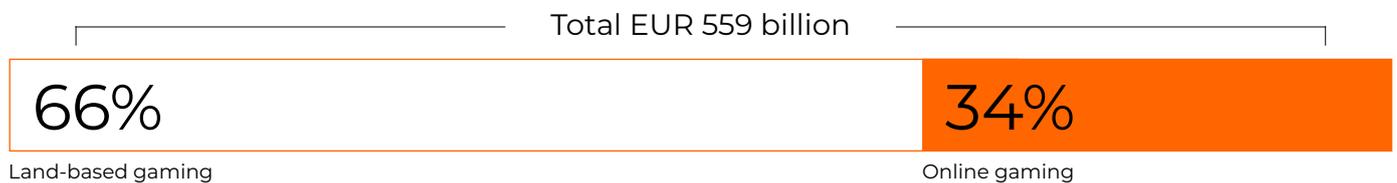
Strategy and value creation

The gaming market	12
Strategy and business model	13
Betsson as an investment	18

The gaming market

Gaming has been a common form of entertainment for years, and its roots extend a long way back. An increasing share of gaming has shifted online over the past twenty years, which has led to significant expansion of the online gaming market. The increasing share of digital gaming is now the most important driving force behind the structural growth in Betsson’s markets.

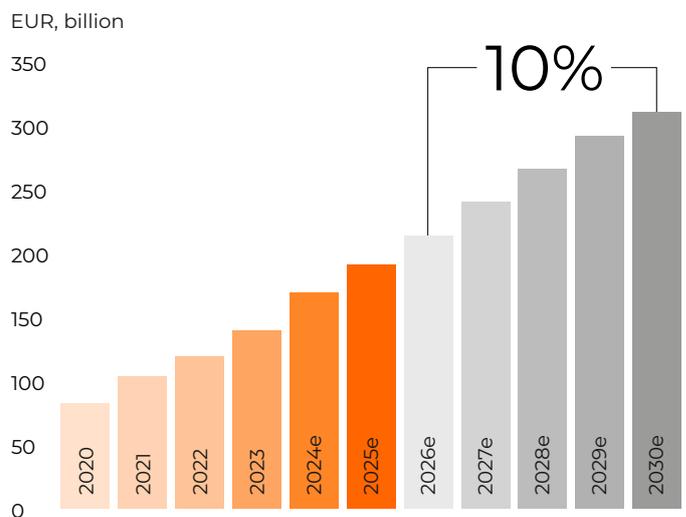
Total global gaming market 2025



Growth in online gaming is – and for a long time has been – driven by several key factors:

- General trend in society towards increased consumption of products and services online
- The rapid spread of smartphones and other connected devices
- The introduction of new regulations and licensing regimes for online gaming
- Product innovations such as virtual slots and live casino games
- Greater integration between sports and live betting
- The emergence of more seamless and user-friendly payment solutions
- More effective and targeted digital marketing

The global online gaming market 2020-2030



According to consultancy firm H2 Gambling Capital, the online gaming market has grown at an average annual rate of 18 percent over the past five years. The increase in 2025 is estimated at 13 percent. The online gaming market is expected to grow at an average annual rate of 10 percent over the next five years (CAGR).

Betsson's operating activities

The Group's operations are conducted through its operational subsidiaries, which offer online gaming via the global flagship brand Betsson as well as a number of other brands, including Betsafe, StarCasino and NordicBet.



Competitive product range

Betsson provides one of the industry's most comprehensive gaming offerings, adapted locally to suit customer preferences in different markets. The product range primarily consists of casino games and sports betting. The casino platform includes several thousand game titles distributed via a proprietary technical platform. Sports betting is also run on the platform inhouse where odds can be adjusted on the basis of current sporting events and the prevailing market situation. The sportsbook is offered both directly to players under the company's own brands (B2C) and as a third-party solution for external operators (B2B).

Proprietary technology platform

The games are distributed via websites and mobile apps that are mainly based on a proprietary technology platform, what is known as a Player Account Management (PAM) system. This system forms the core of both the product offering and the customer experience, handling everything from payments

and customer data to accounts, transactions and game offerings. The platform provides the company with a high degree of control, flexibility and scalability and allows rapid adaptations to be made when market conditions change.

The company is also continuously working to meet the authorities' more stringent reporting requirements and has implemented tools that automate large parts of these processes. The platform and sportsbook are also undergoing continuous development so that they can be offered to other operators as B2B services.

Local presence

The Group has approximately 2,900 employees from over 70 different nations, distributed across offices in 20 countries worldwide. The operational activities are directed from the head office in Malta, where approximately half of the employees are based.

Strong brands



Betsson is the Group's global flagship brand. The Group also has a number of other brands which include either the entire product portfolio, such as Betsafe and Nordicbet, or just one product, such as Racebets (betting on horses) and Rizk (casino). The brands' services are offered primarily via its proprietary platform.

The operating business model

– from bets placed to operating income

Betsson's operating subsidiaries provide online gaming in the form of casino games developed by external game studios, as well as sports betting based on the company's own sportsbook operations. The sportsbook covers a wide range of sports and events, where the outcome – wins or losses – is determined by bets placed by customers and the outcome of the relevant matches or competitions.

Within the casino segment, slots – virtual gaming machines, that is – constitute the largest product category. These games are based on random number generators that control the outcome and, therefore, how winnings are distributed. All random number generators undergo testing and certification by independent testing institutes before the games are made available to players.

The second largest category within casinos is traditional table games such as roulette and blackjack, which are mainly offered in the live casino format. In the case of live casino, players are offered a real life-like virtual casino experience, with table games broadcast live from the game provider's studio.

For both slots and table games, the games are designed with a positive statistical expected value for the gaming company – often referred to as the 'house edge' – which means that a gaming margin is generated for the operator over time.

○ **Turnover**
(bets placed)

– **Players' winnings and promotional bonuses**

= **Revenue from gaming**
(B2C)

+ **Revenue from B2B**

– **Cost of services provided**
(e.g. license costs for games, gaming taxes, commission-based marketing)

= **Gross profit**

– **Operating expenses**
(e.g. marketing, personnel, depreciation)

= **Operating income**
(EBIT)



Revenue

1,197 MEUR

Operating income (EBIT)

253 MEUR

Operating margin

21.1%

Revenue, casino

+9%

Revenue, sportsbook

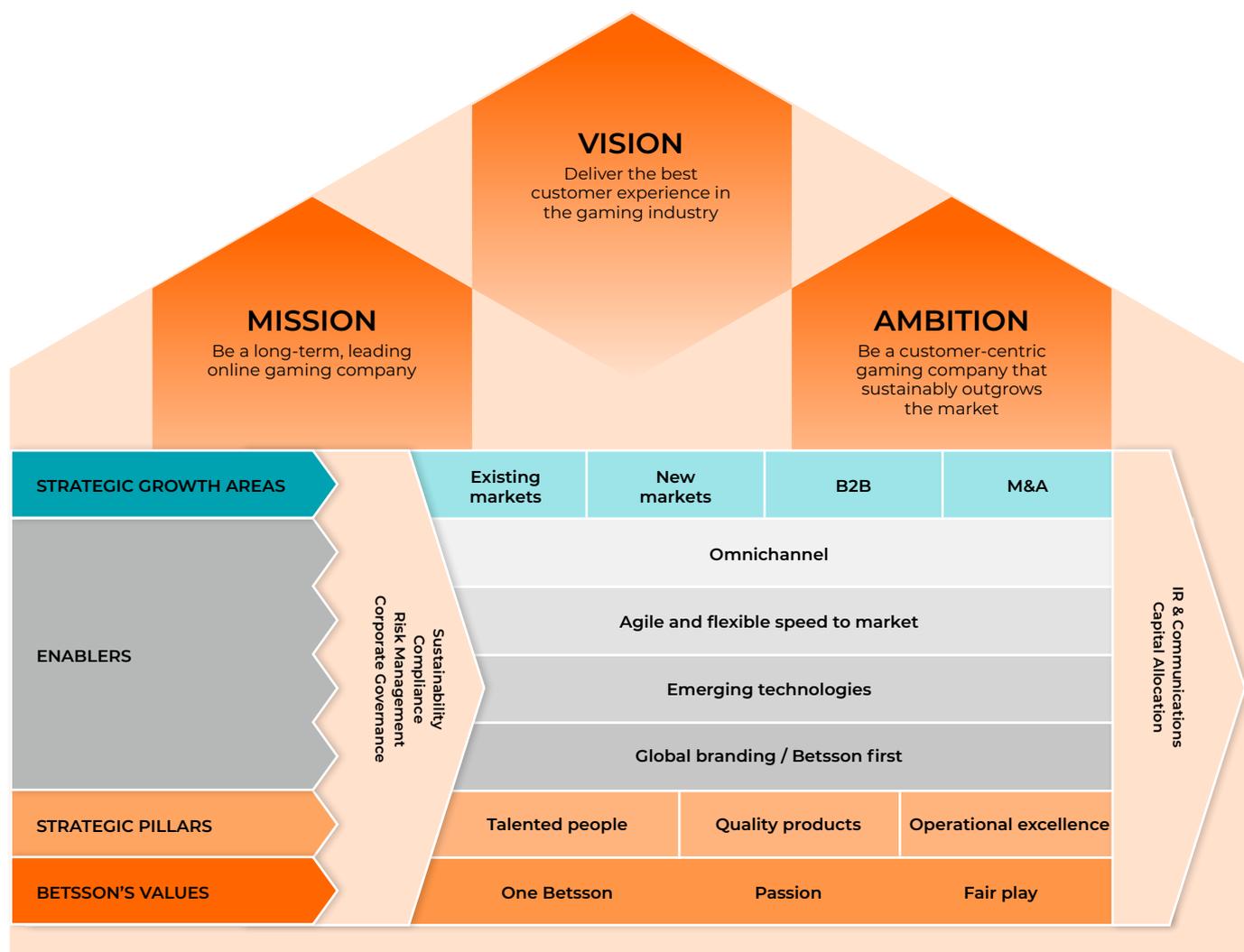
+7%

Active customers

1.4 M

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 customer-focused in order to sustainably outgrow the market as a whole in the long term.





As key prerequisites for a successful strategy aimed at long-term value creation, Betsson has defined five principles for how the operational business should be managed and quality-assured:

Betsson has gradually developed the structural model – the house – describing the Group's business strategy. The common values provide the foundation and the strategy rests on three central strategic pillars: Talented People, High-quality Products and Operational Excellence. Working on the basis of its strengths and a comprehensive market analysis, Betsson has defined four customer-focused growth areas: existing markets, new markets, business-to-business (B2B) and acquisitions.

In existing markets, Betsson is intending to strengthen its position by prioritising segments where the Group is best placed to deliver competitive products with high efficiency, while other segments are continuously evaluated. The combination of a strong global brand, technical independence and proprietary platforms enables Betsson to establish itself in new markets quickly and flexibly.

The proprietary sportsbook also offers significant economies of scale. Additional value can be realised by providing it as an outsourced B2B solution to other operators. Betsson's strong financial position also allows it to make acquisitions that complement organic growth, generate synergies, accelerate geographical expansion and strengthen the product portfolio.

It is important to run the business responsibly so as to ensure a long-term and customised offering. This is why Betsson is constantly working to develop corporate governance, risk management, regulatory compliance and sustainability work: areas that are integrated into daily decision-making.

Betsson's strengths create value

As an established operator with a long history of growth and profitability, Betsson focuses on maintaining its strong market position through a broad product and brand portfolio, as well as investments in proprietary technology. The technical platform provides the Group with control, flexibility and expertise to adapt to changing market conditions, while also laying the foundation for continuously developing new offerings. For that reason, the further development of the platform is one of the company's top priorities.

Marketing – both traditional and digital – is a key success factor. It is conducted both globally and locally and is always analysed on the basis of long-term expected returns in relation to investments.

1 A responsible business that puts players first

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

2 Operational excellence that drives efficiency

The Group is constantly working to improve and streamline all its operations by means of clearly established working methods and processes, supported by internal guidelines and regular independent reviews. The proprietary technology also provides significant competitive advantages by enabling high speed, flexibility and good scalability.

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

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

4 The first choice as an employer and business partner

Attracting the most qualified and committed staff and the best partners is a key success factor for Betsson. Employee expertise is crucial for developing products of high quality and high entertainment value, while also ensuring strong consumer protection.

5 Global presence with local focus

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

Six reasons to invest in Betsson

1 Large market with structural growth

Driven by the shift from offline to online gaming, the global online gaming market is estimated to have an average annual growth rate (CAGR) of 10 percent over the next five years. The global gaming market is estimated at EUR 559 billion in 2025, of which online gaming accounts for around 34 percent.

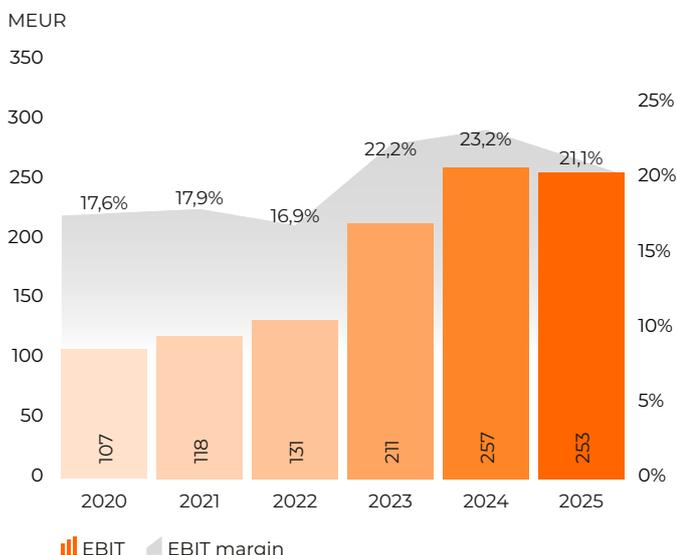
2 Diversified income

Betsson has a proven and successful product offering comprising both casino games and sports betting. A well-diversified mix of revenue from different geographical regions limits the risks of weaker development in individual markets. The Group's different brands are aimed at specific customer segments in order to capture as much as possible of the full market potential. By offering games both directly to end customers (B2C) and as technology and platform solutions to other gaming operators (B2B), even more geographic markets can be reached with increased diversification as a result.

3 Own technical platform and sportsbook

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

Stable profit growth over time



4 Sustainable business with a long history

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

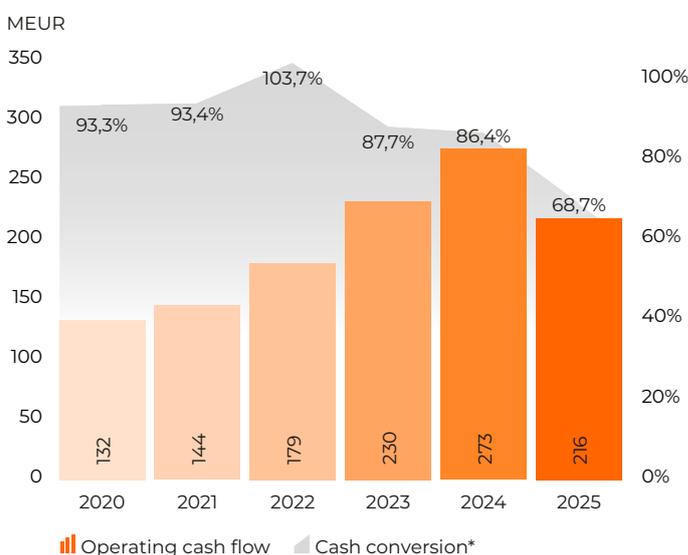
5 Proven business model with a long track record of profitable growth

Betsson has a long history of profitable growth. Historically, demand for the Group's products has not been reliant on economic fluctuations. The business generates strong cash flows and the balance sheet is robust, thereby providing scope for continued investments in both organic and acquired growth.

6 Long-term value creation

With over 60 years of experience in gaming, Betsson is characterized by a focus on the long term and a proven history of value creation through organic growth and acquisitions. The focus is on profitable growth and the business generates strong cash flows that are reinvested in continued growth and distributed to shareholders.

Business with strong cash flows



*Defined as cash flow from operating activities / EBITDA.

Awards in 2025

2025
A Year of Recognition

42 Awards
Across Markets & Disciplines



Company & Leadership



Outstanding Contribution to Gaming: Jesper Svensson



Compliance Officer of the Year: Corinne Valletta



Customer Excellence



Great Place to Work Award



Top Employer



European Employer of the Year



Best Diverse Place to Work

Affiliate Leader: Shakyra Jonsson
Young Leader of the Year: Chellyanne Cassar



Product & Innovation



Sports Betting Operator



Best Mobile Operator



Casino Operator of the Year
Operator of the Year (silver)



Casino Operator of the Year



Casino Operator of the Year:
Latin America (silver)



Most Innovative Operator
Best Online Casino Operator



In-House Product of the Year
Sports Betting Operator of the Year (silver)



Operator of the Year: Nordics and Baltics
Operator of the Year:
Balkans & Southern Europe



Online Casino Operator: Nordics
Sports Betting Operator: Baltics
Sports Betting Operator: Nordics



ESG & Safer Gaming



Safer Gambling Operator



Social Responsibility of the Year



Regulated Markets Champion



ESG Compliance
Diversity & Inclusion
Social Engagement



ESG Strategy of the Year



European ESG Initiative of the Year



Best Sustainability Innovation



Marketing & Affiliation



Best Corporate Brand Campaign



Marketing Innovation (bronze)



Best Marketing Campaign



Casino Operator of the Year
Best Affiliate Programme



Best Affiliate Programme



Marketing Campaign & Sponsorship of the Year



Affiliate Programme of the Year (silver)



Sustainability and Betsson

Driving responsible growth

Responsible gaming	24
Ethics and business compliance	26
Employee impact	28
Social impact	29
Climate impact	30

Driving responsible growth

For more than six decades, Betsson has built its business on entertainment that is both fun and exciting while also being reliable and secure. Sustainability as a prerequisite for running a profitable company over time is embedded in the Group's business strategy and daily decisions. Betsson recognizes the responsibility to create value for all stakeholders while minimizing the Group's environmental footprint, fostering social inclusion, and upholding the highest standards of governance.

Betsson's sustainability framework leads the way

Betsson's sustainability framework illustrates how this becomes a reality within five focus areas: Responsible gaming, Ethics and business compliance, Employee impact, Social impact and Climate impact. Each area has ambitions supporting relevant goals and guiding action plans for markets and functions.

Responsible gaming

– Creating the right conditions for sustainable gaming.

Ethics and business compliance

– Promoting good business ethics and acting with integrity and transparency.

Employee impact

– Being the employer of choice.

Social impact

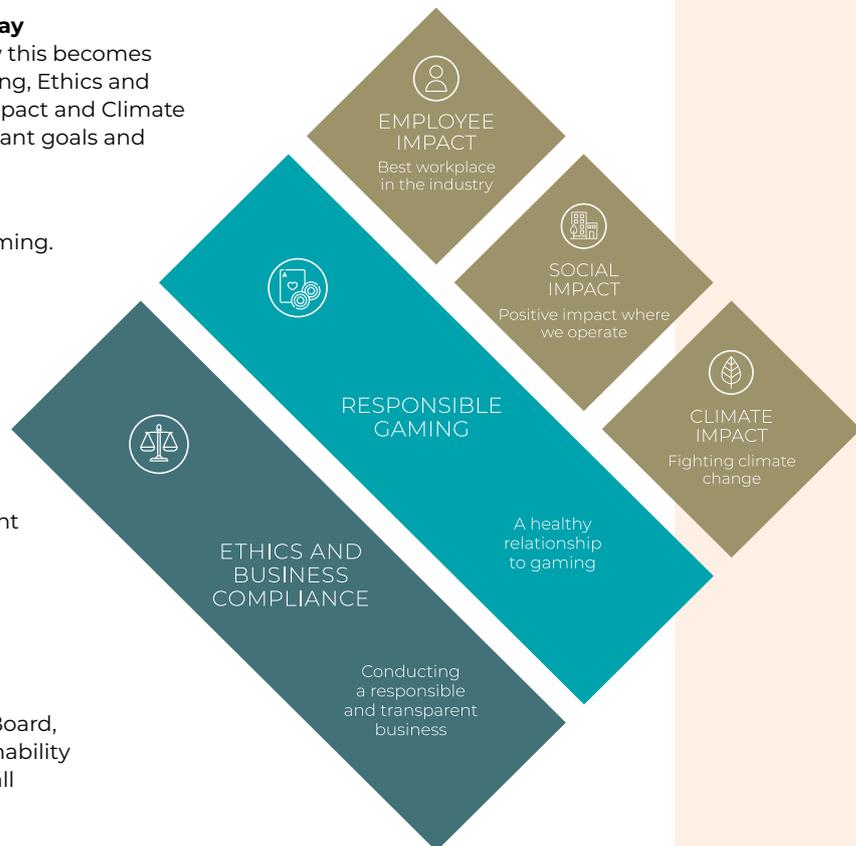
– Making a positive difference through involvement in local communities.

Climate impact

– Reducing emissions and keeping operations climate-neutral.

The framework, which has been adopted by the Board, clarifies the business strategy in respect of sustainability and ensures that sustainability is integrated into all aspects of the company's operations.

Learn more about the sustainability framework:
www.betssonab.com/sustainability/sustainability-framework



Adaptation to global standards

Betsson supports a number of internationally recognised sustainability initiatives. The Group is an active participant in the UN Global Compact and adheres to its ten principles on human rights, labour, environment and anti-corruption, and unreservedly supports the UN Universal Declaration of Human Rights. Betsson also links its efforts to the UN's Sustainable Development Goals (SDGs) and has identified five goals where the Group's operations have the greatest impact and by which the Group is most affected:

SDG 3 – Good Health and Well-being, by enabling healthy gaming and supporting customers so that they can play in a sustainable way.

SDG 5 – Gender Equality, by promoting equal opportunities and a strong, inclusive corporate culture.

SDG 8 – Decent Work and Economic Growth, by complying with international principles for a safe workplace, promoting a sustainable work-life balance and investing in employees.

SDG 13 – Climate Action, by reducing emissions in line with science-based targets and carbon offsetting.

SDG 16 – Peace, Justice and Strong Institutions, by maintaining good business ethics, transparency and robust regulatory compliance.

External recognition

The Group holds an ESG rating of AAA, the highest level, from the independent rating agency Morgan Stanley Capital International (MSCI).

Betsson is a Nasdaq ESG Transparency Partner and follows the Malta Gaming Authority's Code of Good ESG Conduct, as well as other relevant guidelines, codes and independent reviews.

Betsson won the prestigious ESG Strategy of the Year award at the EGR Operator Awards 2025 for the third consecutive year, and has also been presented with a number of other sustainability-related awards during the year, including for responsible gaming, social responsibility and best employer.

Corporate Sustainability Reporting Directive

As of this reporting period, Betsson is reporting in accordance with the EU's Corporate Sustainability Reporting Directive (CSRD). See Betsson's sustainability statement on page 46-92.

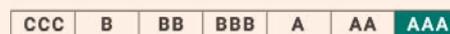


In line with the ambition to promote sustainability in online gaming, Betsson hosted the popular Sustainability Hub at the industry event NEXT Valletta for the second consecutive year.



In 2025, Betsson received 42 industry awards, a testament to strong performance in product, customer experience, ESG, responsible gaming, and employee matters.

MSCI
ESG RATINGS



Betsson holds the highest level, AAA, in MSCI's ESG rating.

Responsible gaming

At Betsson, gaming is about entertainment, the thrill of taking a chance. Just as sports need rules, referees and safety equipment to make the game fun, Betsson offers tools and safeguards that enable players to have fun, year after year, at a level they feel comfortable with.

Enabling safe entertainment

Awareness of available tools and other resources for responsible gaming is hugely important if customers are to be able to make informed decisions about their gaming.

Betsson views responsible gaming not only as protection, but as something that enables sustainable entertainment. By supporting customers in gaming sustainably – with information, support and control – Betsson is creating an environment in which gaming is fun, a place where long-term customer relationships can be built and maintained.

“For us, player protection is embedded in everything we do, from product design to data monitoring, and we’re constantly developing our tools and policies for responsible gaming. Our vision is to deliver the best customer experience in the industry, and that starts with putting players first.”

– Jesper Svensson, CEO of Betsson Operations

87% 87% of active customers have a responsible gaming tool enabled.



Round-the-clock customer service

Betsson’s customer service is available to assist players 24 hours a day, 7 days a week.

All customer service staff have to undergo extensive and in-depth training in responsible gaming, and moreover they can always turn to the Responsible Gaming team for internal support at any time of the day or night.



At the London Gaming Congress 2025, Betsson’s Head of Responsible Gaming took part in insightful discussions about sustainable and safe gaming.

Support process for sustainable gaming

Betsson's commitment to healthy gaming

Responsible gaming is built into the Group's business model and culture. Betsson was one of the first gaming companies to appoint a full-time responsible gaming specialist and now has a well-established team in this area, with the mandate, expertise and resources to promote sustainable gaming among its customers. Betsson invests in advanced tools, data-driven analytics and proactive measures to detect and prevent high-risk conduct.

The Group combines technology and analysis with a personal approach. Customers can set limits on deposits and time, use reality checks and game statistics and activate cooling-off periods or game breaks. Behind the scenes, Betsson's proprietary Responsible Gaming Prediction Tool monitors behavioural patterns and, together with complementary reports, AI support and analysis, enables early detection and custom interventions. A dedicated responsible gaming team and 24/7 customer service are trained to respond with empathy and practical assistance, creating a gaming experience where customers can feel safe.

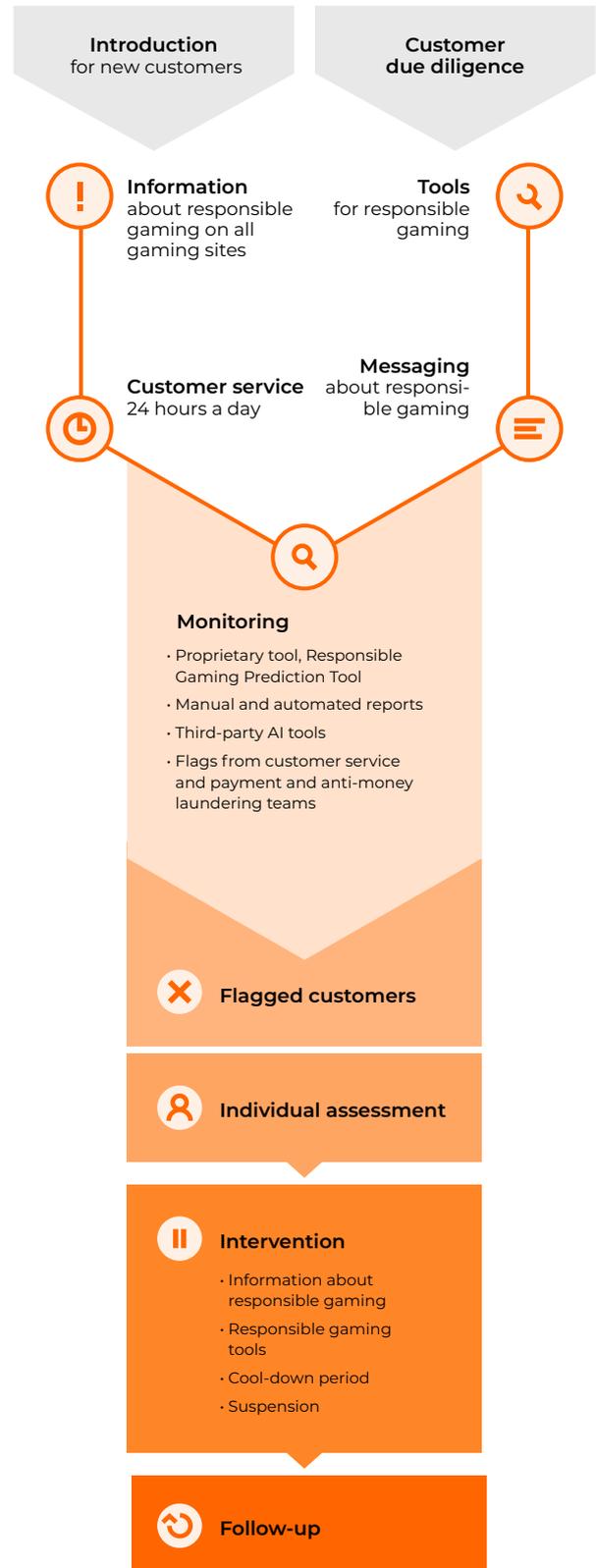
The cornerstone of sustainable play

Responsible gaming provides the foundation for a sustainable entertainment experience. Betsson's platforms are certified by independent institutes such as eCOGRA, and the company's procedures are evaluated by the Global Gambling Guidance group (G4), with regular reviews and staff interviews to ensure that the focus is always on the players. The Group also assists with awareness and knowledge sharing by participating in industry forums and campaigns for safer gambling, such as the European Safer Gambling Week.

To further promote responsible gaming as a natural part of the Group's operations, continuous training is provided: all new employees complete responsible gaming training, regardless of role, while customer-facing teams undergo additional, in-depth courses and regular refresher sessions.

Betsson views responsible gaming as a positive force that enhances entertainment rather than limiting it. Players get more out of the experience when they feel safe and in control. This philosophy shapes the interaction with customers and the long-term strategy. By promoting healthy play, Betsson endeavours to strengthen customer loyalty and contribute to a sustainable entertainment industry.

Learn more about responsible gaming:
www.betssonab.com/sustainability/responsible-gaming



Ethics and business compliance

Integrity is the foundation of Betsson's operations. Online gaming is a strictly regulated industry, where robust compliance practices is a must to be able to operate. Betsson's ambition is to maintain a strong reputation for compliance. This starts with clear internal rules and extends to technology development, training and collaborations with regulatory authorities and industry associations.

A culture of responsibility

Regulatory compliance at Betsson is part of the corporate culture and is maintained through robust policies and procedures to ensure that the organisation complies with applicable laws, regulations and licensing conditions in the various markets.

Betsson's compliance framework covers areas such as:

- Anti-Money Laundering (AML) and Counter-Terrorist Financing (CTF): Comprehensive systems and controls to prevent financial crime.
- Data protection and privacy: Protection of customer data and employee data in accordance with GDPR and other global standards.
- Responsible marketing and advertising: Ensuring accurate and transparent communication.
- Ethical business conduct: Maintaining integrity in relationships with partners, suppliers and regulators.
- Whistleblowing: Providing secure and confidential channels for reporting any concerns and ensuring proper follow-up.

Through its membership of a number of national and international industry organisations, the Group also works actively to share experiences and contribute to sustainable gaming regulations that benefit customers, society and a sustainable development of the industry.

Find out more about Betsson's key policies at www.betssonab.com/governance/corporate-policies

Certifications for sustainable operations

Customers and partners trust the Group to protect sensitive information, and so information security and data protection are at the heart of Betsson's operations. Betsson's information security management systems are certified according to ISO 27001 and comply with PCI DSS, a rigorous framework designed to protect payment card data during processing, storage and transmission.

In 2025, Betsson strengthened its commitment to quality, sustainability and responsible business practices through three ISO certifications and two independent assessments awarded to the Group's locally licensed Italian subsidiary, following extensive audits by Bureau Veritas:

- ISO 9001 – Quality Management: Implementation of effective quality management systems that consistently deliver services meeting requirements from customers and regulators.
- ISO 14001 – Environmental Management: Focusing on reducing environmental impact through responsible use of resources and environmental responsibility.
- ISO 26000 – Social Responsibility: Reflecting a commitment to ethical conduct, transparency and contributing to sustainable development.
- ISO 30415 – Human Capital: Diversity and Inclusion: Validating inclusive workplace practices that respect human rights and promote equal opportunities.
- ISO 50001 – Energy Management: Implementation of systematic efforts to improve energy efficiency and reduce consumption within the organisation.



**BUREAU
VERITAS**

Certified:

ISO 9001
ISO 14001
ISO 50001

Independently

assessed:
ISO 26000
ISO 30415

Although these audits were conducted for the Italian operations, the principles behind them – quality, care for the environment, diversity and social responsibility – are deeply rooted throughout the whole Betsson Group.



Combating match-fixing

Betsson's objective is to combat match-fixing across all forms of sports betting. In addition to certifications, Betsson protects the integrity of sports betting and works against match fixing through active membership of the International Betting Integrity Association (IBIA). This includes data sharing agreements and rapid action to counter suspicious activity, thereby strengthening the Group's role as a reliable operator.



Continuous improvement

Continuous improvement is an integral part of corporate governance. Betsson invests in technology, training and tools to stay one step ahead of compliance requirements. The dedicated compliance team works proactively to identify risks and implement best practices, while annual risk assessments and policy reviews ensure that the Group is at the forefront of changing regulations and stakeholder expectations.

Learn more about ethics and compliance:
www.betssonab.com/sustainability/business-compliance

18

Member of 18 industry organisations in locally regulated markets, including the Swedish Trade Association for Online Gambling (BOS) and the Swedish Gambling Association (SPER), as well as the European Gaming and Betting Association (EGBA).

Employee impact

Talented people is the first pillar of Betsson’s business strategy and the foundation of the Group’s success. Betsson believes that sustainable profitability begins with a workforce that feels empowered, included and inspired. Creating the best workplace involves offering career opportunities, promoting employee development and ensuring well-being in an environment in which everyone is given the opportunity to reach their full potential.



A culture of inclusion and development

Diversity and inclusion are part of Betsson’s DNA. With employees from more than 70 nationalities, Betsson is a truly global company where diverse perspectives drive innovation and creativity. The Group’s Diversity, Inclusion and Belonging statement and Code of Conduct define clear expectations: equal opportunities for all, zero tolerance for discrimination and a workplace where all individuals can reach their full potential.

To be able to continuously attract the best talent and achieve its business objectives, the Group must also have the best leaders. Leaders are supported through a consistent leadership framework and 360-degree training designed to build self-awareness, strengthen teams and lead through change. All new employees take part in a global induction programme that introduces business strategy, products and responsible gaming, while the Group’s online training tool – Learning

Management System – offers continuous development tailored to role, needs and ambition.

Well-being and engagement

Employee well-being is essential for people to thrive at work and perform at their best, which is why Betsson invests in initiatives that support physical, mental and social health. Where possible, the Group offers hybrid work that combines the flexibility of working remotely with the benefits of regular interaction with colleagues. Betsson also arranges employee events and offers benefits such as health and wellness allowances

Awards such as ‘Best Employer for Diversity and Inclusion’ and ‘Best Workplace’ from reputable organisations in the industry, high ratings from employees in the annual employee survey and the fact that the average tenure has increased significantly in recent years demonstrate that Betsson’s efforts to create the best employee experience have been successful. By investing in people and culture, Betsson strengthens its capacity, continuity and the ‘One Betsson’ spirit that underpins both the employee and customer experience.

Learn more about employee impact:
www.betssonab.com/sustainability/employee-impact

86%

Employer of Choice

In 2025, Betsson achieved its highest result to date in the annual employee survey, with an Employee Index of 86%.

Social impact

Betsson believes that business success should go hand in hand with positive social impact, as we are part of the society around us. As a global company, the Group has a responsibility to contribute to the community, not only through economic value creation but also by supporting local initiatives, and driving meaningful change.

Support for communities in which we operate

Betsson's approach to community engagement is based on long-term partnerships with reputable local stakeholders and charities in order to address social needs. By contributing with resources, expertise and practical support that empower vulnerable groups, Betsson aims to make a noticeable difference.

Betsson supported a number of community projects in 2025, focusing on the three areas of the Group's social impact framework: sports, diversity and environment. Examples include tree planting and clean-up activities, as well as support for local shelters and food banks. The Group also continued its long-term support for humanitarian aid to Ukraine, where Betsson has consistently contributed funds in the years since the full-scale invasion, among other things, in order to purchase an ambulance, renovate a shelter and support the local population with food, hygiene products and medical supplies.

Betsson encourages its employees to get involved in volunteer work and fundraising activities organised by the Group. This hands-on approach strengthens company culture, builds pride and reinforces the positive impact achieved together.

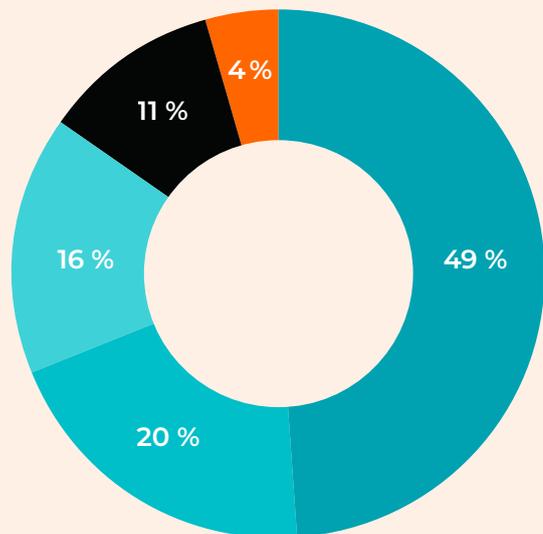
Economic value creation

Betsson creates value for society by paying taxes, investing in sports, creating new jobs, financing public services and social benefits, and supporting local community initiatives.

The chart on the right shows the distribution of created economic value to employees in the form of salaries, suppliers for purchases of products and services, shareholders in the form of dividends and society in general by taxes and fees.

Learn more about social impact:
www.betssonab.com/sustainability/social-impact

Distribution of economic value creation in 2025



- Suppliers
- Society
- Employees
- Shareholders
- Retained in Company

Climate impact

Operating in a completely digital industry, Betsson has a significantly lower carbon footprint compared to many other businesses in the entertainment sector. The Group's online services have lower emissions compared with land-based casinos, but climate change is a global challenge, and Betsson is committed to doing its part in climate action.

Betsson's climate journey

Betsson's climate journey began with the Group measuring and compensating for business travel, and has since evolved to include emissions throughout the value chain (scope 1, 2 and 3). Governance is supported by a climate strategy, a dedicated data-collection platform that ensures traceability, and external partners who assist with emissions calculations.

The Group has defined science-based targets, validated by the Science-based targets initiative (SBTi), to reduce emissions. Betsson offsets the climate footprint that cannot yet be eliminated through verified climate-positive projects and goes beyond its calculated emissions to create a margin. In this respect, Betsson was the first gaming operator to include climate offsetting for the electricity used by customers when playing on the Group's gaming sites and apps.

Besides reducing its emissions and compensating for its climate impact, Betsson's employees contribute locally by participating in tree-planting initiatives and environmental clean-up activities.

Information about the Group's emissions can be found in the sustainability report on page 46-92.

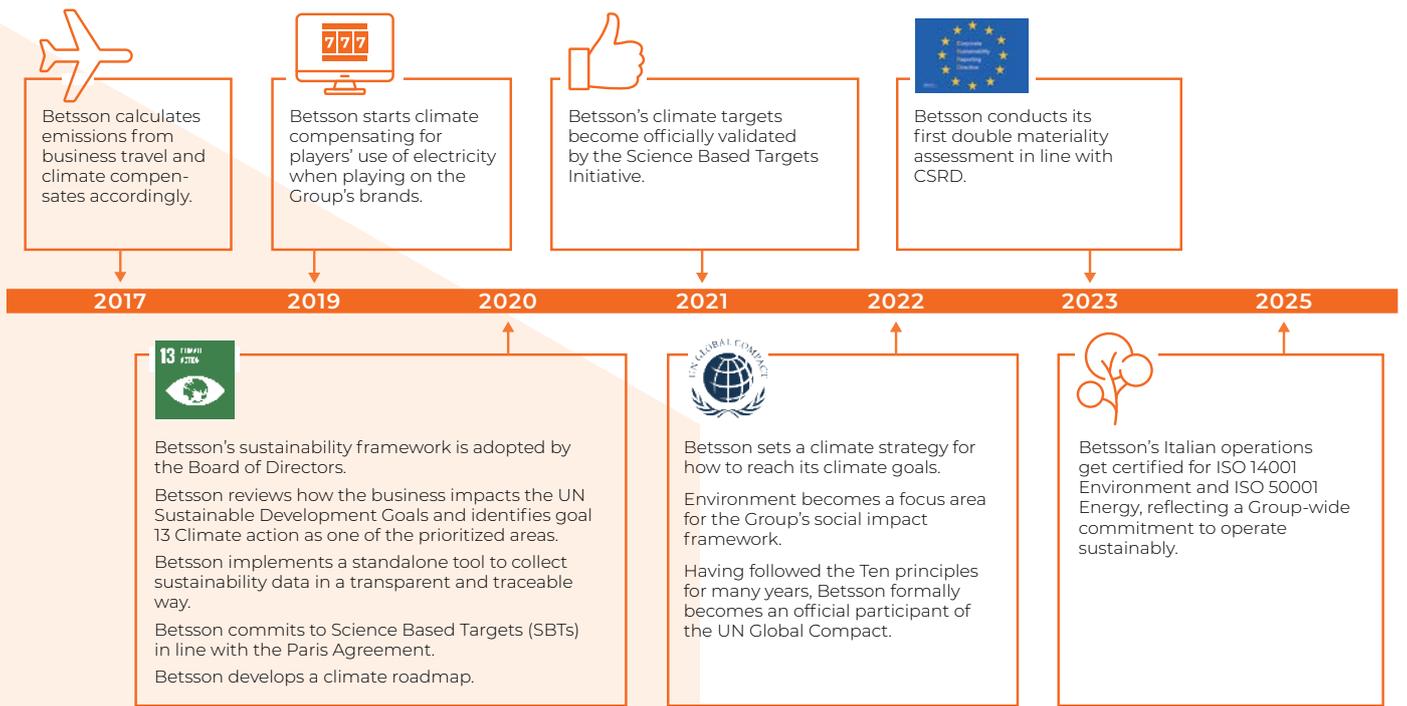
Learn more about climate impact:
www.betssonab.com/sustainability/climate-impact

Betsson offsets its climate impact through certified projects that also support other UN Sustainable Development Goals, in addition to Goal 13 – Climate Action.

ISO-certified

In 2025, Betsson's largest offices – the operational headquarters in Malta – were certified according to ISO 14001 environmental management and ISO 50001 energy management as part of the assessment of the Group's Italian subsidiary.







Reports



Management Report

Risks and risk management	36
Betsson's work for sustainable gaming regulations	43
Sustainability report	46

Governance

Corporate Governance Report	96
Board of Directors and Auditor	104
Group Management	108
The share and shareholders	110
Five-year Review	112

Financial information

Consolidated financial statements	114
Parent Company's financial statements	119
Notes	123
Proposed Appropriation of Profits	147
Audit Report	148

Other

Annual General Meeting	152
Financial calendar	153
Contact details	154

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 2025 financial year for the Parent Company and the Group. The annual accounts, including the auditor's report, can be found on pages 34-151. A sustainability report has been prepared in accordance with the Swedish Annual Accounts Act and the EU's Corporate Sustainability Reporting Directive (CSRD). The sustainability report can be found on pages 46-92 of this Annual Report. The results of operations for the year and the financial position of the Parent Company and the Group are presented in the Management Report and in the subsequent income statements, balance sheets, cash flow statements and statements of changes in equity, with associated notes and comments. The reporting currency of the Parent Company and the Group is the euro. The consolidated income statement and balance sheet and the Parent Company income statement and balance sheet will be presented for adoption by the Annual General Meeting on 7 May 2026.

Operations

Betsson AB, the Parent Company of the Group, invests in and manages companies mainly operating online gaming. The Parent Company itself does not conduct any gaming operations. The subsidiaries offer mainly casino and sports betting to customers in a global market through partnerships and the websites of the mainly Malta-based subsidiaries. In addition, the subsidiaries offer system solutions to other partners and associates. For reasons of simplicity, the name 'Betsson' or 'Group' is used throughout this Annual Report when describing the Group's gaming operations. This primarily relates to the gaming activities of Betsson's subsidiaries, which in 2025 were conducted through European gaming licences in Malta and local gambling licences in a total of 24 countries.

Group revenue and income

Group revenue totalled EUR 1,197.0 (1,106.6) million, which is equivalent to an increase of 8 percent on the previous year. Gross profit was EUR 755.5 (719.7) million, which is equivalent to an increase of 5 percent. The gross margin was 63 (65) percent. Operating income fell by 1 percent to EUR 253.1 (256.7) million and operating margin amounted to 21.1 (23.2) percent. Profit before tax was EUR 235.5 (233.7) million and net income was EUR 182.4 (183.7) million, equivalent to earnings per share of EUR 1.29 (1.32).

