

neogames[®]

CAPITAL MARKETS DAY

NeoGames Group

**John Taylor Jr.
Chairman**



NeoGames Group

Moti Malul
CEO



Disclaimer

Cautionary Statement Regarding Forward-looking Statements

This presentation, and the accompanying oral presentation and the earnings press release, contain forward-looking statements within the meaning of Section 27A of the Securities Act, Section 21E of the Exchange Act, and the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995, that relate to our current expectations and views of future events, including, among others, the Aspire Global acquisition and the expected synergies. Forward-looking statements give NeoGames S.A.'s (the "Company," "NeoGames," we," our" or "us") current expectations and projections relating to its financial condition, competitive position, future financial results, plans, objectives, and business. In some cases, these forward-looking statements can be identified by words or phrases such as "may," "will," "expect," "anticipate," "aim," "estimate," "intend," "plan," "believe," "potential," "continue," "is/are likely to" or other similar expressions. These forward-looking statements are subject to risks, uncertainties and assumptions, some of which are beyond our control. In addition, these forward-looking statements reflect our current views with respect to future events and are not a guarantee of future performance. Actual outcomes may differ materially from the information contained in the forward-looking statements as a result of a number of factors, including, without limitation, the following: we have a concentrated customer base, and our failure to retain our existing contracts with our customers could have a significant adverse effect on our business; we do not have a formal joint venture agreement or any other operating or shareholders' agreement with Pollard Banknote Limited ("Pollard") with respect to NPI, our joint venture with Pollard, through which we conduct a substantial amount of our business; a reduction in discretionary consumer spending could have an adverse impact on our business; the growth of our business largely depends on our continued ability to procure new contracts; we incur significant costs related to the procurement of new contracts, which we may be unable to recover in a timely manner, or at all; intense competition exists in the iLottery industry, and we expect competition to continue to intensify; our information technology and infrastructure may be vulnerable to attacks by hackers or breached due to employee error, malfeasance or other disruptions; in addition to competition with other iLottery providers, we and our customers also compete with providers of other online offerings; the gaming and lottery industries are heavily regulated, and changes to the regulatory framework in the jurisdictions in which we operate could harm our existing operations; while we have not experienced a material impact to date, the ongoing COVID-19 pandemic, including variants, and similar health epidemics and contagious disease outbreaks could significantly disrupt our operations and adversely affect our business, results of operations, cash flows or financial condition; and other risk factors described in our Annual Report on Form 20-F for the year ended December 31, 2021, filed with the Securities and Exchange Commission (the "SEC") on April 14, 2022, and other documents filed with or furnished to the SEC. Moreover, new risks emerge from time to time. It is not possible for our management to predict all risks, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements we may make. We caution you therefore against relying on these forward-looking statements, and we qualify all of our forward-looking statements by these cautionary statements.

These statements reflect management's current expectations regarding future events and operating performance and speak only as of the date of this presentation. You should not put undue reliance on any forward-looking statements. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee that future results, levels of activity, performance and events and circumstances reflected in the forward-looking statements will be achieved or will occur. Except as required by applicable law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events.

We obtained the industry, market and competitive position data in this presentation from our own internal estimates and research as well as from publicly available information, industry and general publications and research, surveys and studies conducted by third parties such as the American Gaming Association, Eilers & Krejcik Gaming, Gambling Compliance, H2 Gambling Capital and La Fleur's TLF Publications, in addition to reports from state lottery commissions. Industry publications and forecasts generally state that the information they contain has been obtained from sources believed to be reliable, but that the accuracy and completeness of such information is not guaranteed.

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Disclaimer (cont.)

Non-IFRS Financial Measures and Key Performance Indicators

This presentation, and the accompanying oral presentation and the press release, may include EBIT, EBITDA, Adjusted EBITDA, NPI and NPI Revenues Interest, which are financial measures not presented in accordance with IFRS. We use these financial measures to supplement our results presented in accordance with IFRS. We include these non-IFRS financial measures because they are used by our management to evaluate our operating performance and trends and to make strategic decisions regarding the allocation of capital and new investments.

We also use certain key performance indicators (“KPIs”), including Network NGR and Gross Gaming Revenue (“GGR”), to monitor our operations and inform decisions to drive further growth. These KPIs offer a perspective on the historical performance of our platform in the aggregate across jurisdictions in which we operate. We believe these KPIs are useful indicators of the overall health of our business.

EBIT, EBITDA and Adjusted EBITDA. We define “EBIT” as net income (loss), plus income taxes, and interest and finance-related expenses. We define “EBITDA” as EBIT, plus depreciation and amortization. We define Adjusted EBITDA as EBITDA, plus share-based compensation, initial public offering expenses, prospective acquisition related expenses and the Company’s share in NPI depreciation and amortization. We believe EBIT, EBITDA and Adjusted EBITDA are useful in evaluating our operating performance, as they are regularly used by security analysts, institutional investors and others in analyzing operating performance and prospects. Adjusted EBITDA is not intended to be a substitute for any IFRS financial measure and, as calculated, may not be comparable to other similarly titled measures of performance of other companies in other industries or within the same industry.

NPI. Refers to NeoPollard Interactive LLC that represents the Company’s 50/50 joint venture with Pollard Banknote Limited (“Pollard”). The joint venture was formed for the purpose of identifying, pursuing, winning and executing iLottery contracts in the North American lottery market. NPI is managed by an executive board of four members, consisting of two members appointed by NeoGames and two members appointed by Pollard. NPI has its own general manager and dedicated workforce and operates as a separate entity. However, it relies on NeoGames and Pollard for certain services, such as technology development, business operations and support services from NeoGames and corporate services, including legal, banking and certain human resources services, from Pollard.

Company share in NPI Revenues .NPI Revenues is not recorded as revenues in our consolidated statements of comprehensive income (loss), but rather is reflected in our consolidated financial statements in accordance with the equity method, as we share 50% of the profit (loss) of NPI subject to certain adjustments.

Gross Gaming Revenue (GGR). We define “GGR” as gross sales less winnings paid to players.

See the appendix for a reconciliation of these non-IFRS measures to the most directly comparable IFRS measure

Agenda

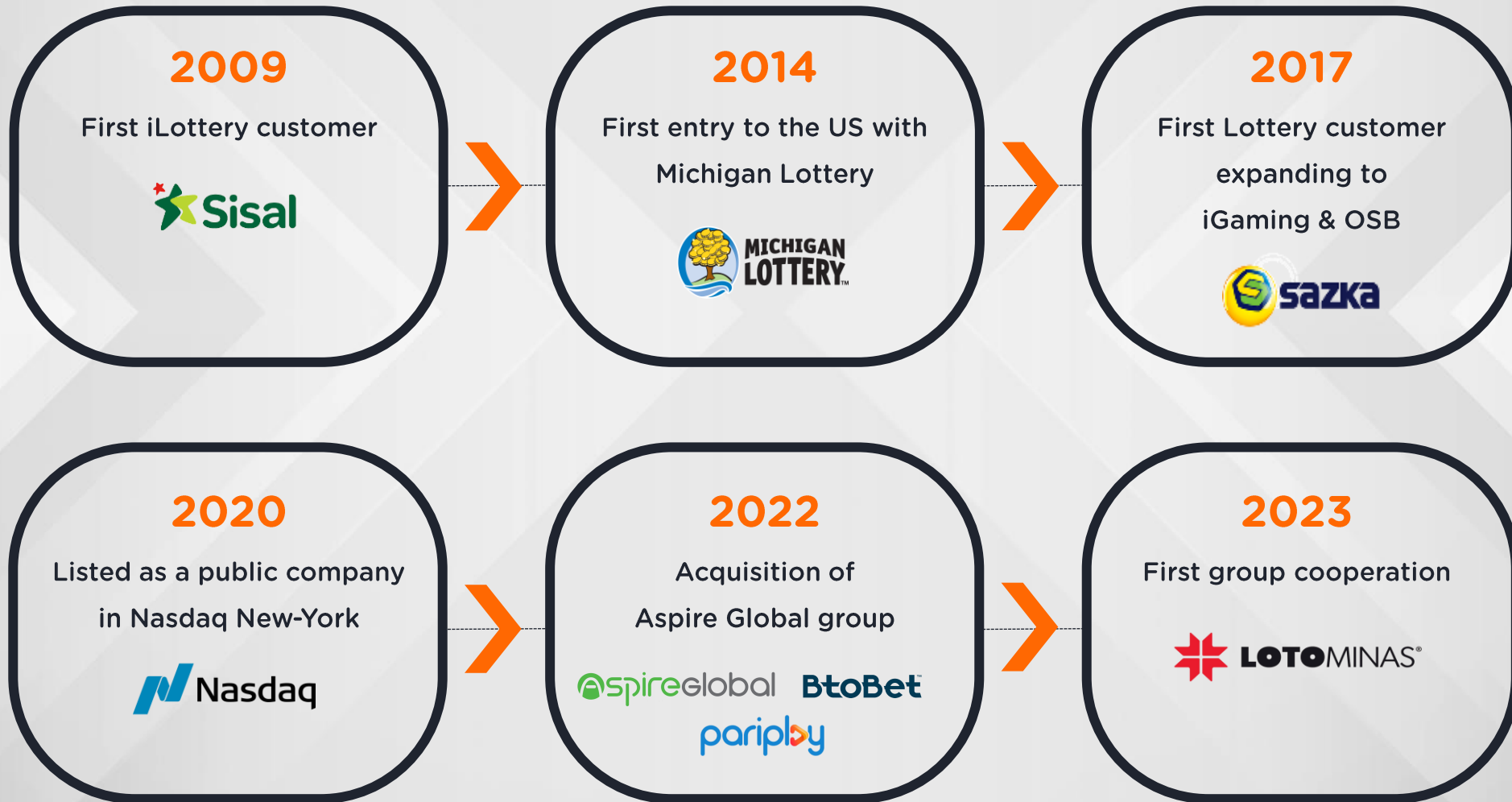
Opening - Moti Malul CEO	12:40
NeoGames Group - Moti Malul CEO	12:45
iLottery - Moti Malul CEO	13:00
NeoGames Studio - Hili Shaked VP, NeoGames Studio	13:20
iGaming - Tsachi Maimon President, Head of iGaming	13:40
Managed Services - Antoine Bonello MD Aspire Global	14:00
10 minutes Break	14:20
Sportsbook - Dima Reiderman MD Btobet	14:30
Games and Aggregation - Adrian Bailey MD Pariplay	14:50
Product & Tech - Gabby Naftali EVP Product	15:10
Finance Review - Raviv Adler CFO	15:30
Q&A Panel	16:00
Networking / Open Bar / Demos	16:30

NeoGames Group

Moti Malul
CEO



NeoGames Story



The Broadest Best of Breed Offering

neogames

Best in class iLottery solutions – global iLottery leader

Complete offering of all technology Platforms, Games and Services

In-house studio for eInstant games

neogamestudio

aspireglobal

Full Services provider for iGaming and online sport betting operators

Full suite of gaming products and services in regulated markets

pariplay

Global leader in content aggregation for regulated markets

In-house casino games studio – **WIZARD** GAMES

More than 100 suppliers across all content verticals

BtoBet

Complete Sportsbook solution of Platform and Services

Omni channel solution for retail/land-based and online sport

Advanced Managed Trading Services offering



Global Presence

+1100 employees in 8 main locations around the world

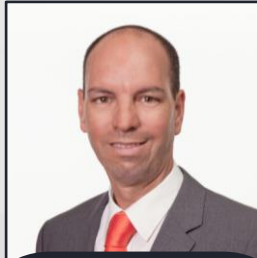


Customers on
4
continents

+200
Customers

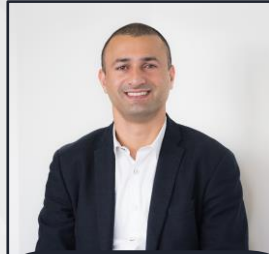
+50
Regulated markets

Experienced Leadership Team



Moti Malul
CEO

neogames®



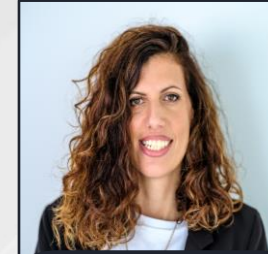
Tsachi Maimon
President;
Head of iGaming

neogames®



Raviv Adler
CFO

neogames®



Rinat Belfer
COO

neogames®



Oded Gottfried
CTO

neogames®



Antoine Bonello
MD

aspireglobal



Adrian Bailey
MD

pariplay



Dima Reiderman
MD

BtoBet

Our Mission

“To be the long-term partner of choice for lotteries and regulated gaming operators throughout their interactive journey”