Products

Casino games are Betsson's largest product and accounted for 72.5 (71.9) percent of revenue during the year, followed by sports betting with 27.0 (27.4) percent and other games (including poker) accounting for 0.5 (0.7) percent of revenue.

Customers

At the end of the year, there were 31,134,568 (29,353,112) registered customers, an increase of 6 percent compared with the end of the previous year.

Proposed dividend

The Board of Directors proposes that the Annual General Meeting on 7 May 2026 resolves to transfer to shareholders an ordinary dividend of EUR 0.66 (0.657) per share. This corresponds to a transfer to shareholders of a total of EUR 90.9 (104.4) million based on the number of shares outstanding at the end of the year. The previous year's dividend included an extraordinary dividend of EUR 0.10 per share. The Board proposes to the General Meeting that the transfer to shareholders be executed through a cash dividend. The Board also proposes that the dividend be paid in two equal instalments; the first payment to be made in the second quarter of 2026 and the second payment in the fourth quarter of 2026. The Board's full proposal will be presented well in advance of the Annual General Meeting. According to the dividend policy, it is the Board's ambition that the dividend paid to shareholders be up to 50 percent of the Group's profit after tax, provided that an appropriate capital structure can be maintained. The dividend can be paid in one or more instalments via a cash transfer, an automatic redemption process or the repurchase of own shares.

Material events in 2025

Acquisitions

The Italian company BetClic Italy was acquired at the beginning of the first quarter as part of the continued expansion in the Italian market.

In Poland, during the first quarter, the remaining shares in the previously jointly owned subsidiary Bukmacherska were acquired, which holds a local licence and offers sports betting on the Polish market.

Licences and new markets

In February, the Group obtained a local licence for the newly regulated Brazilian market. This licence covers casino and online sports betting. The product offering for Brazil was launched under the new licence in early April.

The technical launch of a gaming site for the locally regulated market in Paraguay was completed in February following the Group's receipt of a local licence for online casino operations at the end of 2024.

In September, the Italian Customs and Monopolies Agency (ADM) announced details of the new licences for online gambling in Italy. A total of 52 licences were issued to 46 operators. These licensees include Betsson's subsidiary Azzurri Limited, which received two licences.

Sponsorship

In June, it was announced that the Group will become the shirt sponsor of the historic Belgian football team Club Brugge through a three-year partnership agreement.

Share buybacks

On 24 October, the Board of Directors resolved, in accordance with the authorisation granted by the 2025 Annual General Meeting, to initiate a share buyback programme for the company's own Class B shares. The maximum buyback amount is the SEK amount corresponding to EUR 40 million. The purpose of the buybacks is to adjust the company's capital structure. The buybacks will be completed by 30 April 2026 at the latest.

Dividend

The 2025 Annual General Meeting resolved to distribute a dividend to shareholders of EUR 104.4 (88.5) million, corresponding to EUR 0.76 (0.645) per share, of which EUR 0.10 per share was an extraordinary dividend. The dividend was paid to shareholders in two parts in June and October respectively.

Financing

In November, Betsson AB issued new senior unsecured bonds of EUR 75 million under a framework of a total of EUR 250 million. These bonds have a maturity of four years and a floating interest rate of 3-month EURIBOR plus 275 basis points. The issue proceeds will be used for general corporate purposes, including acquisitions. All bonds in the 2023/2026 series were repurchased in connection with this issue.

Discontinued operations

Operations in Nigeria were discontinued during the second quarter as a result of the ongoing evaluation of the Group's market strategy for Africa.

In June, the Group cancelled the acquisition of Holland Gaming Technology Ltd and Holland Power Gaming B.V. in the Netherlands in order to prioritise other business opportunities.

Investments and depreciation/amortisation

The year's investments in tangible and intangible fixed assets amounted to EUR 64.6 (50.0) million, of which EUR 41.6 (31.2) million referred to capitalised development expenditure. Depreciation and amortisation for the year totalled EUR 60.5 (59.2) million, of which EUR 28.4 (27.4) million referred to the depreciation/amortisation of capitalised development expenditure. The investments were made primarily in IT hardware, the development of gaming platforms and the integration of gaming and payment solutions.

Equity

Equity in the Group totalled EUR 894.0 (857.7) million at the balance sheet date, equivalent to EUR 6.44 (6.32) per share. Return on equity was 20 (22) percent.

Cash flow and financial position

At the end of the year, the equity/assets ratio was 67 (63) percent. At year-end, outstanding bond loans amounted to EUR 173.2 (173.0) million. Cash and cash equivalents were negatively impacted during the year by EUR 104.8 (90.2) million regarding transfer to shareholders through a dividend which was paid out in two equal parts, in June and October. Cash and cash equivalents at the end of the year amounted to EUR 322.7 (308.5) million. Player liabilities, including reserves for accumulated jackpots, totalled EUR 48.1 (53.6) million. Current gaming licences require the Group's gaming companies to reserve a certain proportion of cash to cover player debt and accumulated jackpots. Current receivables from payment providers for unsettled customer deposits were EUR 62.5 (58.2) million.

Personnel

At the end of the year, there were 2,899 (2,660) employees in the Group. The average number of employees in the Group during the year was 2,822 (2,319), of whom 1,484 (1,289) were based in Malta. In addition, the Group had 232 (253) consultants engaged on a full-time basis, primarily in product development.

Significant events after the balance sheet date

Acquisition

On 12 March 2026, Betsson entered into an agreement to acquire Rhino Entertainment Group's B2C operations licensed in Canada as well as certain technology assets related to its B2B operations. The total purchase consideration amounts to approximately EUR 64.5 million, of which EUR 51.25 million will be paid at closing and the remaining amount six months after closing. Betsson will finance the acquisition with existing cash.

In 2025, the acquired assets generated a combined estimated operating profit before depreciation and amortisation (EBITDA) of EUR 13.7 million on a pro forma basis.

Share buybacks

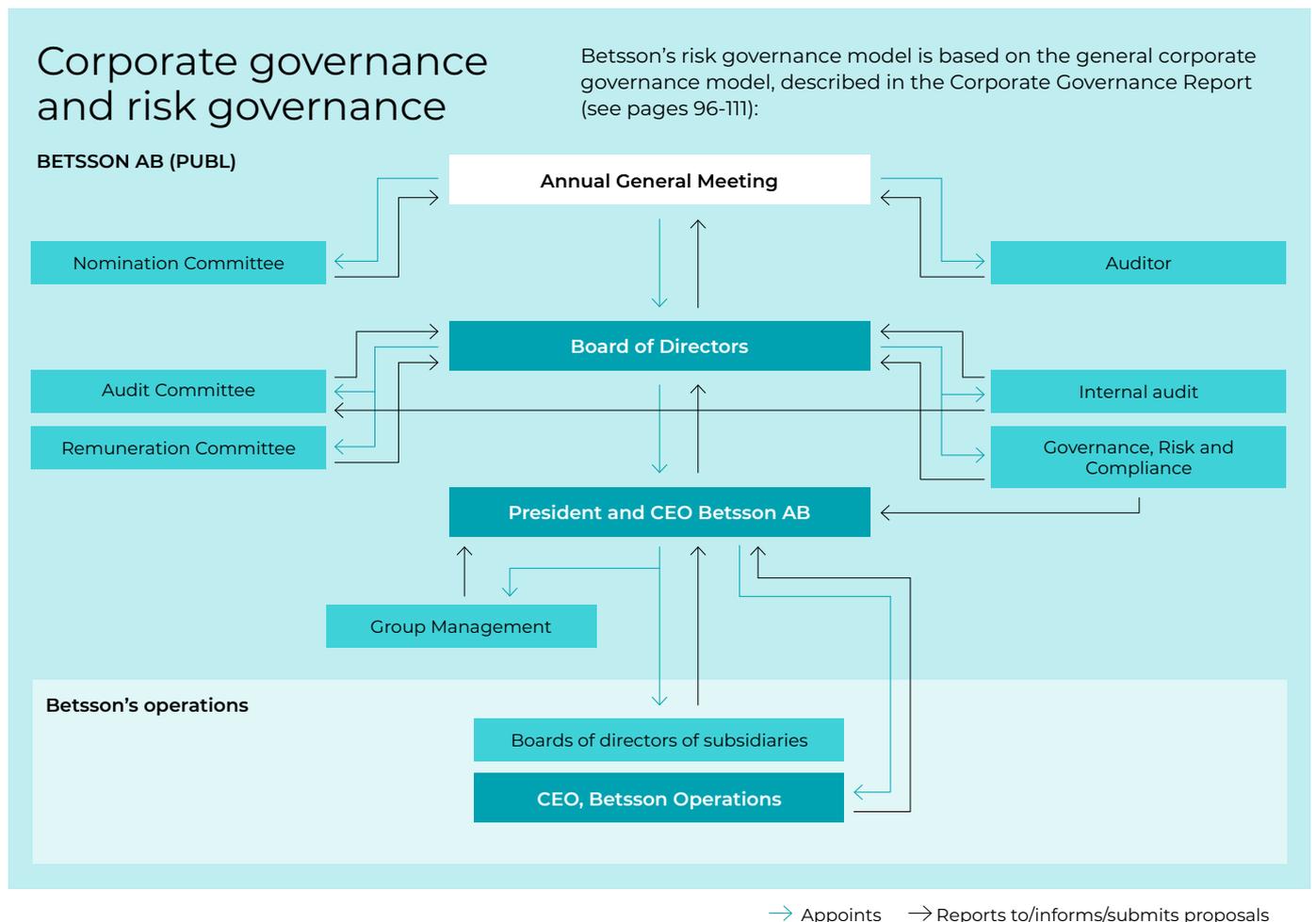
During the period 1 January–13 March 2026, Betsson repurchased additional shares for approximately EUR 17.5 million, under the share buyback programme initiated on 24 October 2025.

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 3.2 (3.1) million, and income before tax amounted to EUR 135.1 (173.5) million. Net financial items included EUR 173.7 (251.8) million referring to dividends received from subsidiaries. Cash and cash equivalents in the Parent Company amounted to EUR 89.0 (40.6) million at the end of the year.

Risks and risk management

Robust risk management is a cornerstone in the Group's continuous efforts to reach a profitable and sustainable business long-term. Thus, Betsson is continuously developing its risk management processes and structures.



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. 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 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 Executive, 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's operating activities on a day-to-day basis.

The GRC function (Governance, Risk and Compliance function), 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 bodies on an ongoing basis.

Risk management framework

The Board has adopted a risk management policy and framework that provide a solid foundation, in line with best practice, within which risk management can continue to be developed and strengthened within the Group (see the diagram below). During 2025, efforts continued to ensure that the risk framework was applied across the Group, and good progress was made in this regard during the year. For 2026, the emphasis will be on strengthening the function and improving reporting in the fields of risk, compliance and internal audit 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:

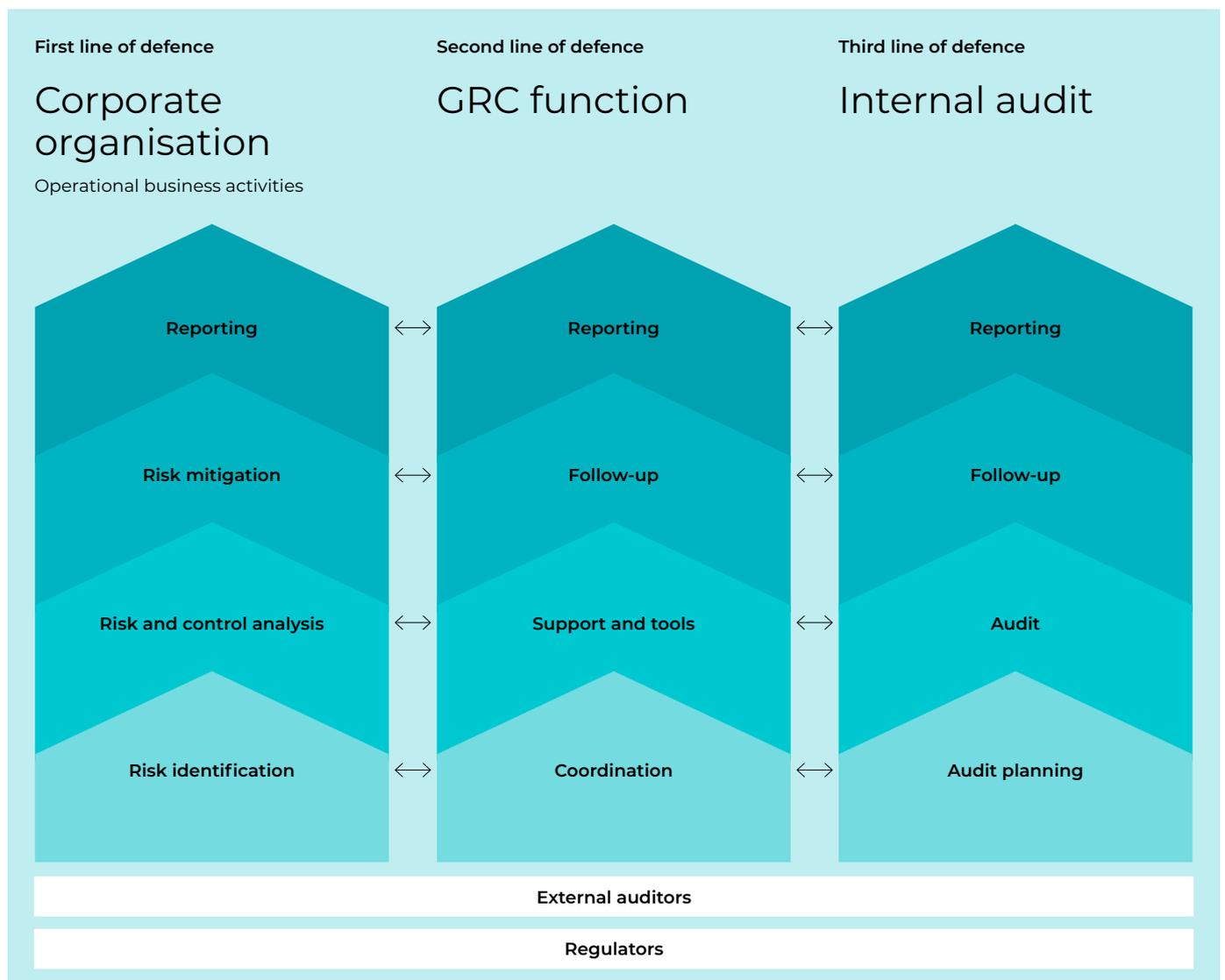
Risk category	Description
Strategic risk	The risk of loss arising from deteriorating industry conditions, changes in regulation, unfavourable business decisions, inadequate implementation of decisions or an inability to adapt to changes in the business environment.
Operational risk	The risk of loss as a result of inadequate or defective internal processes, people and systems or from external events.
Compliance risk	The risk of loss as a result of failure to comply with applicable laws, regulations, rules, related self-regulations and organisation standards, internal rules and codes of conduct.
Financial risk	The risk of negative financial impact due to changes in the tax environment, lack of efficient management and control of finances within the organisation, as well as the effects of other external financial factors.

Betsson does not regard sustainability as a separate risk category. As presented in the sustainability report (pages 46-94), 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

Within the operational business, 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 robust 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 tolerance levels.

Second line of defence

The GRC function is responsible for facilitating and coordinating the implementation of the Group's annual risk management process. 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 as regards 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 established tolerance levels. Relevant decision forums, such as the operational management team, the Group management team and the 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 reviews are risk-based and 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 licences.

The GRC function's activities during 2025

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 2025 included:

- coordinating, contributing to and supporting first-line identification and assessment of existing and new risks, including management of the Group's insurance coverage,
- providing the Audit Committee, Group executive and operational management with quarterly updates regarding significant risks to which the Group is exposed,
- supporting strategy and business planning efforts, policy for managing regulatory compliance and working methods to ensure regulatory compliance,
- supporting risk owners in the development and planning of business continuity management and information technology recovery,
- reviewing and updating the code of conduct,
- assisting the Audit Committee in coordinating activities within the three lines of defence, including acting as liaison for the external partner regarding internal audit services,
- contributing to various initiatives aiming to develop and strengthen sound corporate governance in harmony with other key functions within the Group,
- leading a working group to strengthen procedures and maintain important policies and guidelines within the Group,
- contributing to the management of the Group's global whistleblowing channel by assessing incoming reports in consultation with the company's legal function.
- supporting the coordination of internal audits in connection with ISO certifications,
- continuing to work on the anti-corruption framework, to include conducting a risk assessment covering the Group's main operations, and
- organising training and other activities to increase staff awareness of GRC, including board training programmes for subsidiary boards,
- starting work on renewing the internal audit framework.

The following table presents the principal risks identified for the Group that could have a significant adverse impact on the Group's strategic objectives. The ongoing monitoring and management of these risks also forms part of the Company's risk assessment process. The risks are classified using an internally developed taxonomy, and an indication of expected development (trend) is produced based on the risk descriptions below.

Risk	Description of risk	Risk mitigation	Trend
Strategic risks			
Regulatory risk	Amended regulations which make it more difficult to run a profitable business, due to for example high tax levels and/or far-reaching product and marketing restrictions.	Through active involvement in various industry organisations and dialogue with policy makers on different levels, Betsson works to achieve regulations which aim to both protect consumers and open up markets with high channelisation, while also preventing monopolism in the EU Member States (also refer to the section below about Betsson's work for sustainable gaming regulations and the sustainability report).	↑
Reputational risk	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. See the sustainability report on pages 46-92.	↔
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 matches that have been fixed.	The Group 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 advance 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 service-related risks	Betsson's operational activities are global and span many different markets, requiring the use of several payment service providers. Some of these operate with more complex payment processes. 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 Group 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 and entry into new markets, as well as B2B business. Unforeseen problems beyond Betsson's control, as well as strong competition from both licensed and unlicensed operators, may result in the expected results not being achieved.	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, investment into product and technology provide the necessary tools for the execution of the strategic objectives set by the Board.	↔
Political risks and regional instability	Betsson is a global operator, with operations distributed across several continents. A state of heightened tension, conflict or instability within a specific geographical area, or political factors such as unstable governments, political changes or unrest, may adversely affect the Group's finances and investments.	Betsson's diversification is a strength, with investments, operations and supply chains in multiple geographical regions, which reduces dependence on individual, more volatile countries. Betsson also has crisis management and business continuity plans that enable a rapid and coordinated response to sudden disruptions.	↔

Risk	Description of risk	Risk mitigation	Trend
Operational risks			
Business continuity and information technology recovery	The risk that external or internal events causes a disruption of Betsson's business operations.	The Group has implemented systems, processes and procedures to strengthen resilience against this type of risk. Furthermore, cloud services and software are used to support continued growth for the Group while maintaining IT security.	↑
Risk for high staff turnover and loss of experts	The lack of expertise in key areas of the gaming industry is further exacerbated by increased expectations among staff and changing circumstances due to various external factors. This could lead to high staff turnover and difficulty to retain certain key experts.	Betsson is in control of the risk and works according to a comprehensive HR 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 of unauthorised use, disruption, modification or destruction of data thus failing to ensure its confidentiality, integrity and availability which are considered the core underpinning of information security.	Betsson is working continuously to uphold high standards in this area. Betsson is ISO 27001: 2022 certified and uses a payment platform which is PCI DSS (Payment Card Industry Data Security Standard) compliant.	↔
Technical innovation and organisational maturity	Betsson's fast growth over the years, organically and through acquisitions, has transformed it into a global company. This has led to a relatively complex IT-environment. Processes and ways of working have not fully matured in line with growth. If measures to address this fails, it may lead to lack of innovation, incidents, and systems failure.	Improvements in this area, in the form of various initiatives and a number of targeted investments aimed at updating the company's own platforms and key products, have been implemented for a number of years. Work is ongoing to continue the journey towards increased innovation and maturity of the platform and product offerings.	↓
Third-party risks	In today's interconnected business environment, and particularly for a global group such as Betsson, it is necessary to rely on third-party suppliers and partners to deliver key services and products. While such relationships are beneficial and often essential to operations, they also entail potential operational risks that may affect the Group's sustainability efforts.	Betsson has worked to implement a robust risk management framework in respect of third-party providers. This includes due diligence and monitoring to ensure that partners meet the Group's standards and regulatory requirements.	↑
Compliance risk			
Compliance with existing and new laws and regulations, including licensing requirements	The risk of fines or revocation of a gambling licence as a result of failure to act in accordance with industry laws, regulations or standards. Betsson is operating in a complex, international and national, regulatory environment, which is constantly evolving. Regulatory requirements are increasing 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 licences held by the Group and other relevant regulations. More information can be found in the sections 'B2B' and 'Regulatory developments' below, as well as in the sustainability report, pages 46-92.	↑
Legal risk	The risk of loss, reputational damage or other adverse consequences arising from a) incorrect transactions, b) claims from suppliers or other parties, or other events giving rise to liability for compensation or other losses (as a result of contract termination, for example), c) failure to take appropriate measures to safeguard assets, or d) changes in laws or their application.	Significant resources and time are continuously devoted to ensuring that the Group fulfils its legal obligations, including actively and appropriately mitigating legal risks. Some development is expected in this respect in 2026 as a result of decisions and assessments at the EU level which are beyond the Group's control or influence.	↑
Claims from customers	As the gaming industry is increasingly subject to regulatory intervention, there is a growing risk that players may bring claims against the Group, arguing that online gaming agreements should be considered invalid or unenforceable under certain circumstances. In such cases, the Group may be subject to claims from players concerning (i) an alleged breach of the duty of care and/or (ii) the legality of providing online gambling and/or betting services without a local licence. Several cases are currently pending before the Court of Justice of the European Union that may have a significant impact on cross-border licensing, the enforcement of claims for the repayment of player losses and the validity of gaming agreements.	Significant resources and time are continuously devoted to ensuring that the Group fulfils its legal obligations, including actively and appropriately mitigating risks related to claims from customers.	↑

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. See also the sustainability report, pages 46-92. The introduction of the Pillar II rules has, since 2024, resulted in higher corporate income tax for the Group than previously.	↔

Legend for trend arrows showing risk changes

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

Betsson's work for sustainable gaming regulations

Betsson places utmost importance on compliance and ensuring its operations are aligned with ongoing regulatory developments. Through dialogue with policymakers at various levels, the Group works to promote regulations that protect consumers and liberalise markets, with high channelisation as a result, while seeking to prevent protectionism in EU and EEA Member States and other jurisdictions in which the Group operates.

Gaming is regulated by local legislation in many markets, and local licences are generally required for all gaming activities in those markets. The Group applies for and maintains local licences where such licences are available. The Group uses its Malta licences to provide online gambling services to other EU/EEA Member States in accordance with established EU/EEA rules and the principle of the free movement of services, unless those countries have their own national regulatory and licensing systems that are compatible with the same EU/EEA rules and principles, and in particular with the fundamental principles of the Treaty on the Functioning of the European Union (TFEU). In certain non-EU/EEA territories, the Group may seek to gain market share from operators active in those markets by relying on its Malta licences, provided that this does not conflict with local legislation, for example where local laws have not been updated to permit the provision of online gaming and/or to apply extraterritorially.

During 2025, the Group conducted its operations under gaming licences in 24 countries.

B2B

Betsson regularly assesses national laws in line with local legal advice and overarching EU and international legal principles. Based on these assessments, Betsson operational subsidiaries providing direct services to consumers have elected to exclude several markets.

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

Betsson's operating subsidiaries also offer B2B gaming services to a number of third-party companies who in turn offer such services directly to consumers. Such third parties oper-

ate under their own licences and determine independently which markets they accept bets from; they do not always exclude the same territories as Betsson.

Disputes

The Group takes its duty of care very seriously and applies high global standards for responsible gambling. Despite this, situations may arise in which individuals claim that the Group has contributed to their problematic gaming behaviour. Such allegations may adversely affect the Group's reputation, give rise to significant costs and reduce confidence in the Group, ultimately impacting revenue.

Regulatory developments

The following is a summary of regulatory developments in 2025 in countries that are relevant to, and of interest to the Group. The summary, including the selection of jurisdictions covered, is not intended to be exhaustive.

Nordic countries

On 1 July 2025, the 'Supreme Court of Sweden ruled that BML Group Ltd ('BML') must repay approximately EUR 500,000 to a Swedish player who had used BML's online gaming services from Malta between 2009 and 2014, that is, before the new Swedish Gambling Act came into force in 2019. According to the court, the company had breached the duty of care owed to the customer. The Group's view is that the case relates to specific circumstances and that the judgment is not expected to have any broader financial implications for its operations.

In June, the Swedish Gambling Authority concluded its review of Betsson Nordic Ltd, which had commenced a year earlier. The Swedish Gambling Authority imposed a fine of SEK 6.5 million and issued a formal warning due to alleged deficiencies in the company's procedures, including its review of customers. According to the authority, the company had not collected sufficient information regarding customers' deposits. Betsson Nordic Ltd has appealed the decision.

In December, the Parliament of Finland approved the new Gambling Act, marking the country's transition from a state gambling monopoly to an open licensing system. Licence applications for B2C operators will open in March 2026, although the new regulatory framework will not enter into force until 1 July 2027. B2C and B2B software licences will be valid for up to five years.

In December, the Danish government introduced a new legislative proposal providing for stricter rules on advertising and player protection. Key changes include a ban on gambling advertisements during sporting events (as well as for 10 minutes before and after), restrictions on the display of live odds and amendments to the Gambling Act to cover influencers. Streamers and social media personalities will be prohibited from advertising gambling to minors or promoting gambling as a financial solution. Additional prohibitions include endorsements by celebrities and advertising on public transport and in the vicinity of educational institutions.

Western Europe

On 17 September 2025, the Italian Customs and Monopolies Agency (ADM) announced details of the new licences for online gambling. A total of 52 licences were issued to 46 operators. These licensees include Betsson's subsidiary Azzurri Limited. The licence agreements were signed in November.

In February 2025, the General Court of Malta issued an initial judgment on the claims made by Austrian players against gaming operators. The ruling sides with the operators, who are licensed by the Malta Gaming Authority (MGA). The court refused enforcement of Austrian court judgments which had found that operators based in Malta had unlawfully offered gambling services and had ordered compensation for players' losses. A key argument put forward by the court was that Austria's gambling monopoly infringed Article 56 of the Treaty on the Functioning of the European Union (TFEU). In addition, the court invoked Article 56A of the Malta Gaming Act, which was introduced by Bill 55 and strengthens the legal protection of Maltese gaming services against incompatible foreign judgments. Finally, the Maltese court held that the Austrian judgments not only infringed Article 56, but also contravened public policy under the Brussels Regulation, which led the court to refuse to enforce the Austrian judgments.

A similar development, where players request reimbursement of their previous gambling losses on the grounds that Maltese operators did not hold a local licence, has also emerged in Germany and the Netherlands. The outcome of the German player claims remains unclear, as several cases are currently

being considered by the European Court of Justice. In the Netherlands, two courts of first instance have referred key legal questions to the Supreme Court, which is expected to deliver its opinion during the second or third quarter of 2026 on whether players may claim reimbursement of losses incurred before 2021.

On 18 June 2025, the European Commission initiated infringement proceedings against Malta for failure to comply with Regulation (EU) No 1215/2012 on jurisdiction and the recognition and enforcement of judgments in civil and commercial matters. The Commission emphasised that Maltese courts systematically refuse to recognise and enforce judgments from other European courts concerning Maltese gaming companies, citing the country's applicable public policy rules. The Commission expressed concern that Malta's protection of its gambling sector against cross-border disputes undermines the principle of mutual trust in the EU's judicial system. The Commission may decide to refer the case to the Court of Justice of the European Union if Malta fails to provide an adequate response by the prescribed deadline.

In the UK, gambling tax will increase from 21 percent to 40 percent for online casino games, slots, poker and bingo, with effect from 1 April 2026. In addition, a new general gambling tax of 25 percent will apply to online sports betting (excluding British horse racing) from 1 April 2027. These changes will make the UK one of the most highly taxed markets for online gambling globally.

Central and Eastern Europe and Central Asia (CEECA)

In May, the new Gambling Act was approved by parliament in Croatia. The amended law introduces stricter advertising rules from 1 January 2026. The new rules prohibit various types of bonuses and impose a range of marketing restrictions.

In 2022, the Group's subsidiary in Lithuania received three fines of EUR 25,000 each for breaching a ban on promotion. These fines were subsequently appealed. In a decision in March 2025, the Court of Justice of the European Union held that the ban on promotion had been insufficiently communicated to the European Commission, rendering it impossible to enforce against operators. In the light of this ruling, the Supreme Administrative Court of Lithuania was ordered to reconsider the discontinued cases and annul the fines. Consequently, all three fines were revoked.

In September 2025, Latvia proposed amendments to its gambling tax legislation, bringing forward planned tax increases to 1 January 2026. For online gambling and casinos, the tax

will increase from 12 percent to 15 percent of GGR. Notably, the tax rate had been increased earlier in the year, from 10 percent to 12 percent.

In December, parliament in Estonia approved amendments to the Gambling Act and the Gambling Tax Act, under which the gambling tax for online casinos and sports betting will be reduced to 5.5 percent, down from the current 6 percent, with effect from 1 January 2026. Further tax reductions are planned according to the following dates and new levels: 1 January 2027: 5 percent, 1 January 2028: 4.5 percent and 1 January 2029: 4 percent.

Latin America

In Brazil, the online gambling market was re-regulated as of 1 January 2025, with a comprehensive and competitive licensing framework for sports betting and online casinos. On 26 December 2025, the President approved a new law that increased the gambling tax for operators from 12 percent to 15 percent of GGR, with the increase to be introduced gradually from 2026.

In Peru, the 1 percent selective consumption tax ('SCT') on wagers placed (gambling turnover) entered into force on 1 January 2025, with the first tax payment due in February. The tax was set at 0.3 percent during a transitional period until 30 June 2025. Although Congress passed a bill in June that amended the tax base for the SCT so that it would be calculated on the basis of gross gaming revenue (GGR), the country's President vetoed the proposal. Accordingly, the calculation of the SCT tax will be applied at 1 percent of bets placed (gambling turnover) until further notice.

In Argentina, the bill 'Prevention of Gambling Addiction and Regulation of Games of Chance and Online Gambling (D-26/2024)' officially lost its parliamentary status on 1 December 2025. Consequently, the bill must be formally reintroduced in Congress before it can be reconsidered and debated by both chambers of Congress.

In Colombia, the government decided to finance the crisis in the Catatumbo region through tax revenues from the gambling sector. In February, the government consequently introduced VAT on online gambling at 19 percent of customer deposits in order to address the crisis. On 31 October 2025, Colombia's Constitutional Court upheld the validity of VAT on online gambling, which meant that VAT would remain in force until the end of 2025. Subsequently, on 30 December, the government passed a new decree that shifted the tax base for the 19 percent VAT on gambling from customer deposits to

gross gaming revenue (GGR) for all online gambling operators in Colombia, with or without local licences. Unless the decree is annulled by the courts, it will remain in effect until the end of 2026.

In Chile, on 6 August 2025, the Senate Finance Committee approved the general framework of the online gambling bill. This bill aims to regulate the online gambling industry, promote fair market conditions and strengthen public oversight. Digital betting services, whether domestic or foreign, will be subject to Chile's standard 19 percent VAT rate. The bill includes measures to prevent underage gambling and introduce technical restrictions, thereby underlining the emphasis on responsible regulation. The key provisions in the draft include a one-year cooling-off period and a requirement for retroactive tax payments for the past three years, which will be examined further by the Senate's Economy and Finance Committee.

Sustainability Statement

Sustainability Statement 2025			
General disclosures	47	Governance disclosures	76
Basis for preparation	47	ESRS G1 Business conduct	76
Environmental disclosures	60	Appendix	81
Reporting according to the EU Taxonomy	60	EU taxonomy eligibility	86
ESRS E1 Climate Change	60	Minimum safeguards statement	88
Social disclosures	66	Additional qualitative environmental disclosures	89
ESRS S1 Own workforce	66	Additional qualitative social disclosures	91
ESRS S4 Consumers and end-users	71		



General disclosures

Basis for preparation

BP-1 General basis for preparation of sustainability statements

This sustainability statement is prepared on a consolidated basis, in full compliance with the European Sustainability Reporting Standards (ESRS) and aligned with the scope of Betsson's International Financial Reporting Standards (IFRS) consolidated financial statements for the year ending 31 December 2025.

The Sustainability Report has been prepared in accordance with the Annual Accounts Act. This means that the report follows the European Sustainability Reporting Standards (ESRS) and includes the disclosures required under the EU Taxonomy Regulation.

All relevant subsidiaries within the Betsson Group ("Betsson" or "Group") are included, and none is exempt from sustainability reporting under applicable EU provisions.

The Group applies the double-materiality principle across the full value chain. Upstream impacts, such as emissions from data-centre operations, and downstream dimensions, such as player well-being, are both included. Betsson follows ESRS 1 §5.1 in identifying and evaluating these boundaries.

No omissions have been made on grounds of intellectual property, know-how, or innovation, per ESRS 1 §7.7. Additionally, Betsson does not apply any national exemptions related to impending developments or ongoing negotiations as per Directive 2013/34/EU Articles 19a(3) or 29a(3). Betsson aims for full transparency in its sustainability disclosures.

BP-2 Disclosures in relation to specific circumstances

During the reporting period, Betsson did not experience mergers, acquisitions, or disposals that materially affect sustainability reporting boundaries, other than that the ownership of the entity Bukmacherska Sp. z o.o. increased to over 50 percent meaning it is now included in the financial and sustainability statements, marginally affecting emissions and employee data. No significant changes occurred in the scope of consolidation or value chain structure.

The greenhouse gas inventory is prepared in alignment with the GHG protocol. Value chain data has only been included in E1 emission calculations. For certain Scope 3 categories, primary data was not available. Emissions for these gaps were therefore estimated by extrapolating from the available dataset:

Category 1 - Purchased goods and services: AWS and Azure provide Betsson with emission specific values in tCO₂e generated by Betsson's usage of servers from the two cloud-providers. As data was not yet available for the full year by the time of reporting, values were extrapolated to account for a full year of emissions.

Category 5 - Waste: For Tallinn, Belgrade, Riga, Gibraltar and Tbilisi, waste data was extrapolated using office size and Malta's waste profile. It was assumed that these offices generated only residual waste, paper/cardboard, and food waste, all conservatively treated as landfill.

Category 7 - Employee commuting: Employee commuting emissions were calculated based on the number of FTE across Betsson's organization. The number of weeks worked per employee was assumed to be 48 with a 5-day work week across all offices. Based on the 25% survey response rate, the commuting and teleworking emissions were extrapolated to represent the entire workforce. The data from the survey was cleaned and normalized where needed.

The calculations of Scope 3 emissions are subject to uncertainty due to data gaps and reliance on estimates. Uncertainties arise, for example, from the limited coverage of commuting data, insufficient access to complete supplier data from providers such as AWS and Azure, and the use of proxy-based estimates for offices where data on waste, heating, or electricity is unavailable. AWS's updated methodology, which now includes upstream Scope 3 emissions, also results in higher reported emissions. In total, secondary data accounts for 81 percent of the dataset, which further contributes to uncertainty. A consistently conservative methodology has been applied.

Betsson will continue to improve data quality through structured supplier engagement and expanded primary data collection. In 2026, as part of the formal review of Betsson's science-based targets, the Scope 3 targets and data boundary and related actions will be reassessed to ensure alignment with applicable standards and regulatory expectations.

The Group's operations remained consistent with prior years, with continued expansion in regulated markets. No exemptions or derogations under Articles 19a(3) or 29a(3) of Directive 2013/34/EU were applied. Betsson confirms that sustainability disclosures reflect the full operational footprint and value chain as of 31 December 2025.

Governance

GOV-1 The role of the administrative, management and supervisory bodies

Betsson's Environment, Social and Governance (ESG) policy has been formally adopted by the Board of Directors of Betsson AB ("Board" or "Board of Directors"). Oversight of sustainability matters is embedded in the Board's Rules of Procedure and the Audit Committee's Terms of Reference. The Board receives an annual update on sustainability which covers material impacts, risks and opportunities (IROs), implementation of due diligence, and the effectiveness of policies, actions, metrics and targets, including progress against targets. The Audit Committee shoulders delegated responsibility from the Board for sustainability governance and also receives a yearly briefing.

To support implementation, Betsson has established a Sustainability Forum at management level, chaired by the Vice President for Communications and Investor Relations, responsible for sustainability. The Forum includes the President and CEO, the Operational CEO, and other senior executives who are also subject matter experts. The Forum meets twice annually, shoulders overall responsibility for the sustainability framework, including cross-functional validation and follow-up on related impacts, risks and opportunities (IROs), related goals, and framework Key Performance Indicators (KPIs), as well as for material assessments and strategic alignment.

A Sustainability Working Group, led by the Head of ESG, drives and coordinates day-to-day sustainability efforts, evaluates progress against goals connected to the IROs, and reports to the Forum. Operational teams provide operational data, validate performance results, and implement mitigation measures within their areas. Senior Management provides direction and allocates resources as needed to meet framework objectives.

Performance against defined KPIs is reviewed and discussed by the Board, Audit Committee, Management, and the Sustainability Forum.

Impacts, risks, and opportunities (IROs) are further monitored through the enterprise risk assessment. The GRC team incorporates sustainability-related IROs into the overall enterprise risk register, which ensures consistency in risk scoring and further reporting to management.

Betsson does not treat sustainability risk as a standalone category. Instead, sustainability-related risks are embedded across all risk categories outlined in the Group's Risk Management Policy. This integrated approach ensures ESG considerations are assessed within the broader context of strategic, operational, regulatory, and reputational risks. The Board of Directors has overall responsibility for internal governance and control, including risk management and compliance. The Board sets principles and guidelines, and with the assistance of the CEO and Group Management, ensures implementation. The Operational CEO and Management team are responsible for day-to-day risk identification, assessment, and regulatory compliance within Betsson Operations.

An annual risk assessment is conducted by the GRC team in Q4, with quarterly updates to Management Teams and the Audit Committee. This process involves all Heads, Directors, and Chief Officers across the Group as risk owners, to ensure proper evaluation and follow-up on mitigation measures. The GRC team facilitates the process, providing structured risk categorisation templates and record keeping.

The Board of Directors consists of seven members, one executive and six non-executives. The Board's gender diversity ratio, female to male, is 0.75. Four of the Board members (57%) are independent, both in relation to the undertaking and major shareholders. Employees and other workers are not represented on the Board.

The Board collectively contributes expertise in iGaming, strategy, financial governance, legal and compliance matters,

technology function, and regulated markets. These competencies underpin its oversight of Betsson's material impacts, risks and opportunities, including responsible gaming, data protection and cybersecurity, AML and business conduct, workforce matters and climate and energy. The Audit Committee further strengthens oversight of financially material sustainability matters through its expertise in financial reporting and regulatory risk.

The Board's and Committees' skills are closely linked to Betsson's business conduct responsibilities. Their knowledge of regulatory compliance, financial controls, legal frameworks, AML/CTF, data protection and licensing processes enables effective supervision of areas such as anti-corruption, responsible marketing, tax transparency and supplier conduct. This capability supports robust challenge of management, assessment of internal controls and assurance that policies and procedures promote ethical and compliant operations across all markets.

Competence needs are reviewed annually, and any gaps related to sustainability or business conduct are addressed through targeted training and access to internal and external subject-matter experts. The Chair of the Board is responsible for ensuring that the Board operates effectively and collectively maintains the knowledge required to oversee the company's strategy, governance and sustainability-related matters. This includes providing newly appointed members with structured induction training and supporting ongoing development based on individual needs and board-level priorities.

To ensure continuous competence development, the Board's annual calendar includes scheduled deep-dive sessions on key strategic, regulatory and risk topics. These thematic briefings cover areas such as sustainability, market developments, compliance, responsible gaming, information security, HR and ESG. Additional expertise is provided by internal specialists, and external advisors are engaged where specialist knowledge is required.

This structured approach ensures the Board retains the capabilities needed to oversee material sustainability matters and respond to emerging risks and opportunities. In 2025, the Board participated in tailored training on the Corporate Sustainability Reporting Directive (CSRD), delivered by an external provider, to further strengthen the sustainability oversight.

GOV-2 Information provided to, and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

Betsson's administrative, management, and supervisory bodies are regularly informed about sustainability matters through structured reporting and governance processes. The Board of Directors receives an annual update on sustainability topics, while the Audit Committee is briefed regularly on progress, risks, and opportunities. These updates include performance against KPIs, implementation of due diligence, and the effectiveness of sustainability policies and actions.

The Sustainability Forum, chaired by the Vice President responsible for communications, investor relations, and sustainability, meets twice per year and includes the President

and CEO, the Operational CEO, and other senior leaders. It oversees the sustainability framework and strategic alignment. The Sustainability Working Group, led by the Head of ESG, reports to the Forum and provides detailed updates on material impacts, risks, and opportunities identified through the enterprise risk assessment and the double materiality assessment.

During the reporting period, the following sustainability matters were addressed by governance bodies: Responsible gaming, Ethics and Business compliance, Employee impact, Social impact and Climate impact as well as CSRD readiness and progress, stakeholder dialogue and double materiality process and outcome.

Governance bodies consider these matters when overseeing strategy, major transactions, and risk management. The Board and Committees review how identified impacts, risks and opportunities may influence regulatory compliance, customer trust, operational resilience, workforce capability and long-term value creation. Sustainability-related insights from internal stakeholders and processes are integrated into these discussions, enabling the Board to challenge assumptions, adjust priorities and ensure that strategic decisions remain aligned with the Group's material sustainability matters and risk appetite.

Responsibilities for sustainability oversight are formally embedded in the Board's Rules of procedure and the Audit Committee's Terms of Reference. The governance structure ensures that overarching targets are monitored by the Board, while Management and the Sustainability Forum focus on implementation and performance tracking.

GOV-3 - Integration of sustainability-related performance in incentive schemes

Betsson's long-term incentive program includes sustainability-related performance criteria for selected members of the management team. Betsson's long-term incentive programme includes sustainability-related performance criteria for selected members of the management team, serving as a measure of long-term value creation and risk management. The program is linked to the Group maintaining an AA or higher ESG rating from Morgan Stanley Capital International (MSCI) at the end of the performance period, i.e. yearly. If this ESG target is achieved, the payout related to the ESG component corresponds to 10 percent of the participant's base salary. The ESG performance criterion therefore represents approximately 4.4 percent of the individual's total annual remuneration opportunity under the Performance Share Plan.

Performance is assessed using MSCI's ESG ratings, which evaluate a company's resilience to financially material environmental, social, and governance risks. These ratings include climate-related considerations and are based on independent, sector-specific benchmarks. MSCI's methodology ensures objectivity and comparability across peers. The ESG component in the long-term incentive programme is not assessed directly against Betsson's own greenhouse gas reduction targets. These targets are instead monitored and reported in accordance with ESRS E1 and overseen through internal governance structures, but they do not currently constitute a performance indicator linked to remuneration.

The incentive program is updated by the Board of Directors and approved yearly by the Annual General Meeting, and forms part of the Group's broader remuneration guidelines.

The program applies to Senior Executives, consisting of the Chief Executive Officer, the Group Management team and the Operational Management team, and is designed to align executive incentives with Betsson's sustainability ambitions, including climate mitigation, responsible business practices, and stakeholder expectations.

GOV-4 Statement on due diligence

Betsson applies a Group-wide due diligence process that is integrated into governance, strategy and operational activities. This overview explains how Betsson implements the key steps of the due diligence process in accordance with ESRS 1, chapter 4, and where these are described in the Sustainability Report.

Core elements of due diligence	Paragraphs in the Sustainability Statement
a) Embedding due diligence in governance, strategy and business model	GOV-1, GOV-2, SBM-1
b) Engaging with affected stakeholders in all key steps of the due diligence	SBM-2, S1- Own Workforce, Value Chain Engagement
c) Identifying and assessing adverse impacts	IRO-1, S1-1, S4-1
d) Taking actions to address those adverse impacts	S1-4, S4-4
e) Tracking the effectiveness of these efforts and communicating	Metrics and targets sections

GOV-5 Risk management and internal controls over sustainability reporting

Internal controls are in place to ensure the accuracy, completeness, and reliability of sustainability-related disclosures, including ESG KPIs and climate-related data. The internal-control system covers all sustainability-related disclosures, including environmental, social, governance, and value-chain data, and applies to both quantitative indicators and narrative disclosures. Controls address data completeness, accuracy, timeliness, consistency, and traceability.

Each data point has an assigned owner and documented source. Sustainability data is reviewed by at least one additional level in the relevant department to confirm accuracy and completeness. Head of ESG reviews all entries, and the final sustainability information undergoes review and sign-off by senior management before publication.

Sustainability data is collected and validated through defined processes involving the ESG team, operational teams, and finance functions. ESG-related risks and opportunities are also incorporated and mapped in the annual Enterprise Risk Assessment through an integrated process led by the

GRC team. Sustainability-reporting risks are prioritised using Betsson's standard risk-scoring methodology, which evaluates likelihood and potential impact on reporting quality, ensuring consistent prioritisation across all risk categories.

Key sustainability-reporting risks include data completeness risk, estimation and modelling risk related to climate and GHG calculations, system and process risk, including incorrect manual entries or inconsistent application of definitions, and timing risk, where required data is unavailable within reporting deadlines.

Mitigation controls include automated validation checks within Betsson's third-party sustainability reporting platform Position Green, review by third party advisor, cross-functional review checkpoints, documented calculation methodologies, audit-trail requirements for data inputs, and corrective-action follow-ups where inconsistencies are identified.

Findings from sustainability-reporting controls are integrated into internal processes through updates to reporting procedures, revision of data-owner responsibilities, enhancements to data-collection tools, and targeted training based on identified weaknesses. Corrective actions are assigned to accountable functions and tracked through the sustainability reporting platform to ensure completion and continuous improvement.

Significant findings or risks that may affect reporting integrity are escalated to the bi-yearly Sustainability Forum meetings, senior management and, where relevant, the yearly update to the Board.

Strategy

SBM-1 Strategy, business model and value chain

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

Sustainability at Betsson is defined as a long-term approach, and a central part of the business strategy and the company culture, with the aim to create shareholder value, increase competitiveness, and secure the integrity of Betsson as a listed company over time.

A strategic approach to sustainability and responsible business is a prerequisite to stay relevant in regulated and changing markets. Also, it is crucial for maintaining trust among investors, employees, and customers.

Responsible business is about meeting legal requirements and running a sound business, work for long-lasting customer relationships and strive to be the best place to work and do better for the environment and society. By taking responsibility, Betsson makes sure to operate in a sustainable way that creates value for customers, employees and society

while generating competitive financial returns for Betsson's shareholders.

Through its operational subsidiaries, Betsson offers entertainment for its customers globally in the form of casino and sports betting products through apps and websites. 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 thousands of different games through its own technology platform. The sportsbook also runs 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 Betsson's own brands (B2C), and as a B2B offering, for other operators, similarity to the proprietary technology platform.

During 2025, Betsson received local licenses for Brazil, Paraguay and Poland, along with new licenses in Italy following the completion of the recent tender process, meaning the Group now holds local gaming licences in 24 countries around the world. Revenue can be split in geographical regions based on the end users' residence.

In 2025, Group revenue was split as follows.

- Central and Eastern Europe and Central Asia (CEECA): 40%
- Latin America: 27%
- Western Europe: 19%
- Nordics: 12%
- Rest of World: 2%

Sustainability at Betsson

Sustainability is an integral and integrated part of Betsson's business strategy. A long-term approach, always putting the customer experience at the centre, is crucial for generating shareholder value and includes taking long-term responsibility for customers, employees, and the communities in which the Group operates. The Group has a global sustainability framework with five focus areas: Responsible Gaming, Ethics and Business Compliance, Employee Impact, Social Impact and Climate Impact. Each focus area has ambitions, goals and KPIs which apply globally across operations, markets, employees and customers.

Responsible gaming

As a gaming company, responsible gaming is at the core of the sustainability framework and Betsson's most important sustainability focus area. Betsson has a responsibility to provide customers with the right conditions to enable them to have a healthy relationship to gaming. In addition, Betsson must identify and always seek to help customers at risk of problem gaming. To this end, Betsson has a dedicated responsible gaming team, internal tools, processes and training, as well as external tools and control measures in place.

The Group's goals include:

- Delivering safe, secure and responsible entertainment by providing guidance, support and safer gambling tools for all customers.
 - Sponsoring at least two responsible-gaming research projects per year to strengthen industry knowledge and player protection.
 - Raising awareness by actively participating in major conferences, seminars and panel discussions, and launching annual responsible-gaming information campaigns in at least two markets.
 - Ensuring that all customers are informed about responsible gaming tools, and that customers showing risky behaviour receive targeted communication and support.
- These goals collectively guide Betsson's long-term ambition to create the right conditions for safe gaming behaviour and to help customers play within their means.

Ethics and business compliance

As a reputable company in a highly regulated industry, robust governance and compliance are key for running a successful business over time. Proper policies, processes and procedures to protect the Group's licenses, and to prevent corruption, money-laundering and match-fixing, are all essential for long-term profitable growth.

Betsson also, mainly through industry organisations, works to ensure that gaming legislation is sustainable in the long run, which means that legislation must ensure a high degree of channelization as well as customer protection, whilst taking into account individual player demands.

The Group's goals include:

- Ensuring Betsson's business conduct strengthens its corporate reputation for high compliance standards.
- Acting as an active member of relevant industry organisations to support sustainable gaming regulation, develop best-practice standards and engage with regulators and stakeholders.
- Achieving zero material sanctions, zero confirmed corruption cases, full investigation of all whistleblowing reports, and full support for all audit reviews and findings.
- Taking action on all warnings issued by the International Betting Integrity Association (IBIA) regarding suspected match-fixing.

These goals collectively support Betsson's commitment to lawful, ethical and transparent business conduct and contribute to long-term regulatory trust and sustainable operations.

Employee impact

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

The Group's goals include:

- Achieving at least 90 percent of employees recommending Betsson as a workplace to friends and family.
- Ensuring all new hires complete Betsson's three-day induction programme
- Keeping voluntary turnover below 30 percent.

These goals support Betsson's ambition to attract, retain and develop talent in line with the Group's culture, values and long-term business strategy.

Social impact

Betsson should have a positive impact on societies where the Group operates. Social impact efforts follow a set governance process for maximum impact, focus on sports, diversity, and environment, and adapt to world events to directly support where most needed.

The Group's goals include:

- Concentrating social-impact efforts on three priority areas: sports, diversity and the environment, guided by a structured governance model.
- Engaging in long-term local community partnerships with reputable charities and NGOs, such as foodbanks, environmental clean-ups and programmes promoting opportunities for underrepresented groups.
- Supporting initiatives that benefit society, strengthen employee engagement and, where relevant, enhance positive brand exposure.

These goals collectively ensure Betsson's community investments align with its values while delivering tangible societal benefits.

Climate impact

Betsson will contribute to counteracting climate change and will reduce its greenhouse gas emissions in accordance with a science-based target validated by the Science Based Targets initiative (SBTi). Betsson offsets its current greenhouse gas emissions, including those generated by customers playing on Betsson's gaming sites and apps.

The Group's goals include:

- Reducing Scope 1 and Scope 2 greenhouse-gas emissions by at least 55 percent by 2030 compared with the 2019 baseline.
- Reducing Scope 3 value-chain emissions by at least 15 percent from the 2019 baseline.
- Maintaining a 100 percent climate-neutral business through climate-compensation of all emissions, including emissions from customers' electricity use.

These goals are supported by Betsson's climate strategy, which prioritises emission reductions in line with the 1.5°C science target and ongoing improvements to sustainability data management and climate-related processes.

Sustainable growth

Betsson is an established operator with a long history of pursuing sustainable growth and profitability. The company focuses on maintaining its strong position in existing markets by offering a diversified product and brand portfolio and investing in proprietary technology that gives the Betsson both control and expertise to adapt its platform to constantly changing market conditions.

Betsson's key suppliers include games providers, media agencies and digital marketing providers, and providers related to technological development and data storage. Robust due diligence checks and contractual obligations are applied to all third-party providers to ensure that they are aligned with Betsson's Code of Conduct standards and general compliance requirements.

At the end of the reporting period, Betsson employed approximately 2,899 people, with the operational headquarters and largest location in Malta. See also the table in S1-6 Headcount per country and Note 7 of the financial statements for further detail.

Revenue is primarily generated from online gaming services, classified under the ESRS sector 'Gambling and Betting Activities'. Segment reporting aligns with IFRS 8 disclosures in the financial statements.

In relation to Betsson's sustainability-related goals, the Group continuously assesses how its products and markets contribute to responsible entertainment, consumer protection, and long-term operational resilience in line with its business strategy and the sustainability framework.

Product development and offering decisions are informed by sustainability considerations such as responsible-gaming requirements, market licensing conditions, data-protection standards, and expectations for ethical marketing. There were no material changes to the Group's products or services during the reporting period. Betsson does not operate in the fossil fuel sector and derives no revenue from coal, oil, or gas-related activities.

The expansion of Betsson's geographical footprint supports the Group's goal of operating in regulated markets that uphold high standards for consumer protection and anti-money-laundering controls. Markets and customer groups are assessed based on regulatory maturity, compliance risks, and the robustness of local responsible-gaming frameworks.

In this way, Betsson's major product categories and global customer base are continually evaluated to ensure alignment with the Group's sustainability-related goals, particularly regarding responsible gaming, regulatory compliance, data privacy, and ethical operations.

Betsson's value chain

Betsson's value chain reflects how the Group creates, delivers, and safeguards its digital entertainment offering across markets. It spans upstream partners who supply technology, gaming content, and services; Betsson's own operations, and downstream customers, both B2C players and B2B partners.

Understanding the value chain helps identify where impacts, risks, and opportunities arise, and how Betsson integrates sustainability, responsible gaming, and regulatory compliance throughout the lifecycle of its products and services.

Inputs to Betsson's business model include digital gaming content supplied by third-party game studios; sports data and odds-feeds; IT infrastructure including cloud-based and physical servers; media, marketing and affiliate services; and professional services such as consultants and contractors. Betsson also relies on skilled employees and contractors.

Betsson has a structured supplier-management framework that includes due-diligence checks, contractual requirements, periodic monitoring, and compliance with regulatory obligations in each market. Game providers and sportsbook suppliers undergo technical and security assessments before integration into Betsson's proprietary platforms. Betsson has structured processes for recruitment, training, and retention of employees. Partnerships with affiliates, media agencies and consultants are governed through contractual controls which include compliance and anti-corruption standards. Ongoing performance evaluation ensure responsible and compliant upstream relationships.

Outputs of Betsson's business model include digital entertainment products such as online casino games (e.g., slots, live-casino formats) and sports-betting services delivered via proprietary platforms. The outputs are adapted to local market conditions, licensing requirements and player-protection rules in each of the 24 countries where Betsson holds licences.

The outcomes of Betsson's products and services provide customers with secure, regulated, and responsible entertainment experiences supported by embedded responsible-gaming tools, privacy and cybersecurity protections, and transparent product information.

For investors, outcomes include scalable digital offerings, diversified revenue streams across multiple geographic markets, and long-term value creation driven by Betsson's proprietary platforms and licensing expansion.

For regulators and wider stakeholders, outcomes include contributions to licensed, transparent gaming environments, adherence to anti-money-laundering and consumer-protection frameworks, tax contributions in regulated markets, and responsible marketing practices.

Betsson's sustainability targets are integrated across the entire value chain. For products and services, this means that requirements on responsible gaming, data protection and ethical marketing determine the offering in regulated markets. Targets related to employees, such as diversity, skills development and wellbeing, apply across all operational locations. Climate targets cover suppliers (upstream) and the Group's own operations, while emissions from customers' gaming devices fall outside the emission-reduction targets but are compensated for. Through targets linked to stakeholder engagement, Betsson ensures that relationships with regulators, suppliers and game providers support a responsible business across all markets.

Stakeholder/ group	Upstream	Own operations	Downstream
Stakeholder group	Games suppliers	Employees	B2C customers (end users)
	Media and marketing agencies	Full-time contractors	B2B customers (operators)
	Consultants/contractors		
	Server providers (physical and cloud based)		
	Office and facility suppliers Affiliates		
Environment	E1 Climate change	E1 Climate change	E1 Climate change
	Climate change mitigation Energy	Climate change mitigation Energy	Energy
Social		S1 Own workforce	S4 Consumers/End-users
		Working conditions	Privacy and cybersecurity
		Equal treatment and opportunities Privacy and cybersecurity	Responsible gaming Responsible marketing
Governance	G1 Business Conduct	G1 Business Conduct	
	Relationships with suppliers Corruption and bribery	Corporate culture Protection of whistleblowers Corruption and bribery Tax transparency	

SBM-2 Interests and views of stakeholders

Betsson’s most important stakeholder groups include investors and analysts, customers of the operational subsidiaries, employees, legislators and regulatory authorities, and suppliers. Betsson continuously engages with all these stakeholder groups, and the outcome informs decisions in the Sustainability Forum, the Audit Committee and the Board.

To determine Betsson’s most important stakeholders, a stakeholder assessment is regularly conducted based on their interest in and influence on the Group. This assessment is reviewed every two years or as required and is presented to the Sustainability Forum, the Audit Committee and the Board. In preparation for CSRD compliance, Betsson conducted a double materiality assessment (DMA).

Betsson maintains an ongoing dialogue with stakeholder groups to understand their expectations and requirements. This engagement provides insight into the requirements and expectations such stakeholders have for Betsson. This input helps Betsson to continue to develop its business strategy, and to work towards reaching operational goals as well as sustainability goals and how to meet stakeholders’ expectations. Different teams at Betsson are responsible for engaging with different stakeholders according to their area of responsibility.

Important channels for dialogue with the respective stakeholders include:

Investors and analysts:

- Annual and Extraordinary General Meetings
- Meetings, emails and social media
- Quarterly reports and webcast investor presentations
- Continuous presentation meetings and face-to-face meetings
- Press releases and Group websites

Customers of the operational subsidiaries:

- Commercial material
- Customer service: chat, e-mail, telephone
- Customer surveys and focus groups

Employees:

- Internal communication channels
- Regular development discussions at least twice yearly
- Yearly employee survey
- All hands meetings at least four times a year for the whole organisation
- Recurring employee forums and digital suggestion box

Legislators and regulatory authorities:

- Formal queries
- Meetings, emails, forums as specified by the regulatory authorities

Suppliers:

- Due diligence and onboarding via Supplier Portal and Contract Lifecycle Management System
- Supplier contact person at Betsson

Stakeholder Prioritised Topics

Through the stakeholder dialogues, Betsson’s stakeholders have expressed that the following ESG topics are highly prioritised and prioritised, respectively, and as such affect the company’s strategy and business model.

Highly prioritised topics:

- Responsible gaming
- Anti-corruption
- Ethics and business compliance, including regulatory landscape
- Customer privacy and information security
- Anti-money laundering
- Gender equality and diversity

Prioritised topics:

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

Stakeholder perspectives influence Betsson’s strategic priorities and the development of its business model. Topics such as responsible gaming, customer privacy, information security, anti-corruption and AML are high priorities and mean, among other things, that the Group invests in compliance and integrates tools for responsible gaming and data protection into Betsson’s platforms. These topics also influence decisions on product, market expansion and risk management.

Prioritised topics, including climate impact, competence development, community involvement, tax transparency, work-life balance and responsible marketing, inform Betsson’s sustainability commitments and internal operations. They influence among other employee development programs,

employer value proposition initiatives, and the company's environmental-impact reduction efforts. They also shape how Betsson communicates with customers and regulators, ensuring that commercial growth is aligned with broader stakeholder expectations for ethical, transparent and responsible conduct.

Own workforce

'Talented people' is the first pillar in Betsson's business strategy. Attracting and retaining talent with the right skills and mindset, as well as developing and training staff, are key components of Betsson's business model.

The Group's Code of Conduct is a set of ethical guidelines for how employees are expected to treat each other and other stakeholders. The guidelines are amongst other based on the United Nations Global Compact's ten principles on human rights, labour, environment, and anti-corruption. In addition, Betsson has various global and local policies and internal procedures in place to further protect and comply with the interests, views, and rights of its own workforce.

Betsson engages continuously with its workforce through open access to managers and HR, quarterly All Hands meetings, development discussions, team meetings, employee surveys, engagement forums and a digital suggestion channel. Consultations with elected employee representatives in Malta supplement these processes.

These channels provide insight into workforce priorities, including fair and secure working conditions, wellbeing, manageable workloads, equal opportunities, skills development and inclusion. These interests align with the material impacts, risks and opportunities identified through Betsson's double materiality assessment.

Feedback gathered is integrated into annual HR planning and informs decisions on wellbeing initiatives, hybrid work practices, workload management, competence development and career progression. This structured engagement ensures that workforce perspectives are reflected in decision making and that actions remain aligned with employee needs.

Betsson also has a global, external whistleblowing channel, guided by a policy and framework, where employees as well as external stakeholders can report suspicions of wrongdoings while remaining anonymous.

Supplier relationships

Betsson recognises the importance of value chain workers and includes their wellbeing in the enterprise risk assessment process. Supplier due diligence includes, among other, checks on reputation, compliance, licensing, and information security. Betsson's Supplier Code of Conduct requires suppliers to respect internationally recognised human rights and provide fair, safe and non-discriminatory working conditions.

Consumers and end-users

Consumers and end-users are central to Betsson's business model, which depends on long-term, sustainable customer relationships. Responsible gaming is therefore Betsson's most

material consumer-related impact area. The Group provides a range of tools, processes and resources to support safer gambling, with customer service available 24/7 and all interactions logged, categorised and followed up.

Betsson engages with customers through ongoing customer service interactions, regular surveys, user groups, feedback channels and responsible gaming processes. These mechanisms help identify consumer expectations related to responsible gaming, data protection, privacy, and fair marketing; topics that align with the material impacts, risks and opportunities identified in the double materiality assessment.

Insights from consumer engagement are followed-up to detect emerging risks and changing expectations and inform decisions on platform functionality, safer gambling measures, product development, and marketing practices. Where feedback indicates potential harm or dissatisfaction, Betsson adapts its approach through strengthened controls, targeted interventions or updates to product and service features. Consumer-related impacts and expectations are incorporated into Betsson's governance and risk management processes, ensuring that customer perspectives are reflected in strategic planning and in the ongoing development of the business model.

Governance Oversight

The Board of Directors, relevant Board committees, the Group management team, the Operational Management team, and the Sustainability Forum are kept updated on stakeholder engagement outcomes. This can be conversations with local regulators, results of employee surveys or customer focus groups. These updates are shared and discussed throughout the year at the scheduled meetings and inform decisions and priorities.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Betsson operates a digital-first online gaming business across multiple regulated jurisdictions. The business model is characterised by a comparatively low direct environmental footprint, a high reliance on trust and regulatory compliance, a global workforce, and a customer-centric approach where responsible gaming, data protection and information security are central to long-term value creation.

Betsson's material impacts, risks and opportunities arise from its digital business model, its regulated operating environment and activities across the value chain. The Double Materiality Assessment identifies material matters under ESRS E1 (Climate change), S1 (Own workforce), S4 (Consumers and end users) and G1 (Business conduct).

Environmental impacts relate mainly to indirect emissions from energy use in offices and third-party data centres, resulting in exposure to energy price volatility, regulatory developments and climate-related expectations. Betsson's climate strategy, including cloud migration and travel management, reflects both current and anticipated effects on the business model and cost base.

Workforce-related impacts arise within Betsson's own operations and relate to working conditions, wellbeing, equal treatment, diversity and skills development. These factors influence employee wellbeing, productivity and regulatory capability and are managed through a combination of global HR-related policies, local handbooks and established local procedures. Workforce impacts are generally ongoing, with short-term risks such as work-related stress and medium- to long-term positive effects linked to secure employment, inclusion and competence development.

Downstream impacts affect consumers and end-users and relate primarily to data protection, cybersecurity, responsible gaming and responsible marketing. These impacts influence customer safety, wellbeing and rights, and shape product design, platform functionality and market participation decisions. Related risks may materialise in the short term through regulatory sanctions or customer churn, while longer-term opportunities arise from strengthened trust, loyalty and competitive differentiation.

Governance-related impacts arise within Betsson's operations and upstream business relationships, particularly in relation to anti-corruption, AML, tax transparency, whistleblowing and supplier conduct. These matters support integrity in markets and influence Betsson's ability to retain licences and maintain stakeholder trust. While some financial effects are short term, long-term resilience is supported by strong culture, robust governance processes and transparent conduct.

Across all material matters, impacts occur either directly through Betsson's own activities or indirectly through business relationships in the value chain. The identified impacts, risks and opportunities influence resource allocation and strategic priorities, including continued investment in responsible gaming capabilities, data protection, workforce development, cloud infrastructure, compliance systems and governance frameworks. Betsson assesses strategic resilience through its enterprise risk assessment, which is presented to the Board quarterly and yearly, and the climate-related scenario analysis. These indicate that the business model remains resilient given its digital nature, diversified offering and regulatory footprint and strong compliance capability.

The assessment process currently focuses on risks and in some cases also includes impacts. The time horizon may be short, medium or long-term depending on the type of risk. The process will be further developed in 2026. More information about the climate-related scenario analysis can be found in E1.

Betsson does not anticipate any major financial risks or significant investments arising from its material sustainability matters in the near term; associated costs are expected to remain within normal operational budgets and form part of the Group's continuous improvement activities.

An overview of Betsson's material impacts, risks and opportunities, including their classification and value-chain location, is presented in the IRO table below.

Table of material impacts, risks and opportunities

Material sustainability matter	Description	Value chain	Actual / Potential	Positive / Negative	Impact / Risk / Opportunity	Steering documents and supporting frameworks
Climate change E1 mitigation – GHG emissions	Greenhouse gas emissions from own operations and Scope 3 activities (notably business travel).	Upstream, Own operations	Actual	Negative	Impact	ESG Policy; Climate Strategy; Travel Policy
E1 Climate change mitigation – transition risk	Exposure to regulatory change, carbon pricing and stakeholder scrutiny related to climate performance and communication.	Own operations	Potential	Negative	Risk	ESG Policy; Risk Management Policy
E1 Climate change mitigation – mitigation actions	Emission reductions through science-based targets, energy efficiency, cloud migration and climate compensation.	Own operations	Actual	Positive	Opportunity	ESG Policy; Climate Strategy
E1 Energy use – environmental impact	Energy consumption in offices, IT infrastructure and upstream data centres contributing to indirect environmental impacts.	Upstream, Own operations	Actual	Negative	Impact	ESG Policy; Supplier Code of Conduct
E1 Energy use – cost exposure	Exposure to rising or volatile energy prices affecting operating costs.	Upstream, Own operations	Potential	Negative	Risk	ESG Policy; Climate Strategy
E1 Energy use – efficiency improvements	Opportunities for cost savings and resilience through energy efficiency and renewable sourcing.	Upstream, Own operations	Actual	Positive	Opportunity	ESG Policy; Climate Strategy
S1 Secure employment	Provision of stable employment, benefits and job security supporting employee wellbeing and retention.	Own operations	Actual	Positive	Impact	Code of Conduct; relevant global HR-related policies; local handbooks
S1 Working time – excessive hours	Risk of long or irregular working hours negatively affecting employee wellbeing and performance.	Own operations	Potential	Negative	Impact	Code of Conduct; relevant global HR-related policies; local handbooks and HR policies
S1 Work-life balance – flexible arrangements	Hybrid work model, flexibility and leave arrangements supporting balance between work and private life.	Own operations	Actual	Positive	Impact	Code of Conduct; relevant global HR-related policies; local handbooks
S1 Mental health – psychosocial strain	Stress and workload-related mental health impacts in a high-paced environment.	Own operations	Actual	Negative	Impact	Code of Conduct; relevant global HR-related policies; local wellbeing and work-environment policies
S1 Mental health – wellbeing initiatives	Wellbeing initiatives and management practices supporting mental health and resilience.	Own operations	Actual	Positive	Impact	Code of Conduct; relevant global HR-related policies; local handbooks and wellbeing policies
S1 Equal treatment and non-discrimination	Gender equality, fair pay and non-discriminatory practices supporting fairness and trust.	Own operations	Actual	Positive	Impact	Code of Conduct; Equality & Victimisation Policy; Sexual Harassment Policy; Human Rights Policy; Diversity, Inclusion & Belonging Statement
S1 Diversity and inclusion	Promotion of diversity and inclusion supporting innovation, engagement and employer attractiveness.	Own operations	Actual	Positive	Impact	Diversity, Inclusion & Belonging Statement; Recruitment Policy; local handbooks
S1 Training and skills development	Continuous competence development supporting regulatory compliance, innovation and career progression.	Own operations	Actual	Positive	Impact	Relevant global HR-related policies; Training & Development Framework; local handbooks

Material sustainability matter	Description	Value chain	Actual / Potential	Positive / Negative	Impact / Risk / Opportunity	Steering documents and supporting frameworks
S4 Data protection – data misuse or breaches	Risk of misuse or breaches of sensitive customer data, leading to harm and regulatory sanctions.	Downstream (also upstream dependencies)	Potential	Negative	Risk	Data Protection & Privacy Policy; Information Security Policy
S4 Data protection – privacy safeguards	Privacy-by-design practices and data-protection controls safeguarding customer rights.	Downstream (also upstream dependencies)	Actual	Positive	Impact	Data Protection & Privacy Policy
S4 Cybersecurity – cyber incidents	Risk of cyber-attacks disrupting services or compromising customer data.	Downstream (also upstream dependencies)	Potential	Negative	Risk	Information Security Policy; Risk Management Policy
S4 Cybersecurity – security controls	Robust information-security controls strengthening resilience and customer trust.	Downstream (also upstream dependencies)	Actual	Positive	Opportunity	Information Security Policy
S4 Responsible gaming – gambling-related harm	Risk of customers experiencing gambling-related harm.	Downstream	Actual	Negative	Impact	Responsible Gaming Policy
S4 Responsible gaming – player protection	Player protection tools, monitoring and interventions supporting safer gambling.	Downstream	Actual	Positive	Impact	Responsible Gaming Policy
S4 Protection of minors	Risk of minors being exposed to gambling products if age-verification controls fail.	Downstream	Potential	Negative	Impact	Responsible Gaming Policy; General Group Marketing Policy
S4 Responsible marketing – non-compliance	Risk of misleading or non-compliant marketing practices leading to harm and/or sanctions.	Downstream	Potential	Negative	Risk	General Group Marketing Policy; Code of Conduct
S4 Responsible marketing – ethical practices	Ethical and compliant marketing strengthening trust and long-term customer relationships.	Downstream	Actual	Positive	Opportunity	General Group Marketing Policy
G1 Corporate culture	Values-based culture supporting ethical behaviour, compliance and long-term performance.	Own operations	Actual	Positive	Impact	Code of Conduct; Corporate Governance Policy
G1 Whistleblower protection	Confidential reporting channels enabling early detection and remediation of misconduct.	Own operations	Actual	Positive	Impact	Whistleblowing Policy
G1 Corruption and bribery	Risk of bribery or corrupt practices undermining trust, compliance and licence to operate.	Upstream, Own operations	Potential	Negative	Risk	Anti-Corruption Policy; Code of Conduct
G1 Anti-money laundering and CTF	Risk för penningtvätt eller finansiering av terrorism kopplad till finansiella flöden.	Upstream, Own operations	Potentiell	Negative	Risk	AML/CTF-policy
G1 Supplier relationships – dependency risk	Dependency on key suppliers potentially affecting business continuity.	Upstream	Potential	Negative	Risk	Supplier Code of Conduct; Procurement Policy and related due diligence
G1 Supplier relationships – responsible sourcing	Ethical and stable supplier relationships supporting continuity and performance.	Upstream	Actual	Positive	Opportunity	Supplier Code of Conduct
G1 Tax transparency	Transparent and compliant tax practices supporting trust with regulators, investors and society.	Own operations	Actual	Positive	Impact	Global Tax Policy

Time horizons

The material impacts, risks and opportunities identified occur over different time horizons. Workforce-related impacts (ESRS S1), consumer and end-user impacts (ESRS S4), and governance-related impacts (ESRS G1) are primarily actual and ongoing, with effects materialising in the short to medium term and, in some cases, persisting over the long term. Environmental impacts and transition-related risks (ESRS E1) may materialise over short, medium and long-term horizons, reflecting regulatory developments, energy-market dynamics and stakeholder expectations.

Betsson therefore manages material impacts, risks and opportunities on a continuous basis, rather than assigning each IRO to a single fixed time horizon.

Impact, risk and opportunity management

IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities

Betsson's process to identify and assess material impacts, risks and opportunities (IROs) follows the double-materiality requirements of ESRS and is based on a structured methodology adapted from the KPMG DMA approach, supplemented by PwC's 2024 review and revisited in 2025. The process combines impact materiality and financial materiality assessments and covers Betsson's full value chain, including upstream suppliers, own operations, and downstream relationships with consumers and end-users.

Identification of topics

Potential impacts, risks and opportunities were identified using ESRS topical standards, sector-specific considerations for online gaming, regulatory expectations in Betsson's licensed markets and internal knowledge of operational realities. Internal workshops, expert interviews, and reviews of stakeholder expectations informed an initial long list. The list was validated against the full scope of Betsson's activities, geographies and business relationships, ensuring that all relevant impacts, positive and negative, were included.

Assessment boundaries and assumptions

The assessment covered all markets in which Betsson operated during the reporting period and assumed stable regulatory conditions unless announced changes were already in progress. It should be noted that fast changing regulatory requirements in themselves otherwise pose a risk for Betsson. It assumed continued digitalisation of the industry, sustained reliance on external data centre providers, and an ongoing shift toward stricter consumer protection and compliance requirements across regulated jurisdictions.

Betsson identifies climate-related impacts by systematically mapping all current and potential GHG emission sources across Scopes 1, 2 and 3 using the GHG Protocol and the operational control boundary, which covers all activities where Betsson can implement operating policies. Emission sources are screened through activity-based data, supplier-specific disclosures for cloud services, spend-based emission factors and limited extrapolations where primary data is unavailable. This screening highlights that the most material climate

impacts arise upstream in cloud infrastructure services and within own operations through electricity use and business travel.

Scope 1 and 2 emissions are assessed using office level fuel and electricity data. Although asset level measurements are not yet available for all locations, Betsson installed meter readers in its largest office in Malta in 2025, which will progressively improve data granularity. For other offices, energy use is based on invoices, supplier information and office size estimates, applying recognised country level emission factors. Betsson evaluates its impact on climate change primarily through the overall GHG emissions identified in this mapping and the concentration of emissions in upstream cloud services and travel-related Scope 3 categories. Remaining uncertainties, such as reliance on secondary data and necessary extrapolations, are transparently disclosed and will reduce as data quality improves.

These assumptions guided the assessment of both current and expected future impacts and financial effects. The analysis covered own operations and all material upstream and downstream relationships. No exclusions were applied.

Relationships presenting heightened risk

The DMA placed particular focus on downstream consumer-facing activities where data protection, cybersecurity and responsible gaming risks are most concentrated. These areas were assessed in greater depth due to the likelihood and severity of actual and potential impacts.

Affected stakeholders

Affected stakeholders include players and end-users who may experience harm related to problem gambling or misuse of personal data; employees who may be affected by working conditions, workload or inclusion gaps; and societies at large in relation to integrity risks connected to AML, corruption and tax transparency. Environmental impacts affect society indirectly through emissions associated with energy use. These groups were explicitly considered when evaluating the scale, scope and irremediability of impacts.

Method for assessing impact materiality

Negative and positive impacts were evaluated separately, using ESRS criteria for scale, scope, irremediability and likelihood. Negative impacts were prioritised because they represent higher severity for affected stakeholders; positive impacts were assessed using the same criteria and scored independently.

Method for assessing financial materiality

Financial materiality was assessed through the likelihood and magnitude of financial effects on Betsson's performance, financial position, cash flows, cost of capital and access to finance. The analysis applied clear thresholds, including likelihood ranges, and magnitude thresholds. Impacts or dependencies were considered financially material where they could reasonably result in sustained medium- to long-term effects.

Connection between impacts, dependencies and financial effects

The DMA explicitly linked real world impacts and organisational dependencies to financial consequences. For example, dependencies on regulated market access and consumer trust connect directly to financial risks such as licence loss, reduced channelisation or customer churn. Similarly, upstream dependencies on cloud and data centre operations inform energy-related financial exposure and climate-related transition risks. Workforce wellbeing and capability influence operational continuity, innovation and compliance delivery, connecting people-related impacts to financial performance and retention-related costs.

Prioritisation and integration with risk management

Sustainability-related risks are assessed within the Group's overall ERM (Enterprise Risk Assessment) framework and follow the same logic as other strategic and operational risks, ensuring consistent prioritisation. Sustainability risks are not treated as a separate category; instead, they are embedded across all risk types, allowing IROs to be evaluated alongside commercial, regulatory, operational and reputational risks. Tools used include risk scoring matrices, risk workshops, and input from specialist functions such as Responsible Gaming, Compliance and Information Security.

Input parameters, data sources and scope

The DMA relied on:

- ESG and risk data from internal systems and processes
- external benchmarks such as regulatory guidance, industry codes, EU legislative changes and SBTi climate requirements;
- internal expertise from risk owners across markets and functions.

These inputs were complemented by qualitative insights from stakeholder engagement interviews and surveys with regulators, employees, institutional investors and customers.

Treatment of opportunities

Opportunities were assessed using the same likelihood and magnitude criteria as risks, ensuring consistency with financial materiality principles. Opportunity identification considered areas where Betsson's activities could create value, such as customer trust arising from responsible gaming leadership, energy efficiency gains, or workforce retention benefits. Opportunities are integrated into management processes through the annual planning cycle, product development governance, and resource allocation decisions overseen by the Sustainability Forum and Group Management.

Validation and governance

The final list of material topics was reviewed by the Sustainability Working Group, and the Sustainability Forum, and validated by the Audit committee and the Board, as well as integrated into the enterprise risk assessment.

IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement

The disclosures in this Sustainability Statement follow the outcome of Betsson's double materiality assessment carried out in line with ESRS 1 and ESRS 2 IRO. Both impact materiality and financial materiality were assessed, and the Information Materiality Assessment (IMA) process under ESRS 1 was applied to determine which disclosure requirements are material and therefore included.

Betsson reports only on material ESRS "shall" requirements and has not included voluntary disclosures, except where they help contextualise required information. Phase-in provisions have been applied where relevant and permitted by the standards.

This ensures that the content of the sustainability statement reflects Betsson's material sustainability matters and meets ESRS information requirements in a clear and proportionate manner.

A table of the Disclosure Requirements complied in preparing the sustainability statement can be found in the Appendix. The table lists the ESRS standards and related disclosure requirements, indicating where they are addressed in this report. It also identifies topics assessed as not material, in line with ESRS 1 paragraph 35. This approach ensures transparency on how materiality has guided the scope of reporting and confirms compliance with ESRS 2 requirements.

Table of datapoints derived from other EU legislation as listed in Appendix B of ESRS 2 can also be found in the Appendix.

Environmental disclosures

Reporting according to the EU Taxonomy

Betsson is in scope for the EU taxonomy and has considered the regulation in relation to the Group's economic activities. Operating within the gaming sector, Betsson's main economic activity, i.e. providing casino, sportsbook and other games to its customers, is excluded from the taxonomy (Annex 2, supplementing Regulation (EU) 2020/852, paragraph 13.1).

To ascertain whether Betsson has any other economic activities which could be eligible for the taxonomy, the Group has made a thorough analysis of the business together with internal stakeholders and supported by external experts in the taxonomy. This analysis forms the basis for assessing any taxonomy-eligible and taxonomy-aligned activities.

The analysis showed that Betsson does not conduct any economic activity that falls within the sectors or sub-activities defined in the EU Taxonomy. The Group is therefore assessed as having no taxonomy-eligible economic activity for the reporting year.

See tables and minimum safeguard statement in the appendix.

ESRS E1 Climate Change

Strategy

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Given Betsson's digital business model and low exposure to physical climate risks, the company is assessed to have high climate resilience. No significant financial risks or major investments are considered necessary in the short term, and any costs related to climate action are expected to be manageable within normal operational budgets.

Betsson's material climate-related impacts, risks and opportunities arise mainly from indirect electricity use in offices and cloud-based data-centre services, exposure to energy-price developments and evolving regulatory and stakeholder expectations for climate performance. As shown in the table on page 56-57, these climate-related IROs include environmental impacts from energy use, potential cost exposure linked to changes in energy prices, transition-related risk factors associated with reporting and carbon-pricing systems, and opportunities linked to efficiency improvements and mitigation actions.

These IROs are primarily upstream, are predominately negative but also include certain opportunities, and may materialise across short, medium and long-time horizons.

The physical and transition risks identified in the climate-scenario analysis are reflected within Betsson's material climate-related IROs as shown in the table on page 56-57.

Physical risks such as potential disruptions linked to extreme weather or high stress on infrastructure are not considered a material standalone risk in the DMA, as Betsson's digital business model and geographical spread of offices result in low sensitivity to such events. Instead, these physical risks are indirectly linked to the IRO Energy use – environmental impact, as they affect the operational reliability and environmental characteristics of the energy and data-centre infrastructure on which Betsson depends.

Transition-related risk drivers, such as regulatory developments, carbon-pricing expectations and increased stakeholder scrutiny, directly correspond to the IROs Climate change mitigation – transition risk, Climate change mitigation – mitigation actions and Energy use – cost exposure. These risks may affect Betsson's operational costs, compliance requirements and expectations regarding the Company's documented emission reductions.

In this way, the scenario analysis does not introduce any new material IROs but rather confirms the time horizons and time horizons of the existing climate-related IROs identified through the DMA.

Climate resilience analysis

The resilience analysis was carried out in 2025 as part of Betsson's annual Group-wide Enterprise Risk Assessment cycle and draws on the qualitative climate-scenario analysis required by ESRS 2 IRO-1. The analysis evaluates Betsson's exposure and sensitivity in relation to two climate pathways: a Paris-aligned 1.5-degree pathway and a high-emissions scenario exceeding three degrees, over short-, medium- and long-term time horizons.

A Paris-aligned 1.5-degree pathway is a climate scenario consistent with the Paris Agreement's scientifically established objective of limiting global warming to no more than 1.5°C. The scenario is based on a global emissions-reduction trajectory with sharply reduced emissions.

Betsson's assessment also analyses how Betsson's strategy and business model perform under each of these conditions. The scenarios provide contrasting assumptions regarding the severity of physical climate hazards, developments in energy markets and regulatory expectations.

The climate-resilience assessment was carried out using a high-level, qualitative approach. Risks were identified and assessed based on expert judgement, insights from the double materiality assessment, publicly available regional climate information and general disclosures from major cloud-service providers, rather than quantitative modelling. Exposure and sensitivity were evaluated using indicators such as the geographical distribution of office locations, dependence on established cloud-infrastructure providers and the relative importance of energy-related costs in Betsson's operating model. Given the qualitative method, there is potential to further deepen the analysis going forward, for example by increasing the level of detail in regional risk projections, asset-level hazard quantification, developing probability-weighted outcomes, and improving transparency in supplier-specific scenario analysis.

Regardless, the overall conclusion is that Betsson's digital business model has low sensitivity to acute physical climate risks and only modest exposure to transition risks.

Under both scenarios, Betsson's business model remains resilient. The digital nature of operations, the geographic distribution of offices, and reliance on established cloud providers with robust climate-resilience programmes limit the company's physical-risk exposure. In the 1.5°C scenario, Betsson's transition-risk exposure is modest and relates primarily to regulatory expectations and energy-market developments, while opportunities arise from continued efficiency gains and the sector-wide shift toward online gaming. In the high-emissions scenario, intensifying hazards may affect regional infrastructure, but these effects are not expected to materially disrupt Betsson's service delivery given its operational structure and reliance on resilient third-party cloud providers.

Across all time horizons, Betsson demonstrates strong adaptive capacity. In the short term, the digital business model, flexible office solutions and cloud-based infrastructure enable ongoing adjustments in energy management, travel policy and supplier engagement. In the medium term, Betsson can tighten requirements in the procurement of cloud services, further develop renewable energy sourcing and adapt operational processes to regulatory or market-driven changes.

In the long term, the business model supports continued technological development, skills transition and system modernisation, while the Company maintains good access to financing as it is not dependent on carbon-intensive assets that risk becoming stranded (i.e. losing value prematurely due to the transition). Betsson has not identified any part of its business model that is incompatible with a climate-neutral economy.

Impact, risk and opportunity management

Betsson identifies and assesses climate-related impacts, risks and opportunities using the same process described in ESRS 2 IRO 1, applied specifically to climate matters. For climate change, this includes mapping material emission sources across Scopes 1, 2 and 3 in line with the GHG Protocol and determining where climate-related impacts occur in the value chain, with the most significant impacts arising upstream in cloud-infrastructure services and within own operations through electricity use and business travel.

Physical and transition risks are identified by considering the relevance of extreme-weather exposure in regions where the Group or its cloud-service providers operate, and by monitoring regulatory developments, carbon-pricing, and broader stakeholder expectations for climate performance. These risks and opportunities are assessed across short-, medium- and long-term time horizons consistent with internal planning cycles and the period covered by the Group's science-based targets.

Betsson applies a qualitative scenario analysis using a Paris-aligned 1.5°C pathway and a high-emissions pathway exceeding 3°C. The 1.5°C scenario assumes strengthened climate policy, accelerated emissions-reduction requirements

and greater expectations for climate transparency, which are relevant to Betsson through potentially stricter reporting obligations and stakeholder demands. The high-emissions scenario (>3°C), aligned with IPCC SSP3-7.0 or NGFS "Hot House World", assumes weaker global policy action, higher long-term physical-hazard severity and more volatile energy-market developments, which may affect regional digital-infrastructure hubs relied upon by cloud providers. These two scenarios were selected to represent a plausible range of external conditions and provide sufficient contrast to assess the sensitivity of Betsson's digital operating model to both transition- and physical-risk developments.

Exposure and sensitivity were assessed qualitatively based on dependencies on external digital infrastructure providers, regional office locations and the relative significance of energy-related costs, rather than on quantified probability or magnitude assessments. The scenario results help identify potential transition events by illustrating how policy levels, carbon prices and energy-market dynamics may develop, which in turn supports the assessment of Betsson's potential exposure to increased reporting requirements, cost volatility and expectations for clear emission reductions. Examples of such transition events include changes in carbon-pricing systems, climate-reporting requirements and regulatory demands for improved mitigation performance, meaning higher expectations for documented emission reductions.

The evaluation of physical risks considers regional climate projections, exposure of office locations, and resilience disclosures from cloud-service providers. Physical hazards reviewed include heatwaves, storms and flooding. The results indicate low sensitivity to acute physical climate risks and modest transition-risk exposure, reflecting Betsson's digital, asset-light business model. The company has not identified any assets or activities that are incompatible with a future climate-neutral economy. The scenarios support this conclusion, as neither pathway indicates material stranded-asset exposure, technology lock-in risks or dependencies on carbon-intensive physical assets that would require significant adaptation efforts.

Outputs from the IRO-1 process feed into the enterprise risk register, strategic planning and climate-target development, and inform Betsson's high-level climate-resilience assessment under E1 SBM-3. Going forward, quantitative modelling of climate hazards, more detailed scoring of transition risks, geospatial exposure analysis, and explicit linkages between scenario assumptions and assumptions in the financial statements may further enhance the robustness of the analysis.

E1-1 Transition plan for climate change mitigation

Betsson is an online gaming operator with relatively low greenhouse gas emissions compared to others in the entertainment industry. Nonetheless, the company has committed to science-based targets aligned with the Paris Agreement and the 1.5°C pathway. According to these targets, validated by the SBTi in 2021, Betsson commits to reducing its absolute scope 1 and 2 GHG emissions by 55% by 2030 and Scope 3 GHG emissions by 15% by 2030 from a 2019 base year. The base year baseline was updated in 2025 to better reflect the Group's current composition, in 2026 it will be incorporat-

ed into a mid-term review of Betsson's science-based targets. Betsson does not currently have a climate transition plan as defined in ESRS E1-1. The Group has science-based targets, a climate strategy and roadmap to reduce emissions and ongoing mitigation actions aimed at reducing the amount of greenhouse gases released into the atmosphere. A full transition plan will be developed in 2027 following the mid-term SBTi review.