The Opportunity



North America
2027 TAM \$53B¹

iLottery \$5B

iGaming \$28B

Online Sport Betting \$19B



Global
2027 TAM \$184B¹

iLottery \$21B

iGaming \$68B

Online Sport Betting \$95B

neogames[®]



Complete
technology
solution



A full range
of key
vertical
products



Operational
excellence
and
managed
services



Proven
success with
over 15
years of
experience



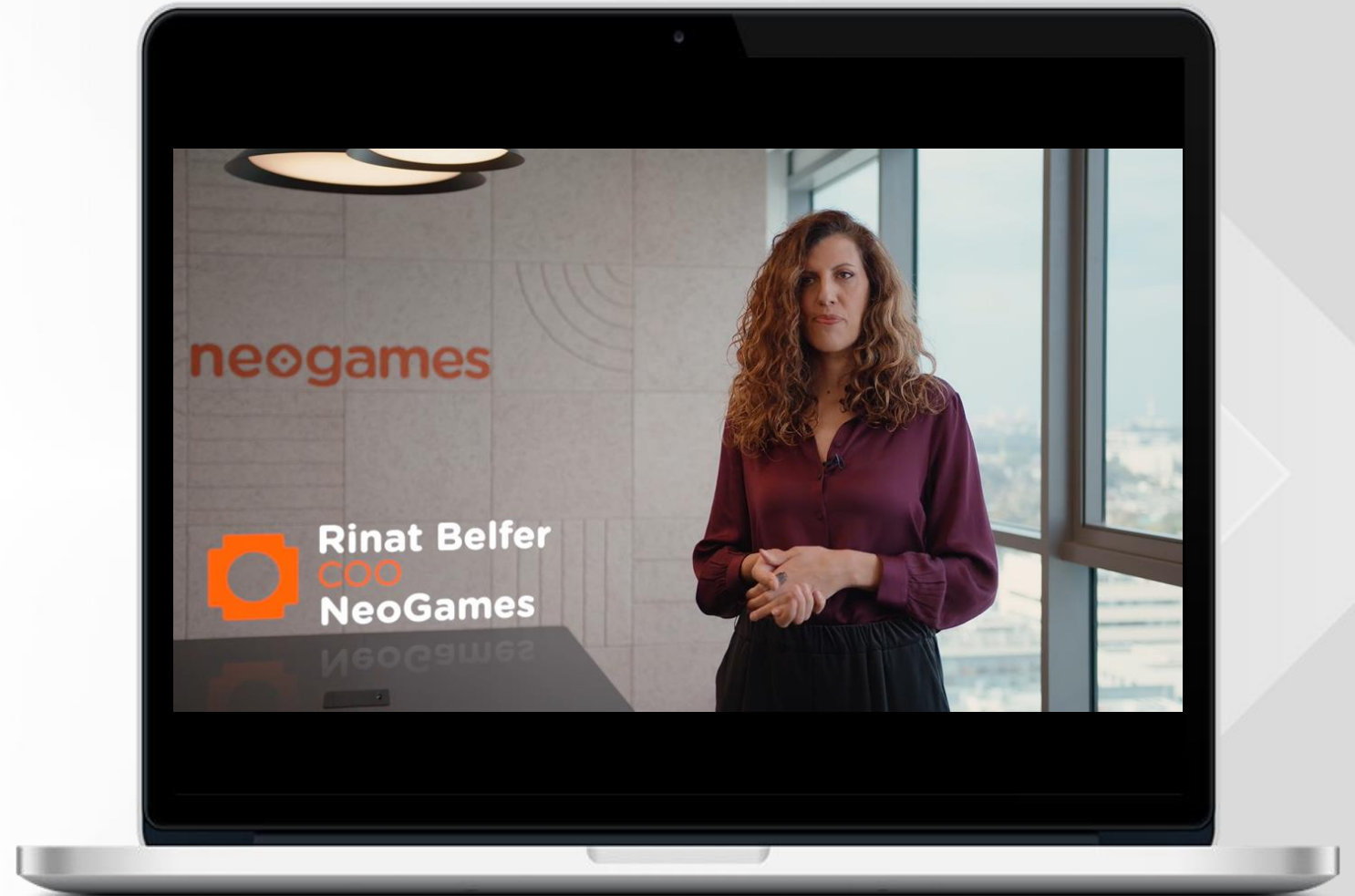
Strong and
experienced
management



Global
customer
base across
4 continents

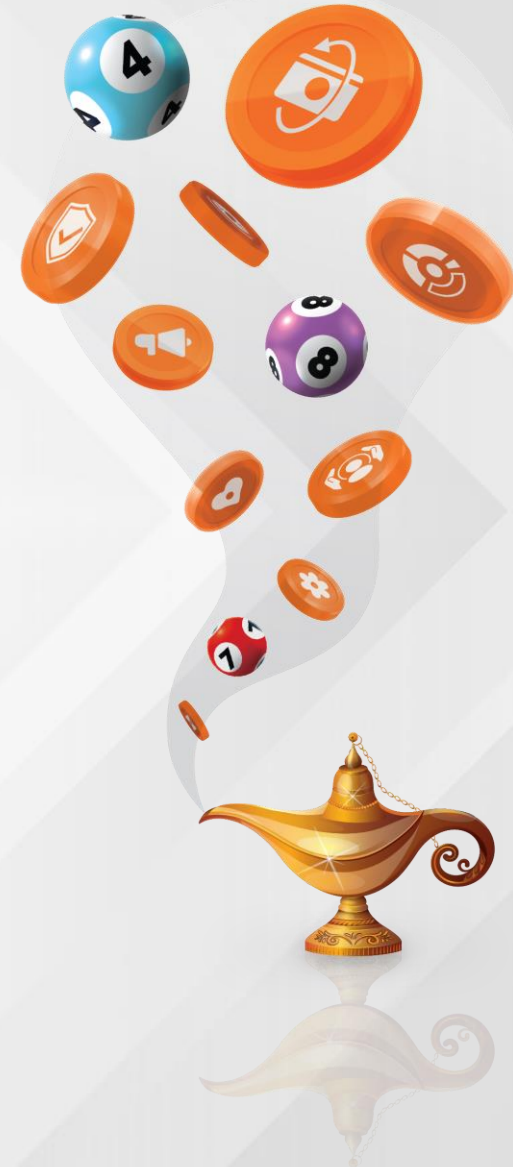
**Positioned to lead the industry
and drive shareholder value**