E1-2 Policies related to climate change mitigation and adaptation

Betsson's ESG Policy establishes climate change mitigation and responsible energy use as long-term strategic priorities embedded across the Group's governance, culture and operations. The policy commits Betsson to reducing greenhouse gas emissions in line with its science-based targets and to managing climate-related risks and opportunities in accordance with the material impacts identified in the Double Materiality Assessment. These include emissions from own operations and material Scope 3 categories, exposure to regulatory and energy-related transition risks, physical climate risks affecting office locations and digital-infrastructure dependencies, and opportunities linked to energy efficiency and credible climate performance.

The Group does not maintain a standalone adaptation policy. Instead, adaptation considerations are integrated into the enterprise risk management framework and business-continuity planning. Physical climate risks, such as extreme weather events or regional infrastructure stress, are identified, assessed and monitored through ERM processes, which also guide the implementation of adaptation measures. This integrated approach reflects Betsson's digital operating model, in which physical-risk exposure is comparatively limited but still relevant for office locations and third-party data-centre arrangements.

The ESG Policy is supported by Betsson's climate strategy and roadmap, which outline the Group's main emission sources and define the actions to be taken over the short to medium term. Together, the policy and strategy provide the framework for managing Betsson's material climate-related impacts, risks and opportunities and inform the actions described under E1-3.

Climate-related policies apply to all Betsson Group entities and operations. Their operational scope covers offices, data-centre arrangements and business travel, which account for the majority of the Group's emissions and energy use. Upstream value-chain impacts are addressed through the Supplier Code of Conduct, which covers environmental considerations. Downstream impacts, particularly customer electricity use when accessing Betsson's services, are monitored but fall outside the Group's control; Betsson climate-compensates for these Scope 3 emissions, although such offsets do not contribute to target achievement. This approach ensures alignment between the Group's policy commitments, its level of operational control and the location of material climate-related IROs.

In this context, 'energy use' refers to monitoring and improving energy efficiency in offices as well as assessing the energy-sourcing practices of cloud-service providers. Purchased electricity is accounted for using country grid-average emission factors, and no renewable electricity instruments were acquired for the Group in 2025, aside from a limited share of REGOs (approximately 1.13%). Options for renewable-energy sourcing will be evaluated as part of the next review of Betsson's climate strategy.

In addition, in 2025 Betsson obtained ISO 14001 Environmental Management and ISO 50001 Energy Management certifications, along with ISO 26000 Social Responsibility attestation, formally issued for the entity Azzuri Ltd. These certifications and the attestation cover the operational headquarters in Malta, the Group's largest location, and demonstrate Betsson's group-wide commitment to sustainable operations.

Governance of climate-related policies sits with the Board of Directors, which adopt the ESG Policy and oversees climate-related impacts, risks and opportunities. Group Management, through the Sustainability Forum, is responsible for implementation, supported by cross-functional teams and the Sustainability Working Group. Climate-related risks and opportunities identified through ERM are integrated into strategic, financial and operational decision-making. Sustainability-related KPIs, including emissions and energy-efficiency indicators, are used to monitor progress. All policies are reviewed annually, with effectiveness assessed through performance indicators and stakeholder feedback.

To operationalise climate-related policies, Betsson implements actions focused on reducing emissions and improving energy efficiency within areas under its control. These include measures to reduce business-travel emissions, enhance energy efficiency in offices and data centres and to strengthen supplier relationships. Mitigation actions follow short- to medium-term timeframes and are reviewed annually, while adaptation considerations, addressed through the Group-wide enterprise risk assessment process, are evaluated over a medium- to long-term horizon.

The qualitative climate-related scenario analysis supports the development and implementation of these policies by assessing how Betsson's business model and value chain may be affected under different climate futures. The analysis applies a Paris-aligned 1.5°C pathway and a high-emissions pathway exceeding 3°C, considering implications across short-, medium- and long-term horizons aligned with business-planning cycles and target timeframes. Scenario inputs include long-term temperature pathways, policy changes, energy-market dynamics and the intensity of physical climate-related hazards.

The combined policy framework, governance structure and scenario-analysis insights demonstrate that Betsson's strategy remains resilient under the assessed scenarios. The digital nature of operations, the distribution of office locations and potential for remote working, as well as cooperation with cloud-service providers with established resilience programmes contribute to relatively low exposure to acute physical hazards and modest sensitivity to transition-driven

developments. Scenario analysis helps identify areas where further enhancements may strengthen the effectiveness of Betsson's climate-related policies.

EI-3 Actions and resources in relation to climate change policies

Betsson's climate-related actions are implemented under the Group's ESG Policy and climate strategy and are designed to directly address the material climate-related impacts, risks and opportunities identified in the Double Materiality Assessment. The actions focus primarily on reducing electricity-related emissions in offices and cloud-infrastructure arrangements, improving efficiency across operations, and strengthening the Group's ability to manage transition-driven regulatory and reputational risks.

Actions to improve energy efficiency in Betsson's offices and across cloud-based IT infrastructure address the material IRO Energy use – environmental impact by reducing electricity-related emissions and support the IRO Energy use – cost exposure by lowering sensitivity to fluctuations in energy prices. Optimisation of cloud environments and the continued prioritisation of providers with renewable-energy procurement strategies align with the IRO Climate change mitigation – mitigation actions, reflecting the opportunity to reduce emissions through technology choices and supplier selection.

Business travel management actions, including the implementation of a centralised travel booking system and enhanced monitoring of travel patterns, target the IRO Climate change mitigation – transition risk. Travel is one of Betsson's most material Scope 3 emission sources and is exposed to potential future carbon-pricing developments. The new travel booking system enables better tracking of travel emissions and supports steering measures towards lower emission alternatives.

Actions to address broader transition risks, such as evolving climate related reporting requirements, carbon pricing exposure and greenwashing risk, are embedded within Betsson's governance and internal control framework. The Group monitors regulatory developments in its operating markets and updates internal reporting processes to comply with emerging disclosure standards. Greenwashing risk is mitigated through consistency checks between policy commitments and reported information, internal review of climate-related statements and external verification of emissions data. These measures strengthen compliance with the IRO Climate change mitigation – transition risk, reducing exposure to misrepresentation risks and supporting trust in Betsson's climate-related disclosures.

The opportunity associated with renewable-energy sourcing, also linked to the IRO Climate change mitigation – mitigation actions, is addressed by favouring cloud service providers pursuing renewable energy strategies and evaluating opportunities for renewable supply options in office leases where Betsson exercises control or influence over procurement. These efforts support climate mitigation outcomes and may also contribute to long-term energy cost stability.

The scope of climate-related actions is aligned with Betsson's level of control or influence. Office based energy efficiency measures apply only to facilities managed directly by Betsson; cloud related actions apply indirectly through provider engagement and procurement criteria; travel management actions apply Group-wide; and renewable sourcing opportunities are implemented where Betsson can influence contract terms or supplier selection. This ensures actions are both proportionate and aligned with the location of the Group's material climate related IROs.

Concrete actions undertaken to operationalise the ESG Policy and climate strategy include the implementation of electrical meter readers in Betsson's largest office facility. This enables daily consumption monitoring and supports targeted efficiency measures. Retrofitting of office facilities with energy-efficient lighting and HVAC systems further supports reductions in electricity consumption. For 2025, emissions from electricity use in offices amounted to 761 tCO₂e, compared with 1,273 tCO₂e in the 2019 baseline. Meter-reader implementation was completed in 2025, with efficiency gains expected to materialise between 2026 and 2030.

IT-efficiency actions include ongoing migration to cloud-based infrastructure, decommissioning of physical servers and continued use of cloud environments aligned with renewable-energy strategies. These efforts support emission reductions, operational resilience and business continuity.

The new travel-booking system, introduced in August 2025, enhances the tracking of travel activity and related emissions and supports behavioural change towards lower-emission alternatives. Given the timing of implementation, the impact on 2025 emissions is expected to be limited, with reduction effects anticipated to reach 10–30% between 2026 and 2030 as procedures mature.

Betsson also undertakes community-based environmental initiatives, such as supporting local tree-planting activities and clean-up programmes under its social-impact framework. These initiatives complement the Group's climate-related actions, and strengthens employee engagement and the corporate brand, but do not materially contribute to reductions in the Group's operational emissions.

To support long-term alignment with climate-related risks and opportunities, Betsson integrates carbon-price sensitivity into strategic planning and assesses the potential implications of future carbon pricing regimes. The Group's direct emissions are comparatively low, which also keeps the cost of climate compensation relatively modest, but Betsson nevertheless continues to prioritise energy efficiencies and other emission reduction measures.

No significant capital or operational expenditure was required for the actions listed above, apart from the travel booking system, which supports Betsson's ability to monitor and manage travel-related emissions.

As part of the planned review of science-based targets in 2026, Betsson will further refine its climate strategy and

quantify the expected impacts of these actions, including the potential need for new targets relating to renewable energy sourcing or disclosure governance.

Metrics and targets

E1-4 Targets related to climate change mitigation and adaptation

Betsson's climate-related targets operationalise the Group's ESG Policy and are directly linked to the material climate-related impacts, risks and opportunities identified through the Double Materiality Assessment. The science-based targets to reduce Scope 1 and 2 emissions by 55% and Scope 3 emissions by 15% by 2030 (from a 2019 base year) address the material IROs Climate change mitigation – transition risk and Energy use – environmental impact, as they reduce emissions in categories most exposed to regulatory developments, stakeholder expectations and potential tightening of climate-related requirements. These targets also mitigate exposure to emerging carbon-pricing mechanisms and other transition risks.

Betsson's Scope 2 emissions-reduction target is set on a market-based basis, consistent with the Group's GHG Inventory methodology, which uses residual-mix emission factors because no contractual instruments for renewable electricity were purchased in 2025. Location-based values continue to be reported for transparency but do not form the basis of the Scope 2 target.

Complementary targets relating to energy-efficiency improvements in offices and cloud-infrastructure arrangements, as well as the implementation of enhanced travel-management processes, support additional material IROs, particularly Energy use – cost exposure, by reducing reliance on electricity and travel-related emissions categories sensitive to energy-market volatility and regulatory change. Although Betsson does not yet have standalone quantitative targets for green-washing risk or renewable-energy sourcing, these areas are monitored and subject to ongoing policy development. Additional targets may be developed following the 2026 mid-term review of the Group's science-based targets, including the assessment of whether objectives related to renewable-energy procurement or disclosure governance are necessary to address the IROs relating to mitigation actions and transition risk.

The relationship between policies, actions, metrics and targets is consistent: the ESG policy and the climate strategy set the long-term direction; actions deliver operational changes to address the material climate-related IROs; metrics are used to track progress on both ESRS-required and entity-specific indicators; and the targets quantify the ambition and trajectory for achieving the Group's climate-related policy objectives.

E1-5 Energy consumption and mix

In line with the requirements of ESRS E1-5, Betsson discloses its total energy consumption and the composition of its energy mix across fossil, renewable, and nuclear sources. The Group reports its energy data in accordance with the definitions and calculation principles set out in Annex II of ESRS E1, ensuring consistency with the ESRS energy classification.

Datapoint

Datapoint	
Target name	Disclosure
Target name	Science-Based Greenhouse Gas Emissions Reduction Targets
Target type	Absolute GHG reduction target for Scopes 1, 2 and 3
Base year	2019
Base-year GHG emissions	Scope 1: 39 tCO ₂ e Scope 2 (market-based): 1,836 tCO ₂ e Scope 3 (baseline used for SBTi, excluding Category 11): 5,217 tCO ₂ e Total baseline: 7,092 tCO ₂ e
Scope 3 category coverage	Categories included: 1, 2, 3, 5, 6, 7, 11. Categories excluded as immaterial or zero: 4, 8, 9, 10, 13, 14, 15.
Target year(s)	2030
Target values	Scope 1 and 2: 55% reduction by 2030 from the 2019 baseline. Scope 3: 15% reduction by 2030 from the 2019 baseline.
GHGs covered	CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃
Scopes covered	Scope 1, Scope 2 (market-based; location-based disclosed separately), and all material Scope 3 categories.
Absolute or intensity target	Absolute
Use of offsets	Offsets are excluded from progress toward targets. Offsets are only used for climate-neutrality claims and reported separately under E1-7.
Methodology used	GHG Protocol Corporate Standard; GHG Protocol Scope 2 Guidance; GHG Protocol Corporate Value Chain Standard.
Organisational boundary	Operational control, consistent with the GHG inventory boundary.
Current-year emissions (2025)	Scope 1: 82 tCO ₂ e Scope 2 (market-based): 808 tCO ₂ e Scope 3 (without use of sold products*): 5,383 tCO ₂ e Scope 3 (with use of sold products): 5,899 tCO ₂ e Total (without use of sold products*): 6,273 tCO ₂ e Total (with use of sold products): 6,789 tCO ₂ e
Progress versus 2019 baseline	Scope 1 and 2: 53% reduction compared to 2019 Scope 3: 3.2% increase versus 2019, partly driven by supplier methodology updates.
Progress monitoring	Annual GHG inventory, limited external assurance, and KPI tracking through the sustainability planning cycle.
External validation	Targets validated by the Science Based Targets initiative in 2021. Yearly metrics validated by Position Green Advisory.
Alignment with 1.5°C pathway	Yes
Review cycle	Mandatory SBTi review in 2026; targets will be updated as required to maintain 1.5°C alignment.

* Betsson includes Scope 3 Cat 11 Electricity use from customer's gaming units in total emissions and the Group's climate compensation. Use of sold products is however not included in science-based targets or outcome.

During the reporting year, Betsson's total energy consumption amounted to 2,706.93 MWh. Of this total, 76.64 percent originated from fossil sources, driven entirely by purchased electricity, heat, and cooling attributable to fossil-based generation, 7.55 percent derived from nuclear sources, and 15.81 percent came from renewable sources, primarily through purchased renewable electricity.

Renewable energy consumption is limited to externally purchased renewable electricity, and Betsson does not generate renewable energy or other forms of energy on site. The Group does not use coal, crude oil, petroleum products, natural gas or bio-based fuels. Therefore, Betsson does not produce either renewable or non-renewable energy, as defined under ESRS E1-5.

The requirement to disclose energy intensity per net revenue applies only to undertakings operating in high climate impact sectors. As Betsson does not fall within these sectors, this metric is not applicable, and no reconciliation of net revenue for the purpose of calculating energy intensity is required.

Betsson continues to focus on increasing the share of renewable energy within its energy mix, in line with its climate objectives and its obligations under the CSRD and ESRS E1. The full quantitative breakdown required under ESRS E1-5 is presented in the appendix.

E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions

Betsson reports its greenhouse gas emissions in accordance with the requirements of ESRS E1-6. The Group applies the operational control approach to define its organisational boundary, which includes all operations where Betsson has full authority to introduce and implement operating policies. This boundary covers Scope 1, Scope 2, and relevant Scope 3 categories. The emissions have been calculated in line with the GHG Protocol Corporate Standard, using activity data collected across Betsson's operations and applying relevant emission factors from DEFRA (2024), EXIOBASE (2019), AIB (2024), IEA (2024), NTM (2018), and supplier-specific sources.

Scope 1 emissions

Scope 1 emissions include mobile combustion and fugitive emissions. In 2025, total Scope 1 emissions amounted to 82 tCO₂e. No stationary combustion emissions and no process emissions were generated during the reporting year. Betsson reports a small amount of biogenic CO₂ emissions of 2.66 tCO₂e from Scope 1.

Scope 2 emissions

Scope 2 emissions originate from purchased electricity and district heating, and are reported using both the market-based and location-based approaches. In 2025, market-based Scope 2 emissions were 808 tCO₂e and location-based emissions were 718 tCO₂e. No contractual instruments for renewable electricity were purchased during the reporting year, and market-based figures therefore reflect the residual mix in countries where this is applicable. Some electricity and heating consumption had to be estimated due to incomplete data in certain offices.

Scope 3 emissions

Betsson's Scope 3 emissions cover the material categories identified through its relevancy assessment: purchased goods and services (Category 1), capital goods (Category 2), fuel- and energy-related activities not included in Scope 1 or Scope 2 (Category 3), waste generated in operations (Category 5), business travel (Category 6), employee commuting (Category 7), and use of sold products (Category 11). Categories 4, 8, 9, 10, 13, 14, and 15 were excluded based on immateriality or lack of relevance to the Group's activities.

In 2025, total Scope 3 emissions amounted to 5,899 tCO₂e. Business travel, employee commuting, and purchased goods and services remain the largest contributors, together accounting for more than 80% of total Scope 3 emissions. AWS updated its calculation methodology in 2025 by including upstream Scope 3 emissions, which resulted in an increase in the reported emissions.

Contractual instruments and renewable electricity certificates

Betsson's purchased electricity consumption was covered by contractual instruments for 1.13% of total consumption in 2025. The only certificate type reported was REGOs, no RECs, GOs, I-RECs, or other certificates were reported.

GHG intensity

Betsson discloses GHG intensity ratios in line with ESRS E1 6. For 2025, total GHG emissions per net revenue were reported for both location based and market based approaches.

Methods and boundaries

Betsson uses a combination of activity-based, supplier-specific, and spend-based methodologies, depending on data availability. Estimates were required for certain electricity, heating, waste, and employee commuting data. Allocation, extrapolation and averaging methods, such as office size-based estimations, employee survey extrapolation, and cloud-service extrapolation, are applied where primary data is incomplete.

Several Scope 3 categories were excluded on the basis of immateriality or non-existence within Betsson's business model. Betsson does not own assets that would generate process emissions or produce energy, and joint ventures and investments are out of scope based on the operational control boundary.

The full quantitative disclosure required by ESRS E1-6, including Scope 1, Scope 2 and Scope 3 emissions, biogenic emissions, certificate coverage, contractual instruments, and Scope 3 primary-data shares, is presented in the appendix.

E1-7 GHG removals and GHG mitigation projects financed through carbon credits

Betsson applies climate compensation as part of its broader climate-management approach and has purchased voluntary carbon credits annually since 2017. The Group compensates for greenhouse-gas emissions by purchasing certified, high-quality credits through a reputable third-party provider. Carbon credits are used exclusively for climate-compensation purposes and do not replace or delay emission-reduction

measures. They do not contribute to the achievement of Betsson's science-based targets and do not reduce reported gross emissions.

The credits originate from projects certified under recognised standards such as Verra and Gold Standard. Projects are selected with a focus on environmental integrity, meaning that they meet strict criteria ensuring that emission reductions are real, measurable, permanent and do not lead to unintended adverse effects, as well as being linked to the UN Sustainable Development Goals. Purchases are made through South Pole, as in previous years. For the 2025 reporting year, Betsson will cancel credits corresponding to 100 percent of total reported Scope 1–3 emissions, including emissions related to customer electricity use, together with a buffer of approximately 10 percent.

The use of carbon credits follows the Greenhouse Gas Protocol and standard voluntary-market practice. All credits used for climate-compensation purposes are third-party verified, issued under a recognised standard and cancelled in the registry to avoid double counting. Betsson does not finance greenhouse-gas removals and does not claim that the credits correspond to mechanisms under Article 6 of the Paris Agreement. Zero per cent of the credits are associated with corresponding adjustments, and the climate-neutrality claim does not involve any transfer of emission reductions between national inventories

Reversal risk is managed at the project-level through the permanence mechanisms embedded within Verra and Gold Standard methodologies. As Betsson applies climate compensation on an annual basis and makes no claims about long-term carbon storage, reversal risk is not considered material to the Group.

Betsson will report the breakdown between emission-reduction projects (avoidance) and carbon-removal projects for the credits cancelled for 2025 once the project selection has been finalised.

For the 2024 reporting year, carbon credits corresponding to 8,047 tonnes of CO₂e were cancelled, of which 0 percent were from projects within the EU.

- Share from removal projects: 17%
- Share from emission-reduction projects: 83%
- Quality standard: 32% Verra VCS CCBS, 68% Verra VCS.

Projects are normally selected during the second quarter. The distribution for 2025 has not yet been determined, and both emission-reduction projects and removal projects may be included.

EI-8 Internal carbon pricing

Betsson does not currently apply an internal carbon price as part of its climate-related decision-making or investment processes. The Group continuously monitors best practices and regulatory developments and will evaluate the introduction of internal carbon pricing as part of future climate strategy reviews.

Social disclosures

ESRS S1 Own workforce

Strategy

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Betsson's workforce consists of among other technology and product development teams, operational teams, corporate functions, commercial and marketing roles, and full-time contractors integrated into its core processes. The nature of Betsson's digital business model means that each group contributes directly to service quality, regulatory compliance, platform resilience and the Group's capacity to innovate. The Double Materiality Assessment did not identify any particularly vulnerable groups within the workforce.

Workforce-related impacts, risks and opportunities have a direct influence on Betsson's strategic priorities. Secure employment, fair working conditions, and balanced workloads underpin the stability and reliability required in online gaming operations. The hybrid working model and structured scheduling support the attraction and retention of highly skilled employees in competitive labour markets, particularly in technology, compliance and responsible gaming. Expanding into additional licensed markets increases regulatory and competence demands, which reinforces the strategic importance of training, skills development and maintaining a strong culture of compliance.

Diversity and equal treatment expectations influence Betsson's employer brand and support creativity, problem-solving and innovation across the organisation. Workforce wellbeing, including mental health, affects productivity, business continuity and Betsson's ability to meet regulatory obligations. As a result, wellbeing initiatives, inclusive working environments and clear internal progression pathways form part of the Group's long-term approach to talent development. The company's continued growth in regulated markets and reliance on proprietary technology create opportunities for career development, enhanced skills, and improved work-life balance through hybrid work. These opportunities support engagement, retention and the long-term sustainability of the business model.

Positive impacts arise through inclusive culture, secure employment and clearly defined HR and wellbeing policies, while the principal negative impacts and risks relate to high work intensity, uneven gender representation in certain functions, and compliance risks linked to fast-changing regulatory requirements. Dependencies include the need for skilled technical and compliance staff, effective responsible gaming teams and a safe, fair working environment that supports retention of key talent.

Together, these impacts, risks and opportunities shape Betsson's workforce strategy and influence investments in wellbeing, training, diversity and inclusion, recruitment and responsible working environment practices. This ensures

alignment between operational needs, regulatory obligations and long-term strategic objectives

Impact, risk and opportunity management

S1-1 Policies related to own workforce

Betsson maintains a comprehensive set of global and local steering documents and policies that collectively govern the management of material impacts, risks and opportunities related to its own workforce. These policies are grounded in internationally recognised labour and human-rights frameworks, including the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises. The policies reflect the Group's commitment to ethical conduct, respect, safety, fairness and equal opportunities for all employees. These standards guide equal treatment, freedom from forced and child labour, safe working conditions, and access to remedies.

In addition, Betsson has adopted a dedicated Human Rights Policy, which formalises the Group's commitment to respecting human rights, including the principles of non-discrimination, dignity at work and a working environment free from harassment, as well as preventing human trafficking and child labour.

Betsson does not operate a single global HR or people policy. Workforce-related impacts are governed through a combination of global HR-related steering documents and policies adopted at Group level, local employee handbooks, and additional local policies and procedures implemented to meet national labour and work-environment legislation.

The Code of Conduct establishes the overarching behavioural expectations for all employees and contractors, including requirements related to ethical behaviour, integrity, non-discrimination, harassment prevention, responsible decision-making and adherence to internal processes. It embeds Betsson's company values One Betsson, Passion and Fair Play, and sets out clear expectations regarding mutual respect, professional conduct and personal accountability. It also links to the Group's whistleblowing and grievance channels, ensuring that employees have accessible means to raise concerns about potential negative impacts without fear of retaliation.

The company prohibits discrimination and harassment in all aspects of employment, including recruitment, pay, working conditions, development and promotion. Equal treatment and inclusion are further supported by the Diversity, Inclusion & Belonging Statement and by local equality and anti-victimisation policies, which together promote a workplace where all employees have equal access to opportunities, development and progression. These policies prohibit discrimination, require fair and objective decision-making, and promote a culture in which different backgrounds and perspectives are valued. Betsson prohibits discrimination on the basis of sex, age, race or ethnic origin, gender identity, marital status, pregnancy or potential pregnancy, family responsibilities, disability, sexual orientation, and religious or other beliefs, as set out in the Equality, Anti-Harassment and Anti-Victimization Policy.

The Recruitment Policy complements these commitments by ensuring that all hiring processes are free from bias, transparent and conducted on the basis of merit and competency. Local Sexual Harassment Policies reinforce a safe and respectful working environment by defining unacceptable behaviour, outlining investigation processes, and ensuring that incidents are handled with confidentiality and care.

Working conditions, job security, working time, hybrid work arrangements, wellbeing and mental health are addressed through the Group's global people policies, supplemented by local procedures. These policies seek to ensure secure and fair employment practices, equitable treatment across roles and geographies, predictable and transparent working hours, and support for balancing work and personal commitments. Local HR teams support reasonable adjustments for individuals with disabilities or specific needs, and monitor compliance with non-discrimination requirements. Positive action measures are applied where legally required or appropriate to support inclusion and wellbeing of employees at particular risk of vulnerability.

Workplace health and safety, including psychosocial wellbeing, is a core part of the employee experience at Betsson. The Group operates in an office-based environment with generally low physical risk, but strong emphasis is placed on preventive measures related to stress, workload and mental health. Local HR teams and managers receive guidance on identifying early signs of strain and taking mitigating actions.

Betsson maintains formal workplace accident-prevention policies across all major locations. In Malta, the largest operational site, a Health & Safety Policy sets out responsibilities, mandatory incident reporting, risk assessments, emergency procedures, and first-aid and fire-warden structures, in line with national occupational health and safety legislation. In Sweden, the Work Environment Policy establishes a systematic work-environment management process covering physical and psychosocial risk assessments, safety rounds, and formal investigation and reporting of incidents and near-miss events.

Betsson's work on rights and privacy is complemented by the Data Protection and Privacy Policy, which ensures that personal data is handled securely and in accordance with the GDPR. The policy applies to all stages of the employment cycle, from onboarding to development reviews and training. Access to remedy is ensured through grievance procedures and the whistleblowing channel. Cases are investigated confidentially and followed up to ensure that the processes function as intended.

Policy implementation is overseen by the Chief Human Resources Officer, supported by global HR, local HR teams, Compliance, Legal and the GRC function. Policies are embedded through mandatory training, onboarding programmes, internal communications and ongoing guidance to managers, and are reviewed annually as part of Betsson's Internal Rules process.

Taken together, these policies form a coherent framework that prevents, mitigates and remedies material negative impacts on Betsson's workforce, advances positive impacts

related to inclusion, wellbeing, employee development and equal treatment, and supports the effective management of workforce-related risks and opportunities identified in the double materiality assessment. Resources are allocated to training programs, inclusive recruitment practices, and wellbeing initiatives as part of normal operations.

Betsson's employee policies are strengthened through continuous dialogue with employees and local representatives. This feedback is used to update the policies and ensure that they reflect actual needs and conditions.

These policies apply to all employees globally and, where relevant, to non-employees working under the company's supervision.

SI-2 Processes for engaging with own workers and workers' representatives about impacts

Betsson engages with its workforce through structured and continuous processes that form part of its wider due diligence approach and support the identification, assessment and management of material impacts affecting employees. Engagement methods are designed to ensure that employees' perspectives are heard, understood and reflected in decision-making at both local and Group levels. These processes apply to all employees and, where relevant, long-term contractors working under Betsson's direction.

At the global level, dialogue takes place through quarterly All Hands meetings, where employees can put questions directly to management. These meetings are complemented by ongoing internal communication via email, management announcements and the intranet, which supports transparency and informal feedback. The Group Executive Team is supported by the internal communications function and the talent engagement function to ensure clear and consistent communication.

Local engagement processes reflect the Group's organisational and geographical footprint. In Malta, where a significant proportion of the workforce is based, elected workforce representatives ("Ambassadors") participate in scheduled dialogue sessions held at least twice per year, with additional meetings convened as needed. In other locations, engagement occurs through site-specific All Hands meetings, direct access to local HR teams, and consultations that take place when operational or organisational changes are planned.

Employees are encouraged to raise concerns or contribute feedback through several accessible points of contact, including local HR teams, line managers and a dedicated digital suggestion form. These mechanisms complement more formal grievance and the external, third-party whistleblowing channel and support early identification of potentially negative issues. Global and local HR, as well as management, maintains an open-door approach, enabling employees to discuss sensitive matters confidentially.

Insights from engagement channels are reviewed by HR and senior leadership and feed into the company's people priorities, workforce strategy, and risk mitigation measures. The Chief Human Resources Officer oversees the global engage-

ment framework, supported by HR leadership teams in each jurisdiction. Themes identified through engagement, such as workload pressures, wellbeing concerns, inclusion matters or development needs, are incorporated into HR planning, policy enhancements and mitigation actions within relevant functions. Material insights are escalated through established governance routes, including to the Operational Management and, where appropriate, the Sustainability Forum and the Board.

Through these engagement processes, Betsson ensures that worker perspectives are continuously integrated into its due diligence and decision-making. This approach helps the company to identify actual and potential impacts at an early stage, respond appropriately, and maintain an informed, safe and supportive working environment aligned with employee expectations and the material impacts identified in the Double Materiality Assessment.

SI-3 Processes to remediate negative impacts and channels for own workers to raise concerns

Betsson provides formal and informal channels through which employees may raise concerns or report potential negative impacts, and the Group maintains established processes for remediating such impacts when they occur. Concerns can be raised directly with local HR or line managers, and in jurisdictions with elected workforce representatives, matters can be escalated through these representatives for structured discussion. Formal grievance procedures are in place in all locations and set out clear steps for submitting, assessing and resolving issues in a confidential and fair manner, with local HR responsible for investigation, follow-up and corrective action.

The Group's Whistleblowing Policy provides an independent, third-party channel for reporting more serious concerns, including breaches of policy, misconduct or situations involving actual or potential harm. The policy explicitly includes protection from retaliation, ensuring that individuals who report concerns in good faith are safeguarded and that their identity is protected throughout the handling of the case. The whistleblowing channel is managed by the GRC function, which ensures impartiality and adherence to defined timelines for acknowledgement, review and feedback.

Where there has been a negative impact, remedial action may involve adjustments to working conditions, workload or management practices, targeted training, mediation, or disciplinary measures. Follow-up is carried out to ensure that actions have been effective and that similar issues do not recur.

Awareness of reporting channels is supported through onboarding, mandatory training, internal communications and direct access to local HR contacts. Effectiveness and employee awareness and trust are assessed through engagement survey responses, insights from local HR interactions, and the continued and appropriate use of reporting channels. These inputs help the Group to identify whether employees understand how to raise concerns, whether trust in these mechanisms remains strong, and whether additional communication or reinforced processes are required.

SI-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

Betsson undertakes a structured set of actions to prevent, mitigate and remediate material impacts on its workforce, and to address the risks and opportunities identified through the Double Materiality Assessment. These actions are embedded in the Group's HR framework and informed by engagement with employees, insights from surveys, local reporting and operational data. They form part of Betsson's long-term approach to maintaining a safe, inclusive and resilient working environment across its global operations.

To prevent and mitigate negative impacts, the company implements wellbeing and mental-health initiatives, structured workload planning and hybrid work arrangements that support work-life balance. Inclusive recruitment, leadership development and internal mobility pathways strengthen equal treatment and reduce risks linked to skills gaps or exclusion. Ongoing training ensures that employees have the competence needed.

Where negative impacts occur, Betsson applies corrective or remedial actions in line with internal policies and local legislation. Local HR investigates cases and implements appropriate measures, which may include workload adjustments, mediation, management coaching, targeted training or, where required, disciplinary action or alternative arrangements. Follow-up is carried out to ensure the issue has been resolved and that recurrence is prevented.

Opportunities related to career growth, skills development and inclusion are pursued through continued investment in training, hybrid working, wellbeing support and initiatives that promote belonging. These actions strengthen engagement, retention and organisational resilience and support the capabilities required for Betsson's business goals.

During the reporting period, Betsson commenced preparations for the EU Pay Transparency Directive, including a review of pay-setting processes, role architecture and internal controls related to equal pay. The Directive's principles are being applied across EU operations and, where appropriate, used as a reference framework in non-EU locations to promote consistency, fairness and transparency in remuneration practices. These actions support the management of risks related to equal treatment, regulatory compliance and employee trust and will be further developed ahead of the Directive's implementation timelines.

Actions related to own workforce apply across Betsson's global workforce, including long-term contractors integrated into core processes. Local HR teams adapt implementation to reflect national labour law, collective requirements and cultural context, while global policies set the minimum baseline for all regions.

Most actions are ongoing and reviewed annually within the HR planning cycle, with some, such as wellbeing, diversity and inclusion programmes, designed as multi-year commitments.

Expected outcomes include improved wellbeing and psychological safety, reduced turnover, strengthened managerial capability and internal career mobility. Actual outcomes are monitored through engagement surveys, participation rates in learning and wellbeing initiatives, retention and turnover metrics, sick-leave trends and compliance and audit findings. These insights are used to refine HR policies, adjust priorities and inform resource allocation.

Resources devoted to these actions are largely embedded within existing HR and operational budgets, including HR personnel time, digital learning platforms, wellbeing services and external advisory support. No significant additional operating or capital expenditure is currently planned.

Progress on workforce-related actions is reviewed by the HR leadership team and senior management and is escalated to governance bodies where material. This oversight ensures that actions remain effective, aligned with workforce needs and supportive of Betsson's strategic objectives and long-term sustainability.

Metrics and targets

SI-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Betsson aims to be the Employer of Choice for current and potential employees by fostering an inclusive, innovative, and supportive work environment. This commitment addresses material risks related to talent retention and attraction, while advancing positive impacts on employee well-being, diversity, and career development.

Betsson sets workforce-related targets through a structured annual HR planning process led by the CHRO and HR leadership teams. The process draws on insights from employee engagement surveys, local HR reporting, consultations with workforce representatives in relevant jurisdictions, and feedback gathered through ongoing dialogue channels such as All Hands meetings and direct interaction with local HR. These inputs ensure that the targets reflect the workforce's priorities and lived experience, particularly regarding wellbeing, development, inclusion and retention. Targets are therefore informed by the perspectives of employees, although not explicitly for the creation of said targets, but to enhance employee experience and, where applicable, their representatives, and are aligned with the material impacts identified through the double materiality assessment.

During target setting, HR evaluates the feasibility and relevance of potential targets based on trends in employee feedback, turnover, capability needs and resource planning. The expected outcomes are tested against the workforce's input gathered throughout the year to ensure coherence between employee expectations, organisational priorities and material impacts. This process ensures that the targets are both meaningful and actionable, and that they address identified negative impacts, mitigate people-related risks and support opportunities for development and inclusion.

There have been no significant changes to the targets, metrics or methodologies in S1-5 as they correspond to Betsson's sustainability framework KPIs reported in previous years. No assumptions were made; numbers are derived from internal HR systems and the external employee survey tool.

Target 1: Employer of Choice

Description: Achieve a high recommendation rate, measured as the share of employees who, in the employee survey, recommend Betsson as an employer.

Metric: Percentage of employees who in the yearly employee survey recommend Betsson as a workplace to friends and family.

Scope: Employees engaged for more than 3 months at the time of the annual survey.

Baseline: Not applicable (absolute annual target).

Target: 90% recommendation rate.

Timeframe: Assessed annually.

Outcome (2025): 87% of employees recommended Betsson as a place of employment to friends and family.

Comment: 87% is a very high number, especially considering that employees who answered 'Neutral' are not included. The outcome for this target has been stable over time, and Betsson keeps actively working on creating the best workplace possible.

Target 2: Diversity and Equal Opportunities

Description: Ensure all employees have equal opportunities regardless of background, supporting an innovative and inclusive culture.

Metric: Percentage of employees who according to the results of the the employee survey perceive equal opportunities at Betsson.

Baseline: Not applicable (absolute annual target).

Target: 100% of employees perceive equal opportunities.

Timeframe: Assessed annually.

Outcome (2025): 84% of employees reported having equal opportunities regardless of background.

Comment: 84% is a good result, especially considering that employees who answered 'Neutral' are not included, and it has been relatively stable over time. Nonetheless, Betsson continues to work to improve equal opportunities for all employees.

Target 3: Competence and Career Development

Description: Provide comprehensive onboarding and development opportunities to all new hires.

Metric: Completion rate of Betsson's 3-day induction course for new hires.

Baseline: Not applicable (absolute annual target).

Target: 100% of new hires complete the induction course.

Timeframe: Assessed annually.

Outcome (2025): 99%

Comment: Outcome is very close to target. Betsson will continue to further develop the onboarding program.

Target 4: Employee Retention

Description: Maintain voluntary employee turnover at or below 30%, mitigating risks related to talent loss.

Metric: Voluntary turnover rate.

Baseline: Not applicable (absolute annual target).

Target: ≤30% voluntary turnover.

Timeframe: Assessed annually.

Outcome (2025): Average voluntary turnover 21%

Comment: Outcome is very good, well below the target of maximum 30% turnover rate. The turnover has steadily decreased over the last years, testament to Betsson's efforts to create the best employee experience.

Alignment with Material Impacts, Risks, and Opportunities

These targets are directly linked to the material impacts, risks and opportunities identified through the double materiality assessment. Reducing turnover and strengthening diversity address material negative impacts on employee wellbeing and organisational performance, as both stability and inclusion are essential in a high-paced, skills-dependent, digital business. By promoting equal opportunities, career development and a supportive working environment, the targets reinforce positive impacts that enhance employee satisfaction, engagement and innovation. They also contribute to mitigating material risks and pursuing opportunities by supporting a strong employer brand, improving retention in competitive labour markets, and ensuring that Betsson maintains the capabilities needed to operate effectively in multiple regulated jurisdictions. Together, these targets reflect the areas where workforce-related impacts are most significant and where actions can meaningfully support business continuity, employee engagement, and sustainable, long-term business performance.

S1-6 Characteristics of the undertaking's employees

Betsson monitors the composition of its employees in terms of gender, employment type and staff turnover to ensure transparency regarding key workforce characteristics. Betsson's workforce is developing in line with the needs of the business. Staff turnover has continued to decrease over time and amounted to 21% during the reporting year, well below the Group's target of under 30%. This demonstrates that Betsson's efforts to strengthen the employee experience are having an effect. The increased organisational stability supports continuity in an otherwise fast-moving industry and further strengthens the Group's ability to deliver on its business objectives. The full quantitative disclosure in accordance with S1-6 is provided in the appendix.

S1-8 Collective bargaining coverage and social dialogue

Only a smaller share of Betsson's workforce is covered by collective bargaining agreements; the remainder are governed by Group-wide people policies that ensure consistent working conditions across all locations. Employees are furthermore entitled to a series of employee benefits, ranging from health insurance to parental leave and wellness allowances.

Quantitative disclosures under ESRS S1-8 are subject to phase-in and are therefore not reported for the current reporting period.

S1-9 Diversity metrics

Betsson monitors diversity indicators among its employees to track representation at all organisational levels. Betsson's work on diversity and inclusion continues to show positive results. The vast majority of employees feel that they are treated fairly and have equal opportunities, while the Group recognises that further improvements are always possible.

The gaming industry has traditionally been male-dominated, and within Betsson's Executive Management Teams, (i.e. the Group Management and the Operational Management teams), four of fifteen members are women. During the reporting year, more than 70 nationalities were represented in the organisation, contributing to a broad diversity of experiences and perspectives. Betsson's workforce is also relatively young, with a significant proportion of employees under the age of 30, which Betsson takes into account when shaping working conditions, benefits and the overall employee experience.

The quantitative disclosures required under ESRS S1-9, including gender distribution and age structure, are presented in the appendix.

S1-10 Adequate wages

Betsson ensures adequate pay through established, market-based benchmarks and clear, gender-neutral principles for salary setting. Remuneration is reviewed regularly as part of HR governance to ensure that it is fair, competitive and supports employees' long-term security and development.

S1-15 Work-life balance metrics

All employees are entitled to family-related leave in accordance with applicable national legislation. Parental leave may also be covered by Betsson's employee benefits. Betsson's work to strengthen wellbeing and manage workload continues to show positive results. Findings from employee surveys and local follow-ups indicate that opportunities for hybrid working, flexible working arrangements, wellness benefits, and access to parental and family-related leave are appreciated by employees. The full quantitative disclosure required under S1-15 is included in the appendix.

S1-16 Remuneration metrics

Betsson monitors remuneration outcomes across the organisation to ensure fair and equitable pay. The Group analyses the gender pay gap and differences in total remuneration in accordance with ESRS S1-16. Betsson's analysis of pay outcomes shows good alignment with the principles of fair and competitive remuneration. The gender pay gap is systematically monitored, and any deviations are explained by competence- and experience-related factors. Ongoing preparations for the EU Pay Transparency Directive strengthen internal governance and are expected to further improve remuneration processes. The quantitative disclosures required under this datapoint are presented in the appendix.

S1-17 Incidents, complaints and severe human rights impacts

Complaints relating to discrimination, harassment and other workforce concerns are managed locally by HR in accordance with the Code of Conduct, local people policies and applicable legislation. Cases that require independent handling or raise potential integrity concerns can also be reported through Betsson's confidential whistleblowing channel, which is administered by the Governance, Risk and Compliance function with strict safeguards for confidentiality and protection against retaliation. Access to case details is limited to individuals who need the information to assess and resolve the matter.

In line with data-protection and confidentiality requirements, information on workforce-related complaints is maintained at local level, with only formally escalated matters reported to Group HR. No escalations of discrimination, harassment or other human-rights-related complaints were received at Group level during the reporting period.

Where a substantiated case arises, remediation measures are applied in accordance with internal procedures and local law. These may include corrective or disciplinary action, training, mediation or adjustments to working arrangements to ensure that the impact is addressed and recurrence is prevented. No severe human rights incidents - including forced labour, child labour or human trafficking - were identified or reported within Betsson's workforce during the reporting period. Monetary fines, penalties or compensation linked to such matters are monitored through the company's financial control and compliance processes, and no related amounts were recognised.

During the reporting period, Betsson received zero material complaints through its whistleblowing channel, zero complaints were filed with National Contact Points, and the Group incurred zero euros in fines or monetary sanctions; accordingly, no reconciliation or remediation information is required.

ESRS S4 Consumers and end-users

Strategy

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Betsson's material impacts, risks and opportunities related to consumers and end-users arise from its digital, customer-facing business model and its operation in online gaming markets. The consumers expected to be affected are primarily all Betsson's active customers, as well as all customers whose personal data is processed through Betsson's platforms.

Material negative impacts may occur where customers, particularly those exhibiting risky or problematic gambling behaviour, experience gambling-related harm. There is also risk for misuse of personal data or exposure to misleading or irresponsible marketing. These impacts can affect individuals' wellbeing, financial stability, and may result in financial and reputational risks for Betsson, including regulatory sanctions, loss of licences and customer churn. Such risks are most likely to materialise in the short to medium term given the regulated nature of the industry.

Material opportunities arise from strengthening consumer protection, data security and responsible engagement. Positive impacts for consumers are generated through the integration of responsible gaming tools, proactive customer engagement, privacy-by-design measures, transparent customer communication and compliance-driven marketing practices embedded in Betsson's platforms and operating processes. These activities support customer trust, loyalty and long-term value creation.

Consumer-related impacts, risks and opportunities influence Betsson's strategy and business model by shaping product design, platform functionality, customer journeys and decisions on market participation. Responsible gaming requirements, data protection obligations and marketing restrictions are embedded into Betsson's proprietary platforms and operational processes.

Betsson allocates resources to manage material consumer-related risks and pursue related opportunities through dedicated responsible gaming functions, customer service capabilities, data protection and information security controls and compliance-driven marketing processes. Overall, Betsson's strategy and business model are closely aligned with the management of consumer-related impacts, risks and opportunities, supporting sustainable growth based on trust and regulatory compliance.

Impact, risk and opportunity management

S4-1 Policies related to consumers and end-users

Betsson has established group-wide policies to protect all of the Group's consumers and end-users, focusing on responsible gaming, data protection and privacy, and ethical marketing. These policies aim to prevent harm, safeguard rights, and ensure transparency and fairness across all customer interactions. The policies extend to suppliers, affiliates, and third-party vendors, who are contractually required to comply with Betsson's standards.

Policies are communicated via the intranet, onboarding programs, and targeted training sessions. Employees complete mandatory annual training on responsible gaming, data privacy, and anti-corruption. Consumers can access information and support through Betsson's brand websites, corporate site, and customer service via chat, email, and phone.