Please Meet Rinat Belfer

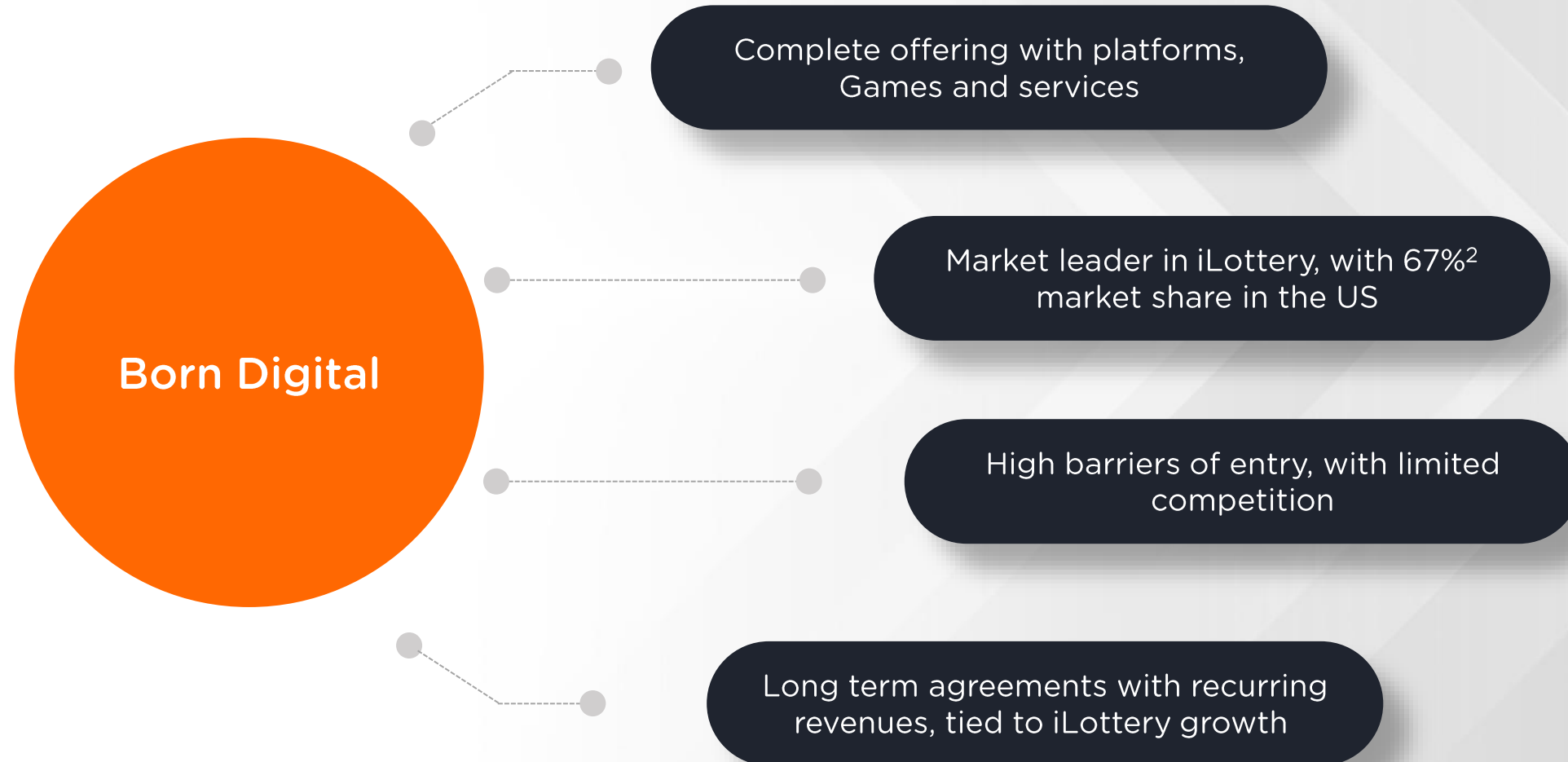


iLottery

Moti Malul CEO

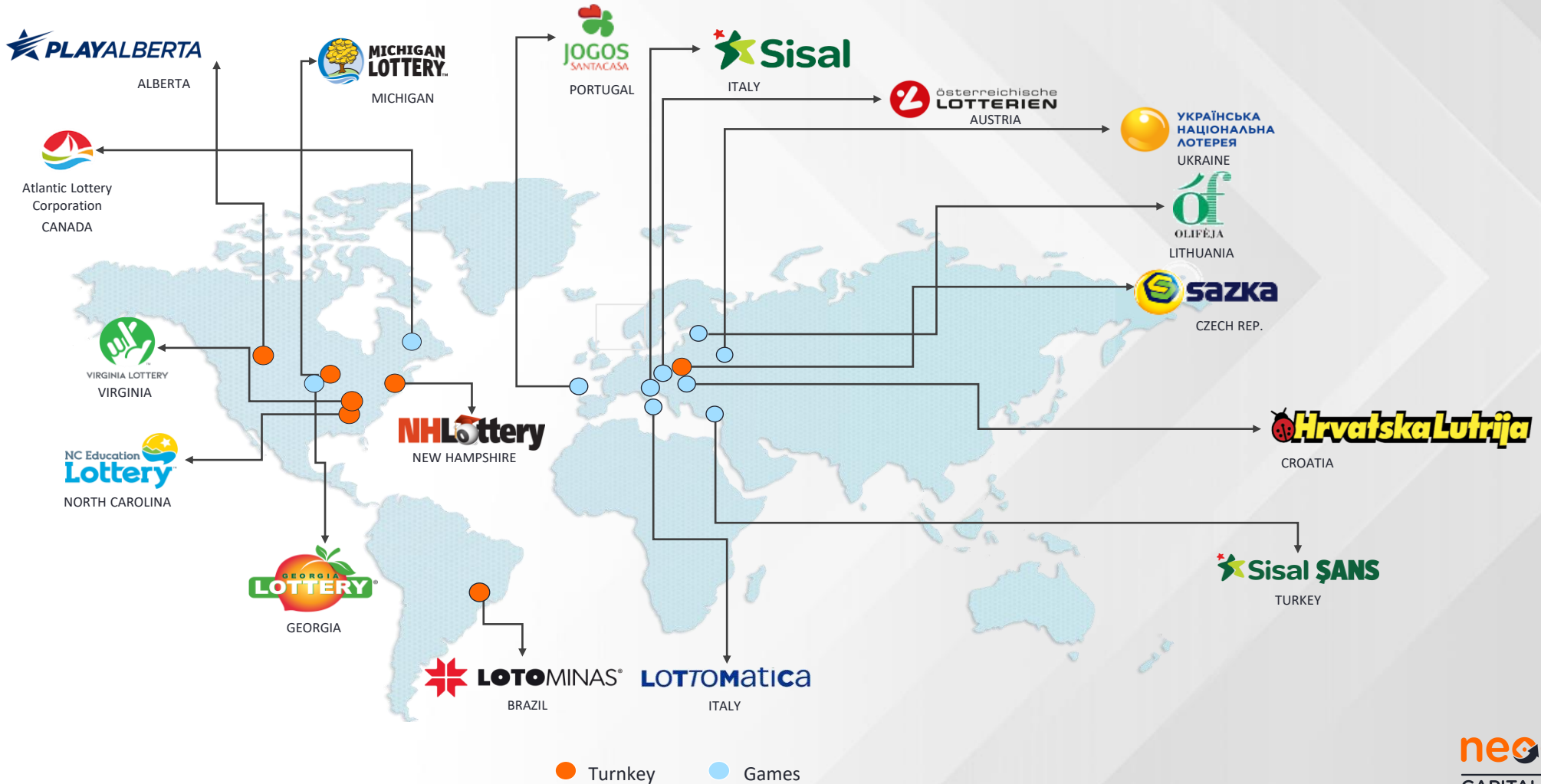


Pure iLottery Focus



Global Customer Base

17 Lotteries in 3 continents



iLottery - Complete Solution

 **neosphere**[®]

PAM and advanced marketing platform
for iLottery and iGaming

 **neodraw**[®]

US certified Draw Games systems

 **neocube**[®]







Real-Time Data Analytics and insights

 **neoengage**[®]

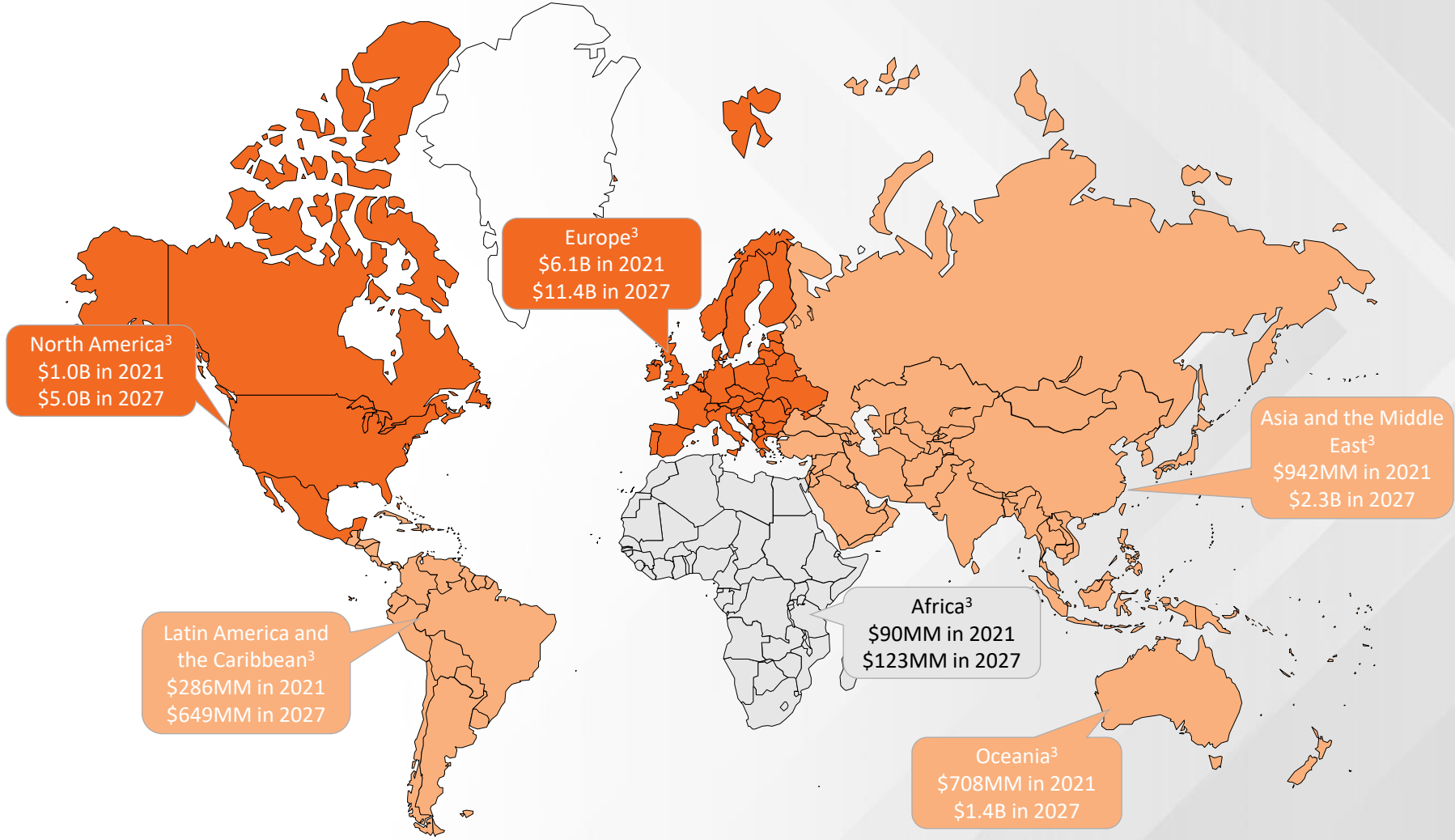
Player Journey Management system



 **neogamestudio**[®]

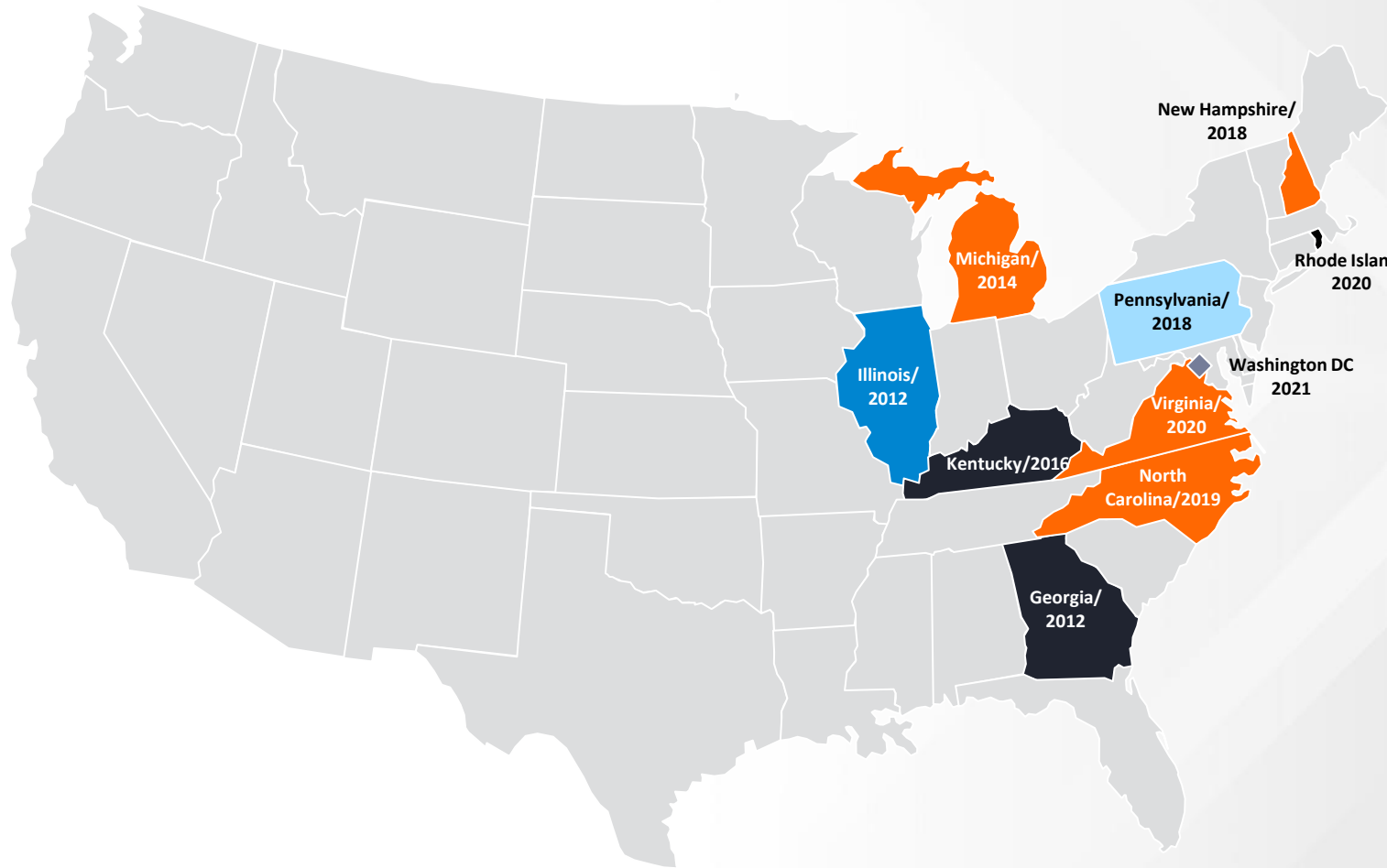
-  Payments management
-  Compliance
-  Tech operations
-  Customer support
-  Data analysis
-  Marketing & CRM

Global Opportunity - iLottery

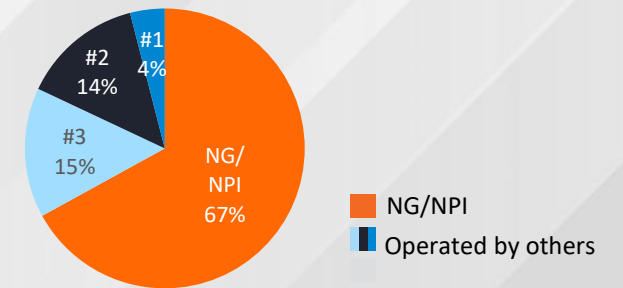


US iLottery Landscape

Powering 67% market share² of U.S. iLottery Gross Wagers



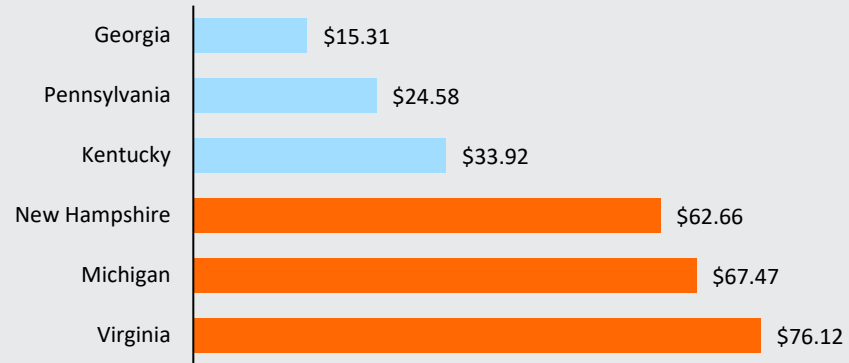
~22% of the US population in states having iLottery, of which the **~41%** served by NeoGames/NPI generates **~67%** of the iLottery gross wager⁴



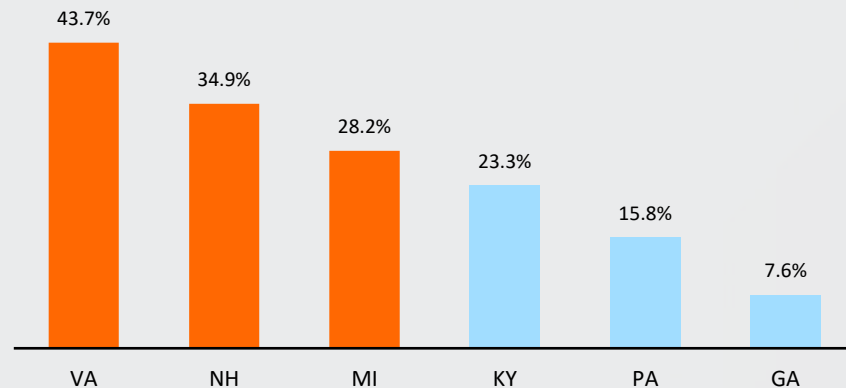
4Q22 U.S. iLottery Gross Wager Market Share by Platform Provider²

US iLottery Leadership and Success

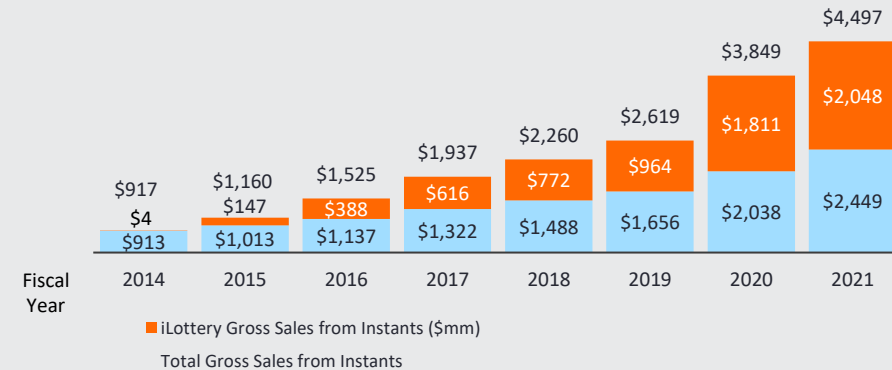
Gross iLottery Sales per Capita (4Q 2022)⁵



iLottery Penetration by State (4Q 2022)⁵



Michigan Instants Gross Sales and iLottery Penetration⁶



Lotteries Expanding Into iGaming and Sport Betting



Full solution for iLottery and iGaming tech

- Leading Lottery provider. Part of Allwyn Group
- PAM, Content Aggregation, eInstant games, full tech operations
- Omni channel functionality for draw games and more
- Generating more than 40% of its GGR from online channel⁷



Full solution for iLottery, iGaming and Services

- Alberta's only regulated site for all forms of gaming
- Complete portfolio of PAM tech, Content and Aggregation, Sports Betting, and more
- Full services including all Player Operations, Tech Operations and Marketing



Full solution for iLottery, iGaming and Services

- Brazil 2nd Largest state with 21m population
- First ever eInstant games and OSB regulated in Brazil
- Complete solution of online Draw Games, eInstants and Sport Betting
- Marketing and Data Analytics Managed Services

European state lotteries that offer sports betting
+55%⁸

European state lotteries that offer iGaming
+20%⁸

~80%⁸
Canadian provinces offer online Lottery, sports betting and iGaming

Growth Engines



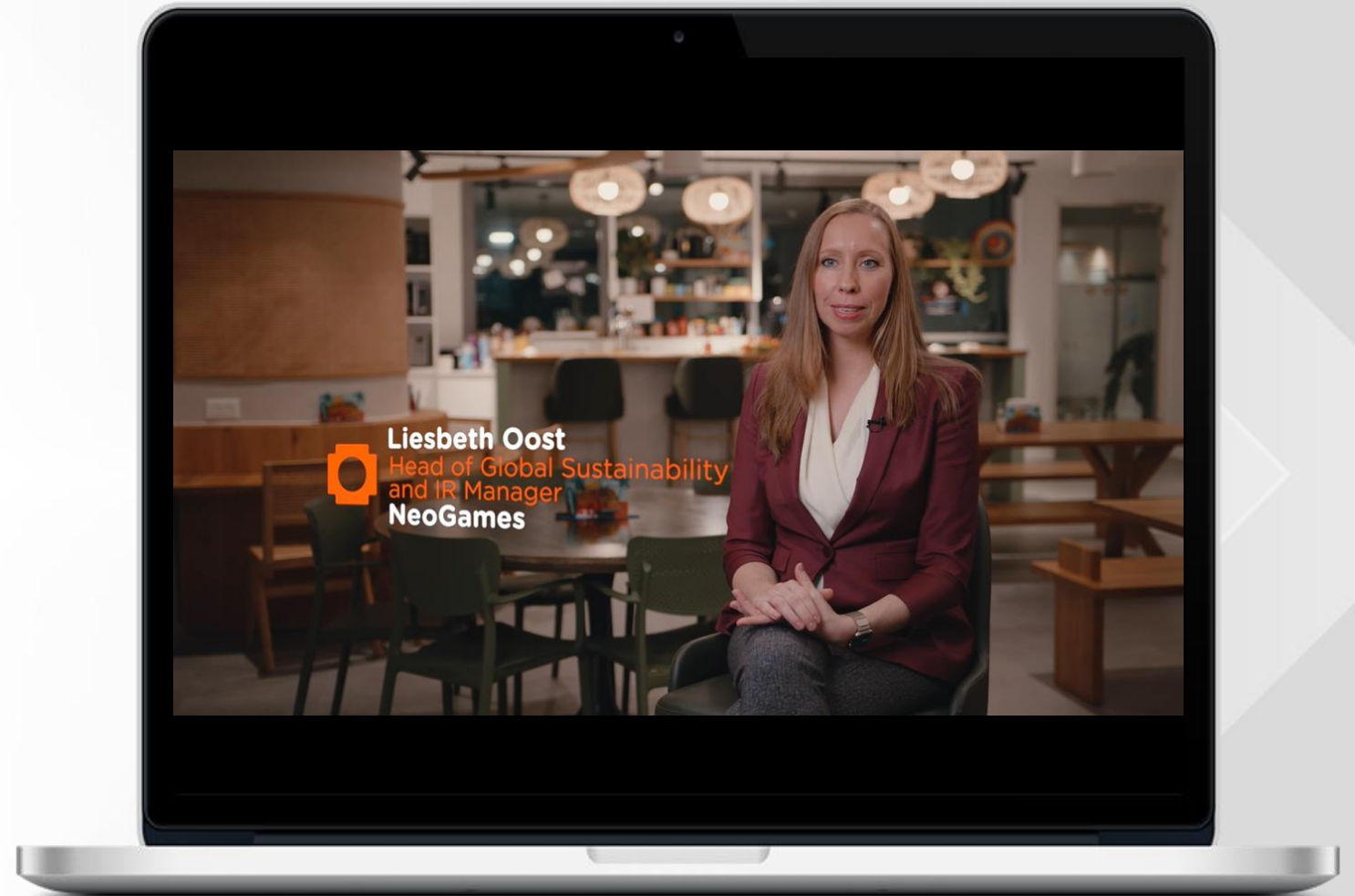
Continue to lead the US

Game content deals with leading Lotteries

ROW - LATAM (Brazil), Europe, APAC

Bring aggregation, sport betting and managed services
to our Lottery customers

Please Meet Liesbeth Oost



 neogamestudio[®]

**Hili Shakked,
VP Games**





neogamestudio[®]