Engagement with consumers and end-users forms part of Betsson's general approach to managing consumer-related impacts, risks and opportunities. Betsson engages with consumers on an ongoing basis through customer service interactions, feedback and complaint mechanisms, customer surveys, and direct engagement linked to responsible gaming processes. These channels enable Betsson to understand consumer experiences, expectations and potential adverse impacts, and to identify emerging risks or areas for improvement. Insights from consumer engagement are considered in the review and development of policies, processes and controls related to responsible gaming, data protection and marketing practices.

Betsson's steering documents undergo annual reviews and are updated based on audits, regulatory changes, and enterprise risk assessments. Board-level policies are re-adopted annually; other steering documents follow similar cycles with C-level approval. See list of relevant steering documents and most senior level accountable for implementation in the Appendix.

Alignment with International Standards

Betsson is a signatory to the UN Global Compact and adheres

to its Ten Principles, which are grounded in internationally recognized human rights and labour standards. While the policies do not explicitly reference the UN Guiding Principles on Business and Human Rights (UNGPs), they are broadly aligned with their core expectations, including respect for human rights, due diligence, and remediation.

Responsible Gaming Policy

Objective: Minimize gambling-related harm, protect vulnerable individuals, and ensure a safe and sustainable gaming environment.

Scope: Applies to all gaming operations globally, with jurisdiction-specific adaptations.

Implementation:

- Predictive analytics and AI tools for early detection of problem gambling.
- Escalation protocols for high-risk cases, including account restrictions and reporting to regulators.
- Mandatory induction and annual training for all employees; specialized workshops for customer-facing staff.

Monitoring: Regular audits by regulators and independent bodies (G4, eCOGRA); internal quality checks and reporting to COO and Board.

Updates: Annual review and updates based on regulatory changes and risk assessments.

Data Protection and Privacy Framework

Objective: Ensure compliance with global data protection laws and safeguard individuals' fundamental right to privacy.

Scope: Covers all personal data processing across Betsson Group, including customers and employees.

Implementation:

- Privacy-by-design
- Vendor due diligence
- Breach notification processes.
- ISO27001-certified information security management system.

Monitoring: Internal audits, GDPR compliance reports, and risk assessments.

Updates: Annual review and Board approval; adjustments for regulatory changes and operational developments.

Global Marketing Policy

Objective: Ensure marketing practices are transparent, socially responsible, and compliant with legal and ethical standards.

Scope: Applies to all marketing channels and partners globally.

Implementation:

- Prohibitions on targeting minors or vulnerable individuals.
- Responsible gambling messaging and age-gating on social media.
- Affiliate onboarding and monitoring via automated compliance tools.
- Monitoring: Compliance approval workflows (JIRA), regular audits, and corrective actions for breaches.

Updates: Annual review and alignment with EGBA and ICC codes.

S4-2 Processes for engaging with consumers and end-users about impacts

Betsson's business model is built on sustainable, long-term customer relationships. Engagement processes are designed to identify, assess, and address actual and potential impacts on consumers and end-users, particularly in relation to responsible gaming, data protection, and customer experience.

Where relevant, Betsson takes specific steps to gain insight into the perspectives of consumers who may be particularly vulnerable to adverse impacts, notably customers at risk of gambling-related harm. Insights are obtained through direct interactions linked to responsible gaming processes, including proactive outreach, customer service dialogues and case-based assessments conducted by trained staff. These interactions provide qualitative insight into consumer behaviour, needs and potential harm, and inform the continuous development of responsible gaming measures, customer communication and intervention approaches. Betsson also considers feedback and patterns identified through complaints, self-exclusion requests and other responsible gaming indicators when assessing the effectiveness of its consumer engagement and protection measures.

The overall primary objective to engage with customers is to ensure customer well-being, prevent harm, and continuously improve services and policies based on consumer feedback.

Methods and Frequency

24/7 Customer Service: Customers can interact via chat, email, and phone. All interactions are logged, categorized, and analysed for trends and issues.

Proactive Outreach: Betsson conducts regular customer satisfaction surveys and organizes focus groups to gather input on products, services, and responsible gaming measures.

Responsible Gaming Interaction: Direct engagement with customers identified as at-risk, including interventions and support.

Digital Channels: Corporate and brand websites provide contact details and information for feedback and complaints.

Integration into Decision-Making

Insights from customer interactions feed into operational reports reviewed weekly and monthly by the Chief Operating Officer (COO) and Head of Responsible Gaming. Major issues are escalated to Operational Management and inform policy updates and strategic decisions.

The COO, who oversees Customer Service, Payments, AML, and Responsible Gaming, is ultimately responsible for customer engagement processes. Reports and escalations are presented to senior management and the Board where relevant.

Customer service processes undergo regular audits by regulators and certification bodies such as G4 and eCOGRA. Audit

results are shared with the Board, COO, General Counsel, and Head of Compliance. Betsson's customer service has received multiple industry awards, reflecting adherence to high standards.

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

Betsson has established comprehensive processes to identify, address, and remediate potential and actual negative impacts on consumers and end-users, particularly related to responsible gaming, data privacy, and customer experience.

Where Betsson identifies a material negative impact on end-users, it seeks to contribute to appropriate remedy through corrective actions proportionate to the impact. Remedies may include account adjustments, restrictions or suspension, responsible gaming support or corrective data-protection measures. The effectiveness of remedial actions is assessed through follow-up, case review and further monitoring.

Channels for Raising Concerns

Information on how consumers can raise queries, submit complaints or seek support is provided through the brand websites, terms of use, privacy notices and customer service channels.

Betsson's customer service is available around the clock via telephone, chat and email. Contact details are provided on all gaming websites.

The Data Protection Officer's contact details are included in all privacy notices for customers and employees. The Group's websites provide contact information for Betsson AB and Betsson Group.

Customer service staff are trained to guide consumers to the appropriate channels and escalation routes. Betsson assesses consumer and end-user awareness and trust in these structures through customer satisfaction surveys, analysis of complaint-handling feedback, and monitoring of repeated contact patterns, which together provide insight into whether users understand, trust and can effectively navigate available channels.

Betsson seeks to ensure that consumers have access to appropriate grievance and remedy channels also through relevant business relationships. Suppliers, affiliates and other business partners are contractually required to comply with Betsson's standards and with regulatory requirements, including to provide relevant contact information and channels to raise concerns.

Remediation Processes and Escalation Mechanisms

Customer Service agents handle approximately 500,000 queries per month. All interactions with customers are logged, categorized, and analysed daily.

Team leaders review all issues daily. If unresolved, cases are escalated to the head of Customer Service and the Director of Customer Service and subsequently to the Complaints team. The Complaints team works with Compliance and Legal to as-

sess risks and report daily to the COO. Major issues are escalated to Operational Management and, if necessary, the Board.

Responsible Gaming Measures includes supporting customers in playing sustainably, account restrictions or even closure.

Measures for data-protection-related remedy are handled through dedicated processes to uphold rights under the GDPR and to manage incidents. Daily reports are submitted to the COO.

Integration and Monitoring

- All escalations and remediation actions are tracked in a centralized system.
- Reports on complaints and remediation outcomes are reviewed regularly by senior management.
- Customer satisfaction surveys follow every closed ticket, with results analysed and actioned.

Consumers are not subject to adverse treatment for using complaint, grievance or whistleblowing channels, in line with the Fair play company value and Betsson's Code of Conduct, Whistleblowing Policy and customer-protection procedures.

Independent Assurance

Customer service processes and complaint handling are subject to regular audits by regulators and external certification bodies such as the Global Gambling Guidance Group (G4) and eCOGRA. Audit results are presented to the Board, COO, General Counsel, and Head of Compliance.

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

Betsson works continuously to prevent and reduce potential negative impacts on consumers and end-users, with a focus on responsible gaming, data protection and fair and transparent marketing. These efforts aim to support customer well-being, safeguard their rights and maintain trust in Betsson's services.

The day-to-day work is carried out by dedicated teams within Customer Service, Responsible Gaming, Data Privacy and Marketing, supported by colleagues across the Group. Their activities include ongoing monitoring of customer behaviour using both Betsson's own tools and trusted third-party solutions, early identification and outreach to at-risk customers, privacy-by-design practices, supplier and affiliate checks, and ensuring that marketing remains responsible and compliant in all markets. Resources allocated to these actions consist primarily of internal staff within Customer Service, Responsible Gaming, Data Privacy, Marketing Compliance and the central Technology & Operations teams. External resources include third-party monitoring tools, certification audits and specialist advisory support, all of which are financed as part of Betsson's ongoing operating expenditure.

These actions are ongoing and form part of Betsson's medium- to long-term commitment to customer protection.

Alongside internal teams, Betsson also relies on external resources such as specialist advisory support, certification audits such as the Global Gambling Guidance Group (G4) and eCogra, and third-party monitoring tools.

Remedial actions are tailored to the type of material consumer-related impact identified. Safer gambling issues are addressed through responsible gaming interventions, including account restrictions, self-exclusion support, targeted communication and referral to support resources. Impacts related to data protection or privacy are addressed through corrective technical or organisational measures, customer notification where applicable, and remediation in line with data-protection requirements. Issues related to marketing practices or customer communication are addressed through corrective communication, withdrawal or amendment of content, and process or control improvements. This impact-specific approach ensures that remedies are proportionate and relevant to the nature of the impact experienced.

In a judgment dated 1 July 2025, the Supreme Court ordered BML Group Ltd ('BML') to repay approximately EUR 500,000 to a Swedish player who had used BML's online gaming services from Malta between 2009 and 2014, i.e. before the new Swedish Gaming Act was introduced in 2019. The Group considers that the case relates to specific circumstances and that the ruling is not expected to have any broader financial implications for its operations.

Effectiveness of actions is assessed on an ongoing basis through responsible-gaming indicators, customer-satisfaction and complaint data, privacy and security checks and independent audits carried out by regulators and certification bodies. These insights are reviewed through Betsson's regular reporting cycles and shared with senior management and, where relevant, the Board. The results help guide improvements as regulations evolve and customer-protection expectations develop.

The actions described above apply across Betsson's operations in all markets where the Group holds a licence, with specific adaptations for local legal requirements and consumer-protection frameworks. These actions cover Betsson's own operations, its customers and end-users, and relevant parts of the upstream value chain, including affiliates, marketing partners, and game or data suppliers.

Expected outcomes include reduced incidence of harmful play, enhanced protection of consumer rights, improved resolution of customer complaints, strengthened data-protection performance, and increased trust and satisfaction among end-users. Actual outcomes are assessed continuously based on responsible-gaming KPIs, complaint metrics, customer satisfaction results, and privacy-compliance monitoring.

Progress on actions is monitored regularly through internal reporting cycles, audits and supervisory reviews, with updates provided to senior management and, where material, to the Board. Adjustments are made based on effectiveness insights, regulatory changes, and evolving consumer-protection expectations.

Metrics and targets

S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Betsson aims to ensure high-quality customer service, promote responsible gaming, and protect consumer rights through clear performance targets and continuous improvement. These targets address material risks such as customer dissatisfaction, gambling-related harm, and data privacy breaches, while advancing positive impacts like trust, safety, and transparency.

Targets related to consumers and end-users are set through Betsson's annual sustainability and operational planning processes and are informed by the Double Materiality Assessment, regulatory requirements and identified consumer-related risks and opportunities. While consumers and end-users are not directly involved in target setting, their perspectives are reflected through ongoing customer engagement, responsible gaming interactions, customer feedback, complaints data and survey results, which inform the prioritisation, design and refinement of targets over time.

Customer Service Targets

Global Targets:

- Chat response time: ≤1 minute
- Customer satisfaction: ≥90%
- First Contact Resolution: ≥80% (subject to procedural exceptions, e.g., RG escalations)

Current Performance (2025):

- Average chat pickup time: 24 seconds
- Customer satisfaction: 92%
- First Contact Resolution: 85%

Monitoring:

All agents have scorecards reflecting performance against KPIs. The quality assurance team conducts quality checks using AI-supported tools analysing sentiment, compliance with procedures, and responsible gaming communication.

Responsible Gaming Targets

Global Targets:

- All customers receive information about Betsson's responsible gaming tools.
- All customers exhibiting potentially risky behaviour are actively engaged and receive tailored RG communication and support.

Metrics Monitored:

- Percentage of customers who receive information about Betsson's responsible gaming tools
- Percentage of active customers with RG tools activated (any tool and deposit limits respectively).
- Number of customers manually analysed for risk.
- Self-exclusion rates.

Current Performance:

- 100% of customers receive information about Betsson's

- responsible gaming tools
- 86.8% of active customers have RG tools activated.
- 32.1% use deposit limits.
- 61,878 customers manually analysed.
- 2.5% self-excluded for >6 months.

Coverage: All brands and markets, with local adaptations.

Duration: Ongoing, no end date.

Relevance

The consumer-related metrics disclosed above are selected because they reflect Betsson's material impacts, risks and opportunities related to consumers and end-users. Customer service metrics are relevant as they indicate accessibility, responsiveness and quality of support, which directly influence customer satisfaction and trust. Responsible gaming metrics are relevant as they provide insight into Betsson's effectiveness in identifying, engaging and supporting customers at risk of gambling-related harm. Together, these metrics support the monitoring of both risk mitigation and positive outcomes for consumers.

Link to policy objectives

The consumer-related targets disclosed above are directly linked to Betsson's policy objectives for consumers and end-users. Customer service targets support the objectives of Betsson's consumer protection and ethical marketing policies by promoting timely access to support, transparent communication and fair treatment of customers. Responsible gaming targets operationalise the objectives of Betsson's Responsible Gaming Policy by supporting the prevention of gambling-related harm, early identification of risk behaviours and engagement with customers who may be vulnerable. Together, these targets translate Betsson's consumer-related policy commitments into measurable outcomes and ongoing performance management.

Methodology

Consumer-related metrics are compiled using operational systems and internal reporting tools across Betsson's brands and markets. Customer service metrics are derived from customer interaction and ticketing systems and are calculated based on actual response times, resolution outcomes and customer feedback. Responsible gaming metrics are derived from platform data, responsible gaming tools and case-management systems and reflect defined events or behaviours, such as tool activation, manual risk assessments and self-exclusion. Definitions, calculation methods and data sources are applied consistently over time to support comparability. The targets associated with these metrics do not use a fixed base year but are monitored on an ongoing basis, with the ambition focused on continuous improvement and strengthened performance over time.

Progress

Progress towards consumer-related targets is monitored on an ongoing basis using defined performance indicators, including responsible gaming metrics, customer service and complaint data, customer satisfaction results and data-protection compliance monitoring. Target performance is

reviewed regularly by operational management and escalated to senior management where relevant. Where progress deviates from expectations, targets, actions or underlying assumptions are reviewed and adjusted as appropriate.

Where performance data is available, Betsson assesses whether progress is in line with the initial expectations for each target. Trends and significant changes in performance are analysed considering regulatory developments, changes in customer behaviour, enhancements to responsible gaming tools, and improvements in data protection and customer service processes. Overall performance to date indicates that progress towards consumer-related targets is broadly in line with planned expectations, with ongoing adjustments made to actions and controls where monitoring identifies emerging risks or opportunities.

Controls and audits

Consumer-related metrics are subject to internal controls and review as part of Betsson's governance, compliance and sustainability frameworks. Data is reviewed by operational management and relevant control functions, including Quality Assurance, Responsible Gaming and Compliance. Selected Responsible gaming metrics, such as usage of safer gambling tools, and underlying processes are also subject to external review through regulatory supervision and independent audits and certifications, such as those conducted by regulators and recognised third-party bodies (e.g. G4 and eCOGRA). These reviews provide assurance over the reliability and appropriate use of the metrics.

Governance disclosures

ESRS G1 Business conduct

Governance

Impact, risk and opportunity management

G1-1 Corporate culture and business conduct policies

Corporate Culture and Values

Betsson's corporate culture is built on three core values – One Betsson, Passion and Fair Play – developed collaboratively with employees and embedded across the organisation through the Code of Conduct. The values guide expectations on ethical behaviour, non-discrimination, harassment prevention, integrity and escalation of concerns. Culture is promoted through All Hands meetings, training and internal communications.

Betsson evaluates its culture through quantitative and qualitative indicators, including the annual employee survey, All Hands feedback and the employee experience forum. Leadership behaviour and cultural alignment are assessed via the leadership index and in performance reviews, while turnover trends, whistleblowing data, compliance training completion and ISO audit results provide additional indicators. HR, Compliance and the Sustainability Forum review these inputs and escalate material themes to Management and the Board to ensure early detection of cultural risks and continued alignment with Betsson's values.

Business Conduct Policies and Framework

Betsson's business conduct policies directly support the management of its material impacts, risks and opportunities as identified in the Double Materiality Assessment. The Code of Conduct and Anti-Corruption Policy address governance-related impacts and risks, including AML/CTF, bribery, supplier conduct and ethical marketing. The Responsible Gaming Policy and Data Protection and Privacy Policy relate to downstream impacts on consumers, including player protection, data privacy and information security.

Workforce-related impacts identified through the DMA are addressed through the Code of Conduct, the Human Rights Policy, Diversity, Inclusion & Belonging Statement and people-related policies. Climate-related impacts and opportunities are supported by the ESG Policy and procurement requirements for environmentally responsible practices. These policies therefore operationalise the Group's approach to managing the material sustainability matters identified across its value chain, and provide the foundation for mitigating risks and realising opportunities.

Betsson maintains a comprehensive policy framework supporting ethical business conduct, including the Code of Conduct, Corporate Governance Policy, Risk Management Policy, Anti-Corruption Policy, Whistleblowing Policy, Supplier Code of Conduct, Procurement Policy, Global Tax Policy and ESG Policy. These apply Group-wide, with the Procurement Policy applying to operational entities. Policies are accessible through the intranet and supplier portal, with key summaries publicly available.

Policies are developed by cross-functional experts from HR, Compliance, Procurement and GRC, and are updated through the annual Internal Rules process or equivalent C-level approval cycles, informed by internal audits, external requirements, risk assessments and best-practice benchmarks. Betsson's commitments are aligned with the UN Global Compact, UN Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, the OECD Guidelines and ILO conventions.

Monitoring of the implementation of the company's policies is carried out by the respective members of the Executive Management Team and the operational management, in accordance with their areas of responsibility. More detailed information can be found in the appendix.

Whistleblowing Framework

Betsson operates a global, independent whistleblowing channel, supplemented by local channels where required by law. VP GRC and the Chief Legal Officer manage received cases with Board oversight exercised by two independent board members from Betsson AB. Reports are acknowledged within seven days, handled confidentially and investigated by trained personnel in the GRC and Legal functions. Whistleblowers are protected against retaliation, and data is handled in accordance with GDPR and Betsson's Data Retention Policy.

Investigations are handled on a case-by-case basis and ensure independence from the management line concerned. The outcome is reported to the Board and senior management at an aggregated and non-person-identifiable level.

Employees are informed about when and how to use the whistleblowing channels through mandatory onboarding, the Code of Conduct, and dedicated intranet resources. Designated staff in legal, compliance and HR who receive reports are trained in investigation procedures, confidentiality obligations and the use of the Group's whistleblowing system. Regular dialogue and Group-level monitoring ensure the effectiveness of the framework.

Business Conduct Training and High-Risk Roles

Betsson's training framework covers all business-conduct topics, including anti-corruption and bribery, AML/CTF, data protection, responsible gaming, responsible marketing and whistleblowing. All employees and long-term contractors complete mandatory onboarding and annual refresher training, with tailored deep-dive modules for specific roles.

Functions assessed as having higher exposure to corruption and bribery risks include Commercial, Customer Service and, to a more limited extent, Procurement. These teams receive enhanced, role-specific training.

G1-2 Management of relationships with suppliers

Betsson manages supplier relationships through its procurement policy, the Code of Conduct and a dedicated Supplier Code of Conduct. These documents set out expectations for ethical conduct, legal compliance, respect for human rights and environmental responsibility. Suppliers are expected to adhere to internationally recognised frameworks, including the UN Universal Declaration of Human Rights, the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines and ILO Conventions.

The Supplier Code of Conduct also describes supplier engagement processes, contact routes and grievance mechanisms, including access to a confidential whistleblowing channel.

Betsson conducts supplier due diligence during onboarding to mitigate risks related to legal compliance, data protection and information security. Procurement and purchasing activities are guided by principles of responsible business conduct, as outlined in the Code of Conduct and related procurement procedures.

Betsson applies standard contractual payment terms in line with applicable legislation and internal procurement policies. Payment practices form part of the Group's general supplier-relationship governance but have not been assessed as material under ESRS G1-6.

Betsson expects suppliers to minimise their environmental impact and uphold human rights standards throughout their operations.

The company does not operate specific programmes targeted at vulnerable suppliers. Supplier-related risks are assessed as part of the broader sustainability and operational risk framework, including the enterprise risk assessment process.

G1-3 Prevention and detection of corruption and bribery

Betsson maintains a zero-tolerance approach to corruption, bribery, and related practices. The Anti-Corruption Policy and

Framework set out the principles and objectives guiding Betsson's approach, ensuring compliance with applicable local legislation across all operations. These standards apply to Betsson's own activities and extend to suppliers, vendors, consultants, and all business partners. The policy includes clear guidance, reporting channels, and defined roles and responsibilities.

Betsson prevents corruption and bribery through a structured set of controls embedded in its governance and operating processes. All employees, including management and internal Board members, complete annual online training on anti-corruption and bribery. The Code of Conduct and anti-corruption principles are part of induction training for all new hires. Policies are accessible on the company intranet, and communication is reinforced through internal channels.

The Group applies due-diligence procedures for suppliers, partners and affiliates, including screening, contractual anti-corruption clauses and periodic reassessments. Suppliers are bound by the Supplier Code of Conduct and procurement processes, which include anti-corruption requirements. The procurement portal and dedicated supplier contacts ensure compliance and monitoring.

The Procurement Business Process is the primary mechanism for detecting potential corruption risks. Issues identified are addressed individually, with escalation to Group Management and, if necessary, the Board.

Internal controls such as gifts register, budget approval process and internal cost control are in place.

Concerns can be raised through the Global Whistleblowing Channel, which is independent and impartial. The investigating committee consists of the VP GRC - second line, independent, with direct reporting to the Board – and the Chief Legal Officer, Betsson AB, supported by the Betsson AB Lead Counsels M&A and Corporate. Investigations are handled ensuring independence from the management chain involved.

Policy implementation and oversight are managed by VP GRC, supported by Legal and Compliance teams. Policies are reviewed annually as part of Betsson's Internal Rules process and updated based on audits, regulatory changes, and best practices. These procedures collectively ensure that corruption risks are prevented, detected and managed proactively across the organisation.

Metrics and targets

For the governance topics, performance is monitored through established policies, compliance controls, training, and feedback mechanisms, supported by management and Board oversight. The following sections outline how each topic is monitored and assessed during the reporting period.

Corporate culture

Betsson's Code of Conduct states: *Betsson has delivered entertainment and excitement to its customers since 1963. We are proud to be an iGaming operator, and we know that a key factor to our success in the industry is to act responsibly*

and play fair. That applies to all relations with stakeholders, whether it is with a customer, a colleague, an investor, or a business partner. The people we come into contact with in our jobs should always be confident that the way we do business does not only comply with legal requirements but also meets high ethical standards and honour general good conduct. Betsson monitors corporate culture through the global employee survey, leadership index results and indicators showing the extent to which employees experience Betsson's values in daily behaviours. These measures provide management with insight into the Group's cultural effectiveness. Surveys are conducted annually using a third-party tool. Results reflect the share of respondents providing positive responses to culture-related questions. Findings are internally compiled. Cultural effectiveness is indirectly supported by external certifications and employer awards, including ISO audit outcomes and top-employer recognition.

Whistleblowing protection

Betsson's whistleblowing policy states: *Betsson Group is committed to conducting business with the highest standards of professionalism, integrity, and ethical behaviour, in line with the Group's Code of Conduct and corporate values. Betsson takes every effort to avoid any malpractices that can result in serious consequences for the Group or its employees. However, all organisations face the risk of wrongdoings in any part of the business from time to time. A culture of openness and accountability is essential to prevent such situations occurring and to address them when they do occur. The purpose of this Whistleblowing policy is to establish the cornerstones in Betsson's responsibility to provide, encourage and facilitate a secure environment to report wrongdoings within the Group, ultimately to prevent or reduce the risks of various unethical, unlawful, or improper practices or activities.*

Betsson tracks the number of whistleblowing reports received, the proportion acknowledged within seven days, and the percentage of cases where feedback has been given within three months. These indicators help assess the effectiveness and responsiveness of the whistleblowing policy and instruction. Data is sourced from the external whistleblowing platform and followed up internally.

Anti-corruption

Betsson's anti-corruption policy states: *All Betsson employees, directors, vendors, suppliers, associated affiliates, consultants, and partners shall always act in an ethical manner, and more importantly, never take part in any corrupt practice. Anti-corruption considerations must be incorporated in all aspects of our business. Anticorruption measures shall be risk-based, meaning an evaluation of the specific risks related to a certain product, market, vendor, or person must be done as part of the day-to-day activities and in parallel to the operational business.*

Betsson monitors anti-corruption performance through annual completion rates for anti-corruption training and confirmed incidents recorded in internal case logs. These measures inform ongoing monitoring of integrity risks. Anti-corruption training data is obtained from the learning management system, while case information is recorded in the GRC case

management system. Training and case data are reviewed internally.

Anti money laundering (AML)

Betsson's AML/CTF and Sanctions policy states: *Money laundering, financing of terrorism and sanctions circumvention are serious international issues, and it is critical that Betsson Group takes all necessary steps to address them. Any attempt to use Betsson Group's services to launder money or finance terrorism is prevented and/or identified using all reasonably available means.*

Betsson Group is aware of the importance of anti-money laundering (AML), counter-terrorism financing (CTF) obligations as part of our licencing requirements and legal obligations across the world. Betsson Group is also conscious of the importance of complying with applicable sanction regimes to ensure that its services are not used, directly or indirectly, by individuals or entities subject to applicable restrictive measures.

Betsson Group is committed to maintaining the highest standards of integrity and compliance in all jurisdictions where it operates. The Group's policy is not to accept any customers whose funds include money acquired unlawfully or subject to applicable restrictive measures, and to comply with all applicable obligations in relation to anti-money laundering and counter-terrorism financing.

Betsson monitors AML performance through annual AML/CTF training completion rates, and the number of confirmed AML-related cases. These indicators support Betsson's assessment of AML risks. Training completion data is sourced from the learning management system, and AML case metrics from the Group's case management system. AML processes are subject to external regulatory audits.

Supplier relationships

Betsson's Supplier Code of Conduct states: *Betsson's commitment to ethical business practices, legal, compliance, and social and environmental responsibility extends to our suppliers, business partners and external contractors. Betsson has set up Supplier Due Diligence within its Procurement Business Process which Suppliers are required to adhere to. Betsson recognises that proper supplier management and mutually beneficial supplier relationships are vital for running a sustainable, successful business long-term.*

Betsson monitors the proportion of active suppliers that have undergone due-diligence screening and periodic reassessments. These metrics support supplier governance and risk management. Supplier due-diligence data is maintained in procurement and onboarding systems, based on documented screening steps. Supplier relationships are monitored through internal procurement and compliance controls and are also subject to external ISO audits.

Tax transparency

Betsson's Global tax policy states: *At Betsson, we view taxation not as an isolated function but as an integral part of the business. Our approach to tax is rooted in the same values,*

policies, and principles that guide the rest of our operations. Accordingly, the Global Tax Policy is an extension of our broader business values and objectives. We also recognize the inherent dual nature of taxation: while it represents a cost of doing business, it is equally a cornerstone of the prosperity of the societies in which we operate. This duality shapes our responsible approach to tax management.

Performance is monitored through established governance processes and controls, as set out in the Global Tax Policy. The Group continually reviews internal processes and controls to ensure compliance with relevant legal, regulatory and reporting requirements across jurisdictions. Betsson also monitors developments in local and international tax regulation relevant to a regulated online gaming company.

Engagement with internal stakeholders, external tax advisors and, where appropriate, tax authorities supports accurate reporting and predictable regulatory interactions. As a listed company, Betsson's tax-related disclosures are subject to quarterly reviews and the annual statutory audit by independent auditors, providing external assurance.

During the reporting period, Betsson maintained a consistent approach to tax governance, with emphasis on risk management and the consistency of tax positions. In line with the Global Tax Policy, the Group seeks to balance transparency with the protection of commercially sensitive information while maintaining trust with regulators, investors and other stakeholders.

Assumptions and limitations

G1 metrics depend on internal systems, employee and supplier participation, and established compliance and reporting channels. The indicators reflect actual cases and documented processes but may be subject to limitations related to data completeness, confidentiality requirements and the qualitative nature of certain governance metrics. In addition, training-related metrics assume that completion of mandatory modules translates into consistent understanding and application of business-conduct requirements.

Stakeholder engagement

Stakeholder insights from regulators, investors, employees and suppliers are incorporated into the review of governance practices under G1. Although stakeholders do not directly set metrics or targets, their expectations and the outcomes of the Double Materiality Assessment inform the continued prioritisation of culture, whistleblowing, supplier conduct, anti-corruption, AML and tax transparency.

Targets

Betsson's ambition for all material G1 areas is to maintain high standards of ethical business conduct, full regulatory compliance, and effective prevention of corruption, financial crime and other forms of misconduct.

The Group monitors performance in these areas through established policies, mandatory training, internal controls, due-diligence procedures, supplier assessments and incident-based reporting, as disclosed in G1-1 to G1-3, supported

by management and Board oversight. The follow-up includes the annual review of completed mandatory trainings in business ethics, results from supplier audits, number of confirmed cases of corruption or bribery, volumes and processing times for whistleblowing cases, as well as outcomes from internal controls and compliance reviews.

Betsson has not set quantitative targets for the material G1 topics during the reporting period. Instead, Betsson's approach is based on continuous compliance, clear policies, adherence to regulatory requirements, and qualitative indicators such as training completion, whistleblowing procedures and supplier due diligence. As the indicators are qualitative and form part of Betsson's ongoing governance and compliance framework, no formal baseline year has been established.

Betsson will continue to monitor developments in ESRS requirements and sector practice and will evaluate during future reporting cycles whether formalised quantitative G1 targets are appropriate.

G1-4 Confirmed incidents of corruption or bribery

For the reporting year 2025, Betsson recorded no (0) confirmed incidents of corruption or bribery across its operations or within upstream and downstream business relationships. No legal proceedings, fines or settlements related to corruption or bribery occurred during the period. As no breaches of anti-corruption or anti-bribery procedures were identified, no additional remedial actions were required.

G1-5 Political influence and lobbying activities

Betsson maintains strict standards regarding political engagement and lobbying, as outlined in its Anti-Corruption Policy. The company does not make political donations and only engages in public affairs through its defined Public Affairs strategy or via recognized industry organizations that operate exclusively through legal and transparent means. Betsson participates in industry associations to advocate for responsible gaming, fair regulation, and consumer protection. Key associations include the European Gaming and Betting Association (EGBA), the International Betting Integrity Association (IBIA), and the Swedish Trade Association for Online Gambling (BOS). All communication and lobbying activities are discussed and agreed upon at the industry organization level to ensure consistency and compliance with applicable laws.

Betsson is registered in the EU Transparency Register, REG number 537657797802-81, demonstrating its commitment to openness in interactions with EU institutions.

Actions and Resources

The actions described below address the material impacts, risks and opportunities related to business conduct identified through the Double Materiality Assessment, particularly those linked to corporate culture, whistleblowing, supplier relationships, financial crime prevention and tax transparency. Actions to address material business conduct impacts, risks and opportunities apply globally, across Betsson's operations. They are embedded in Betsson's existing governance, compliance, HR, procurement and finance functions and are overseen through established management and board-level structures.

During the reporting period, Betsson initiated a global review of people-related policies and procedures to ensure clearly defined protocols, protections and escalation mechanisms for all employees, aligned with evolving sustainability and governance expectations. This review supports consistency across all locations, and will be finalised in 2026.

Corporate culture

In 2025, actions to strengthen corporate culture focused on introducing shared values through culture workshops during induction training, strengthened compliance training processes, holding regular internal competence development and wellness sessions globally across operations, and integrating the core values One Betsson, Passion and Fair Play into company-wide employee activities such as Green Week, Health Month, Pride, Pink October and Movember. During 2026, Betsson plans to continue these types of employee activities, and also review descriptions and behaviours associated with the company values, which in turn inform leadership evaluations and employee communication. These actions strengthen Betsson's global company culture, reinforce the Code of Conduct and responsible business practices, and thereby support both business strategy and business continuity.

Whistleblowing

Whistleblowing and grievance mechanisms were strengthened during the reporting period through targeted training for staff responsible for handling reports, information for all employees on the intranet and the inclusion of whistleblowing guidance in the Supplier Code of Conduct. Planned actions in 2026 include further awareness activities in functions assessed as higher risk as well as broadly, across own operations. These measures are intended to strengthen trust in reporting mechanisms, in line with the Whistleblowing Policy and governance requirements.

Supplier relationships

Actions related to supplier relationships during the reporting period included strengthened due diligence screening and the adoption of a global Supplier Code of Conduct. In 2026, Betsson will expand supplier performance reviews, thereby enhancing supplier monitoring to improve oversight of third-party risks and support business continuity. These actions are implemented through the procurement and compliance framework and support the Supplier Code of Conduct and Procurement Policy.

Anti-money laundering

Betsson's operations has since many years Anti-Money Laundering and Counter-Terrorism Financing guidelines and routines in place, including risk-based processes and procedures to ensure that the Group knows its customers, which reduces the risk. In 2025, an AML- minimum framework was implemented to further strengthen these processes. During the reporting period, Betsson furthermore conducted mandatory annual anti-corruption and AML/CTF training for all employees. Planned actions for 2026 include further strengthening training for employees and enhanced internal review of suppliers. These actions support the Anti-Corruption Policy, the AML/CTF and Sanctions policy, and the Code of Conduct

and aim to reduce exposure to regulatory, legal and reputational risks.

Tax transparency

During the reporting period, Betsson focused on maintaining a structured and consistent approach to tax transparency in line with applicable legal, regulatory and reporting requirements in the jurisdictions where the Group operates. Activities included ongoing monitoring of developments in local and international tax regulation and continuous evaluation of internal processes and controls to ensure compliance with standards relevant to a regulated online gaming group.

Given the complexity and ongoing development of tax frameworks applicable to the gaming sector, emphasis was placed on governance, risk management and consistency of tax positions. Betsson engaged with internal and external stakeholders, including tax advisors and authorities where appropriate, to support accurate reporting and predictable interactions with regulators.

Planned actions in 2026 include continued proactive monitoring of regulatory developments, engagement with internal and external stakeholders, and evaluation of internal processes to ensure compliance with relevant standards.

These actions are underpinned by Betsson's Global Tax Policy, which sets out the Group's approach to tax compliance, tax risk management and engagement with tax authorities. In line with this policy, Betsson seeks to balance appropriate transparency with the protection of commercially sensitive information, while maintaining trust with tax authorities, regulators, investors and other relevant stakeholders.

Resources

The actions described above are primarily implemented using existing internal resources and systems, supported where necessary by external advisory expertise. Their effectiveness is monitored through internal controls, management reviews, training completion data, audit outcomes and, where relevant, whistleblowing and compliance reporting.

Appendix

This appendix is an integrated part of Betsson's sustainability report and forms a cohesive component of the overall reporting. The section primarily contains supplementary disclosures in the form of tables and methodological descriptions. All information in the appendix is therefore covered by the same reporting framework, definitions, and applications in accordance with the ESRS.

Table of Disclosure Requirements complied with in preparing the sustainability statement, following the outcome of the materiality assessment

ESRS 2	Disclosure requirements	Material topics	Page reference	Other information
ESRS 2 – General Disclosures	BP-1, BP-2, SBM-1, SBM-2, SBM-3, IRO-1, IRO-2, GOV-1, GOV-2	All material topics	47-59	
ESRS E1 – Climate Change	E1-1 to E1-8	Climate change mitigation, energy use	60-66, 89-90	
ESRS S1 – Own Workforce	S1-1 to S1-6, S1-8 to S1-10, S1-14 to S1-17	Working conditions, mental health, equal treatment and opportunities, diversity and inclusion, competence development	66-71, 91-92	Phase in applied for S1-8
ESRS S4 – End Users	S4-1 to S4-5	Data protection, cyber security, responsible gaming incl. protection of minors, responsible marketing	71-76	
ESRS G1 – Governance	G1-1 to G1-5	Corporate culture, whistleblower protection, corruption and bribery, AML/CTF, supplier relationships, tax transparency	76-80	

Non-material ESRS topics

Based on the outcome of the Double Materiality Assessment, Betsson has assessed certain ESRS topics as not material from both an impact and a financial perspective, in accordance with ESRS 1 §35. As a result, the related disclosure requirements are omitted from this sustainability statement. The topics assessed as non-material are ESRS E2 to E5, covering pollution, water and marine resources, biodiversity and ecosystems, and resource use and circular economy, as well as ESRS S2 on workers in the value chain, ESRS S3 on affected communities, and ESRS G1-6 on payment practices.

This conclusion reflects Betsson's digital, office-based business model, its limited physical asset base, the absence of manufacturing or extractive activities, and the lack of identified actual or potential adverse impacts, material risks or significant stakeholder concerns related to these topics. The rationale for non-materiality is documented as part of the Double Materiality Assessment process.

Table of data points in the cross-cutting and topical ESRS that are sourced from other EU legislation

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Applicability	Page ref.
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816, Annex II		Material	48
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		Material	48
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				Material	49

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Applicability	Page ref.
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS EI-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	Material	61-62
ESRS EI-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		Not material	
ESRS EI-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		Material	61-62
ESRS EI-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				Not material	
ESRS EI-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				Material	89
ESRS EI-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				Not material	
ESRS EI-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		Material	90
ESRS EI-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		Material	90
ESRS EI-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	Material	65-66

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Applicability	Page ref.
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Not material	
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).						
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			Not material	
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Not material	
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Not material	
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				Not material	
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				Not material	
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				Not material	
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Not material	
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Not material	
ESRS 2- IRO 1 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				Not material	
ESRS 2- IRO 1 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				Not material	
ESRS 2- IRO 1 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				Not material	
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				Not material	
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Not material	
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				Not material	
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				Not material	

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Applicability	Page ref.
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex I				Not material	
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				Not material	
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				Not material	
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				Material	67
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		Material	67-71
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				Material	67, 71
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				Material	67
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				Material	68
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				Not material	
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Material	71, 92
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				Material	71, 92
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				Material	71
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		Material	71
ESRS 2- SBM3 - S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				Not material	
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex I				Not material	
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex I				Not material	
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not material	

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Applicability	Page ref.
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		Not material	
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				Not material	
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				Not material	
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not material	
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Not material	
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				Material	71-72
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Material	72
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				Material	74
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				Material	76
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				Material	76, 78
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		Material	79
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				Material	77-78

Table of the Group's steering documents and the related sustainability governance structure

Steering document	Key content and main objective of policy	Material sustainability impacts, risks and opportunities	Scope of policy	Senior level accountable for implementation	External initiatives
Corporate Governance Instruction	Core principles governing the administration of companies within the Betsson Group	Company culture	Group-wide	CEO	-
Risk Management Policy	Principles and requirements on risk management	The risk policy sets the risk appetite for all material IROs	Group-wide	VP GRC	-
ESG Policy	Embed sustainability in strategy; governance of material sustainability areas	The ESG policy sets the general approach for governance of all material IROs	Group-wide	VP Communications & Sustainability	UN Global Compact, UN SDGs
Code of Conduct	Ethical behaviour, anti-corruption, respect for human rights and climate awareness	Corporate culture, anti-corruption, workforce culture	Group-wide	CHRO and VP GRC	UN Global Compact, OECD Guidelines

Steering document	Key content and main objective of policy	Material sustainability impacts, risks and opportunities	Scope of policy	Senior level accountable for implementation	External initiatives
Human rights policy	Commitment to respecting, promoting, and upholding the human rights of all individuals impacted by our operations and supply chains	Workforce culture, relationship with suppliers, data protection	Group-wide	CHRO	UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises, EU Charter of Fundamental Rights, ILO Core Labour Conventions, European Convention on Human Rights, General Data Protection Regulation
Diversity, Inclusion & Belonging Statement	Promote a diverse and inclusive workplace	Workforce culture, inclusion, retention	Group-wide	CHRO	UN SDGs, ILO conventions
Recruitment Policy	Ensuring a professional recruitment process, free from bias and discrimination	Recruitment, retention	Group-wide	CHRO	UN Global Compact, ILO Fair Recruitment Initiative
HR policies	Expectations on employees, working conditions	Workforce culture, inclusion, retention,	Country specific	CHRO	Local regulation, ex from Malta: Betssonite handbook Malta
Equality and Victimization policy	Ensuring a free from discrimination and victimization environment	Workforce culture, inclusion, retention	Country specific	CHRO	Local regulation, ex from Malta: Equality for Men and Women Act
Sexual harassment policy	Providing a safe and respectful work environment for all employees	Workforce culture, inclusion, retention	Country specific	CHRO	Local regulation, ex from Malta: Equality for Men and Women Act
Responsible Gaming Policy	Protect customers, prevent gambling harm	Consumer well-being	Group-wide	COO	eCogra, G4, EGBA
Data protection and Privacy Policy	Safeguard personal data for customers and employees	Legal compliance, data privacy, reputational risk	Group-wide	General Counsel	GDPR
Information Security Policy	Ensure data protection and cybersecurity	Operational/data risk, privacy incidents	Group wide	CISO	ISO 27001
General Group Marketing Policy	Ensure compliance with marketing requirements	Promoting safer play, protection of minors, legal fines	Group wide	CCO	EGBA Code of Conduct on Responsible Advertising for Online Gambling, ICC Advertising and Marketing Communications Code
Whistleblowing Policy	Enable anonymous reporting of misconduct	Governance oversight, compliance culture	Group-wide	VP GRC	EU Whistleblower Directive
Anti-Corruption Policy	Prevent bribery and corruption in operations	Governance, legal compliance, reputational risk	Group-wide	VP GRC	OECD Guidelines,
AML / CFT Policy	Framework to prevent money laundering and financing of terrorism	Governance, regulatory compliance, financial crime risk	Group-wide	COO, General Counsel	FATF, EU AML Directives
Procurement policy	Framework for setting and reviewing procurement objectives and targets, while supporting sustainable practices and operational excellence.	Upstream supply chain risk management	Operations	Procurement Director	UNGPs, OECD
Supplier Code of Conduct	Ensure ethical, legal, and environmental compliance	Upstream supply chain risk management	Group-wide	General Counsel	UNGPs, OECD
Global Tax Policy	Define responsible tax approach in global operations	Regulatory, reputational, financial risk	Group-wide	CFO	OECD BEPS

EU taxonomy eligibility

Following an assessment of Betsson's economic activities against the EU Taxonomy delegated acts, none of the Group's activities meet the descriptions of Taxonomy-eligible activities. Accordingly, the share of Taxonomy-eligible turnover,

capex and opex is 0%. Betsson's business model - online gaming and entertainment services - is not covered by any activity currently included in the EU Taxonomy. See tables on following pages.

Turnover KPI

Financial year	2025		Substantial Contribution Criteria							DNSH Criteria (Do No Significant Harm)							Proportion of taxonomy-aligned or eligible turnover	Enabling activity	Transitional activity
	Code	Turnover MEUR	Proportion of turnover year 2025	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards			
A. Taxonomy-eligible activities																			
A.1. Environmentally sustainable activities (taxonomy-aligned)																			
Turnover of environmentally sustainable activities (taxonomy-aligned) (A1)	0	0%	0%	0%	0%	0%	0%	0%	J	J	J	J	J	J	J	0%			
Of which Enabling		0%	0%	0%	0%	0%	0%	0%	J	J	J	J	J	J	J	0%	E		
Of which Transitional		0%	0%						J	J	J	J	J	J	J	0%	T		
A.2 Taxonomy-Eligible but not environmentally sustainable activities (non taxonomy-aligned activities)																			
Turnover of taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned) (A.2)	0	0%	0%	0%	0%	0%	0%	0%								0%			
A. Turnover of taxonomy-eligible activities (A1+A2)	0	0%	0%	0%	0%	0%	0%	0%								0%			
B. Taxonomy-non-eligible activities																			
Turnover of taxonomy-non-eligible activities	1,197.0	100 %																	
Total	1,197.0	100 %																	

CAPEX KPI

Financial year	2025		Substantial Contribution Criteria							DNSH Criteria (Do No Significant Harm)							Proportion of taxonomy-aligned or eligible turnover	Enabling activity	Transitional activity
	Code	Capex MEUR	Proportion of Capex, year 2025	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards			
A. Taxonomy-eligible activities																			
A.1. Environmentally sustainable activities (taxonomy-aligned)																			
CapEx of environmentally sustainable activities (taxonomy-aligned) (A.1)	0	0%	0%	0%	0%	0%	0%	0%	J	J	J	J	J	J	J	0%			
Of which Enabling		0%	0%	0%	0%	0%	0%	0%	J	J	J	J	J	J	J	0%	E		
Of which Transitional		0%	0%						J	J	J	J	J	J	J	0%	T		
A.2 Taxonomy-Eligible but not environmentally sustainable activities (non taxonomy-aligned activities)																			
CapEx of environmentally sustainable activities (taxonomy-aligned) (A.2)	0	0%	0%	0%	0%	0%	0%	0%								0%			
A. CapEx of taxonomy eligible activities (A1+A2)	0	0%	0%	0%	0%	0%	0%	0%								0%			
B. Taxonomy-non-eligible activities																			
CapEx of taxonomy-non-eligible activities	78.7	100 %																	
Total	78.7	100 %																	

OPEX KPI

Financial year	2025		Substantial Contribution Criteria							DNSH Criteria (Do No Significant Harm)							Proportion of tax-onomy-aligned or eligible turnover	Enabling activity	Transitional activity
	Code	Opex MEUR	Proportion of OpEx, year 2025	Climate Change Adaptation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards			
A. Taxonomy-eligible activities																			
A.1. Environmentally sustainable activities (taxonomy-aligned)																			
OpEx of environmentally sustainable activities (taxonomy-aligned) (A.1)	0	0%	0%	0%	0%	0%	0%	0%	0%	J	J	J	J	J	J	J	0%		
Of which Enabling		0%	0%	0%	0%	0%	0%	0%	0%	J	J	J	J	J	J	J	0%	E	
Of which Transitional		0%	0%							J	J	J	J	J	J	J	0%	T	
A.2 Taxonomy-Eligible but not environmentally sustainable activities (non taxonomy-aligned activities)																			
OpEx of taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned activities) (A.2)	0	0%	0%	0%	0%	0%	0%	0%									0%		
A. OpEx of taxonomy-eligible activities (A1+2)	0	0%	0%	0%	0%	0%	0%	0%									0%		
B. Taxonomy-non-eligible activities																			
OpEx of taxonomy-non-eligible activities	3.2	100%																	
Total	3.2	100%																	

Minimum safeguards statement

Betsson complies with the EU Taxonomy Minimum Safeguards, covering human rights (including workers' rights), anti-corruption and bribery, taxation, and fair competition.

Human and Labour Rights

Betsson is a participant in the UN Global Compact, and its Code of Conduct, approved by the CEO and endorsed by the Board, incorporates the Ten Principles on human rights, labour, environment, and anti-corruption. These principles guide the Group's policies, employee conduct, and practices to ensure a safe and fair working environment.

Anti-Corruption and Bribery

The Group maintains an Anti-corruption Policy and provides mandatory annual anti-bribery training to all employees. Regular corruption risk assessments and the application of a four-eyes principle mitigate conflicts of interest and strengthen internal controls.

Taxation

Betsson adheres to applicable tax legislation in the jurisdictions where it operates and recognises responsible tax behaviour as part of its corporate responsibility.

Fair Competition

Fair competition is embedded in Betsson's values. Employees receive compliance training annually, and new joiners are introduced to Betsson's compliance framework to ensure integrity and responsible conduct across operations.

Compliance Status

Neither the Company, its subsidiaries, nor senior management (Operational Management or Group Management) have been convicted of violating any of the above safeguards.

Additional qualitative environmental disclosures

Additional qualitative environmental disclosures

E1-4 & E1-6 GHG emissions disaggregated by Scopes 1 and 2 and significant Scope 3

Metric/ category	Base year 2019	2025	Target reduction by 2030 (tCO ₂ e)	Annual % target / Base year
Scope 1 GHG emissions				
Gross Scope 1 GHG emissions (tCO ₂ eq)	38.68	82.04		
Scope 2 GHG emissions				
Gross location-based Scope 2 GHG emissions (tCO ₂ eq)		717.73		
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)	1,836.48	807.90	1,031.34	
Scope 1 and 2 GHG emissions (market based)				-55
Significant Scope 3 GHG emissions				
Total gross Scope 3 GHG emissions (tCO ₂ eq)	5,216.96	5,898.55	782.54	-15
1 Purchased goods and services		1,273.61		
2 Capital goods		297.14		
3 Fuel and energy-related Activities (not included in Scope 1 or Scope 2)		204.71		
4 Upstream transportation and distribution				
5 Waste generated in operations		19.75		
6 Business traveling		2,310.20		
7 Employee commuting		1,277.86		
8 Upstream leased assets				
9 Downstream transportation				
10 Processing of sold products				
11 Use of sold products		515.29		
12 End-of-life treatment of sold products				
13 Downstream leased assets				
14 Franchises				
15 Investments				
Total GHG emissions				
Totala GHG-utsläpp platsbaserad metod (tCO ₂ e)		6,698.32		
Totala GHG-utsläpp marknadsbaserad metod (tCO ₂ e)	7,092.12	6,788.50	1,813.88	

E1-5 Energy consumption and mix

Metric	2025
(1) Energy consumption from coal and coal products (MWh)	0
(2) Energy consumption from crude oil and petroleum products (MWh)	0
(3) Energy consumption from natural gas (MWh)	0
(4) Energy consumption from other fossil sources (MWh)	0
(5) Purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	0
(6) Total fossil energy consumption (MWh)	2,074.51
Share of fossil sources in total energy consumption (%)	76.64
(7) Consumption from nuclear sources (MWh)	204.42
Share of consumption from nuclear sources in total energy consumption (%)	7.55
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	0
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	428
(10) The consumption of self-generated non-fuel renewable energy (MWh)	0
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	428
Share of renewable sources in total energy consumption (%)	15.81
Total energy consumption (MWh) (calculated as the sum of lines 6, 7, and 11)	2,706.93

E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions and GHG Intensity based on net revenue

Emissions from consolidated group, investees and joint arrangements

Metric	Consolidated accounting group (parent company and subsidiaries)
Gross Scope 1 GHG emissions [tonnes CO ₂ e]	82.04
Gross Scope 2 Location-based GHG emissions [tonnes CO ₂ e]	717.73
Gross Scope 2 Market-based GHG emissions [tonnes CO ₂ e]	807.9

Emissions from portfolio companies and partnership arrangements have not been assessed as material for the reporting period and therefore amount to zero.

Biogenic emissions

Metric	2025
Biogenic Scope 1 emissions [tonnes CO ₂ e]	2.68
Biogenic Scope 2 (location-based) emissions [tonnes CO ₂ e]	0
Biogenic Scope 2 (market-based) emissions [tonnes CO ₂ e]	0
Biogenic Scope 3 emissions [tonnes CO ₂ e]	0

Share of energy consumption covered by contractual instruments

Serie	2025
Share of energy consumption covered by contractual instruments [%]	1.13
Share of energy consumption covered by bundled contractual instruments [%]	1.13
Share of energy consumption covered by unbundled contractual instruments [%]	0
Biogena Scope 3-utsläpp (ton CO ₂ e)	0

Greenhouse gas emissions per net revenue

Metric	2025
Total GHG emissions (location-based) per net revenue [tCO ₂ eq/K Monetary unit]	0.01
Total GHG emissions (market-based) per net revenue [tCO ₂ eq/K Monetary unit]	0.01

Proportion of Scope 3 emissions calculated based on primary data

Metric	2025
Percentage of Scope 3 GHG emissions calculated using primary data	14.8

Additional qualitative social disclosures

The full quantitative breakdown required under ESRS S1-6, S1-9, S1-15 and S1-16 is presented below. A small number of employees in the recently consolidated Betsson France and Bukmacherska Ltd are not included in the compilation due to limitations in the HR system. A complete table of all employees in the Group can be found in the financial notes, note 7.

S1-6 – Characteristics of the company's employees

Headcount by gender

Gender	Number of employees
Male	1,895
Female	814
Other*	0
Not disclosed	0
Total Employees	2,709

Employees by employment type, disaggregated by gender

2025	Female	Male	Other	Not disclosed	Total
Number of employees	814	1,895	0	0	2,709
Number of permanent employees	781	1,836	0	0	2,617
Number of temporary employees	33	59	0	0	92
Number of non-guaranteed hours employees	0	0	0	0	0
Number of full-time employees	792	1,892	0	0	2,684
Number of part-time employees	22	3	0	0	25

Employees by employment type

Metric	Number of employees	Number of permanent employees	Number of temporary employees	Number of non-guaranteed hours employees
Global	2,709	2,617	92	0

Employees by employment type, full-time and part-time

Metric	Number of full-time employees	Number of part-time employees
Global	2,684	25

Employee turnover

Metric	2025
Employee turnover rate [%]	21.08
Employees who left the company during the reporting period	571

Employee headcount per country

Country	Number of employees
Malta	1,523

See also note 7 in the financial statements for information on the number of employees in other countries.

S1-6 Methodology

The information disclosed under S1-6 is compiled through Betsson's central HR information system, which records employee headcount, employment type and location at the end of each reporting period. Data is sourced directly from employment contracts and local HR records, ensuring consistency with payroll, legal employment status and local labour-law classifications.

Definitions follow ESRS S1 requirements, distinguishing between employees, non-employees and full-time contractors under Betsson's direct supervision. Headcount is reported on a head-count basis unless otherwise specified, and regional allocations reflect the legal employing entity of each individual. Local HR teams validate the completeness and accuracy of the data before consolidation at Group level.

This methodology ensures that the reported employee characteristics accurately reflect Betsson's global workforce composition and can be compared year-on-year.

S1-9 – Diversity metrics

Gender distribution in executive management (the Group Management and the Operational Management teams)

Metric	2025
Number of women in top management	4
Number of men in top management	11
Number of other employees in top management	0
Number of employees with gender not disclosed in top management	0
Percentage of women in top management [%]	26.67
Percentage of men in top management [%]	73.33
Percentage of other employees in top management [%]	0
Percentage of employees with gender not disclosed in top management [%]	0

Age distribution

Metric	2025
Number of employees aged under 30	733
Number of employees aged 30–50	1,877
Number of employees aged over 50	99
Percentage of employees aged under 30 (%)	27.06
Percentage of employees aged 30–50 (%)	69.29
Percentage of employees aged over 50 (%)	3.65

S1-9 Methodology

Diversity metrics are derived from Betsson’s HR information system and reflect the gender and age distribution at Group level and in management positions as defined in the ESRS. Gender and age attributes are collected at onboarding based on voluntary self-identification and maintained in accordance with applicable data-protection rules.

Management categories follow Betsson’s internal job architecture, which distinguishes senior leaders, managers and non-managerial roles, ensuring consistent classification

across all geographies. Data is aggregated by local HR teams and reviewed centrally to confirm alignment with ESRS definitions and internal organisational structures.

This approach ensures comparability across markets and provides a reliable basis for assessing diversity trends and monitoring progress toward inclusion-related workforce goals.

S1-15 – Work-life balance indicators

Family-related leave

Metric	2025
Percentage of employees entitled to family-related leave (%)	100
Percentage of entitled employees who took family-related leave (%)	3.91
Percentage of entitled women who took family-related leave (%)	6.88
Percentage of entitled men who took family-related leave (%)	2.64
Percentage of entitled employees with other gender identities who took family-related leave (%)	0
Percentage of entitled employees with gender not disclosed who took family-related leave (%)	0

S1-15 Methodology

The work-life balance indicators disclosed under S1-15 are compiled from Betsson’s HR information system, which records entitlement to and uptake of parental leave, family-related leave and other relevant leave types in each jurisdiction. Data is captured based on local statutory definitions and aligned with ESRS S1-15 requirements to ensure consistency across markets.

Leave uptake is reported on a headcount basis and reflects the number of employees who commenced or continued

eligible leave during the reporting period. Local HR teams review and validate the accuracy of leave records before consolidation at Group level, ensuring completeness, consistency with payroll and alignment with local legal entitlements.

This methodology provides a reliable basis for assessing work-life balance practices across the Group.

S1-16 – Remuneration metrics

Aggregated gender pay gap

Metric	2025
Aggregated gender pay gap (%)	14.29

Annual total remuneration ratio

Metric	2025
Annual total remuneration ratio	59.47

S1-16 Methodology

Betsson calculates the aggregated (raw) gender pay gap based on the base salary of all employees, converted to full-time equivalents to ensure comparability. The metric reflects a company-wide comparison across all countries, functions and job levels; segmenting the data by country, department or job level results in differing outcomes.

Total remuneration data is compiled in the Group’s Human Resource Information System and includes base salary, short-term incentives, long-term incentives and benefits, standardised and converted into euro.

Betsson assesses fair and adequate pay based on national legislation, collective agreements and relevant regulatory require-

ments in each jurisdiction. Pay levels always meet or exceed statutory and collectively agreed minimums. As part of this assessment, the Group conducts a global salary benchmarking exercise using external data from Mercer, segmented by industry, region, country and job level to ensure competitive pay across all locations.

This benchmarking is complemented with insights from leaver data, candidate salary expectations collected during recruitment, and participation in local salary surveys by HR where relevant. Betsson also performs ongoing internal comparisons between employees at similar job levels to ensure equity. Any identified pay gaps must be explained through objective, gender-neutral criteria such as experience, skills, performance or tenure.

Auditor's limited assurance report of Betsson AB (publ)'s statutory sustainability statement

To the general meeting of the shareholders of Betsson AB (publ), corporate identity number 556090-4251

Conclusion

We have conducted a limited assurance engagement of the sustainability statement for Betsson AB (Publ) for the financial year 2025. The sustainability statement is included on page 46-92 in this document.

Based on our limited assurance engagement as described in the section Auditor's responsibility, nothing has come to our attention that causes us to believe that the sustainability statement does not, in all material respects, meet the requirements of the Swedish Annual Accounts Act which includes,

- whether the sustainability statement meets the requirements of ESRS,
- whether the process the company has carried out to identify reported sustainability information has been conducted as described in ESRS 2 Section of the sustainability statement,
- compliance with the reporting requirements of the EU's Green Taxonomy Regulation Article 8.

Basis for conclusion

We have conducted the limited assurance engagement in accordance with FAR's recommendation RevR 19 *Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten*. Our responsibility according to this recommendation is further described in the section Auditor's responsibility. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other matter

The sustainability statement for the previous financial year has not been subject to a limited assurance engagement and no review of the comparative figures in the sustainability statement for the year 2025 has therefore been performed.

Other information than the sustainability statement

This document also contains other information than the sustainability statement and is found on pages 1-45 and 93-154.

The Board of Directors and the Managing Director are responsible for this other information.

Our conclusion on the sustainability statement does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our limited assurance engagement on the sustainability statement, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the sustainability statement. In this procedure we also take into account our knowledge otherwise obtained in the limited assurance engagement 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 that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors, and the Managing Director, are responsible for the preparation of sustainability statement in accordance with Chapter 6, Sections 12-12f of the Swedish Annual Accounts Act, and for such internal control as the Board of Directors and the Managing Director determines necessary to enable the preparation of the sustainability statement that is free from material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express a conclusion on whether the sustainability report has been prepared in accordance with Chapter 6, Sections 12-12f of the Swedish Annual Accounts Act based on our review. The limited assurance engagement has been conducted in accordance with FAR's recommendation RevR 19 *Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten*. This recommendation requires that we plan and perform our procedures to obtain limited assurance that the sustainability statement is prepared in accordance with these requirements.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. This means that it is not possible for us to obtain such assurance that we become aware of all significant matters that could have been identified if a reasonable assurance engagement had been performed.

Our firm applies ISQM 1 (International Standard on Quality Management), which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We are independent of Betsson AB (Publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

A limited assurance engagement involves performing procedures to obtain evidence about the sustainability statement. The auditor selects the procedures to be performed, including assessing the risks of material misstatements in the sustainability statement, whether due to fraud or error. In this risk assessment, the auditor considers the parts of the internal control that are relevant to how the Board of Directors and the Managing Director prepares the sustainability statement, in order to design procedures that are appropriate under the circumstances, but not for the purpose of providing a conclusion on the effectiveness of the company's internal control. The review consists of making inquiries, primarily of persons responsible for the preparation of the sustainability statement, performing analytical review, and conducting other limited review procedures.

The review procedures primarily include:

Summary of the work performed

Our procedures regarding the process that the company has implemented to identify sustainability information to be reported included, but were not limited to, the following:

- Obtaining an understanding of the process by:
 - Making inquiries to understand the sources of information used by management (e.g., stakeholder dialogues, business plans, and strategy documents); and
 - Reviewing the company's internal documentation of its process; and
- Evaluating whether the information obtained from our actions regarding the process implemented by the company is consistent with the description of the process in ESRS 2 Section of the sustainability statement.

Our procedures regarding the sustainability report included, but were not limited to, the following:

- Through inquiries, obtain a general understanding of the internal control environment, reporting processes, and

information systems relevant to the preparation of the information in the sustainability statement.

- Evaluate whether the information identified by the Process is included in the sustainability statement;
- Evaluate whether the structure and the presentation of the sustainability statement is in accordance with the ESRS;
- *Perform inquiries of relevant personnel and analytical procedures on selected information in the sustainability statement;*
- *Perform substantive assurance procedures on selected information in the sustainability statement;*
- Through inquiries and analytical procedures, evaluate supporting evidence to the methods, assumptions and data for developing significant estimates and forward-looking information;
- Obtain an understanding of the process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the sustainability statement;
- The review of taxonomy disclosures included, but was not limited to, the following review procedures:
 - Conducted inquiries of management and other persons within the company to obtain an understanding of the process and sources of information used in the taxonomy disclosures
 - Performed analytical procedures on selected taxonomy disclosures.
 - Evaluated whether the presentation of the taxonomy disclosures is consistent with the requirements of the EU Taxonomy Regulation.

Inherent limitations in preparing the sustainability statement

In reporting forward-looking information in accordance with ESRS, the Board of Directors [and the Managing Director of Betsson AB (Publ)] are required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by Betsson AB (Publ). Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

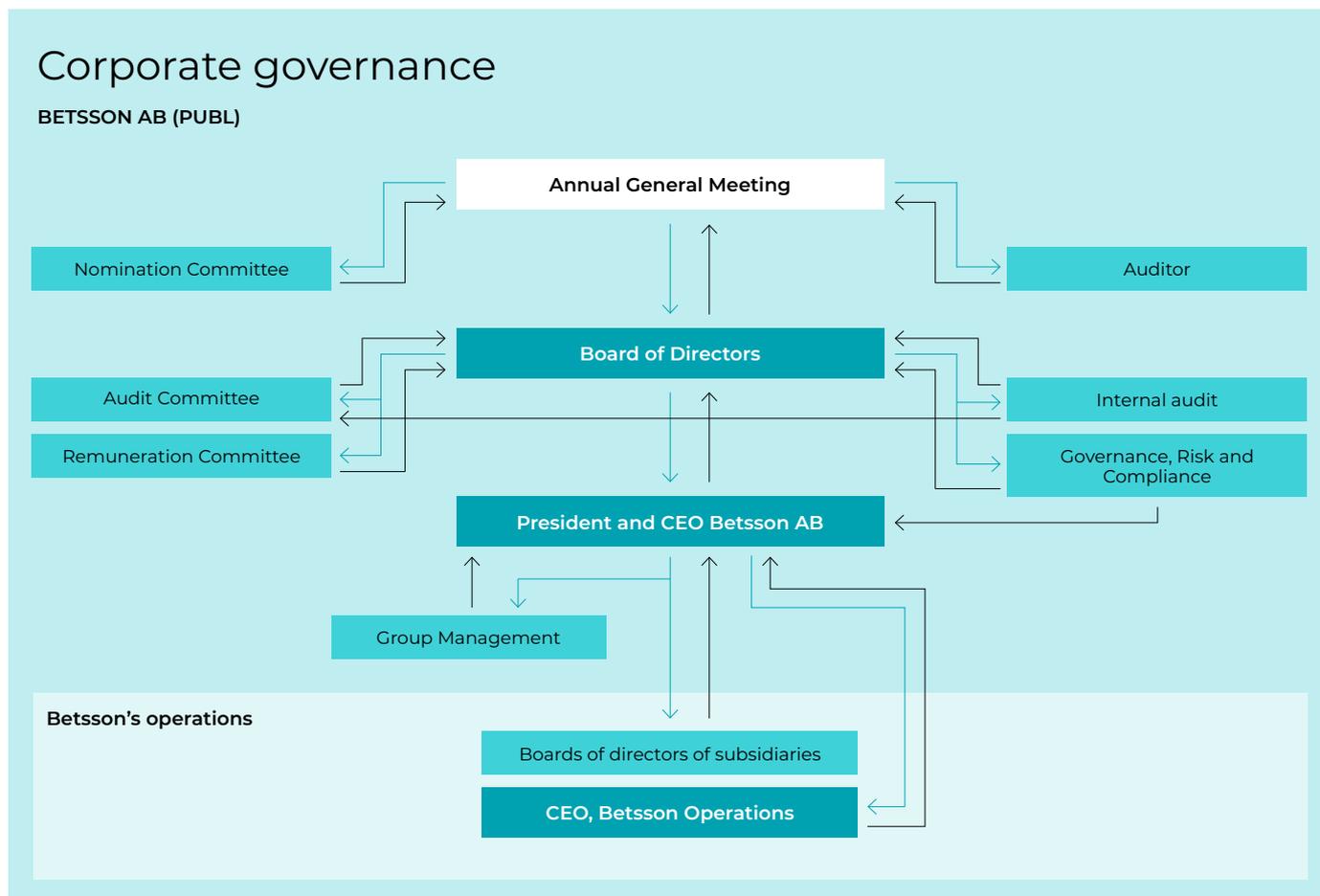
Stockholm 27 March 2026
Öhrlings PricewaterhouseCoopers AB

Aleksander Lyckow
Authorized Public Accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.



Corporate Governance Report



→ Appoints → Reports to/informs/submit proposals

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

Corporate governance at Betsson

Betsson AB (publ) hereby submits its Corporate Governance Report for 2025. 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 corpo-

rate body. During the financial year, the Company has not committed any breaches of Nasdaq Stockholm's Issuer Rules or otherwise been subject to any breach of good practice on the stock market. This Corporate Governance Report comprises part of our management reporting and has been reviewed by the Company's auditors.

The share

Betsson has been a listed company since 1996 and has been listed on Nasdaq Stockholm since 2000. The Company's B shares are listed on Nasdaq Stockholm Large Cap (BETS B). The biggest shareholders in terms of voting rights, representing at least one tenth of the total number of votes for all issued shares in the Company, were Hamberg Förvaltning AB with 18.7 percent of the outstanding votes and 3.8 percent of total capital, and Knutsson Holdings AB with 12.3 percent of the outstanding votes and 4.8 percent of total capital at the end of the year.

Articles of Association

The Company's Articles of Association indicate 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 general meetings. Furthermore, there are no provisions in the Articles of Association concerning the appointment and dismissal of Board Members; instead, they are elected by the general meeting in accordance with the Companies Act and the Code.

The applicable Articles of Association are available to view on the Company's website (www.betssonab.com).

Annual General Meeting

The shareholders exercise their influence over Betsson AB at the General Meeting of Shareholders, which is also the Company's highest decision-making body. In addition to what is required by law regarding the right of shareholders to participate in the general meeting, the Articles of Association require prior notification of the general meeting within a certain period of time specified in the notice convening the meeting, whereby – if applicable – notification must also be given if the shareholder intends to bring an assistant. According to the Articles of Association, Class A shares carry ten votes and Class B or C shares carry one vote when voting at the Annual General Meeting. The Company's treasury shares are not represented at General Meetings and are not subject to dividend payments.

Notice of the Annual General Meeting is published no later than four weeks before the meeting by announcement in Post- och Inrikes Tidningar and by making the notice available on the Betsson AB website. The company also publishes an announcement in Dagens Industri stating that the notice has been issued.

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

Annual General Meeting 2025

The 2025 Annual General Meeting of Betsson AB took place on Thursday, 8 May. Shareholders were able to attend the meeting in person or exercise their right to vote by proxy, or alternatively vote by post in advance in accordance with the regulations in the Articles of Association. A total of 368

shareholders participated in person, by proxy or postal voting, which collectively represented 67.7 percent of the total number of votes and 39 percent of the number of shares in the company.

The Annual General Meeting 2025 resolved, among other things, on the following:

- Adoption of the income statement and balance sheet
- Approval of the remuneration report
- Appropriation of profits
- Discharge from liability for members of the Board of Directors and the Chief Executive Officer
- Election of members of the Board of Directors
- Election of auditor
- Adoption of new instruction for the Nomination Committee
- Establishment of a long-term performance share programme for senior executives
- Authorisation for the Board of Directors to resolve on the repurchase and transfer of the company's Class B shares
- Authorisation for the Board of Directors to resolve on the issue of shares and/or convertibles against cash payment, in kind or through set-off

The minutes of the Annual General Meeting are available on the Company's website.

Annual General Meeting 2026

Betsson AB's 2026 Annual General Meeting will be held on Thursday, 7 May at Helio GT30, Grev Turegatan 30, Stockholm. For more information regarding the Annual General Meeting 2026, 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 2025 Annual General Meeting, Betsson AB's Nomination Committee shall consist of members appointed by the three largest shareholders or known shareholder groups in the Company in terms of voting rights as of 31 August who wish to appoint a member. The CEO or any other member of senior management will not be a member of the Nomination Committee. The Chairman of the Board will not take part in the work of the Nomination Committee. The Nomination Committee will prepare and submit to the General Meeting proposals for the election of the Chairman of the Board and other members of the Board, the Board's

Member	Representing	Independent in relation to the Company and its management	Percentage of votes in the Company	Share of capital in the Company
Jenny Rosberg	Hamberg Förvaltning AB	Yes	18.7%	3.8%
Mats Axell	Knutsson Holdings AB	Yes	12.3%	4.8%
Ingela Kling	The Kling family	Yes	9.8%	2.7%

remuneration divided between the Chairman and the other members and any remuneration for committee work, the election and remuneration of the auditor, and a decision on the principles for the composition of the Nomination Committee and the Chairman of the Annual General Meeting. The composition of the Nomination Committee meets the Code's requirements regarding independence in relation to the Company and senior management.

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

its proposal to the 2026 Annual General Meeting. The assessment will be based on the annual evaluation of interviewers with Board members and application of the Code.

The terms of reference given to the Nomination Committee and contact information for the committee are available on the Company's website.

Board members	Johan Lundberg	Pontus Lindwall	Louise Nylén	Peter Hamberg	Eva de Falck	Eva Leach	Tristan Sjöberg
Board of Directors	Chairman of the Board of Directors	Board Member	Board Member	Board Member	Board Member	Board Member	Board Member
Remuneration Committee	Chairman of the Remuneration Committee			Member of the Remuneration Committee		Member of the Remuneration Committee	
Audit Committee	Member of the Audit Committee		Member of the Audit Committee		Chairman of the Audit Committee		
Board fees (EUR thousand)	EUR 93.5 thousand		EUR 46.7 thousand	EUR 46.7 thousand	EUR 46.7 thousand	EUR 46.7 thousand	EUR 46.7 thousand
Committee fees	EUR 17.4 thousand		EUR 6.5 thousand	EUR 5.7 thousand	EUR 12.4 thousand	EUR 5.7 thousand	
Independent in relation to the Company	Yes	No	Yes	Yes	Yes	Yes	Yes
Independent in relation to the main owners	Yes	No	Yes	No	Yes	Yes	No
Holdings in Betsson	20,000 B shares	915,000 A shares, 1,185,000 B shares, EUR 2 million in the 2024/2027 bond	4,005 B shares	5,098,500 A shares 910,000 B shares	3,549 B shares	2,000 B shares	3,010,000 A shares 3,865,000 B shares EUR 0.6 million in the 2024/2027 bond EUR 0.6 million in the 2025/2029 bond
Attendance at Board meetings	15 of 15	15 of 15	15 of 15	15 of 15	15 of 15	15 of 15	15 of 15
Attendance at meetings of the Audit Committee	5 of 5		5 of 5		5 of 5		
Attendance at meetings of the Remuneration Committee	3 of 3			5 of 5		3 of 3	

Holdings as of 31/12/2025, including holdings via companies and related parties.

Board responsibilities and work

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

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

43 percent of Board Members are female. The members of the Board are presented on pages 104-106.

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 2025

The Board held 15 minuted Board meetings in 2025. 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 over the next three years, the geographical diversification and expansion of its activities, including M&A, the evaluation and monitoring of its subsidiaries, cashflow, share buy-back programmes, regulatory developments and acquisition of capital, 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 information necessary for effective monitoring of the development of the business and adequate decision-making. The Board receives, on a monthly basis, a detailed operational report in which the CEO 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. A number of central Group functions report annually to the Board within the framework of business development.

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 section on risk in the Annual Report.

The Audit Committee bears the preparatory responsibility within the Board to ensure compliance with the established principles of internal control. The CEO and CFO are responsible, on an ongoing basis, for taking appropriate steps to maintain good governance and internal control.

Each corporate function is responsible for ensuring internal control within its area of responsibility and based on given circumstances. Reporting and monitoring are ongoing at all levels.

Board committees

Audit Committee

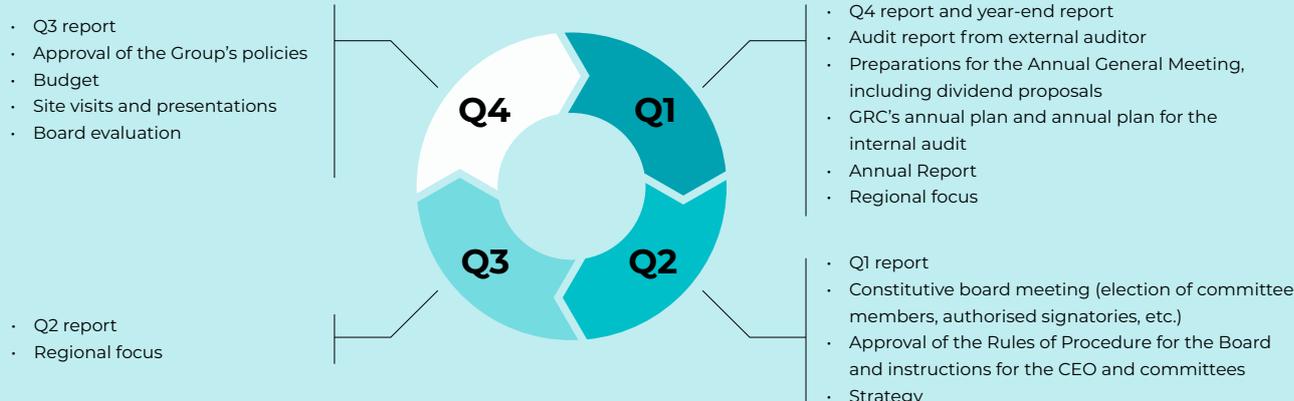
The Audit Committee's main task is to support the Board in auditing and internal control, accounting, financial reporting, sustainability reporting and risk management, as well as monitoring the company's financial structure and operations. The Audit Committee is also responsible for supervising, monitoring, preparation of the Company's policy framework and reporting corporate responsibility issues. The GRC function, the sustainability function and the Internal Audit function report regularly to the Audit Committee. The Audit Committee also assists in financing matters, and in evaluating and proposing changes in finance-related policies. The results of the Audit Committee's work in the form of observations, recommendations and proposals for decisions and measures to be taken are addressed by the Board on a continual basis. The Audit Committee annually adopts the external audit plan and an internal audit plan. The Audit Committee has held five minuted meetings during the year.

Since the 2023 Annual General Meeting, the Audit Committee has consisted of Eva de Falck (Chair), Johan Lundberg and Louise Nylén.

Remuneration Committee

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

The Board's annual cycle



variable remuneration for senior executives and key personnel. The Remuneration Committee has held three minuted meetings during the year.

Since the 2023 Annual General Meeting, the Remuneration Committee has consisted of Johan Lundberg (Chairman), Eva Leach and Peter Hamberg.

Evaluation of the Board of Directors and CEO

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

The Board has conducted a performance and efficiency evaluation in 2025. The Nomination Committee has also conducted individual interviews with Board members. This evaluation aims to ensure that the Board is focusing on the right areas, works adequately and efficiently, and that they possess the right skills and have an appropriate composition. The results of the evaluation are also used as a basis for the Nomination Committee in its work regarding succession planning for the Board.

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

CEO and Group management

Betsson's President and CEO is responsible for the day-to-day management of both the Parent Company and the Group, a responsibility which does not include decision-making in 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 2025, there were five senior executives in addition to the CEO. The members of the Group management team are presented on pages 108-109.

Betsson AB's business consists of management and administration of the Company's investments, which consist primarily of subsidiaries conducting gaming-related activities, as well as 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 subsid-

aries, each of which has a separate Board – or equivalent decision-making body – working under an operational management team that makes decisions for Betsson's gaming operations.

Diversity

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

Remuneration

Remuneration to the Board of Directors

The remuneration of the Board of Directors is decided annually by the Annual General Meeting. The 2025 Annual General Meeting decided on total and unamended Board remuneration of SEK 4,147,000. The fees per Board member appear on page 98. 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 2024 Annual General Meeting made a decision on guidelines for remuneration to senior executives. The Remuneration Guidelines are to apply until the 2028 Annual General Meeting, unless circumstances require a change before then. Current remuneration to senior executives is described in Note 7.

The Board of Directors prepares a remuneration report every year, describing how the guidelines for remuneration of senior executives in Betsson AB have been followed during the year. The remuneration report provides information on remuneration to the CEO and an overview of Betsson's outstanding incentive programmes that were completed during the year. Remuneration reports are available on the company's website.

Guidelines on remuneration for senior executives at Betsson AB

The 2024 Annual General Meeting resolved on the following guidelines for remuneration to senior executives at Betsson (“the Guidelines” or “the Remuneration Guidelines”) applicable until the 2028 Annual General Meeting, unless there is a need for significant changes to the Remuneration Guidelines prior to that.

The Remuneration Guidelines cover Board members, the CEO and other members of Betsson AB’s Group management (collectively “Senior Executives”).

Remuneration included in the Remuneration Guidelines includes salary and other remuneration to Senior Executives. The Remuneration Guidelines do not cover remuneration decided by the General Meeting, which includes long-term share-based incentive programmes.

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

The Company’s business strategy is based on the strategic pillars of “Talented people, Quality products and Operational excellence”. Successful implementation of the Company’s business strategy and safeguarding of Betsson’s long-term interests, including its sustainability, requires Betsson to be able to motivate, recruit and retain qualified staff. This requires that Betsson to be able to offer Senior Executives competitive remuneration, which is made possible through these Guidelines.

Different forms of remuneration

Remuneration to Senior Executives must be competitive and market-based and may consist of a fixed basic salary, performance-based salary, pension benefits and other benefits. In addition, the General Meeting may make decisions on remuneration in the form of long-term share-based incentive programmes, for example.

Regarding employment conditions for Senior Executives that are subject to rules other than those applicable in Sweden, adjustments may be made to the various components of total compensation to comply with such mandatory rules or local practice, whereby the overall purpose of these Guidelines shall be met as far as possible.

Fixed basic salary

The fixed basic salary shall form the basis of the total remuneration. The fixed basic salary shall be based on expertise, benchmark, responsibility and performance. The individual’s performance shall be monitored and form the basis for the annual review of the fixed basic salary.

Performance-based salary

Performance-based salary shall aim to promote the Company’s business strategy and long-term interests, including its sustainability, by having a clear connection to factors such as long-term growth and profitability.

The performance-based salary shall be subject to the Company meeting certain financial and other measurable targets defined by the Company’s Board of Directors, and the remuneration will vary depending on the extent to which the

targets are met or exceeded. Short-term performance-based remuneration may amount to no more than 200 per cent of the fixed annual basic salary and is to be paid with a six-month delay.

Pension

Pension terms shall be market-based and consist of a pension in accordance with applicable collective agreement provisions and a supplementary defined contribution pension. The normal retirement age is 65. The supplementary defined contribution pension shall amount to no more than ten per cent of the fixed annual basic salary.

Other benefits

Other benefits may include a company car and medical insurance. Such benefits shall amount to no more than ten per cent of the fixed annual basic salary.

Termination of employment, severance pay and compensation in the event of a restriction of competition

A mutual notice period of six months shall apply upon termination of employment of Senior Executives. Upon termination initiated by the Company, the executive will be awarded severance pay corresponding to a maximum of twelve months’ fixed salary. Severance pay shall not be paid if employment is terminated at the initiative of the Senior Executive.

In addition, compensation may be paid for any commitment to restrict competition. Such remuneration shall compensate for any loss of income and shall be paid only insofar as the former Senior Executive is not entitled to severance pay. As a general rule, the compensation shall be based on the fixed basic salary at the time of termination of employment and shall not exceed 60 per cent. Compensation shall also be paid during the period to which the non-competition commitment applies, which as a general rule shall amount to a maximum of twelve months after termination of employment.

Salary and employment conditions for employees

In preparing the Remuneration Guidelines, the salary and employment conditions of the Company’s employees have been taken into account by considering information on employees’ total remuneration. Furthermore, the various components of remuneration, the increase in remuneration and the rate of increase over time have formed part of the decision data for the Remuneration Committee and the Board when evaluating the Remuneration Guidelines and assessing whether the Guidelines and the resulting constraints are reasonable.

A summary of remuneration is presented in the remuneration report that the Board must prepare annually and present to the Annual General Meeting for decision.

Decision-making process for setting, reviewing and implementing the Remuneration Guidelines

The Company’s Board of Directors has established a Remuneration Committee. The committee’s tasks include preparing the Board’s decision on proposals for Remuneration Guidelines.

The Remuneration Committee shall also annually follow up and evaluate the Guidelines and their application. Moreover, the application of remuneration structures and remuneration levels in the Company shall be monitored annually.

Senior Executives are not to attend meetings at which the Remuneration Committee or the Board consider and make decisions on remuneration-related matters insofar as they are affected by such a matter. The Board must compile proposals for new Remuneration Guidelines at least every four years and submit them to the General Meeting for decisions to be made. The Remuneration Guidelines shall apply until new guidelines have been adopted by the General Meeting.

Departure from the Remuneration Guidelines

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

Internal audit

Betsson is committed to ongoing improvement of its operations. The online gaming industry is continuously exposed to a rapidly changing environment, such as changes in regulatory frameworks, seasonal variations, IT-related risks and currency fluctuations.

In a changing world like this, 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. See more about the three lines of defence in the annual report under the risks and risk management section on the page 36-45.

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

Significant changes and how shareholders' opinions have been taken into account

Components of the pension and the relative share of each form of remuneration in relation to the fixed basic salary have been clarified during the review of the Remuneration Guidelines, in addition to editorial and minor adjustments.

No comments have been made by shareholders regarding previous Remuneration Guidelines.

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.

In addition, the Group's subsidiary holding the Italian gambling licence holds a number of ISO certifications in accordance with the requirements of market regulation, including ISO 9001, ISO 14001 and ISO 50001. Several other operating subsidiaries have been certified under ISO 27001:2013 (the information security standard) since 2019. In 2024, these certifications transitioned to ISO 27001:2022, demonstrating a higher level of commitment to the highest standards of information security. All ISO certifications are issued by Bureau Veritas, one of the leading certification bodies globally.

It is important to note that not all operating subsidiaries are covered by the ISO 27001 certification, as the certification requirements determine which companies fall within its scope. The transition to ISO 27001:2022 also involved a shift to a globally recognised certification partner. The random number generator behind Betsson's marketed third-party games has been tested and approved by independent third parties including iTech Labs, Gaming Laboratories International (GLI), Quinel and eCogra.

System for internal control and risk management regarding financial reporting

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

Control environment

The control environment is the basis for the internal control of the financial reporting. The Company's internal control structure is based, among other things, on a clear allocation of responsibilities and work assignments, both between the Board and the CEO and between the management and operational parts of the Group's activities.

‘In a dynamic industry characterised by rapid change, stringent demands are placed on clear governance, strong control and a long-term perspective. The work of the Board is aimed at ensuring that the Company is well equipped to address both opportunities and risks, while safeguarding strong corporate governance and responsible decision-making. Our ambition stays the same – to keep delivering world-class gaming experiences and build long-term sustainable profit growth for our shareholders.’

– Johan Lundberg, Chairman of the Board

Policies and guidelines are assessed on a continuous basis by the management team and the Board, and are approved annually. Governance documents and process descriptions are communicated through established information and communication channels and have thus been made available and known to the staff concerned.

Risk assessment

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

Control measures

The Company establishes control measures annually based on risk assessments relating to prevention and detection measures and also to ensure that any errors are addressed. Betsson's financial reports are analysed and validated by the control function within the Company's finance function, and the financial reporting of subsidiaries and associated companies is analysed regularly. The Company also carried out acquisition analyses during the year following recent acquisitions. Intangible assets are assessed on a continuous basis against the return they generate, in order to ensure that the values reported in the Company's and the Group'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 that is reviewed and approved annually by the Board of Directors so as to ensure that external information is accurate, complete and timely. There are also financial risk management policies and internal information security guidelines. Betsson also has a global whistleblowing channel as well as a number of local whistleblowing channels, which are available to all employees on the intranet.

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

Investor relations

Betsson's information to shareholders is provided via the annual report, interim reports, general meetings and press releases, and also on the Company's website. For Betsson, investor relations, financial communication and transparency are important for investors, analysts and other stakeholders to be able to make an objective assessment of the Company's financial development and position, and thus make well-informed decisions for their investments or in their work. The aim of this is to distribute information about Betsson as a company by providing regular information to the capital market and to increase interest in Betsson's shares, and to strive for a fair market valuation of the company. Betsson has participated in a number of IR activities in 2025, 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, Chair of the Remuneration Committee and member of the Audit Committee.

Elected to the Board: 2018

Born: 1977

Residence: Zug, Switzerland.

Current assignments: Board member at Loomis AB, Svolder AB and CoinShares International Ltd and CEO of TG3 AG.

Work experience:

Founder and partner of NFT Ventures and senior positions at MasterCard and other companies.

Education:

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

Independence:

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

Holdings in Betsson:

20,000 B shares.

Eva de Falck



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

Elected to the Board: 2022

Born: 1960

Residence: Stockholm, Sweden.

Current assignments: Board member and chairman of the Board's risk and audit committees at Skandiabanken AB, CEO and chairman of the Board at de Falck Consulting AB, chief legal officer for Team Olivia AB and legal advisor and consultant.

Work experience:

More than 25 years of experience of senior positions in the financial industry, including as chief legal officer and as business operations manager at Handelsbanken and as group chief legal officer at Swedbank Group AB. Former Chairman of the Board at Ölands Bank and Tessin Nordic Holding AB, and Board member at Sparbanken Rekarne, Swedbank Hypotek AB, Swedbank Asset Management Luxemburg S.A., et al.

Education:

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

Independence:

Independent in relation to major shareholders; independent in relation to the Company and its management.

Holdings in Betsson:

3,549 B shares.

Peter Hamberg



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

Elected to the Board: 2021

Born: 1973

Residence: Ekerö, Sweden.

Current assignments: Member of the Board at Hamberg Förvaltning AB, Solporten Fastighets AB, Jungfrusunds Skärgårdsstad AB and the holding companies Pamir Intressenter (A, B, D, E, F, G and H).

Work experience:

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

Education:

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

Independence:

Dependent in relation to major shareholders; independent in relation to the Company and its management.

Holdings in Betsson:

5,098,500 A shares and 910,000 B shares.

Eva Leach



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

Elected to the Board: 2019

Born: 1980

Residence: Stockholm, Sweden.

Current assignments: CEO and founder of Baibe Bytes AB.

Work experience:

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

Education:

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

Independence:

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

Holdings in Betsson:

2,000 B shares.

Pontus Lindwall



Position: President, CEO and Board member.

Elected to the Board: 2021

Born: 1965

Residence: Stockholm, Sweden.

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

Work experience:

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

Education:

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

Independence:

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

Holdings in Betsson:

915,000 A shares, 1,185,000 B shares, EUR 2,000,000 in the 2024/2027 bond.

Louise Nylén



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

Elected to the Board: 2022

Born: 1976

Residence: Nacka, Sweden.