15+
years of
experience

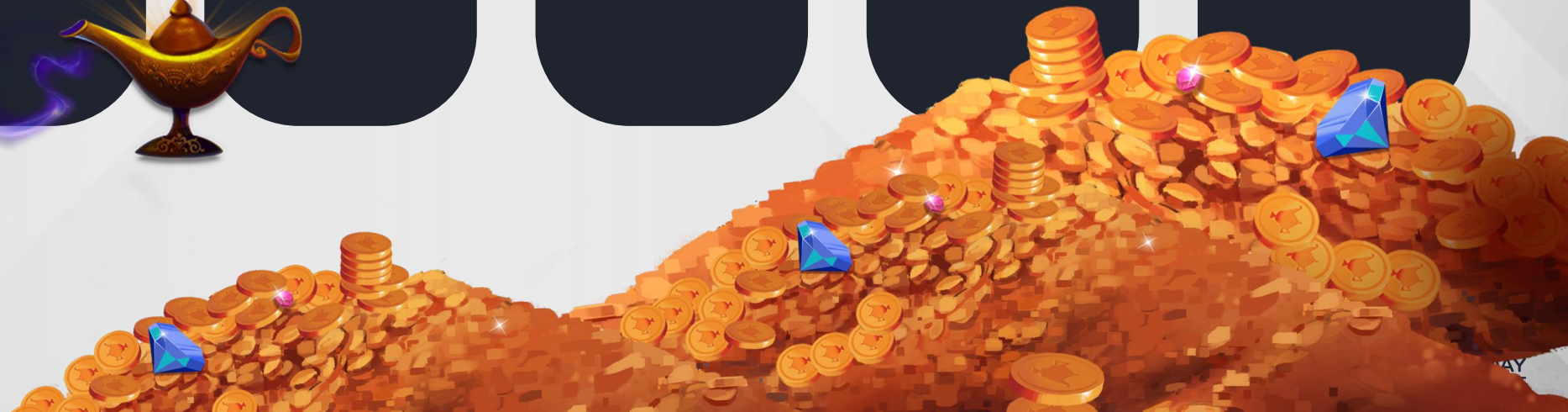
Focus on
Premium
eInstants
games

Active
portfolio
+150
games

Operating in
17
lotteries

Over
250m
monthly
game rounds

Leading
industry
innovators



iLottery Players Are Different



...and Lotteries Are Different Too

Game names and titles

Prize tables

Limited series

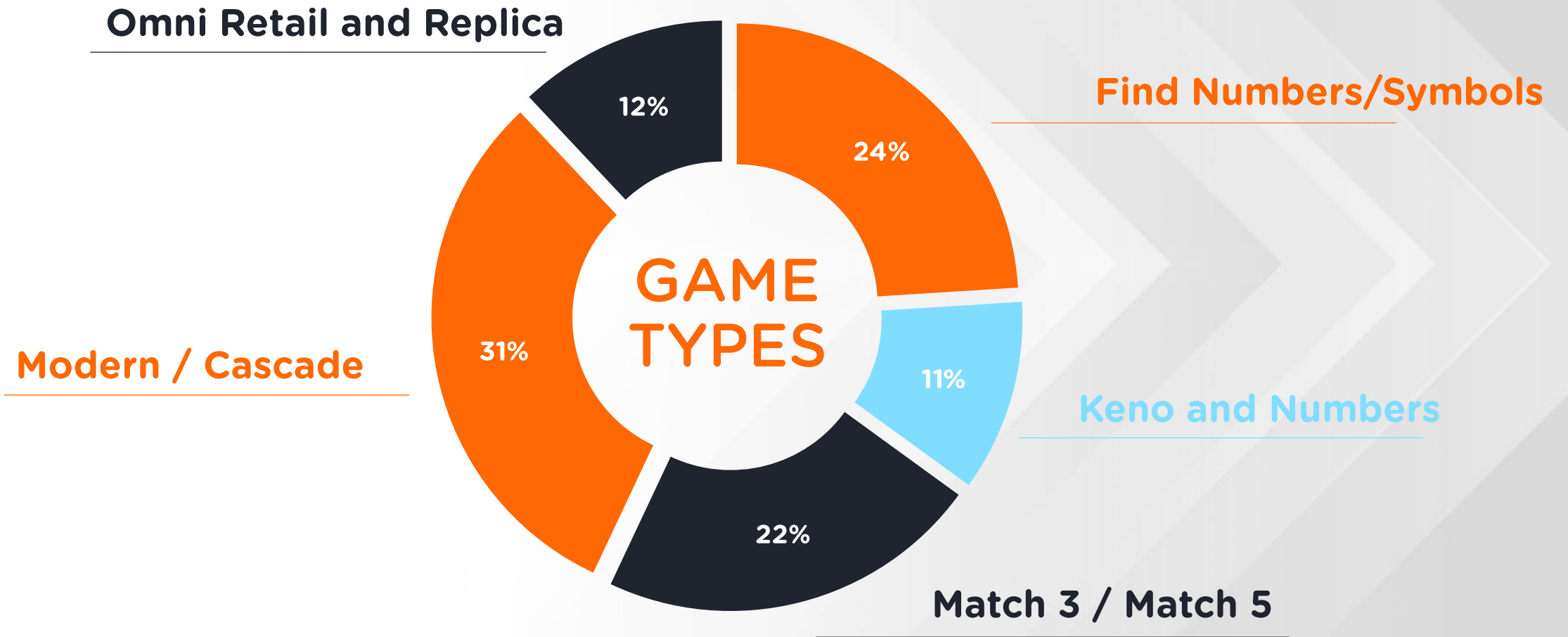
single/multi tickets

Changes to game art

Tickets price points



Diverse Games Portfolio



The Art of Math



RTP allocation across features and bonus rounds

Volatility – determined in advance adjusted per Lottery

Odds - “Hit Ratio” of winning a game round

Progressive Jackpot pools

Near Wins considerations

Frequency of high-value symbols

15 Years of Innovation

Multi ticket games

Bonus rounds in instants

On-demand Keno/Lotto games

Progressive Jackpots family





Where We Are Heading

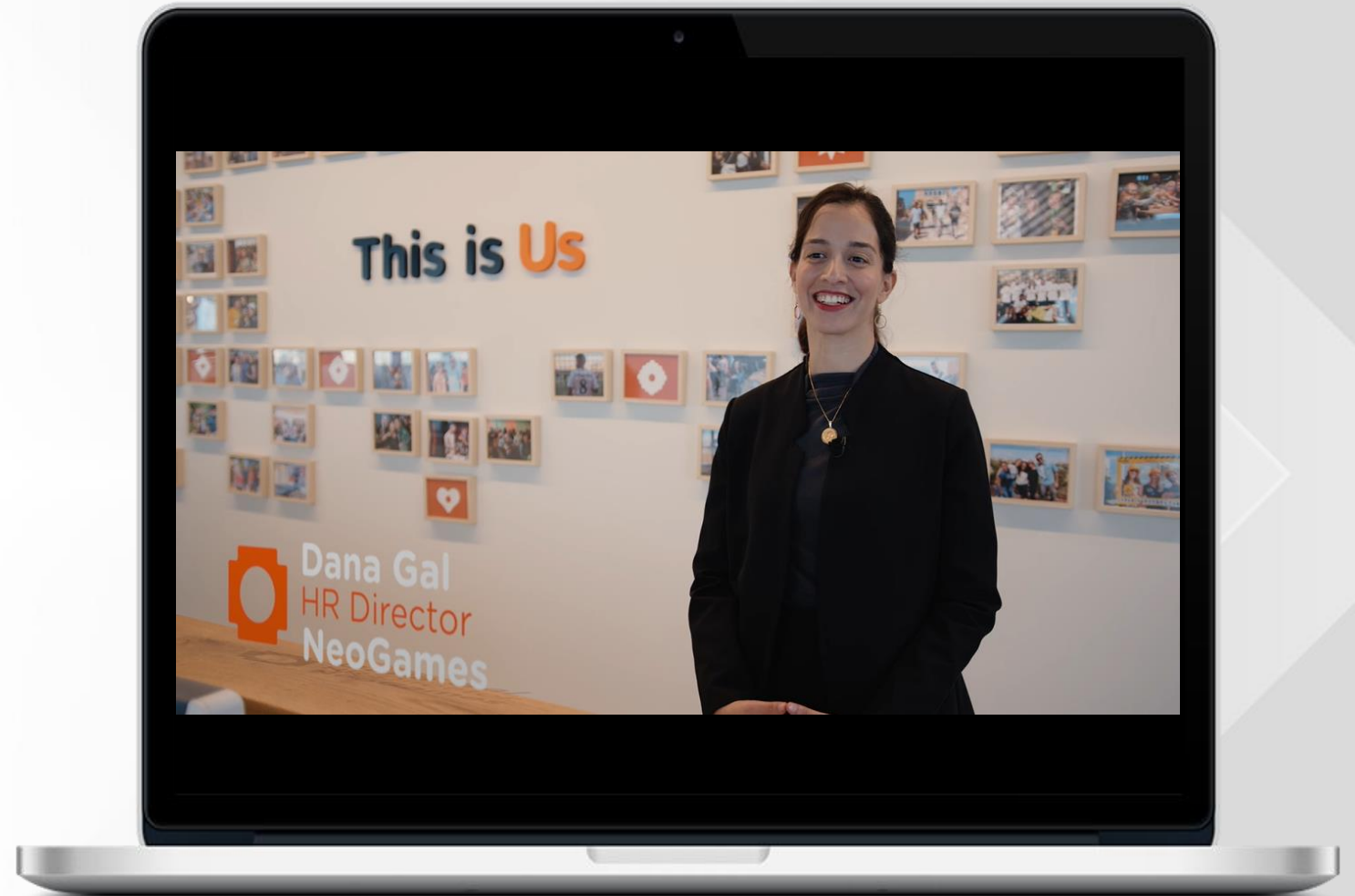
Spreading our games to more leading Lotteries

Enhance our Progressive Jackpot offering

Innovative game concepts and meta features

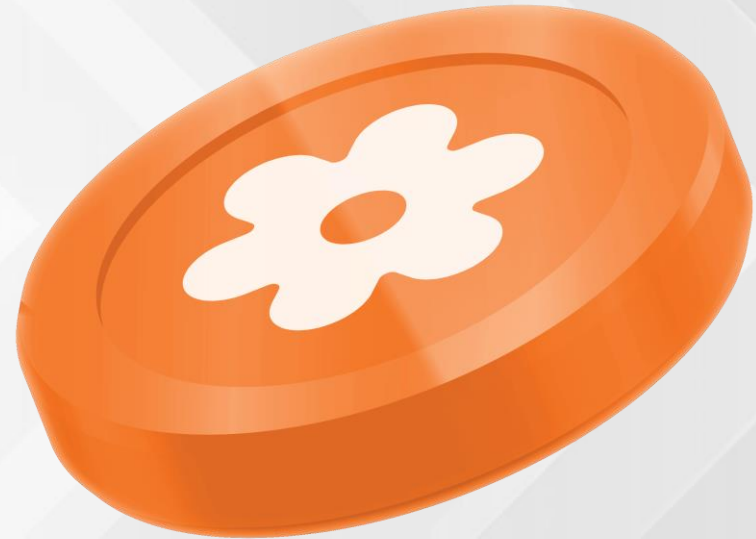


Please Meet Dana Gal



iGaming

Tsachi Maimon
President, Head of iGaming



The Aspire Global Story

2006

Founded as B2C



2009

First B2B
partner

2017

Listed as a public
company
in Nasdaq Stockholm



2019

Acquisition
of Pariplay



2020

Acquisition
of BtoBet

BtoBet

2021

Divesting
B2C business



2022

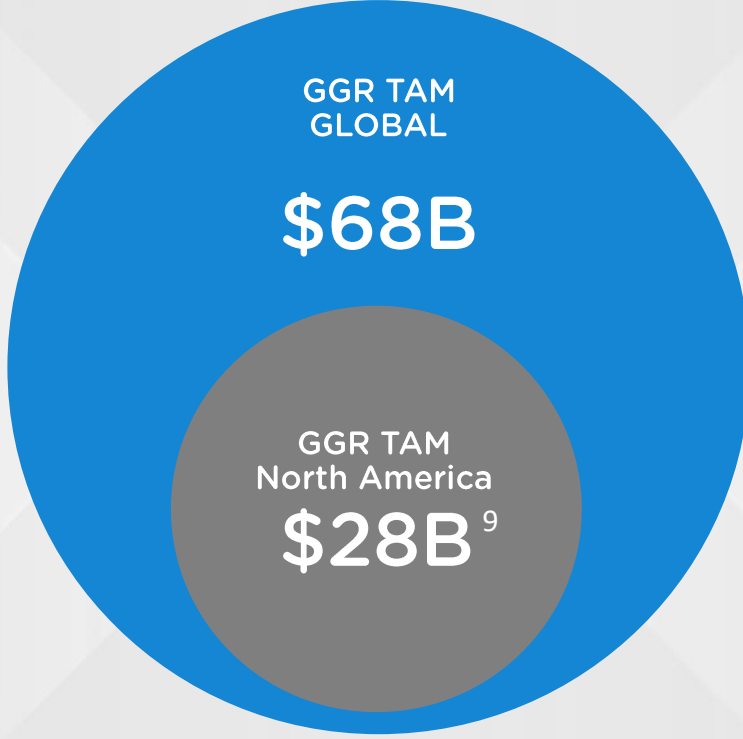
Acquired
by NeoGames

neogames

Opportunities Knocking: 2027 TAM



Addressable TAM 10%-20%



Addressable TAM 100%



Addressable TAM 10%-20%



Accelerating Our Potential with Group Power

Recognition and trustworthiness - Revenue-wise, we have now become a leading supplier in the online industry

Time to Market - leveraging our local deployments and operations

Expansion - our products can have broader reach to operators that were not on our radar before

Easier access to North America via NeoGames' presence

Become a "GO-TO" partner in many countries where iLottery, or Sport Betting is ahead of iGaming

Spearhead strategy - Entering markets through any of the 4 spearheads of our group

Our Target Audience Profile

ONLINE OPERATOR

Built with the online mindset and orientation

Business model based on financial investment

Multi Brand / state / country / Vertical strategy - to scale the structure built

LAND-BASED OPERATOR

Built with a land-based mindset

Strong brand identity - Business model based on local brand awareness and existing player base

1 brand strategy - Operating in states/countries where they have local presence

Different partners in different regions

What Are They Looking For?