Current assignments: Chief Commercial Officer, TG3 AG.

Work experience:

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

Education:

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

Independence:

Independent in relation to major shareholders; independent in relation to the Company and its management.

Holdings in Betsson:

4,005 B shares.

Tristan Sjöberg



Position: Member of the Board.

Elected to the Board: 2022

Born: 1971

Residence: Singapore.

Current assignments: Partner and co-owner at Knutsson Holdings AB. Chairman of the Board and CEO of TCSJOHNHUXLEY Group. Chairman of the Board at Crib Goch Investment Ltd. and Highclere Capital Pte Ltd. Board member at Rose & Arrow Estate LLP, Fassler

Gourmet Pte Ltd, Knutsson Trotting Inc. and subsidiaries within the TCSJOHNHUXLEY group.

Work experience:

Many years of experience in the gaming industry, in addition to current assignments and previously as a Board member at International Gaming Operations Ltd and Sponsio Ltd.

Education:

MBA in Business Administration at the University of

Oxford, PhD at the University of East Anglia and BA in Oceanography at the University of Wales.

Independence:

Dependent in relation to major shareholders; independent in relation to the Company and its management.

Holdings in Betsson:

3,010,000 A shares and 3,865,000 B shares EUR 600,000 in the 2024/2027 bond and EUR 600,000 in the 2025/2029 bond.

Auditor

Aleksander Lyckow



Authorised Public Accountant

Born: 1980

Residence: Älvsjö, Sweden.

Principal Auditor since: 2022

All stated holdings include holdings through companies and related parties, as at 31 December 2025.



Group Management

Pontus Lindwall



Position: Group President, CEO and Board member.

Born: 1965

Residence: Stockholm, Sweden.

Employed by the Group since: 1991

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

Work experience:

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

Education:

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

Independence ratio:

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

Holdings in Betsson:

915,000 shares and 1,185,000 B shares, EUR 2,000,000 in the 2024/2027 bond.

Lina Rollby Claesson



Position: Vice President Governance, Risk and Compliance. Adjunct member of Group Management.

Born: 1966

Residence: Lidingö, Lidingö.

Employed by the Group since: 2025

Other assignments: Entropics Asset Management (independent Board member).

Background:

Many years of experience in the field of compliance, most recently as Chief Compliance Officer at Intrum. Lina was also Head of Group and GBS/ GP Compliance at Swedbank, Head of Compliance at Skandia and General Legal Counsel at Fairfax Insurance Group, for the subsidiaries in Sweden and France.

Education:

Bachelor of Laws (LL.M), Uppsala University and D.E.U.G du droit (law), University of Le Havre.

Holdings in Betsson:

-

Kristian Saliba



Position: Operational Chief Financial Officer, Betsson Group.

Born: 1979

Residence: Attard, Malta.

Employed by the Group since: 2008

Other assignments: -

Background:

Seven years of previous experience from PwC Malta in several audit assignments across various industries in Malta, Italy and the USA.

Education:

Bachelor's degree in Accounting from the University of Malta.

Holdings in Betsson:

118,083 B shares.

Jesper Svensson



Position: Operational Chief Executive Officer, Betsson Group.

Born: 1977

Residence: Sliema, Malta.

Employed by the Group since: 2013

Other assignments:

-

Background:

Many years of experience of senior positions in the gaming industry since 2006 and extensive international experience. Previously Head of Marketing at Bodog Nation, Head of Player Development at InterCasino, and responsible for Sportsbook CRM at Ladbrokes.

Education:

Master's degree in International Business from EAE, Barcelona, and a Bachelor's degree in Marketing from BI Norwegian School of Management, Oslo.

Holdings in Betsson:

155,760 B shares.

Triin Toomemets-Krasnitski



Position: Chief Legal Officer (CLO), Betsson AB.

Born: 1977

Residence: Tallinn, Estonia.

Employed by the Group since: 2012

Other assignments:

-

Background:

Chief Legal Officer at Nordic Gaming Group, which was acquired by Betsson in 2012. Before this, she worked as a lawyer at the law firm Sorainen.

Education:

Bachelor of Laws (LL.M.) from the University of Tartu and Master of Laws (LL.M.)

in International Business Law from Central European University.

Holdings in Betsson:

79,834 B shares.

Martin Öhman



Position: Chief Financial Officer (CFO), Betsson AB.

Born: 1976

Lives in: Stockholm, Sweden.

Employed by the Group since: 2019

Other assignments:

-

Background:

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

Education:

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

Holdings in Betsson:

7,130 B shares.

The share and shareholders

Share structure

At the end of 2025, Betsson AB had 142,729,838 shares divided into 15,034,000 Class A shares, 124,948,405 Class B shares and 2,747,433 Class C shares. Each Class A share entitles the holder to ten votes, whilst each Class B share entitles the holder to one vote. Betsson treasury shares totalled 2,329,922 B shares and 2,747,433 C shares. These shares are held by the Company and are not represented at the Annual General Meeting.

Dividend paid

The Annual General Meeting on 8 May 2025 resolved to distribute a dividend to shareholders of EUR 104.4 (88.5) million, corresponding to EUR 0.757 (0.645) per share, of which EUR 0.10 per share was a special dividend. 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.

Ownership structure

At the end of 2025, Betsson AB had 39,884 (29,963) shareholders. Foreign ownership amounted to 54 (55) per cent of the share capital and 36 (37) per cent of the votes.

Share liquidity

237.2 (225.0) million shares were traded during the year, of which 79.7 (95.3) million shares were traded on Nasdaq Stockholm's primary market. The average daily volume was 952,576 (896,213) shares, of which 205,547 (379,636) shares were traded on Nasdaq Stockholm's primary market.

Share price movements and turnover

The share price (last paid) at year-end was SEK 147.70 (143.60), equivalent to a market capitalisation of SEK 21.1 (20.5) billion. The share reached a high for 2025 of SEK 202.40 (146.70) on 3 July, while the low for the year was SEK 138.80 (94.0) on 23 June. The average share price during the year was SEK 159.80 (115.50).

Dividend policy and proposed dividend

According to the dividend policy, it is the Board's ambition that the dividend paid to shareholders be up to 50 percent of the Group's profit after tax, provided that an appropriate capital structure can be maintained. The dividend can be paid in one or more instalments via a cash transfer, an automatic redemption process or the repurchase of own shares. For 2026, the Board of Directors proposes an ordinary dividend to shareholders of EUR 0.66 (0.66) per share, corresponding to a total of EUR 90.6 (104.4) million. The previous year's dividend included an extraordinary dividend of EUR 0.10 per share. The Board proposes that the transfer to shareholders be made

by way of a cash payment. The Board also proposes that the dividend be paid in two equal instalments; the first payment to be made in the second quarter of 2026 and the second payment in the fourth quarter of 2026.

Share price development 2025



Share price development 2020-2025



Analysts covering Betsson

ABG Sundal Collier	Nikola Kalanoski
DNB & Carnegie	Martin Arnell
Pareto Securities	Georg Attling

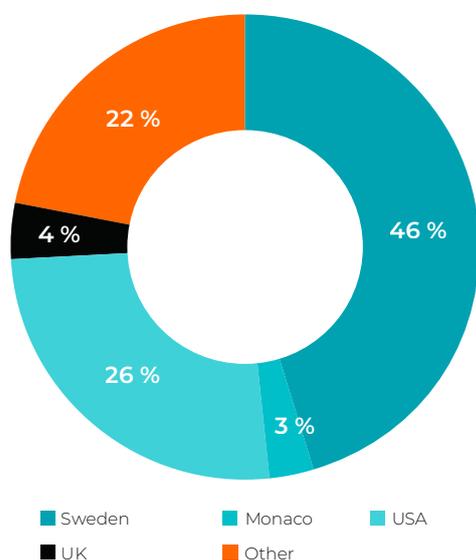
Major shareholders as per 31 December 2025

	Number of Class A shares	Number of Class B shares	Number of Class C shares	Share of votes (%)	Share of capital (%)
Hamberg Förvaltning AB	5,098,500	100,000	-	18.7%	3.8%
Knutsson Holdings AB	3,010,000	3,540,000	-	12.3%	4.8%
Lars Kling	2,554,000	1,207,000	-	9.8%	2.7%
Berit Lindwall	1,683,000	90,000	-	6.2%	1.3%
Provobis Holding AB	1,323,500	166,988	-	4.9%	1.1%
Pontus Lindwall	915,000	1,185,000	-	3.8%	1.5%
Fidelity Investments (FMR)	-	7,615,412	-	2.8%	5.5%
Avanza Pension	-	5,168,289	-	1.9%	3.8%
Vanguard	-	4,271,706	-	1.6%	3.1%
Svea Bank AB	-	4,018,886	-	1.5%	2.9%
Other owners	450,000	95,255,202	2,747,433	36.5%	69.5%
TOTAL	15,034,000	124,948,405	2,747,433	100.0%	100.0%
Betsson AB (treasury shares)	0	2,329,922	2,747,433	0.0%	0.0%
Total excl. treasury shares	15,034,000	122,568,883	-		

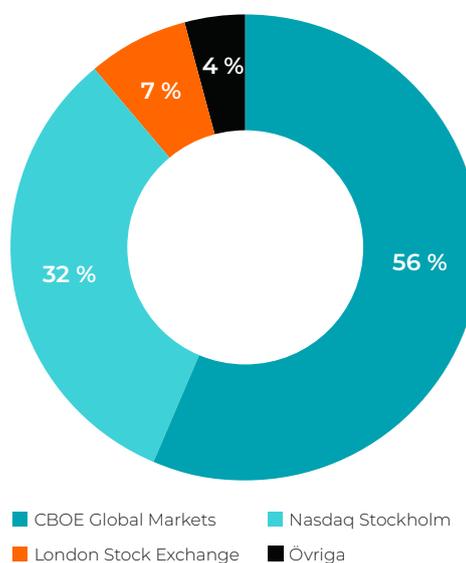
Share capital composition as per 31 December 2025

Class of share	Number of shares	Number of votes	Quota value	Share capital (EUR)
Shares, Class A – 10 votes per share	15,034,000	150,340,000	0.07	992,244
Shares, Class B – 1 vote per share	124,948,405	124,948,405	0.07	8,246,595
Shares, Class C – 1 vote per share	2,747,433	2,747,433	0.07	181,331
Total	142,729,838	278,035,838	0.07	9,420,169

Ownership by country as of 31 December 2025



Distribution by trading venue on 31 December 2025



Five-year summary

Amounts in EUR million unless otherwise stated

Income Statement	2025	2024	2023	2022	2021
Revenue	1,197.0	1,106.6	948.2	777.2	657.7
Gross profit	755.5	719.7	631.8	504.4	425.6
Operating income	253.1	256.7	210.5	131.2	117.6
Profit/loss before tax	235.5	233.7	194.8	124.6	112.0
Income after tax	182.4	183.7	173.0	114.7	103.9

Balance Sheet

Intangible fixed assets	744.9	735.7	717.2	596.2	572.9
Property, plant and equipment	7.9	8.4	9.9	8.1	6.6
Right-of-use assets	15.5	11.8	12.5	18.1	21.0
Financial fixed assets	14.3	21.0	16.9	19.6	24.0
Deferred tax receivables	9.1	11.5	9.0	8.1	1.1
Current receivables	213.7	270.6	197.7	200.3	176.0
Cash and cash equivalents	322.7	308.5	237.1	168.3	95.6
Total assets	1,328.0	1,367.2	1,200.1	1,018.7	897.2
Shareholders' equity	894.0	857.7	759.2	647.8	568.7
Interest-bearing non-current liabilities	195.1	191.8	186.7	112.1	15.7
Current liabilities	238.8	317.7	254.2	258.8	312.7
Total equity and liabilities	1,328.0	1,367.2	1,200.1	1,018.7	897.2

Cash Flow

Cash flow from operating activities	215.6	272.9	230.4	178.7	143.6
Cash flow from investing activities	-52.1	-93.3	-159.0	-51.2	-71.6
Cash flow from financing activities	-138.1	-107.0	0.3	-54.7	-62.2
Total cash flow	25.4	72.6	71.7	72.8	9.8

Revenue per product

Casino	867.5	795.4	672.0	514.7	477.1
Sportbook	323.5	303.4	267.0	250.7	172.2
Other	5.9	7.7	9.1	12.0	8.4
Total	1,197.0	1,106.6	948.2	777.2	657.7

Revenue per region

Nordic countries	141.7	179.5	196.1	212.2	207.7
Western Europe	232.7	184.5	135.0	97.8	136.0
Central and Eastern Europe and Central Asia	480.3	472.8	399.8	278.7	212.1
Latin America	320.1	253.9	201.6	173.6	88.3
Rest of World	22.5	15.9	15.6	15.0	13.5
Total	1,197.0	1,106.6	948.2	777.2	657.7

Number of customers	2025	2024	2023	2022	2021
Number of registered customers (thousands)	31,134.6	29,353.1	29,674.5	26,815.7	23,306.6
Average number of active customers (thousands)	1,375.8	1,347.9	1,204.5	1,246.1	1,031.0

Profitability and financial position

Gross margin (%)	63.1	65.0	66.6	64.9	64.7
EBITDA margin (%)	26.2	28.6	27.7	22.2	23.4
Operating margin (%)	21.1	23.2	22.2	16.9	17.9
Profit margin (%)	19.7	21.1	20.5	16.0	17.0
Return on equity (%)	20.0	22.4	25.2	19.7	19.9
Return on total capital (%)	19.0	20.2	19.4	14.1	13.7
Return on total capital employed (%)	24.0	25.9	22.2	18.6	18.5
Equity/assets ratio (%)	67.0	62.7	63.3	63.6	63.0
Net debt / EBITDA	-0.5	-0.4	-0.2	-0.4	-

Deposited amounts

Customer deposits, all gaming solutions	6,020.9	5,870.2	5,018.2	3,667.2	2,991.2
---	---------	---------	---------	---------	---------

Investments

Investments	-64.6	-50.0	-40.5	-35.5	-32.1
-------------	-------	-------	-------	-------	-------

Personnel

Average number of employees	2,822	2,319	2,103	1,972	1,890
Number of employees at year-end	2,899	2,660	2,189	2,023	1,955

The share

Number of shares outstanding at year-end	137,652,483	137,867,491	137,285,972	136,962,695	136,801,172
Number of treasury shares at year-end	5,077,355	4,862,347	5,443,866	5,767,143	5,928,666
Total number of shares at year-end	142,729,838	142,729,838	142,729,838	142,729,838	142,729,838
Average number of shares outstanding	137,813,739	137,376,727	137,124,334	136,881,934	136,726,751
Average number of shares outstanding after dilution	139,656,744	138,529,950	137,124,334	136,881,934	136,726,751
Number of registered shareholders	39,884	29,963	27,446	24,715	26,003
Average share price (SEK)	159.80	115.45	105.52	60.69	69.60
Share price at year-end (SEK)	147.70	143.60	108.50	84.77	54.60
Market capitalisation at year-end (MSEK)	21,081.2	20,496.0	15,486.2	12,099.2	7,793.0
Earnings per share (EUR)	1.29	1.32	1.29	0.87	0.78
Earnings per share after dilution (EUR)	1.27	1.30	1.29	0.87	0.78
Equity per share (EUR)	6.44	6.32	5.61	4.74	4.16
Dividend or equivalent per share (EUR)*	0.66	0.76	0.645	0.436	0.367
Dividend amount *	90.9	104.4	88.5	59.7	50.3

* Proposed ordinary dividend for 2025.

Consolidated income statements

Amounts in MEUR

	Note	2025	2024
Revenue	3.4	1,197.0	1,106.6
Total		1,197.0	1,106.6
Costs of services provided	5	-441.5	-386.9
Gross profit		755.5	719.7
Operating expenses			
Work performed by the Company for its own use and capitalised		41.6	31.2
Marketing expenses		-147.1	-138.1
Personnel costs	7	-190.7	-157.8
Other external expenses		-147.0	-139.0
Depreciation and amortisation	8	-60.5	-59.2
Other operating income/expenses	9	1.3	-0.2
Total operating expenses		-502.3	-463.0
Operating income		253.1	256.7
Net financial items			
Financial income	10	4.2	7.6
Financial expenses		-21.8	-30.7
Total net financial items		-17.6	-23.1
Profit/loss before tax		235.5	233.7
Income tax	13	-53.1	-50.0
Profit/loss for the year		182.4	183.7
Of which attributable to:			
- shareholders in the Parent Company		177.4	181.3
- non-controlling interests		5.1	2.4
Earnings per share in continuing operations			
- before dilution (EUR)	11	1.29	1.32
- after dilution (EUR)	11	1.27	1.30
Paid dividend per share (EUR)	12	0.76	0.645
Proposed dividend per share (EUR)	12	0.66	0.76

Consolidated statement of comprehensive income

Amounts in MEUR

	Note	2025	2024
Net income for the period		182.4	183.7
Other comprehensive income			
Currency effect on net investment		-	-0.9
Exchange rate differences on translation of foreign operations		-18.3	6.2
Other comprehensive income for the period (after tax)		-18.3	5.3
Total comprehensive income for the period		164.1	189.0
Of which attributable to:			
- shareholders in the Parent Company		159.0	186.6
- non-controlling interests		5.1	2.4

Consolidated balance sheets

Amounts in MEUR

Assets	Note	2025	2024
Non-current assets			
Intangible fixed assets	14	744.9	735.7
Property, plant and equipment	15	7.9	8.4
Right- of-use assets	15	15.5	11.8
Financial fixed assets	18	14.3	21.0
Deferred tax assets	13	9.1	11.5
Total non-current assets		791.7	788.5
Current assets			
Tax assets	13	16.1	52.6
Other receivables	19	163.3	171.0
Prepaid expenses and accrued income	20	34.6	46.8
Cash and cash equivalents	21	322.7	308.5
Total current assets		536.4	578.8
Total assets		1,328.0	1,367.2
Equity and liabilities			
Shareholders' equity			
Share capital	22	9.4	9.4
Other contributed capital		145.6	145.6
Reserves		11.6	29.9
Retained earnings including net income for the year		739.0	684.2
Non- controlling interests		-11.5	-11.4
Total equity		894.0	857.7
Non-current liabilities			
Deferred tax liabilities	13	10.9	12.1
Bond loan	23.30	173.2	173.0
Lease liabilities	15.30	11.0	6.6
Total non-current liabilities		195.1	191.8
Current liabilities			
Accounts payable	30	19.5	24.4
Tax liabilities	13	58.7	96.9
Other liabilities	24	89.6	110.3
Accrued expenses and deferred income	25	66.9	79.5
Lease liabilities	15.30	4.3	6.6
Total current liabilities		238.8	317.7
Total equity and liabilities		1,328.0	1,367.2

Consolidated cash flow statements

Amounts in MEUR

	Note	2025	2024
Operating activities			
Profit/loss before taxes		235.5	233.7
Adjustments for items not included in cash flow			
Depreciation	8	60.5	59.2
Share-based remuneration	7	3.6	2.5
Unrealised currency effects		1.7	2.0
Other items		10.6	9.1
Paid income tax	13	-50.4	-26.9
Cash flow from operating activities before changes in working capital		261.5	279.6
Changes in working capital			
Changes in current receivables		-24.8	-27.1
Changes in current liabilities		-21.1	20.4
Cash flow from operating activities		215.6	272.9
Investing activities			
Acquisition of intangible fixed assets	14	-60.8	-47.7
Acquisition of property, plant and equipment	15	-3.8	-2.3
Acquisition of shares in subsidiary companies		21.0	-36.4
Acquisition of shares in associates		-5.1	-5.6
Paid earn out		-3.4	-1.3
Cash flow from investing activities		-52.1	-93.3
Financing activities			
Repurchase of own shares		-12.5	-
Dividend/Share redemption programme		-104.8	-90.2
Lease payments	15	-8.3	-6.1
Loan associates		-2.2	-3.0
Raised bond loan	23	74.2	98.6
Bond redemption	23	-76.7	-103.1
Premiums received/paid for issued warrants		-0.4	-0.3
Dividend to non-controlling interests		-7.4	-2.9
Cash flow from financing activities		-138.1	-107.0
Change in cash and cash equivalents		25.4	72.6
Cash and cash equivalents at the beginning of the year	21	308.5	237.1
Exchange rate differences in cash and cash equivalents		-11.2	-1.1
Cash and cash equivalents at year-end		322.7	308.5
Additional information			
Interest paid during the year amounted to		-15.6	-23.5
Interest received during the year amounted to		3.5	6.5

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 interest	Total equity
Opening balance shareholders' equity, 1 Jan 2024	9.4	145.6	24.6	590.4	-10.8	759.2
Comprehensive income for the year 2024						
Profit/loss for the year	-	-	-	181.3	2.4	183.7
Currency effect on net investment	-	-	-0.9	-	-	-0.9
Exchange rate differences on translation of foreign operations	-	-	6.2	-	-	6.2
Total comprehensive income for the period	-	-	5.3	181.3	2.4	189.0
Transactions with the Company's owners 2024						
Share redemption	-4.7	-	-	-85.5	-	-90.2
Bonus issue	4.7	-	-	-4.7	-	-
Employee stock options, value of employee services	-	-	-	0.9	-	0.9
Premiums received for warrants	-	-	-	1.3	-	1.3
Other Non controlling interest	-	-	-	-	-2.9	-2.9
Closing balance shareholders' equity, 31 Dec 2024	9.4	145.6	29.9	684.2	-11.4	857.7
Opening balance shareholders' equity, 1 Jan 2025	9.4	145.6	29.9	684.2	-11.4	857.7
Comprehensive income for the year 2025						
Profit/loss for the year	-	-	-	177.4	5.1	182.4
Currency effect on net investment	-	-	-	-	-	-
Exchange rate differences on translation of foreign operations	-	-	-18.3	-	-	-18.3
Total comprehensive income for the period	-	-	-18.3	177.4	5.1	164.1
Transactions with the Company's owners 2025						
Dividend	-	-	-	-104.8	-	-104.8
Repurchase of own shares	-	-	-	-12.5	-	-12.5
Share-based remuneration	-	-	-	1.3	-	1.3
Premiums received for warrants	-	-	-	1.7	-	1.7
Reclassification of non controlling interest	-	-	-	-2.6	2.6	-
Transactions with non controlling shareholders	-	-	-	-5.7	-	-5.7
Other Non controlling interest	-	-	-	-	-7.8	-7.8
Closing balance shareholders' equity, 31 Dec 2025	9.4	145.6	11.6	739.0	-11.5	894.0

Parent Company income statement

Amounts in MEUR

	Note	2025	2024
Revenue	3	3.2	3.1
Total		3.2	3.1
Operating expenses			
Personnel costs	7	-10.2	-8.6
Other external expenses	6	-6.1	-5.8
Depreciation	8	-	-0.1
Other operating income/expenses	9	-0.4	-
Total operating expenses		-16.7	-14.6
Operating income		-13.5	-11.4
Financial items			
	10		
Income from participations in Group companies		158.2	215.6
Profit/loss from interests in Group companies, Group contributions		15.5	6.8
Interest income and similar items		1.0	2.6
Interest expenses and similar items		-13.9	-20.6
Total net financial items		160.7	204.4
Result after financial items		147.2	193.0
Profit/loss before tax			
		147.2	193.0
Income tax	13	-12.1	-19.5
Profit/loss for the year		135.1	173.5
Proposed/paid dividend per share EUR	12	0.66	0.76

Parent Company balance sheets

Amounts in MEUR

Assets	Note	2025	2024
Non-current assets			
Property, plant and equipment	15	0.1	0.1
Total tangible fixed assets		0.1	0.1
Financial fixed assets			
Participations in Group companies	16.17	598.4	596.8
Total financial fixed assets		598.4	596.8
Total non-current assets		598.6	596.9
Current assets			
Current receivables			
Receivables from Group companies	29	416.7	412.5
Tax assets	13	0.1	0.1
Other receivables	19	0.1	0.1
Prepaid expenses and accrued income	20	1.2	0.8
Total current assets		418.0	413.4
Cash and bank balances	21	89.0	40.6
Total current assets		507.1	454.0
Total assets		1,105.6	1,051.0
Equity			
Restricted equity			
Share capital	22	9.4	9.4
Statutory reserve fund		25.2	25.2
Total restricted equity		34.6	34.6
Non-restricted equity			
Share premium reserve		118.8	118.8
Retained earnings		590.4	531.1
Profit/loss for the year		135.1	173.5
Total non-restricted equity		844.3	823.4
Total equity		878.9	858.0
Non-current liabilities			
Bond loan	23	173.2	173.0
Total non-current liabilities		173.2	173.0
Current liabilities			
Accounts payable		0.4	0.5
Tax liabilities	13	26.6	14.5
Liabilities to Group companies	29	22.6	0.8
Other liabilities	24	0.9	0.7
Accrued expenses and deferred income	25	2.9	3.4
Total current liabilities		53.5	19.9
Total equity and liabilities		1,105.6	1,051.0

Parent Company cash flow statements

Amounts in MEUR

	Note	2025	2024
Operating activities			
Profit/loss before taxes		147.2	193.0
Adjustments for items not included in cash flow			
Depreciation	8	-	0.1
Write down	10	-	29.5
Exchange differences and other items		6.3	6.8
Cash flow from operating activities before changes in working capital		153.5	229.4
Changes in working capital			
Changes in current receivables		-4.6	-135.9
Changes in current liabilities		21.5	0.5
Cash flow from operating activities		170.4	93.9
Investing activities			
Aquisitions of shares in subsidiaries		-1.6	-0.4
Paid shareholder contribution		-	-28.0
Cash flow from investing activities		-1.6	-28.4
Financing activities			
Repurchase of own shares		-12.5	-
Dividend/Share redemption programme		-104.8	-90.2
Premiums received for issued warrants		-0.4	-0.3
Raised bond loan	23	74.2	98.6
Bond redemption	23	-76.8	-103.1
Cash flow from financing activities		-120.3	-95.0
Change in cash and cash equivalents		48.5	-29.5
Cash and cash equivalents at the beginning of the year	21	40.5	70.0
Cash and cash equivalents at year-end		89.0	40.5
Additional information			
Interest paid during the year amounted to		-12.7	-19.3
Interest received during the year amounted to		1.0	2.6

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 balances shareholders' equity, 1 Jan 2024	9.4	25.2	118.8	496.2	123.1	772.8
Appropriation according to AGM	-	-	-	123.1	-123.1	-
Share redemption	-4.7	-	-	-85.5	-	-90.2
Bonus issue	4.7	-	-	-4.7	-	-
Received payment - warrants issued	-	-	-	2.0	-	2.0
Group contributions	-	-	-	-	6.8	6.8
Profit/loss for the year, excl. Group contributions	-	-	-	-	166.7	166.7
Closing balance shareholders' equity, 31 Dec 2024	9.4	25.2	118.8	531.1	173.5	858.0
Opening balances shareholders' equity, 1 Jan 2025	9.4	25.2	118.8	531.1	173.5	858.0
Appropriation according to AGM	-	-	-	173.5	-173.5	-
Dividend	-	-	-	-104.8	-	-104.8
Repurchase of own shares	-	-	-	-12.5	-	-12.5
Bonus issue	-	-	-	-	-	-
Received payment - warrants issued	-	-	-	3.1	-	3.1
Group contributions	-	-	-	-	15.4	15.4
Profit/loss for the year, excl. Group contributions	-	-	-	-	119.7	119.7
Closing balance shareholders' equity, 31 Dec 2025	9.4	25.2	118.8	590.4	135.1	878.9

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 Large Cap. These consolidated financial statements were approved by the Board for publication on 25 March 2026. All amounts stated in these Notes are in EUR thousand, unless stated otherwise.

Note 2. Summary of important accounting and valuation principles

The most important accounting policies applied in these consolidated financial statements are described below. These policies were applied consistently for all years of comparison, unless otherwise stated.

Basis of preparation

The consolidated financial statements have been prepared in pursuance of the Swedish Annual Accounts Act, RFR 1 Supplementary Accounting Regulations for Groups, 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 is 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 accounts and the consolidated accounts are mainly due to the presentation of the income statements and balance sheets. The Parent Company applies the format specified in the Swedish Annual Accounts Act.

New standards, amendments and interpretations

A number of new or amended IFRS standards that are effective first in the next annual financial period have not been applied early in the preparation of these financial statements.

New and amended standards that have not yet entered into force

From 1 January 2027, IFRS 18 replaces IAS 1, responding to investor demand for better information about companies' financial performance. One of the key features of IFRS 18 is that entities must classify all income and expenses into one of five categories: operating, investing, financing, income taxes and discontinued operations. The new standard also requires the aggregation and disaggregation of assets, liabilities, equity, income, expenses and cash flows to be based on common characteristics. Betsson is still evaluating the impact of IFRS 18.

IAS 1 Presentation of Financial Statements

Betsson applies from 2023 the amendment to IAS 1 entailing that the note on the consolidated accounting policies has in some parts been shortened or in some cases clarified.

IAS 12 Income Taxes

Deferred tax is recognised on all temporary differences, except for temporary differences arising on initial recognition of an asset or liability. An amendment to IAS 12, applicable from 2023, clarifies that this exemption does not apply when recognising transactions that simultaneously give rise to both an asset and a liability, such as when recognising right-of-use assets and lease liabilities. For Betsson, the amendment has no impact on the financial statements.

Further amendments to IAS 12 Income Taxes were published in May 2023. These amendments took effect retrospectively from 1 January 2023 and clarify that IAS 12 applies to income taxes based on the OECD Pillar 2 model rules where such rules are applicable in the Parent Company's jurisdiction. At the same time, a temporary, mandatory exemption from the rules on recognising deferred tax in respect of such tax was introduced. This means that an entity may neither recognise nor disclose deferred tax assets and liabilities for Pillar 2 income taxes. Pillar 2 legislation is applicable from 1 January 2024 in Sweden, where Betsson AB's registered office is located. According to the law, the Group is obliged to pay an additional tax for the difference between the effective tax rate calculated in accordance with the Global Anti-Base Erosion (GloBE) rules for each jurisdiction and the minimum tax rate of 15 percent. The Group has historically derived a significant proportion of its income from low-tax markets, such as Malta. In recent years, the Group has expanded its operations and added local companies in higher-tax jurisdictions such as Belgium. This, combined with the Pillar 2 surcharge, results in a significantly higher overall corporation tax rate for the Group as of January 2024.

Applied basis of valuation and classification

The Parent Company's functional currency is the Euro (EUR), which is also the reporting currency of the Parent Company and the Group. All amounts in the notes 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 qualifying 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 of the closing date, or if they comprise cash and cash equivalents. 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 of the closing date 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. The acquisition method 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 controls an entity when it is exposed to or is entitled to variable return from its holding in the entity and is able to influence the returns via its influence in the entity.

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.

Intragroup 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. Investments in associated companies are reported using the equity method.

Under the equity method, investments in associates and joint ventures are initially recognised at cost in the consolidated balance sheet. The carrying amount is subsequently increased or decreased to recognise the Group's share of the profit and other comprehensive income of its associates and joint ventures after the acquisition date. The Group's share of profit or loss is included in consolidated profit or loss, and the Group's share of other comprehensive income is included in consolidated other comprehensive income. Dividends from associates and joint ventures are recognised as a reduction in the carrying amount of the investment.

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in that associate or joint venture (including any non-current receivables that are effec-

tively part of the Group's net investment in that associate or joint venture), the Group recognises no further losses unless the Group has incurred obligations or made payments on behalf of the associate or joint venture.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associates and joint ventures. Unrealised losses are also eliminated unless the transaction provides an indication of impairment of the asset being transferred. The accounting policies of associates and joint ventures have been adjusted where necessary to ensure consistency with the Group's accounting policies.

The carrying amount of the investment recognised in equity is tested for impairment annually.

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 exchange rate. Exchange rate differences arising on translation are recognised in the income statement.

Translation of foreign currency

For operations whose functional currency is not the Euro, all assets, provisions and other liabilities are translated into Euro at the closing rate. Income statement items are translated at average exchange rates.

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.

Revenue

Invoiced licence revenue regarding the provision of the technical platform and revenue from the Group's gaming operations are reported as revenue. 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 taken after the transaction is completed. This applies to Poker, Casino, Scratchcards, Bingo and Other Games. Revenue attributable to gaming transactions in which the Company assumes an open position against the player is reported net after deduction of player winnings, bonuses and loyalty programmes. The revenue reported in this manner refers to the sportsbook and is taken after the transaction has been completed.

Licence revenue from external gaming operators is based on the usage of the provided technical platform and other software. Revenue 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.

Revenue from services sold is reported exclusive of VAT and discounts and after the elimination of intragroup sales. Services sold include consultancy, rental and management

revenue. The majority of these services relate to intragroup sales from the Parent Company.

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 licencing fees which are calculated based on the outcome of the game are deducted from the revenue reported from the game.

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

Gross profit

Betsson recognises revenue based on the outcome of transactions with end customers, which is the point in time when the game is completed and the commitment to the customer is fulfilled. 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, third-party companies, game suppliers and payment service suppliers. This means that Betsson's success in negotiating with suppliers can also be measured.

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

Marketing expenses

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

Leasing

The Group acts solely as a lessee and recognises leases under IFRS 16. A contract is, or contains, a lease if the contract transfers the right to control the use of an identified asset for a certain period of time in exchange for payment. IFRS 16 is not applied for leases with a term of 12 months or less, or leases with an underlying asset of low value. Lease payments for these leases are recognised as a cost on a straight-line basis over the lease term.

The Group recognises a right-of-use asset and a lease liability on the lease start date. The lease liabilities are measured continuously at the present value of the remaining payments, discounted by the marginal borrowing rate for a corresponding asset on similar terms. The right-of use asset is written off on a straight-line basis from the start date to the earliest of the end of the asset's useful life and the end of the lease term. The lease liabilities are remeasured if the future lease payments change, for example as a result of index or price changes. When remeasurement takes place in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset.

The lease expense is recognised as a depreciation of the right-of-use asset and as an interest expense for the lease liability. See Note 15 for a summary of the impact on the financial statements.

Share-based remuneration

The Group has a number of share-based remuneration programmes that are described below.

Performance-based share programme

The Group has a performance-based share programme where participants can receive performance shares free of charge.

The fair value per performance share is determined at the time when the programme is agreed. The number of performance shares expected to be earned, together with the fair value per share, forms the basis of the total expense recognised over the three-year vesting period. The expense is recognised on a straight-line basis over the vesting period and is updated at each reporting date to reflect the expected number of earned shares, related to the service and performance conditions. As this is an equity-related programme, the cost is recognised as a staff cost with a corresponding entry in retained earnings. The cost of social security contributions for the incentive programme is recognised in the same way, but the offsetting entry is made as a liability instead of in equity and with ongoing revaluation based on the fair value of the shares at each reporting date.

Call option and employee stock option programmes

The Group has had a share-based incentive programme, 2022/2025. This incentive programme has consisted of call options where employees were offered the opportunity to acquire call options at market value and employee stock options that were transferred to participants free of charge upon fulfilment of certain conditions.

Employee stock options

The Company has issued employee stock options to employees as part of its incentive programme. The employee stock options have given the holders the right to acquire shares in the company in the future at a predetermined exercise price. The employee stock options have been conditional on continued employment. Some of the employee stock options also required an investment in Betsson shares.

The employee stock options have been issued free of charge. The fair value of the options on the allocation date is recognised as a staff cost in the income statement on a straight-line basis over the vesting period with a corresponding increase in 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.

Call options

The Company has issued call options to employees and other eligible parties as part of its incentive programme. No expense is recognised in the income statement as the participants paid market value for the options. A cash payment is received from participants when the options are sold, and this is recognised in equity.

When the options are exercised, the Company provides cash corresponding to the exercise price, which is recognised in equity. There is no further recognition if the options expire unexercised.

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 Sustainability and Financial Reporting Board, UFR 10, this is a defined-benefit plan involving several employers.

For the 2025 financial year and earlier, the Group has had no 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 EUR 400 thousand. 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 170 percent. If Alecta's collective consolidation level falls below 125 percent or exceeds 170 percent, action must be taken to create the conditions for the consolidation level 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 2025, Alecta's surplus in the form of the collective funding ratio amounted to 167 percent (163 percent).

Other operating income/expenses

Effects of secondary activities conducted within the scope of ordinary operations concerning operating receivables and liabilities are reported as other operating income/expenses. These mainly comprise realised and unrealised foreign exchange gains and losses on operating profits and losses on the sale and disposal of fixed assets or businesses.

Taxes

Income tax

Tax recognised in the income statement consists of 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 previous periods. Taxes are recognised in the income statement, except when the tax refers to items recognised in other comprehensive income or directly in 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.

Classification and subsequent measurement

Financial assets and liabilities are classified in the following classes:

- Financial assets and liabilities measured at fair value in the income statement.
- Financial assets and liabilities amortised at cost.

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 plus transaction costs, except as regards financial instruments measured at fair value through profit and loss, for which transaction costs are written off immediately. The subsequent accounting treatment depends on the manner in which the instruments have been classified according to the definitions below. The classification depends on the purpose for which the financial instruments were acquired or incurred.

Classification and subsequent measurement

Financial assets measured at amortised cost

All of the Groups financial assets are classified as subsequently measured at amortised cost. Assets recorded at amortised 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. Associates are classified as financial assets: see Associates for a further description of valuation and recognition.

Financial liabilities measured at amortised cost

Financial liabilities measured at amortised 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.

Intangible fixed assets

Since the online gaming market is expected to grow for a considerable time, the goodwill and brands are expected to have an indefinite useful lifetime, with the exception of the brands that are currently undergoing or have undergone a rebranding, or that are to be discontinued. Therefore, their value remains unchanged as long as the expected discounted net inflows from them are at least equal to their carrying amounts. Tests are conducted annually to identify any possible impairment requirement and, if such a requirement is identified, the asset's value is reduced by accumulated impairment.

Development expenditure and other intangible fixed assets

Development expenditure is capitalised as an asset in the balance sheet when the criteria in IAS 38 are met. 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.

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 the point in time at which 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 in the balance sheet 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.

Tangible fixed assets

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

Depreciation and impairment

Depreciation/amortisation is based on the original cost reduced by estimated residual value, taking into account prior impairment. Depreciation takes place 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
Computers within technology and development	3-5 years
Vehicles	3-5 years

* With the exception of the brands that are undergoing or have undergone a rebranding, or that are being discontinued.

The assessment of an asset's residual value and useful life are reviewed on an annual basis. If there are any indications that the property, plant and equipment or intangible fixed assets of the Group 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, if the latter is lower. 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, demand deposits

with banks and similar institutions and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

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 (net after transaction costs) 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

Trade payables are commitments to pay for goods or services acquired from suppliers in the normal course of business. 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.

Trade creditors are initially recognised at fair value and subsequently at amortised cost using the effective interest method.

The Parent Company's accounting policies

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 Sustainability and 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 Sustainability and Financial Reporting Board, RFR2. Shareholders' contributions are recognized directly against equity by the recipient and are capitalized as shares and participations by the provider to the extent that no impairment is necessary. The Parent Company applies the main rule in RFR 2, and accounts for received group contributions as an financial income. Group contributions made from the 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 reassessed when there is an indication of impairment. Dividends received from subsidiaries are reported as financial income. Transaction costs associated with the acquisition of companies is reported as part of the cost. Contingent purchase consideration is reported as part of the cost if it is likely to be required. If, in subsequent periods, it becomes evident that the initial assessment is in need of revision, then the cost must be adjusted.

Division into restricted and non-restricted equity

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

Untaxed reserves and balance sheet appropriations

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

Note 3. Revenue

	Group		Parent Company	
	2025	2024	2025	2024
Gaming operations	883,570	818,914	-	-
Licensing revenue	313,410	287,673	-	-
Consultancy, management	-	-	1,303	1,340
Rental fees and office services	-	-	1,917	1,789
Total	1,196,979	1,106,586	3,220	3,129

Note 4. Revenue by product and region

Segment Information

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.

Betsson's operational organisation is divided into geographical areas and product categories. This specification is shown in the five-year summary (see the financial tables), and in the following table.

The CEO evaluates the operations based on the revenue metric. 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.

The Group's largest subsidiary is based in Malta, where most of the Group's employees work. In terms of licensing and operational activities, Malta accounted for 73 (77) percent of Group revenue during the year.

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

Group	2025	2024
Revenue by product, MEUR		
Casino	868	795
Sportbook	324	304
Other products	6	8
Total	1,197	1,107
Revenue by region *, MEUR		
Nordic countries	142	180
Latin America	320	254
Western Europe	233	185
Central & Eastern Europe and Central Asia	480	473
Rest of the world	23	16
Total	1,197	1,107

* These figures serve as an estimate for the end users' locations.

Note 5. Cost of services provided

Group	2025	2024
Licence fees	102,602	94,406
Betting duties	186,011	141,162
Affiliates and partners commission	46,071	48,840
Cost from payment providers	106,820	102,445
Total	441,504	386,853

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 ongoing tax consultations, and advice on accounting issues.

	Group		Parent Company	
	2025	2024	2025	2024
Audit assignment				
PricewaterhouseCoopers *	753	652	215	124
Other auditing firms	232	229	-	-
Audit activities other than the audit assignment				
PricewaterhouseCoopers	116	94	15	20
Tax advisory services				
PricewaterhouseCoopers	82	96	14	16
Other services				
PricewaterhouseCoopers	-	16	-	16
Total	1,183	1,087	244	176

Other services mainly relate to acquisition-related services and internal audit.

* Of the Group's remuneration for the audit assignment, EUR 215 (124) thousand refers to PwC Sweden.

Note 7. Employees, salaries and fees

Average number of employees	2025		2024	
	Total	of whom women	Total	of whom women
Parent Company				
Sweden	21	63%	18	61%
Total Parent Company	21	63%	18	61%
Subsidiaries				
Malta	1,484	34%	1,289	34%
Georgia	229	36%	253	35%
Greece	166	24%	116	23%
Hungary	130	16%	115	12%
United Kingdom	125	6%	10	-
Sweden	103	21%	94	22%
Lithuania	96	35%	80	41%
Estonia	94	28%	95	25%
Argentina	90	52%	49	65%
Colombia	70	31%	75	41%
Poland	41	27%	-	-
France	33	46%	16	38%
Croatia	26	65%	20	76%
Nigeria	21	-	34	38%
Brazil	20	20%	12	33%
Canada	13	-	1	-
Serbia	12	50%	11	17%
Cameroon	12	24%	6	63%
South Africa	11	9%	1	27%
Spain	6	48%	-	-
Belgium	5	20%	6	18%
Latvia	5	20%	5	20%
Gibraltar	3	63%	4	75%
Peru	3	60%	-	-
Luxembourg	2	57%	2	86%
USA	1	-	6	33%
Kenya	-	-	1	-
Total subsidiaries	2,801	31%	2,301	34%
Total Group	2,822	31%	2,319	34%

Proportion of women in leading positions	2025	2024
Board of Directors (Parent Company)	43%	43%
Group Management	20%	18%

Salaries, other remuneration and social security contributions

	2025				2024			
	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	163,689	6,113	21,868	2,840	135,028	4,712	16,991	2,072

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

2025

Remuneration and other benefits to the Board of Director and Senior Executives	Remuneration	Other benefits	Variable remuneration	Pension cost	Extra ordinary remuneration	Share-based remuneration
Johan Lundberg, chairman of the board	111	-	-	-	-	-
Eva Leach	52	-	-	-	-	-
Peter Hamberg	52	-	-	-	-	-
Louise Nylen	53	-	-	-	-	-
Eva de Falck	59	-	-	-	-	-
Tristan Sjöberg	47	-	-	-	-	-
Total Board of Directors	374	-	-	-	-	-
Pontus Lindwall, CEO and President	666	10	1,058	240	-	598
Other senior executives 4 (5) persons	1,532	9	2,282	92	-	4,041
Total Executive management team	2,198	19	3,340	332	-	4,639

2024

Remuneration and other benefits to the Board of Director and Senior Executives	Remuneration	Other benefits	Variable remuneration	Pension cost	Extra ordinary remuneration	Share-based remuneration
Johan Lundberg, chairman of the board	103	-	-	-	-	-
Eva Leach	49	-	-	-	-	-
Peter Hamberg	49	-	-	-	-	-
Louise Nylen	49	-	-	-	-	-
Eva de Falck	55	-	-	-	-	-
Tristan Sjöberg	43	-	-	-	-	-
Total Board of Directors	348	-	-	-	-	-
Pontus Lindwall, CEO and President	637	7	1,236	219	104	389
Other senior executives 5 (4,7) persons	1,001	2	1,246	249	131	686
Total Executive management team	1,638	9	2,482	468	235	1,076

Notes on remuneration

Variable remuneration refers to bonuses that are based on quarterly revenue 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 159 (192) percent of the basic salary and for other senior executives corresponds to an average of 149 (124) percent of the basic salary. The Group has only defined-contribution pension plans (except for portions of pensions for employees in the Parent Company in Alec-

ta, 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 a salary, company car benefits, health care insurance, a bonus and a pension in accordance with the guidelines decided at the Annual General Meeting.