Games



Sports

AND/OR

OR



Games



Sports



PAM



Managed Services



PAM



Managed Services



Full package

Worldwide Reach



We have market proven solutions for any gaming operator out there



Well positioned to increase wallet share through our dedicated verticals



Bringing added value to our partners with gaming operation experience

Winning The Game



**Time to
market**



**Best in our
fields**



**B2C
mindset**



**Track record
& customer
satisfaction**



**Delivery
excellence**



**Robust &
scalable**

Please Meet Jovana Popovic Canaki

VP Partner Success Aspire Global





Antoine Bonello
Managing Director





Focus on locally licensed markets

UK
Denmark
Ireland
Portugal
*Germany
**Ontario



+30
Partners



88
Brands

Target Partners

Companies with strong digital marketing acquisition capabilities, seeking to monetize their own brand

Media companies with strong brands but no online betting knowledge

Tier 1 and 2 operators who want quick access to new markets

Land based or Tribal Casinos and Lotteries without propriety tech or digital experience

PAM and
Tailored
Solutions

Partner Success Framework

BRAND PARTNER

RAPID MARKET ENTRY & ECONOMIES OF SCALE BENEFITS

- Full Aspire Global iGaming solution, leading provider of B2B2C in regulated markets
- Using Aspire Global's Managed Services

PLATFORM PARTNER

SCALABILITY & FLEXIBILITY

- Partners can choose to use the PAM + any other service/product combination
- Control over the complete product roadmap across all verticals
- Owns the operating license

Creating Tailored Solutions for Our Partners



PAM



Game Studio



Casino



Sportsbook



Bingo

aspireglobal
iGaming Solutions

Excellence in Managed Services



Customer Support



Payments & Compliance



Risk and Fraud Management



Player Retention



AML & Responsible Gambling



Marketing & Acquisition Services



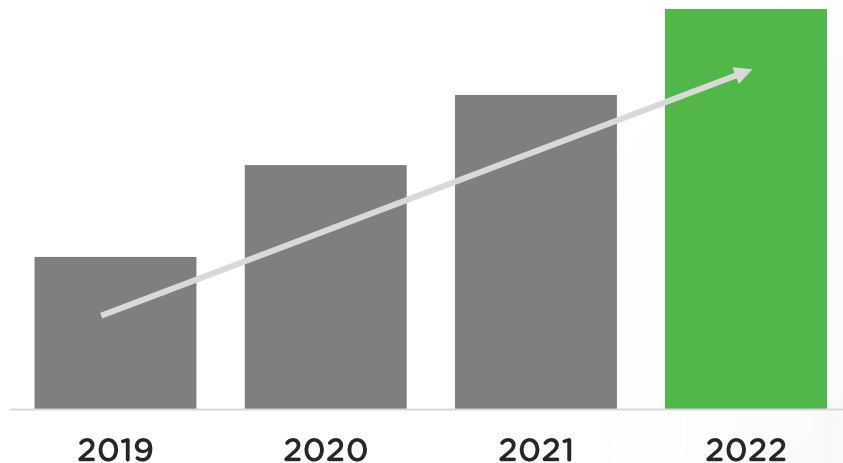
Casino & Sportsbook Management



Data Analytics

Continuous Improvement in Player Experience

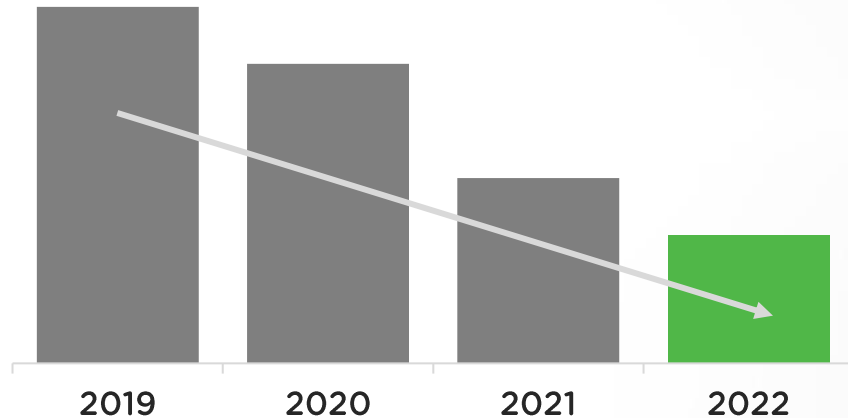
Conversion Improvement
2019 > 2022
+32%



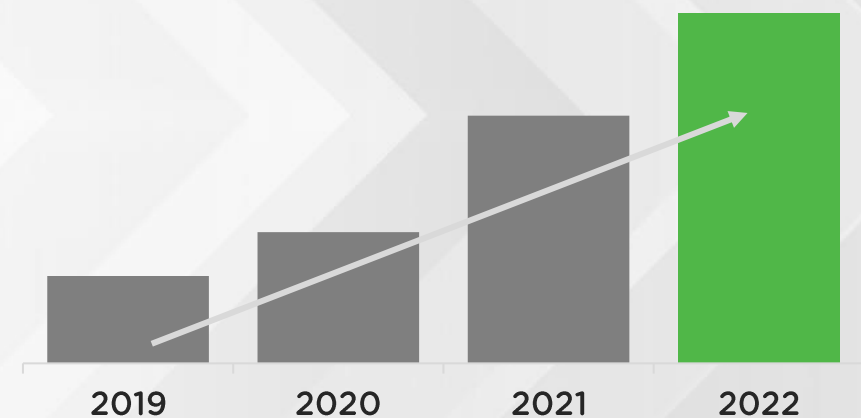
- Optimised registration and payments processes
- Increased range of available payment methods – focus on localisation
- Dynamic routing and player messaging

Casino Performance Improvement

Bonus Cost Reduction
2019 > 2022
-64%



Casino Hold Improvement
2019 > 2022
+39%

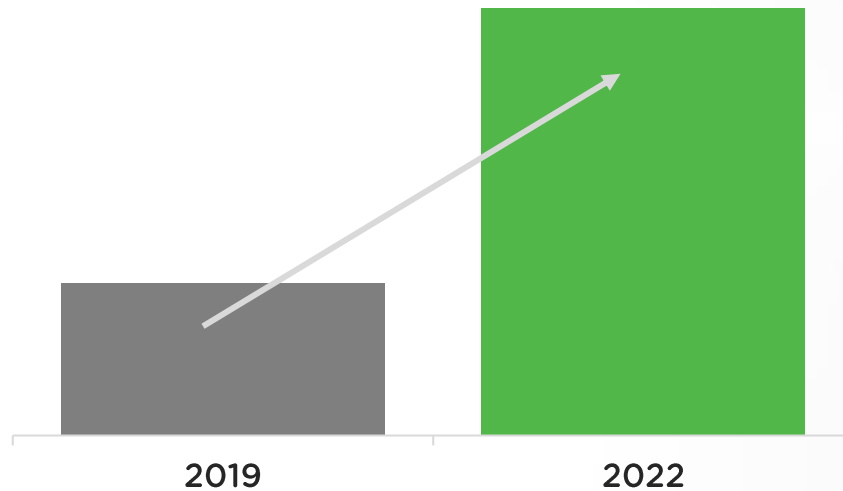


- Personalized player journeys – efficient bonusing
- Smart Game Recommendation – margin improvement
- Theoretical RTP optimization based on monthly cycle

Player Lifetime Value

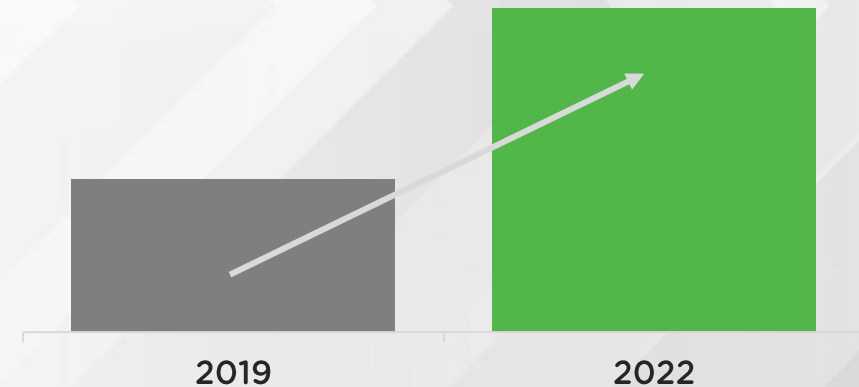
Average Deposits Per User (Annual)
2019 vs 2022

+93%



Average Revenue Per User (Annual)
2019 vs 2022

+35%



- Personalised CRM with Real Time, Front End capability
- Player Lifetime Value growth forecasted in Player ROI model
- Allowing partners to 'kill or fill' player acquisition deals

Future-Proofing Our Business



Enter more regulated markets



Bring our operational expertise to the North American market



Increase wallet share from existing group partners



Enable our partners to achieve sustainable profitable growth



Please Meet Simon Sammut



BtoBet™

Dima Reiderman
Managing Director





Regulated Markets

Europe (including UK)
Latin America
Africa

Coming soon:
North America



20+
Partners

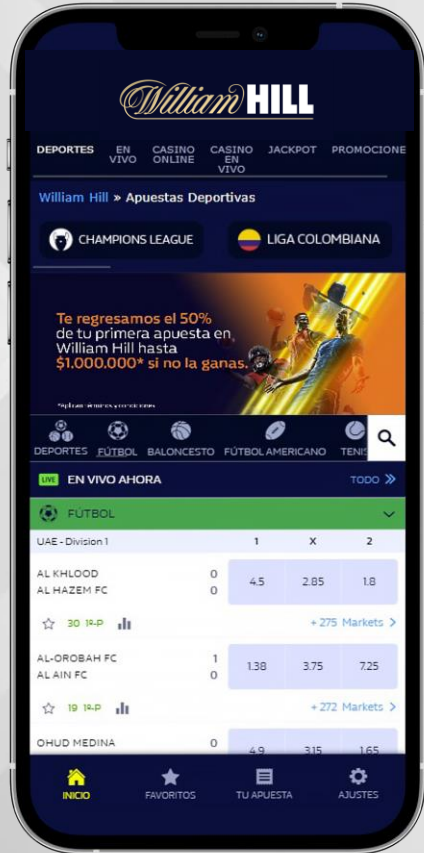


50+
Brands

The BtoBet Offering



Strengths



Personalization

Tailor-made, fast-to-market frontend

Freedom/Flexibility in creating a brand

Player engagement

Unique Social sport-betting features (gamification)

Market-leading flexible bonus engine

Unique Bet Recommendation Engine - personalized UX

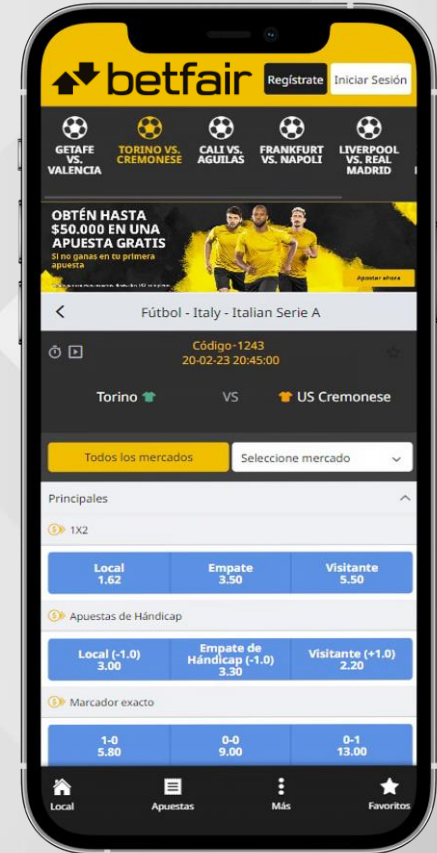
Profitability

AI/Machine learning powered risk management

Commercial freedom in selecting 3rd party feeds

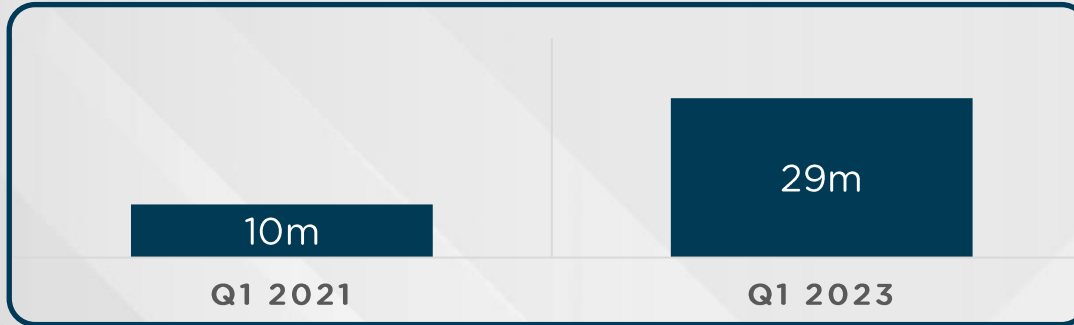
Modular solution that grows with you

Proven High Volume solution



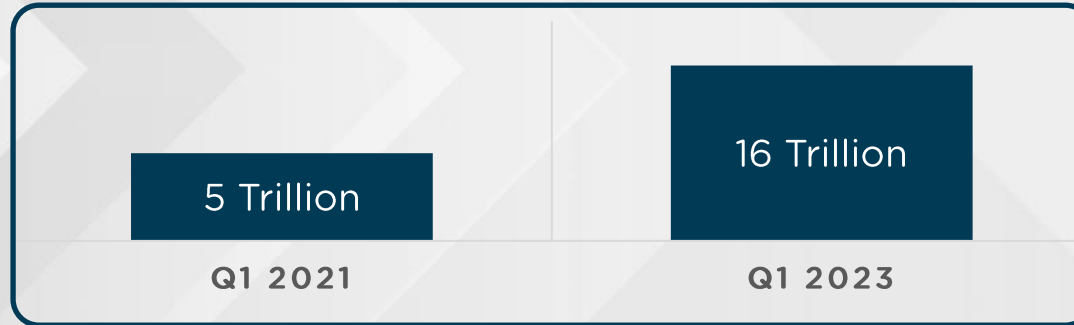
Proven High Volume Technology

Active Users



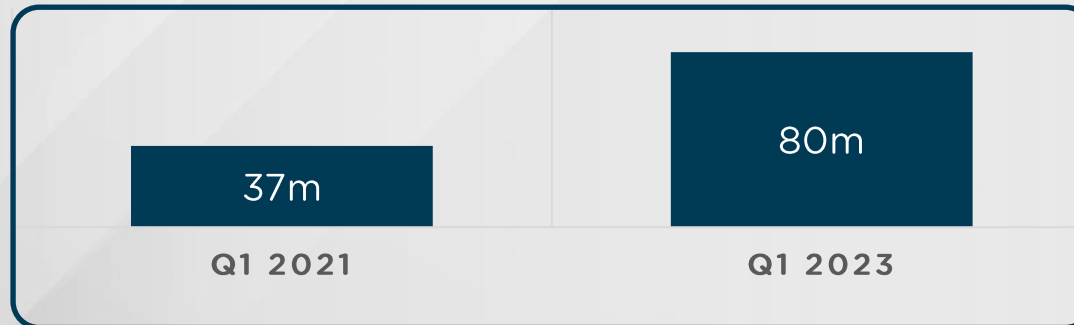
299%
INCREASE

Cloud/AWS Requests



300%
INCREASE

Bets Processed



215%
INCREASE

>500,000
ACTIVE PLAYERS
PER DAY

BtoBet TAM

Region	TAM 2027 ¹⁰	BtoBet
US & Canada	\$19B	GLI-33 Certified Multiple state license applications submitted
Europe	\$30B	Live in 6 EU Regulated Markets Including largest Market - UK
LATAM & Mexico	\$4B	Live in 3 largest markets (Mexico, Colombia, Brazil)
Africa	\$4B	Live in 25+ markets, market leader
Total	\$58B	



US Target Partners



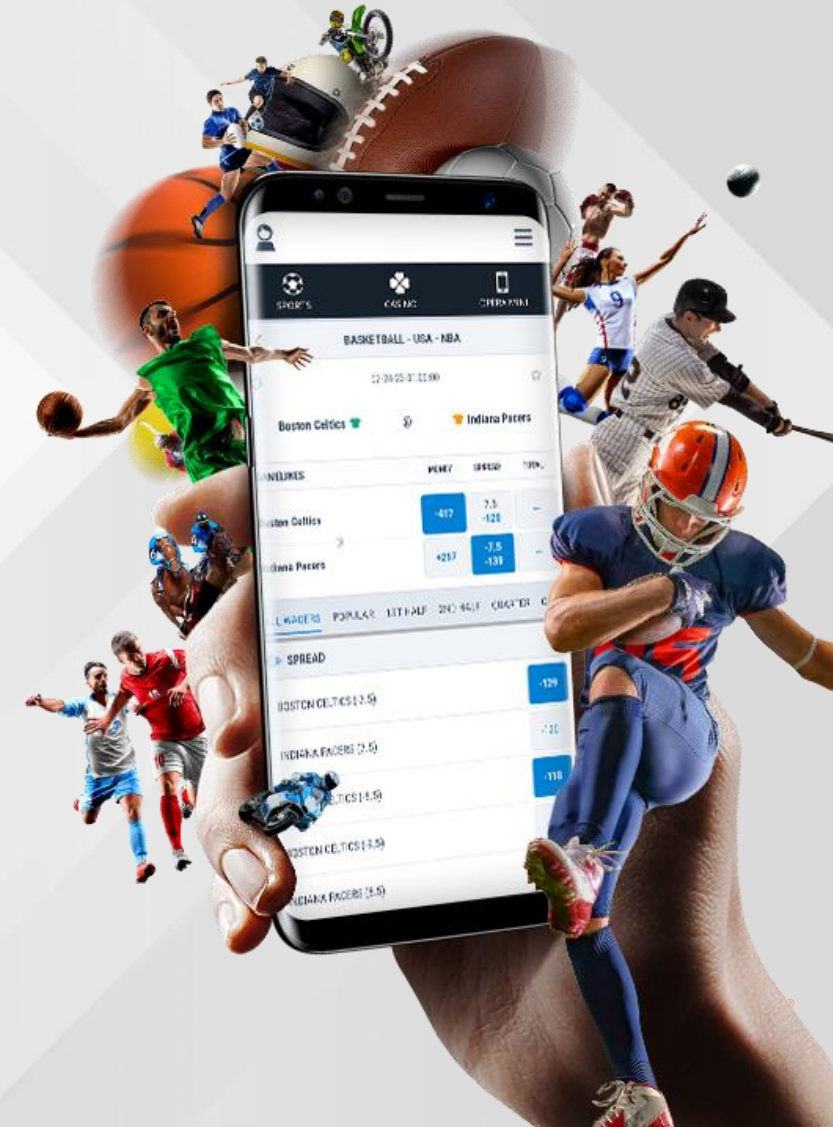
Land Based & Online Operators

- Looking to expand their presence online
- Omni channel solution
- The full product package, including MTS
- Quality product with minimal upfront costs
- Turnkey (operational services) with proven track record in Online



Existing Operators Vendor Replacements

- Operators that require greater flexibility & differentiation - **localization** (not just state level)
- Enhance the player experience and customer engagement thru upgraded the tech & services
- Align with a single vendor where possible, covering PAM & Sports - one-stop shop



Future Focus

Sportsbook profitability

- Perpetually enhance Risk Management and Trading with latest tech (ML & AI)
- Higher Margins for our partners
- Partners confident to reinvest revenue into growing market share

Own more of the sports betting value chain

- Optimize efficiency while lowering expenses
- Create a cost advantage over competitors
- Power future product enrichment

Continuous focus on player engagement features

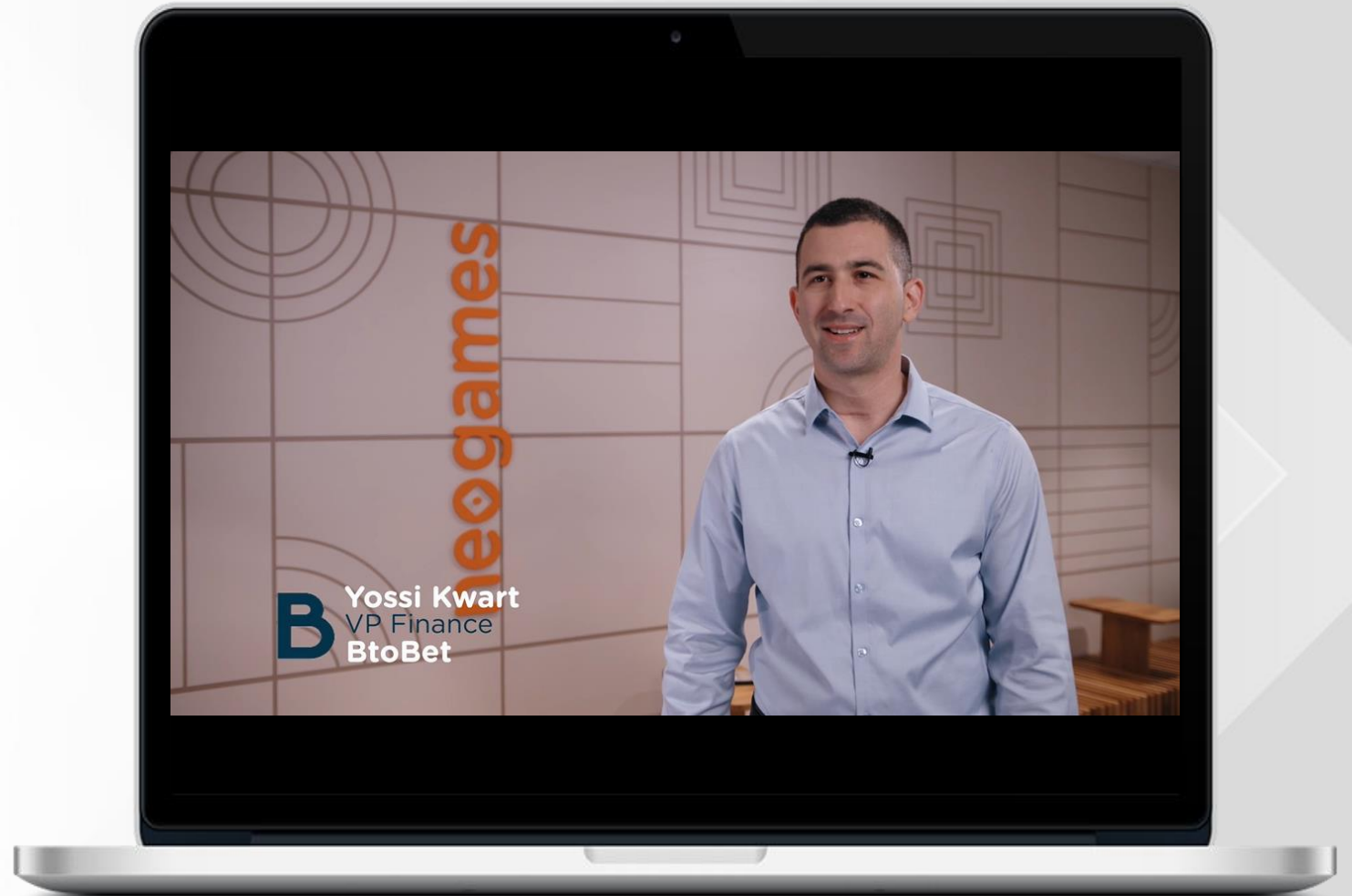
- Strengthen Product leadership via Personalization
- Contextual betting
- Engagement and Gamification



Our Sportsbook Solution



Please Meet Yossi Kwart





Adrian Bailey
Managing Director





28
Regulated
Markets



Serving over 1000
brands



Over
15k
Games

Why Does Aggregation Exist?