Performance-based share saving programs

Number of performance share	Program 2025/2028		Program 2024/2027		Program 2023/2026		Total
	Assigned 2025	Forfeited 2025	Assigned 2024	Forfeited 2024	Assigned 2023	Forfeited 2023	
Pontus Lindwall, President and CEO	101,731	-	150,762	-	159,163	-	411,656
Other senior executives	232,691	-	193,390	-	204,843	-48,621	582,303
Other participants	323,982	-	636,302	-57,224	736,373	-130,943	1,508,490
Total	658,404	-	980,454	-57,224	1,100,379	-179,564	2,502,449

Performance-based share programme

The Annual General Meeting held on 8 May 2025 resolved to set up a long-term, performance-based share programme for senior executives and operational management.

The three-year programme initiated in 2025 comprises a maximum of 14 persons. The programme entitles the participant to receive Class B shares in Betsson AB (publ) free of charge on a date determined by the Board of Directors, approximately three years after allocation, provided that specific performance requirements are met (regarding revenue, EBIT, cash flow from operating activities, and ESG rating). Earning of performance shares is conditional on continued employment.

The fair value of the performance shares was determined at the time of agreement of the programme. The fair value is reduced in respect of expected dividends.

The reported cost for senior executives linked to the performance-based share programmes amounts to EUR 2.0 (0.9) million, excluding social security contributions.

Share-based payments – Option programmes

Program 2022/2025

	Average purchase price (euro)	Fair value per option (euro)	Call options		Employee options	
			Number	Fair value, (euro)	Number	Fair value, (euro)
Pontus Lindwall, President and CEO	0.32	4.88	304,000	1,483,520	-	-
Other senior executives	0.32	4.88	100,000	488,000	584,500	2,852,360
Share price at start of program	56.8	Expected volatility		31%	Risk-free interest	2.13%

Prior to 2023, a call option programme and an employee stock option programme were introduced annually. During the year, the last programme was completed. Under the programme, the CEO and senior executives resident in Sweden were offered the opportunity to purchase call options at market price, and senior executives resident outside Sweden were offered employee stock options.

The incentive programmes were divided into two parts, with participants in the call option programme being offered a cash bonus corresponding to the option premium for a certain portion of the call options (Series A). This bonus has been paid after the expiry of the three-year term of the options, provided that the employee remained in employment. No bonus has been paid for the remaining call options (Series

B). Similarly, some of the employee stock options (Series A) have been offered free of charge, while some (Series B) have required that the employee owned or made a corresponding investment in Betsson shares. The employee stock options have been conditional on the employee remaining in service and retaining his or her initial investment in Betsson shares.

The share options have been valued according to the Black-Scholes option valuation model. The table above shows the current fair value of the warrants and the assumptions included in calculations. Volatility has been determined on the basis of historic volatility and expected future volatility adjusted for the growth in the size and stability of the Company, and of the industry.

Call option programme and employee stock option programme

Type of instrument	Call option	Employee stock option
Issue date	07/09/2022	07/09/2022
Average share price on issue date (SEK) *	68.61	68.61
Redemption price per share (SEK)	89.19	89.19
Number of participants during allocation	5	10
Number of paid warrants/allocated employee stock options	614,000	1,715,707
Final redemption date	07/09/2025	07/09/2025
Anticipated duration (months)	36	36
Risk-free interest rate (percent)	2.13	2.13
Expected volatility (percent)	31.00	31.00
Fair value per option (SEK) **	3.55	3.55

* Volume-weighted average price for the period 16 August 2022–6 September 2022.

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

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

Redemption price/ option	2025		2024		2023	
	Redemption price/option (SEK)	Numbers of options	Redemption price/option (SEK)	Numbers of options	Redemption price/option (SEK)	Numbers of options
As per 1 January	89.19	1,615,707	90.00	3,236,147	89.56	3,892,035
Allocated	-	-	-	-	-	-
Forfeited	-	-	-	-	87.40	-
Exercised	-	-1,615,707	90.80	-1,620,440	87.40	-655,888
As per 31 December	-	-	89.19	1,615,707	90.00	3,236,147

The weighted average price of the exercised options was SEK 153.24.

Staff costs for share-based payments are shown in the table below

Group	Share-based remuneration 2025	Social security contributions 2025	Share-based remuneration 2024	Social security contributions 2024	Total cost
Employee options 2021/2024	-	-	891	-	891
Employee options 2022/2025	711	-	1,421	-	2,132
Program 2023/2026	2,106	285	1,884	187	4,462
Program 2024/2027	1,041	125	394	37	1,597
Program 2025/2028	665	57	-	-	722
Total Group	4,523	467	4,590	224	9,804

Note 8. Depreciation

Depreciation/amortisation specified according to category of fixed asset:

	Group		Parent Company	
	2025	2024	2025	2024
Gaming products, systems and platforms	42,811	40,373	-	-
Customer databases	6,191	7,931	-	-
Inventories, IT equipment, fixed installations, etc.	3,947	4,004	37	94
Right-of-use assets	7,573	6,929	-	-
Total	60,522	59,236	37	94

Note 9. Other operating income and other operating expenses

	Group		Parent Company	
	2025	2024	2025	2024
Capital result on sale/disposal/ write down of non-current assets	1,184	4,263	-	-
Profit/loss from sale/disposal of non-current assets	1,184	4,263	-	-
Operational exchange gains	1,513	298	27	141
Operational exchange losses	-1,299	-4,716	-425	-161
Currency effects	214	-4,419	-398	-20
Total other operating income/expenses	1,399	-156	-398	-20

Note 10. Net financial items

Group	2025	2024
Interest income	3,954	7,031
Other financial income	232	3
Exchange rate fluctuations in financial assets and liabilities	-	597
Financial income	4,185	7,632
Interest expenses	-13,588	-19,377
Other financial expenses	-5,176	-2,764
Result of shares in associated companies	-1,499	-8,096
Exchange rate fluctuations in financial assets and liabilities	-1,558	-455
Financial expenses	-21,820	-30,692
Total net financial items	-17,634	-23,061

Parent Company	2025	2024
Dividends from subsidiaries	158,200	245,040
Group contributions from Swedish subsidiaries	15,454	6,809
Impairment of shares in subsidiaries	-	-29,470
Exchange rate fluctuations, financial assets and liabilities	-104	33
Total income from participations in Group companies	173,550	222,412
Interest income, other	998	2,595
Total financial income and similar items	174,548	225,008
Interest expenses	-12,695	-19,277
Other financial expenses	-1,182	-1,327
Total financial expenses and similar items	-13,877	-20,603
Total net financial items	160,671	204,404

Note 11. Earnings per share

	2025	2024
Income after tax attributable to the Parent Company's shareholders	177,366	181,323
Average number of shares		
- average total number of shares	142,729,838	142,729,838
- reduced by average number of treasury shares	-4,916,099	-5,205,212
Average number of outstanding shares before dilution	137,813,739	137,524,626
Average number of outstanding shares after dilution	139,656,744	138,529,950
Earnings per share		
- before dilution (EUR)	1.29	1.32
- after dilution (EUR)	1.27	1.30

Note 12. Dividend per share

The Board of Directors proposes to the Annual General Meeting an ordinary dividend of EUR 0.66 (0.657) per share. The proposed dividend for 2025 thus amounts to EUR 90.9 (104.4) million based on the number of shares outstanding at the end of the year. The previous year's total dividend included an extraordinary dividend of EUR 0.10 per share.

The Board of Directors proposes that the dividend be paid in two instalments; the first payment to be made in the second quarter and the second payment in the fourth quarter of 2026.

See further details in the section Dividend policy and proposed dividend on page 110. The proposed transfer to shareholders has not been recognised as a liability in this report.

Note 13. Income tax

Tax in income statements	Group		Parent Company	
	2025	2024	2025	2024
Distribution between current and deferred tax				
Current tax	-35,982	-39,699	-	-
Current tax related to Pillar 2	-12,110	-14,497	-12,110	-14,497
Deferred tax	-1,246	3,189	-	-4,970
Tax previous years	-3,748	1,013	-	-
Total	-53,086	-49,994	-12,110	-19,466
Allocation of tax cost:				
Current tax				
Sweden	-12,110	-14,497	-12,110	-14,497
Outside Sweden	-39,730	-25,202	-	-
Total current tax	-51,840	-39,699	-12,110	-14,497
Deferred tax				
Sweden	-	-4,970	-	-4,970
Outside Sweden	-1,246	8,159	-	-
Total deferred tax	-1,246	3,189	-	-4,970
Difference between tax expense and tax based on applicable tax rate				
Reported income before tax	235,506	233,676	147,050	192,974
Tax according to current tax rate (20,6%)	-48,514	-48,137	-30,292	-39,753
Difference in tax in foreign operations	-3,278	-145	-	-
Tax effect of non-deductible items	-1,381	-1,931	-110	-6,270
Tax effect of non-taxable items	88	219	32,589	50,478
Unrecognized deferred tax income	-	-	-2,187	-4,455
Reported tax	-53,086	-49,994	-	-
Specification of deferred tax expense				
Changes in tax on temporary differences	-1,243	2,117	-	-
Change in deferred tax recognized only in the income statement	-3	1,071	-	-

Tax in balance sheets

	Group		Parent Company	
	2025	2024	2025	2024
Long-term receivables				
- Deferred tax on temporary differences *	9,135	11,460	-	-
Current assets				
- Tax receivable	16,099	52,555	105	100
Provision for taxes				
- Deferred tax on temporary differences *	10,927	12,107	-	-
Current liabilities				
- Tax liabilities	58,651	96,909	26,607	14,497

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

Note 14. Intangible fixed assets

Group	Gaming products, gaming systems and gaming platforms	Brands	Customer data- bases	Goodwill	Total
Accumulated cost					
Opening balance 1 Jan 2024	313,994	177,787	32,392	468,294	992,466
Assets developed by the Group	31,157	-	-	-	31,157
Investments	15,703	-	166	-	15,869
Acquisitions	4,813	770	779	21,341	27,703
Disposals and re-classifications *	-105	6,916	-420	-2,398	3,993
Exchange rate fluctuations	-323	826	-44	438	897
Closing balance 31 Dec 2024	365,239	186,298	32,875	487,675	1,072,087
Assets developed by the Group	41,619	-	-	-	41,619
Investments	21,093	-	-	-	21,093
Acquisitions	184	539	462	10,459	11,645
Derecognition, disposals, and re-classifications	3,919	-4,851	11,901	-11,196	-227
Exchange rate fluctuations	-1,092	-3,711	-270	-2,063	-7,136
Closing balance 31 Dec 2025	430,963	178,275	44,968	484,875	1,139,081
Accumulated depreciation and impairment					
Opening balance 1 Jan 2024	-260,919	5,834	-15,412	-4,430	-275,284
Depreciation/amortisation for the year	-39,204	-1,492	-7,650	-	-48,346
Disposals and re-classifications *	-5,419	-7,261	105	-	-12,575
Exchange rate fluctuations	-185	-	-37	90	-132
Closing balance 31 Dec 2024	-305,729	-2,919	-22,994	-4,340	-335,981
Depreciation/amortisation for the year	-41,079	-1,337	-6,022	-	-48,439
Disposals and re-classifications	-2,813	-	-12,716	4,340	-11,189
Exchange rate fluctuations	500	703	213	-	1,416
Closing balance 31 Dec 2025	-349,122	-3,553	-41,518	-	-394,193
Carrying value					
As of 31 Dec 2024	59,510	183,377	9,880	483,335	735,747
As of 31 Dec 2025	81,841	174,722	3,449	484,875	744,888

* Reclassifications of trademarks between investments and amortisation have occurred, which have not affected the total carrying value.

Impairment testing of goodwill and trademarks with indefinite useful lives

The online gaming market is expected to grow over a longer period of time, and goodwill and trademarks are expected to have an indefinite useful life and are not subject to annual amortisation. These assets are deemed to have a useful life for which no expiry date has been determined and so the value of these assets remains unchanged, as long as the expected discounted net cash inflows from the intangible assets are equal to or greater than the respective carrying amounts of the assets. Tests are performed annually to identify any impairment requirements and, if such a requirement is identified, the value of the asset is reduced by the accumulated impairment loss.

The Group's recognised goodwill and trademarks arise from acquisitions made over many years. Recent acquisitions were

Bukmacherska Sp. z o.o in 2025 and Sporting Solutions in 2024. The Group's total intangible assets currently amount to a carrying amount of EUR 744,888 thousand (of which goodwill EUR 484,875 thousand and trademarks EUR 174,722 thousand) and belong to a single cash-generating unit.

As these assets are not amortised, an impairment test was performed in conjunction with the 2025 annual accounts by calculating the recoverable amount based on their value in use.

This test showed that the recoverable amount significantly exceeded the carrying value, and that no impairment requirement for goodwill and brands with indefinite useful lives existed. Minor impairment losses arising from decisions on brand repositioning have been recognized during the year.

Important variables and methods for estimating values

The recoverable amount is based on the actual outcome for 2025, as well as the budget for 2026 as confirmed by the Board, and an estimate for 2027–2030 in which an average annual rate of growth of just over 5 percent was assumed.

The Cash flows for years following 2030 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 (15) percent is required and in accordance with the general interest rate situation and other macroeconomic factors that drive the cost of capital.

The effective tax rate was estimated at 22 percent, which is in line with the historic tax rate. The Company management's method for determining the values inherent to each significant assumption is based on experience and expectations regarding the performance of the market.

Sensitivity analyses of the value in use calculation in the context of the impairment assessment have been carried out, for the following assumptions: general decrease in organic sales growth by 1 percentage point in the forecast period; general decrease in operating margin by 1 percentage point; general increase in WACC by 1 percent. A sensitivity analysis for changes in the assumptions used for impairment testing has been performed for the Group's only cash-generating unit. The conclusion for the sensitivity analyses carried out is that a single adjustment of assumptions does not generate an impairment requirement. No impairment requirement is generated even with simultaneous adjustments to all assumptions in the sensitivity analyses carried out.

Note 15. Property, plant and equipment, and right-of-use assets (leasing)

	Group	Parent Company
Accumulated cost		
Opening balance 1 Jan 2024	60,911	1,826
Investments	2,398	-
Sales/disposals	-2,991	-1,585
Exchange rate fluctuations	335	-
Closing balance 31 Dec 2024	60,653	241
Investments	3,198	69
Sales/disposals	-3,299	-
Exchange rate fluctuations	-785	-
Closing balance 31 Dec 2025	59,767	310
Accumulated depreciation and impairment		
Opening balance 1 Jan 2024	-50,596	-1,630
Depreciation/amortisation for the year	-4,004	-94
Sales/disposals	2,637	1,585
Exchange rate fluctuations	-320	-
Closing balance 31 Dec 2024	-52,283	-139
Depreciation/amortisation for the year	-3,947	-38
Sales/disposals	3,159	-
Exchange rate fluctuations	1,219	-
Closing balance 31 Dec 2025	-51,852	-177
Carrying value		
As of 31 Dec 2024	8,370	102
As of 31 Dec 2025	7,916	133

	2025	2024
Opening balance Right-of-use assets	11,798	12,468
- of which Parent Company	2,585	1,404
Used extension options	8,918	7,000
Other modifications and assessments	2,739	-814
Depreciations	-7,573	-6,929
Exchange rate differences	-391	72
Closing balance	15,491	11,798
- of which Parent Company	1,697	2,585
Leasing liabilities		
Current liabilities	4,346	6,645
Non-current liabilities	11,013	6,615
- of which Parent Company	1,649	2,306
Following leasing items are recognised in the income statements		
	2025	2024
Depreciation, premises	-7,573	-6,929
Interest expenses recognised in the financial net	-764	-1,260

Payments of leasing fees amounts to EUR 8.3 (6.1) million. The average marginal borrowing rate was 5.15 (4.74) percent.

Note 16. Participations in Group companies

Company	Corporate identity number	Country	Participating interest, %	Number of shares	Parent Company	
					2025	2024
Betsson Technologies AB	556651-8261	Sweden	100%	1,000	432	432
Betsson PR & Media AB	556118-8870	Sweden	100%	18,000	538	538
AB Restaurang Rouletter	556133-3153	Sweden	100%	500	13	13
Finansson euro AB	559048-3987	Sweden	100%	6,000	122,138	122,138
BSG Limited	103233	Gibraltar	100%	2,000	2	2
Betsson Malta Holding Ltd	C 37767	Malta	100%	11,250	172,097	172,097
- Betsson Malta Holding Ltd (branch)	1.943.432	Argentina	100%	-	-	-
- Premiere Megaplex PLC	C 86932	Malta	100%	-	-	-
- Clearpay Limited	C 41277	Malta	100%	-	-	-
- Fiveoseven Solutions Ltd	C 50732	Malta	100%	-	-	-
- Applied Digital Media Limited	C 81741	Malta	100%	-	-	-
- Equatorial Partners Limited	C 64136	Malta	60%	-	-	-
- Evona Leasing Limited	C 85465	Malta	60%	-	-	-
- Games Tech & Marketing Ltd	8819627	United Kingdom	60%	-	-	-
- EPL Partners Nigeria Ltd	RC 1530102	Nigeria	60%	-	-	-
- Saerimner Ltd	RC 1190502	Nigeria	36%	-	-	-
- Netplay Malta Limited	C 81115	Malta	100%	-	-	-
- Latsson Licensing SIA	40103940885	Latvia	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 Betsson 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%	-	-	-
- Betsson Services Limited	C 44114	Malta	100%	-	-	-
- Hubsson Kft	01-09-284224	Hungary	100%	-	-	-
- BMS Manx Ltd	134502C	Isle of Man	100%	-	-	-
- Greksson Tech Single member IKE	159338501000	Greece	100%	-	-	-
- Betsson Latam Services S.A.S.	03400305	Colombia	100%	-	-	-
- CP Payment Inc.	1000157978	Canada	100%	-	-	-
- Betsson Costa Tech SLU	NIF: B - 22557185	Spain	100%	-	-	-
- Zecure Gaming Ltd.	C 69036	Malta	100%	-	-	-
- Mavrix Services Limited	109326	Gibraltar	100%	-	-	-
- Top Games d.o.o.	MBS 081204159	Croatia	75%	-	-	-
- Stephsson Ltd.	C 102704	Malta	72%	-	-	-
- Betsson France SA	917704074	France	72%	-	-	-
- GWN Limited	C 101570	Malta	100%	-	-	-
- Rizk Nordic Limited	C 101569	Malta	100%	-	-	-
- GIPS Limited	C 108041	Malta	100%	-	-	-
- Nordic Spil Ltd.	C 109656	Malta	100%	-	-	-
- La Piñata S.A.C.	15518938	Peru	100%	-	-	-



- Lucky Torito S.A.C.	15528614	Peru	100%	-	-	-
- Azzuri Limited	C 40330	Malta	100%	-	-	-
- Cornetto Technologies Limited	C 111855	Malta	100%	-	-	-
- RizkOn Ltd.	C 113482	Malta	100%	-	-	-
Magnum Web3 Holding Limited	C 109149	Malta	100%	300,000	1,900	300
- Magnum Web3 Limited	C 109152	Malta	100%	-	-	-
Transvectio Ltd	C 55367	Malta	100%	402,473	12,071	12,071
- 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%	-	-	-
- UAB "Lithsson Management"	304296603	Lithuania	100%	-	-	-
- Lošimų strateginė grupė UAB	302442970	Lithuania	100%	-	-	-
Betsson Perch Investments AB	559016-1484	Sweden	100%	500	250,236	234,947
- Great Pike Investments AB	556205-2307	Sweden	100%	-	-	-
- Bukmacherska Sp. z o.o.	KRS No. 0000806643	Poland	100%	-	-	-
- Royal Gambit LLC	KRS No. 0000977373	Poland	25%	-	-	-
- 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	98%	-	-	-
- Betsson U.S. Corp.	7987445	U.S.A.	100%	-	-	-
- Ngnatat Sarl	RC/ DLN/2018/B/1322	Cameroon	70%	-	-	-
- Top Slots d.o.o. (previously GreatOdds D.o.o)	21502588	Serbia	77%	-	-	-
- TF Holding S.R.L.	0628.977.001	Belgium	100%	-	-	-
- techFAST1 S.A.	B263072	Luxembourg	100%	-	-	-
- Sagevas S.A.	0832.457.166	Belgium	100%	-	-	-
- B EN M NV	0437.057.848	Belgium	100%	-	-	-
- Premier Betting Services Limited	C 88335	Malta	100%	-	-	-
- Strive Platform Ltd	13200439	United Kingdom	47%	-	-	-
- Lucksee Information Services Ltd	C 100726	Malta	47%	-	-	-
- Strive Platform Canada Ltd	BC1334532	Canada	47%	-	-	-
- JDP Tech Ltd	C 98213	Malta	50%	-	-	-
- Europebet LLC	240420647	Georgia	100%	-	-	-
- Sakomago LLC	445389589	Georgia	100%	-	-	-
- Vip Beti LLC	437059086	Georgia	100%	-	-	-
- Korasson S.A.	9473	Paraguay	100%	-	-	-
- Sporting Solutions Services Limited	06268648	United Kingdom	100%	-	-	-
- SPIN Services Canada Inc.	2016888931	Canada	100%	-	-	-
- Sporting Solutions Services Limited (Branch)	2015/451603/10	South Africa	100%	-	-	-
- Class One Holding Limited	C 34865	Malta	100%	-	-	-
- 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%	-	-	-
Total					598,441	581,552

Note 17. Changes in participations in Group companies

Parent Company	2025	2024
Opening cost	596,841	597,960
Acquisition	-	308
Shareholder contribution	16,889	142,569
Impairment of shares	-	-29,470
Sales within the Group	-15,289	-114,526
Closing carrying value	598,441	596,841

Note 18. Participations in associated companies

Group	Participation	2025	2024
Bukmacherska, sp zoo *	Poland	-	1,674
Strive Platform Ltd	UK	47%	3,777
JDP Tech Ltd	Malta	50%	8,099
Other participations			3,070
Total carrying value		14,266	21,028

Changes in participations in associated companies, reported according to the equity method

	2025	2024
Opening balance	21,028	16,865
Share of income	-1,495	-3,872
Exchange rate differences	1,186	712
Investments	-	7,323
Reclassification	-1,229	-
Write down	-5,223	-
Closing carrying value	14,266	21,028

* In 2024, the ownership amounted to 49.9 percent. In 2025, the remaining shares were acquired and the company was consolidated in its entirety.

In 2025, Betsson has continued several partnerships to offer online sports betting and casino in a range of markets.

Note 19. Other receivables

	Group		Parent Company	
	2025	2024	2025	2024
Receivables from payment service providers	62,301	58,007	-	-
Receivables from B2B/ market partners	71,457	70,381	-	-
Receivables from associated companies	6,682	15,152	-	-
Deposits made to payment service providers and other deposits	1,000	8,390	-	-
VAT	9,028	7,083	61	84
Other	12,823	11,970	25	30
Total	163,291	170,983	86	114

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 mainly relate to receivables for system delivery. Receivables from associates mainly relate to the receivable from Strive Platform Ltd of EUR 6.7 million.

Note 20. Prepaid expenses and accrued income

	Group		Parent Company	
	2025	2024	2025	2024
Rental fees	2,039	626	379	315
Marketing partners	14,221	4,227	-	-
Licencing costs/gaming tax	1,655	1,449	-	-
Production costs	1,196	556	-	-
Software licences	7,590	5,993	-	-
Advance payment for acquisitions of shares *	-	26,526	-	-
Other prepaid expenses	7,920	7,429	784	483
Total	34,621	46,806	1,163	798

* Relates to the acquisition of Holland Gaming Technology Ltd. and Holland Power Gaming B.V. that were cancelled in 2025.

Note 21. Cash and cash equivalents

Cash and cash equivalents in the Balance sheets and Cash flow statements include the following:

	Group		Parent Company	
	2025	2024	2025	2024
Cash and bank balances *	322,670	308,488	89,026	40,565
Total	322,670	308,488	89,026	40,565

* Cash and cash equivalents at the end of the period amounted to EUR 322.7 (308.5) million. Customer funds and reserves for accumulated jackpots totalled EUR 48.1 (53.6) million.

Note 22. Composition of share capital

In 2025, 734,572 (626,903) B shares were used for the execution of employee stock option programmes. At the end of the year, the number of treasury shares totalled 2,329,922 (614,914) B shares and 2,747,433 C shares (4,247,733). The quota value of each share is EUR 0.066. A shares and B shares entitle the holder to the same rights to the Company's assets and profits. Class C shares have only limited rights to the Company's

assets and profits, which amounts to the quotient value adjusted for interest. The breakdown of equity between the Group and the Parent Company is shown in the financial tables in the financial statements. Reserves are reported in the summary of changes in equity for the Group.

Parent Company	2025		2024	
	Number of shares	Share capital	Number of shares	Share capital
A shares (10 votes)	15,034,000	992,244	15,034,000	992,244
B shares (1 vote)	124,948,405	8,246,595	123,448,405	8,147,594
C shares (1 vote)	2,747,433	181,331	4,247,433	280,331
Total number of shares	142,729,838	9,420,169	142,729,838	9,420,169

Note 23. Bond loan and liabilities to credit institutions

	Group		Parent Company	
	2025	2024	2025	2024
Bond loan (2023/2026) EUR 3Y, 3M variable rate EURIBOR + 4.6%	-	74,343	-	74,343
Bond loan (2024/2027) EUR 3Y, 3M variable rate EURIBOR + 3.25%	99,196	98,691	99,196	98,691
Bond loan (2025/2029) EUR 4Y, 3M variable rate EURIBOR + 2.75%	74,008	-	74,008	-

In November 2025, senior unsecured bonds of EUR 75 million were issued under a framework of a total of EUR 250 million. These bonds have a maturity of four years and a floating interest rate of 3-month EURIBOR plus 275 basis points, with final maturity in December 2029. In conjunction with the issue of these new bonds, the senior unsecured bonds of EUR 75 million issued in September 2023 with an original final maturity of September 2026 were repurchased. The repurchase was made in accordance with the terms of the call option at the time, at 102.30 percent of the nominal value.

In September 2024, senior unsecured bonds of EUR 100 million were issued under a framework of a total of EUR 250

million. These bonds have a maturity of three years and a floating interest rate of 3-month EURIBOR plus 325 basis points, with final maturity in September 2027. At the same time, the EUR 100 million senior unsecured bonds issued in June and August 2022 with an original final maturity of June 2025 were repurchased in September 2024. The repurchase was made in accordance with the terms of the call option at the time, at 103.25 percent of the nominal value.

The book value as of 31/12/2025, amounts to EUR 173.2 (173.0) million. The average bond interest has been 6.16 (9.03) percent during the year.

Note 24. Other current liabilities

	Group		Parent Company	
	2025	2024	2025	2024
Personnel withholding tax	2,955	2,523	552	482
Social security contributions	2,240	1,853	347	284
VAT	7,791	10,957	-	-
Market partners	6,045	10,942	-	-
Gaming tax	37,260	40,806	-	-
Player accounts	32,591	34,771	-	-
Penalties, appealed	600	530	-	-
Additional considerations, acquisitions	-	6,862	-	-
Other	155	1,016	6	2
Total	89,637	110,260	905	768

Note 25. Accrued expenses and deferred income

	Group		Parent Company	
	2025	2024	2025	2024
Holiday pay liabilities	3,879	3,639	572	445
Social security contributions	2,893	1,632	1,319	1,041
Salaries	13,104	18,151	484	1,334
Jackpot reserve	15,511	18,819	-	-
Marketing expenses	10,962	16,662	-	-
Consultancy costs	3,692	8,434	-	-
Interest	386	369	385	369
Other	16,431	11,823	134	203
Total	66,856	79,529	2,894	3,392

Note 26. Pledged assets concerning own liabilities

	Group		Parent Company	
	2025	2024	2025	2024
Company listings in own possession *	3,291	3,099	3,291	3,099

* The nominal amount is SEK 35,600,000.

Note 27. Contingent liabilities

The Betsson Group nor its subsidiaries have any significant contingent liabilities or commitments. From time to time, players make claims against companies within the Group. These claims are not considered to give rise to any material liabilities or contingent liabilities. For further information, see page 43-45, Regulatory Update.

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. Through April 2024, the Betsson Group leased three apartments from Solporten Fastighets AB, in which CEO Pontus Lindwall and the Hamberg Family (major shareholder) are shareholders/directors. In 2024, the purchases amounted to EUR (10) thousand. Betsson Malta Holding Ltd. and Betsson AB commission legal services from WH Law, in which director in Betsson Malta Holding Ltd., Dr Olga Finkel, is Managing Partner. In 2025, purchases amounted to EUR 318 (310) thousand, of which Betsson AB's purchases amounted to EUR 20 (0) thousand. 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 pages 104-106. For remuneration to directors and senior executives, please see Note 7.

Parent Company

Transactions with related parties	2025	2024
Purchases of services from related parties		
Purchases from subsidiaries	257	215
Purchases from other related parties	20	10
Sales of services to related parties		
Sales to subsidiaries	3,220	3,129
Financial transactions with related parties		
Dividend from subsidiaries	158,200	245,040
Group contributions from Swedish subsidiaries	15,454	6,809
Liabilities to related parties		
Liabilities to subsidiaries	22,647	816
Receivables from related parties		
Receivables from subsidiaries	416,684	412,464

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.

As per the balance sheet date, there are no liabilities relating to additional purchase consideration.

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.

	Financial assets and liabilities measured at fair value through comprehensive income	Financial assets and liabilities amortised at cost	Fair value	Total carrying value
The Group 2025				
Other receivables	-	150,468	150,468	150,468
Cash and bank balances	-	322,670	322,670	322,670
Total financial assets	-	473,138	473,138	473,138
Bonds	-	173,204	173,204	173,204
Accounts payable	-	19,475	19,475	19,475
Other liabilities	-	39,391	39,391	39,391
Total financial liabilities	-	232,070	232,070	232,070
The Group 2024				
Other receivables	-	159,013	159,013	159,013
Cash and bank balances	-	308,488	308,488	308,488
Total financial assets	-	467,501	467,501	467,501
Bonds	-	173,136	173,136	173,136
Accounts payable	-	24,432	24,432	24,432
Other liabilities	6,862	47,259	47,259	47,259
Total financial liabilities	6,862	244,725	244,725	244,725
Parent Company 2025				
Receivables from Group companies	-	416,684	416,684	416,684
Cash and bank balances	-	89,026	89,026	89,026
Total financial assets	-	505,710	505,710	505,710
Bonds	-	173,204	173,204	173,204
Accounts payable	-	441	441	441
Other liabilities	-	22,647	22,647	22,647
Total financial liabilities	-	196,292	196,292	196,292
Parent Company 2024				
Receivables from Group companies	-	412,464	412,464	412,464
Other receivables	-	798	798	798
Cash and bank balances	-	40,565	40,565	40,565
Total financial assets	-	453,827	453,827	453,827
Bonds	-	173,034	173,034	173,034
Accounts payable	-	458	458	458
Other liabilities	-	816	816	816
Total financial liabilities	-	174,309	174,309	174,309

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 2025 amount to EUR 0 (6,862) thousand and refer to liabilities for additional purchase consideration.

Note 30. Liabilities related to financing activities

	Loan debts	Supplier financing	Lease liabilities	Total
Net debt as at 1 January 2024	173,136	15,045	10,779	198,960
Financing cash flows	-4,500	-	-6,110	-10,610
New leases	-	-	7,000	7,000
Foreign exchange adjustments	-	755	-	755
Other modifications and reassessments	-	-	1,582	1,582
Liabilities under supplier finance arrangement transferred from trade payables	-	24,432	-	24,432
Payments to suppliers by the bank under supplier finance arrangement (presented as operating cash flows within increase/decrease in trade and other creditors)	-	-15,800	-	-15,800
Interest expense	-19,117	-	-1,260	-20,377
Interest payments	23,516	-	1,260	24,776
Net debt as at 31 December 2024	173,034	24,432	13,251	210,717
Net debt as at 1 January 2025	173,034	24,432	13,251	210,717
Financing cash flows	-2,583	-	-8,337	-10,920
New leases	-	-	8,923	8,923
Foreign exchange adjustments	-	367	391	758
Other modifications and reassessments	-	-	1,131	1,131
Liabilities under supplier finance arrangement transferred from trade payables	-	19,475	-	19,475
Payments to suppliers by the bank under supplier finance arrangement (presented as operating cash flows within increase/decrease in trade and other creditors)	-	-24,799	-	-24,799
Interest expense	-12,824	-	-764	-13,588
Interest payments	15,577	-	764	16,341
Net debt as at 31 December 2025	173,204	19,475	15,359	208,038

Note 31. Financial risks

The Group's financial activities are conducted according to a financial policy adopted by the Board, which is characterised by an endeavour to minimise the Group's risk exposure. Financial activities and financial risk management are coordinated via 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.

Currency risks

The Group's results are exposed to exchange rate fluctuations when a Group company has income and/or expenses in currencies other than the reporting currency of the Group companies (transaction exposure). The Group's income and expenses are affected by fluctuations in a number of currencies against the Euro. The Group's revenue is mainly affected by fluctuations in the Swedish krona, Georgian lari, Argentine peso and Peruvian soles. The Group's expenses are mainly affected by fluctuations in the US dollar, Swedish krona, Georgian lari, Argentine peso and Peruvian soles. Income is also affected by exchange rate fluctuations when the financial results of foreign subsidiaries are converted to Euro (conversion exposure). The Company's policy stipulates that management should not speculate on exchange rate fluctuations. Instead, management shall seek to minimise 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 10 percent against other currencies to which the Betsson Group is exposed.

	Percentage change	Impact in EUR million
Revenue	+/- 10	+/- 42
Operating income, EBIT	+/- 10	+/- 4.6

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. External loans existing at the balance sheet date consist of two bond loans which are subject to covenants in accordance with market practice. 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. The Group's property, plant and equipment consist primarily of IT hardware and inventory. It has been determined that future investments in property, plant and equipment will primarily be financed through internally generated funds or leasing 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.

	2026	2027	2028	2029	2030
Bond 2027 - Face value MEUR	-	100	-	-	-
Bond 2029 - Face value MEUR	-	-	-	75	-
Total:	-	100	-	75	-

Interest rate risk

The Group's income and cash flows from operations are essentially independent of changes in market interest rate levels. At the end of 2025, the Group had bond loans recognised at EUR 173.2 million. The bonds have a maturity of three and four years, respectively, and a floating rate of 3-month EURIBOR plus 325 basis points for the 2024/2027 series bonds and 3-month EURIBOR plus 275 basis points for the 2025/2029 series bonds. If the EURIBOR rate increases by 1 percent, the annual interest cost of the bonds would increase by EUR 1.73 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 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. Significant events after the closing date

On 12 March 2026, Betsson entered into an agreement to acquire Rhino Entertainment Group's B2C business licensed in Canada, as well as certain technology assets for the B2B business. The total purchase consideration amounts to approximately EUR 64.5 million, of which EUR 51.25 million is payable at closing and the remaining amount will be paid six months after closing. Completion of the transaction is expected following receipt of the applicable regulatory approvals during the second or third quarter of 2026. Betsson will finance the acquisition using existing cash resources. During 2025, the acquired assets generated a combined estimated pro forma EBITDA of EUR 13.7 million.

During the period from 1 January to 13 March 2026, Betsson repurchased additional shares for EUR 17.5 million under the share buyback program initiated on 24 October 2025.

Note 33. Business combinations

The Italian company BetClic Italy was acquired at the beginning of 2025 as part of the continued expansion in the Italian market. The purchase price was EUR 1.3 million on a debt-free basis.

In Poland, the remaining shares were acquired in the previously jointly owned subsidiary Bukmacherska, which holds a licence and offers sports betting on the Polish market. The purchase price was EUR 5.1 million.

In June 2025, the acquisition of Holland Gaming Technology Ltd and Holland Power Gaming B.V. in the Netherlands, that had been communicated on 19 February 2024, was cancelled. During the third quarter of 2025, the purchase price was repaid to Betsson, which had a positive impact on cash flow for the period of EUR 24.8 million. The discontinuation of the acquisition had no noticeable effect on the consolidated income statement.

Annex 1

Definitions of alternative key performance indicators

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 analyse trends in the Company's and Group's business operations. These APMs are intended to supplement, not replace, financial measures presented in accordance with IFRS.

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

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

Number of shares outstanding. Number of shares outstanding (excluding treasury shares) at the end of the period.

B2B. Business-to-business, companies sell to other companies.

Gross profit. Revenue less variable costs such as commission to partners and affiliates, gaming taxes, licensing fees to games suppliers, payments to payment suppliers and so-called fraud (unapproved payments).

Deposits. Customers' deposits to gaming accounts.

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.

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

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

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

Average total capital. The balance sheet total at the beginning and end of the year, divided by two.

Revenue. Revenue from gaming business is reported after payment/payout of players' winnings, less deductions for jackpot contributions, loyalty programmes and player bonuses and other operating income.

Licensing revenue. Invoiced revenue for the maintenance of technical platforms to external game suppliers.

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

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.

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

Earnings per share. Profit after tax, attributable to equity holders of the Parent Company, in relation to the average number of shares outstanding.

Earnings per share after dilution: Profit after tax attributable to equity holders of the Parent Company, divided by the weighted average number of shares outstanding, adjusted for the additional number of shares from dilutive incentive programmes.

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.

Return on capital employed. Income after financial items with the addition of financial expenses in relation to average capital employed.

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

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

Operating margin (EBIT margin). EBIT as a percentage of revenue for the period.

All gaming solutions. The concept of all gaming solutions consolidates Betsson's own KPIs with KPIs related to Betsson's B2B partnerships.

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

Gaming tax. Includes consumption tax related to a local licence to provide gaming services. Fixed fees for gaming licences are not included.

Total number of shares: Total number of A, B and C shares at the end of the period, excluding redemption shares.

Dividend per share. Actual/proposed dividend. Also includes share redemption programmes.

Profit margin: Earnings before tax in relation to revenue for the period.

Proposed Appropriation of Profits

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

Amounts in Euro

Net profit for the financial year 2025	135,067,661
Retained earnings and non-restricted reserves	709,233,633
Total	844,301,294

Distribution to shareholders

The Board of Directors proposes that the Annual General Meeting resolve on an ordinary dividend to shareholders of EUR 0.66 per share, corresponding to a total of EUR 90,850,639 based on the number of outstanding shares at year-end. The Board of Directors proposes to pay the dividend in two instalments: the first instalment in the second quarter of 2026, and the second instalment in the fourth quarter. No distribution will be made for the 2,329,922 B shares and the 2,747,433 C shares held by the Company. After implementation of the proposed appropriation of profits, retained earnings and non-restricted reserves, and total equity in the

Parent Company Betsson AB will amount to EUR 753,450,655 and EUR 788,087,552 respectively.

The undersigned hereby declare that the consolidated financial statements and annual report have been prepared in accordance with 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 operations, financial position and results, as well as describing significant risks and factors of uncertainty faced by the companies included in the Group.

The annual report and consolidated financial statements for Betsson AB (publ) for the year 2025 have been approved for publication in accordance with the Board's resolution on 25 March 2026. It is proposed that the annual report and consolidated financial statements be adopted by the Annual General Meeting on 7 May 2026.

Stockholm, 25 March 2026

Johan Lundberg

Chair of the Board of Directors

Tristan Sjöberg

Board Member

Eva Leach

Board Member

Peter Hamberg

Board Member

Eva de Falck

Board Member

Louise Nylén

Board Member

Pontus Lindwall

President and CEO

Our audit report was submitted on 27 March 2026.

Aleksander Lyckow

Authorised Public Accountant

Öhrlings PricewaterhouseCoopers AB

Auditor's report

To the general meeting of the shareholders of Betsson AB,
corporate identity number 556090-4251

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 2025 except for the corporate governance statement on pages 96-111 and the sustainability report on pages 46-92. The company's annual report and consolidated financial statements are included on pages 34-147 of 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 the parent company as of 31 December 2025 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 2025 and their financial performance and cash flow for the year in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance statement on pages 96-111 and the sustainability report on pages 46-92. 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, income statement, statement of comprehensive income and balance sheet for 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/EU) 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/EU) 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

Focus and scope of the audit

We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where the Board of Directors and the Managing Director made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events 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 tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the group, the accounting processes and controls, and the industry in which the group operates.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance

Key audit matter

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

Refer to pages 36–42 “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 anti-money 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 considered the key audit matter

We evaluated management’s 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.

ce 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.

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 1-33, 152-154 and the sustainability statement on pages 46-92. The information in Betsson AB (publ)’s remuneration report for 2025, which is published on the Company’s website at the same time as this report, also constitutes 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 that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the 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 Accounting Standards, as adopted by the EU, and the Annual Accounts Act. 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 and 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 intends to liquidate the company, cease operations or has no realistic alternative to doing any of this.

The Audit Committee shall, without prejudice to the Board of Director’s responsibilities and tasks in general, among other things oversee the company’s financial reporting process.

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 the Swedish Inspectorate of Auditors' website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

Report on other legal and regulatory requirements The auditor's examination of the administration of the company and the proposed appropriations of the company's profit or loss

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Betsson AB for year 2025 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 and group's type of operations, size and risks place on the size of the parent company's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the management of the company's affairs. This

includes among other things continuous assessment of the company and group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

A further description of our responsibility for the audit of the administration is available on Revisorsinspektionen's website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

The auditor's examination of the Esef report Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Betsson AB (publ) for the year 2025.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for Opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the Esef report. Our responsibility under this recommendation is described in more detail in the Auditors' responsibility section. We are independent of Betsson AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

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

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with the Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable 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. 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 audit 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 have been marked with iXBRL in accordance with what follows from the Esef regulation.

The auditors examination of the corporate governance statement

It is the Board of Directors who is responsible for that the corporate governance statement on pages 96-111 has been prepared in accordance with the Annual Accounts Act.

Our examination of the corporate governance statement is 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.

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 of the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act.

Öhrlings PricewaterhouseCoopers AB, Torsgatan 21, 113 97 Stockholm, was appointed auditor of Betsson AB (publ) by the general meeting of shareholders on 8 May 2025 and has been the company's auditor since 12 May 2008.

Stockholm, 27 March 2026
Öhrlings PricewaterhouseCoopers AB

Aleksander Lyckow
Authorized Public Accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.



Annual General Meeting

The Annual General Meeting in Betsson AB (publ) is held on Thursday, 7 May 2026, at 1.00 PM CEST at Helio GT30, Grev Turegatan 30 in Stockholm, Sweden.

Shareholders also have the opportunity to exercise their voting rights by postal voting prior to the Annual General Meeting.

Right to participate and notice of participation at the meeting venue

Shareholders who wish to attend the meeting venue in person or by proxy must:

- be listed as a shareholder in the presentation of the share register prepared by Euroclear Sweden AB concerning the circumstances on Tuesday, 28 April 2026, and
- give notice of their participation to the Company by Thursday, 30 April 2026.

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 28 April 2026, and
- give notice of participation no later than 30 April 2026, 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 28 April 2026. Voting rights registrations made no later than 30 April 2026, are included in the share register presented to the Annual General Meeting.

For more information, please see the notice to the Annual General Meeting which is available on the Company's website at www.betssonab.com.

Financial calendar

Betsson intends to publish financial information relating to the 2026 financial year as follows:

Quarterly report first quarter	January–March 2026	24 April 2026
Quarterly report second quarter	January–June 2026	17 July 2026
Quarterly report third quarter	January–September 2026	22 October 2026
Year-end and fourth quarter report	January–December 2026	4 February 2027

If you would like to receive or subscribe to Betsson reports and press releases, please visit www.betssonab.com.

Betsson AB (publ)

Org nr: 556090-4251
Regeringsgatan 28
111 53 Stockholm
Tel: +46 (0) 8 506 403 00

info@betssonab.com
www.betssonab.com



x.com/betssonab



linkedin.com/company/BetssonAB