Many operators can perform **4 – 6** integrations per year only

Content integrations are always **lowest** priority for operators

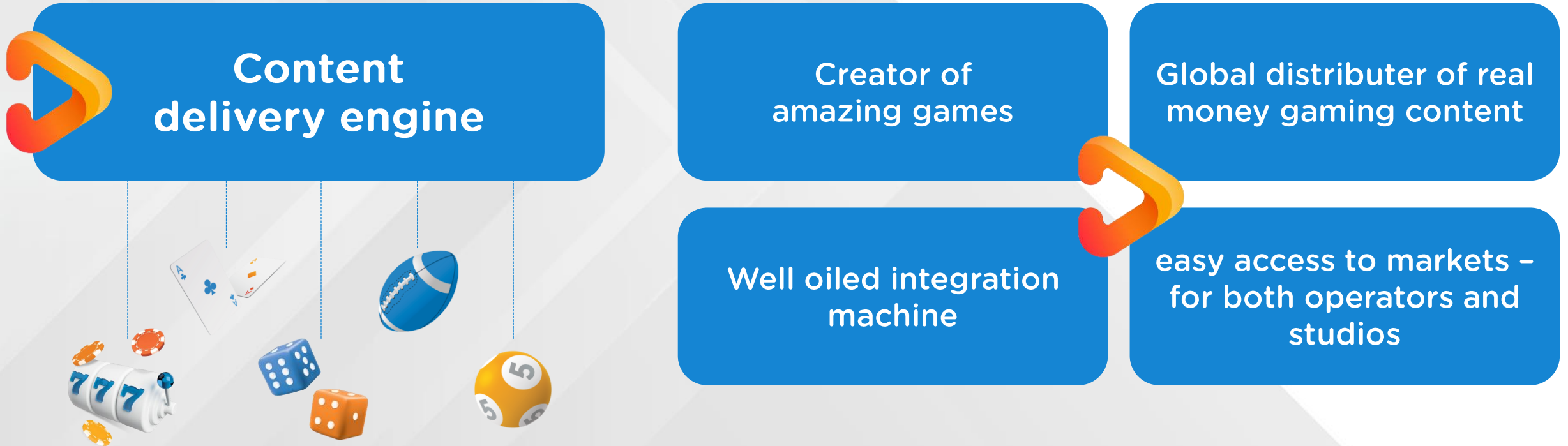
There are **dozens** of new game studios being created each year

Regulation expansion is happening rapidly, and content needs are **always** placed last

New innovation and products are continuously entering the market

Operational management of over **50** studios becomes heavy across departments

Pariplay - The Ultimate Content Hub



Our Arsenal

fusion[®]

Our proprietary
aggregation
platform

ignite[®]

Our game
development
kit (GDK)
solution
empowering
smaller game
studios to
access our
global reach

WIZARD[®]
G A M E S

Our inhouse
studio Creating
content to
serve our vast
network

enhance

Our suite of unified retention and engagement tools

Tournaments



WIZARD[®]

G A M E S



Broad slot portfolio of
120+ titles, delivering 25+
games a year

Powerful engagement tools

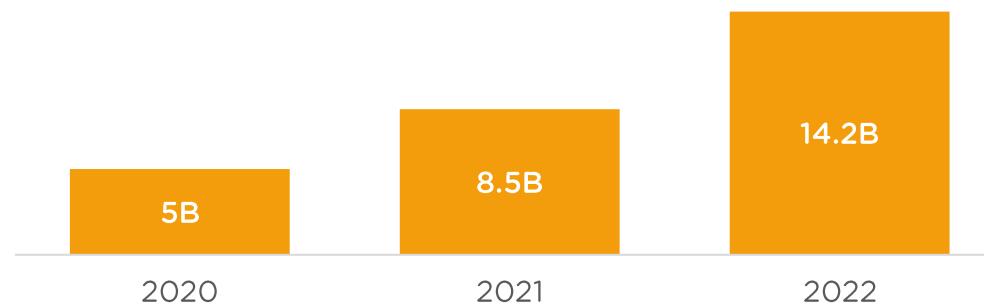
Certified for 20+ regulated
jurisdictions



Our Success Story

Over
200
connections
a year

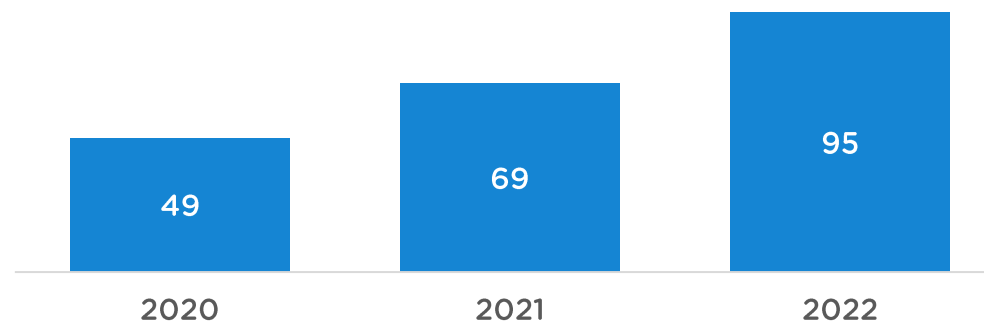
Game rounds



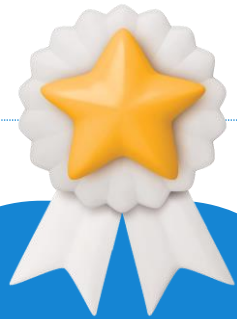
Operators



Vendors



An Impressive Regulated Future



Exclusive
Content



Automation

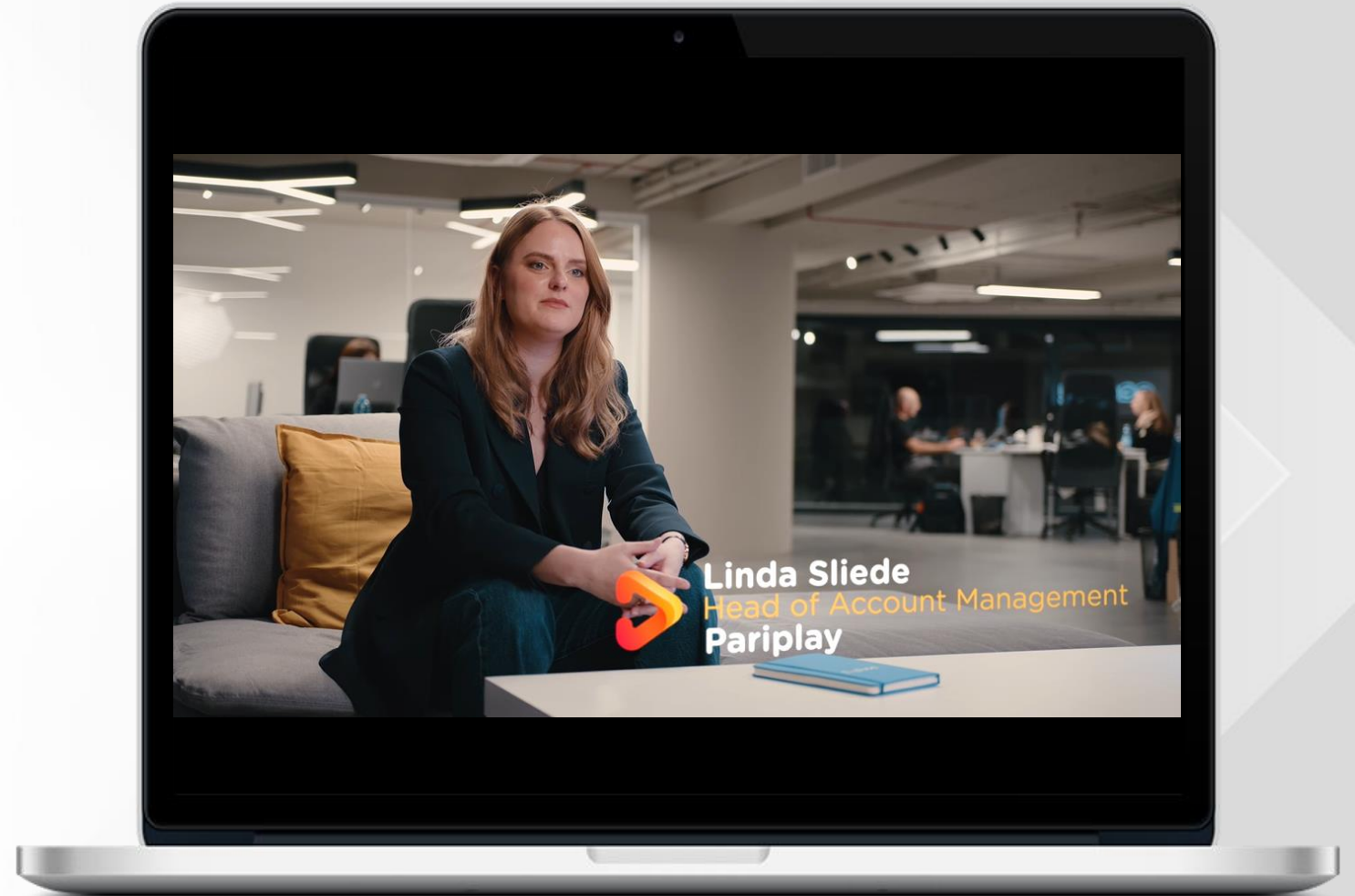


Market Access



Additional
Engagement
Tools

Please Meet Linda Sliede

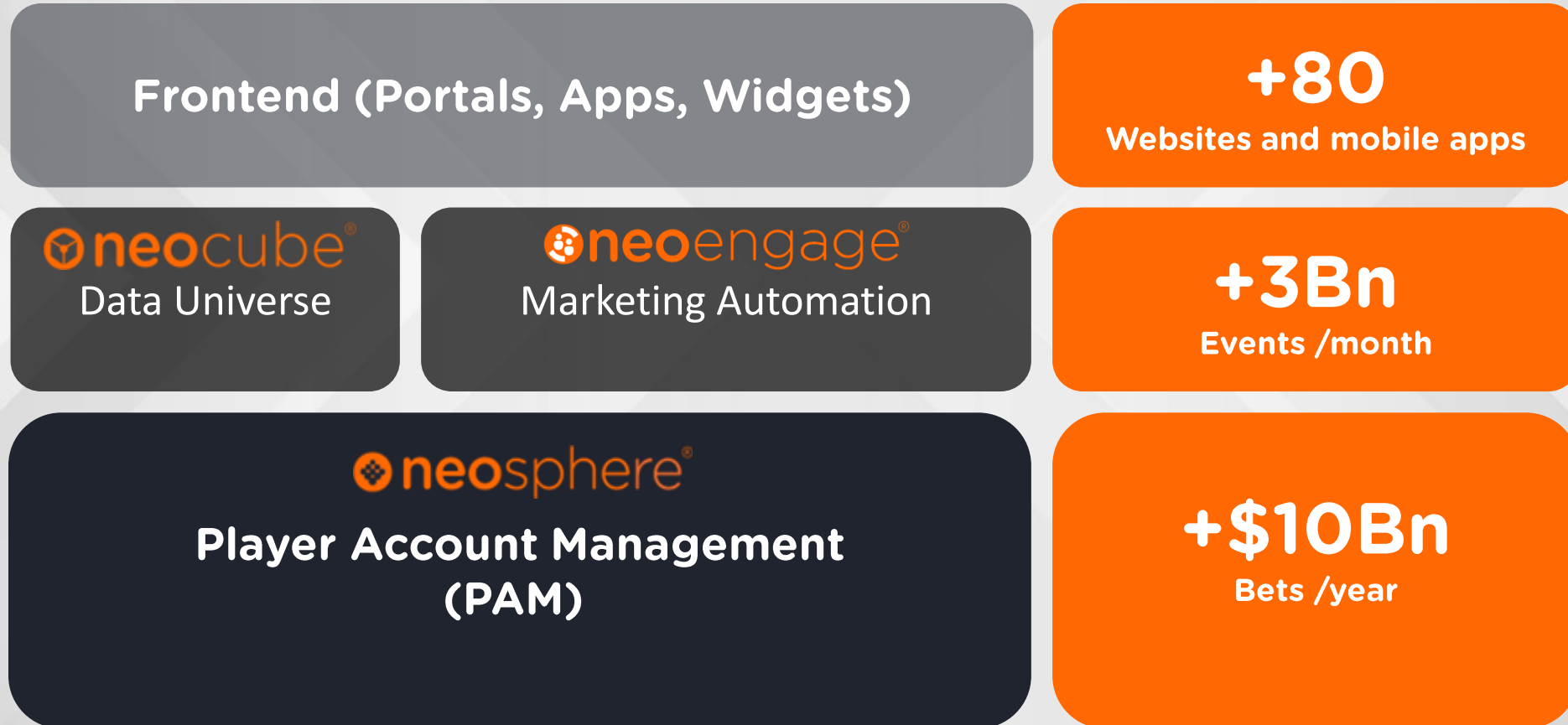


Product & Technology

Gabby Naftali
EVP Product



Online Gaming Solutions



NeoSphere (PAM)

Single Code Base Across Our Global Customers



Account Management

- Registration
- Login
- Account updates

**+1M active players
/month**



Compliance & Risk

- Operated under +50 regulations
- Know Your Customer (KYC)
- Fraud prevention



Payment Solutions

- +100 supported payments
- worldwide coverage
- PCI certified

**+\$2.5B deposits
a year**



Responsible Gaming Controls

- Budget control
- Awareness control
- Time control



Customer Support

- Back office
- Multi-channel support
- Self-service features

NeoCube - Data Universe

Drive Revenue Growth with Data-Powered Business Insights



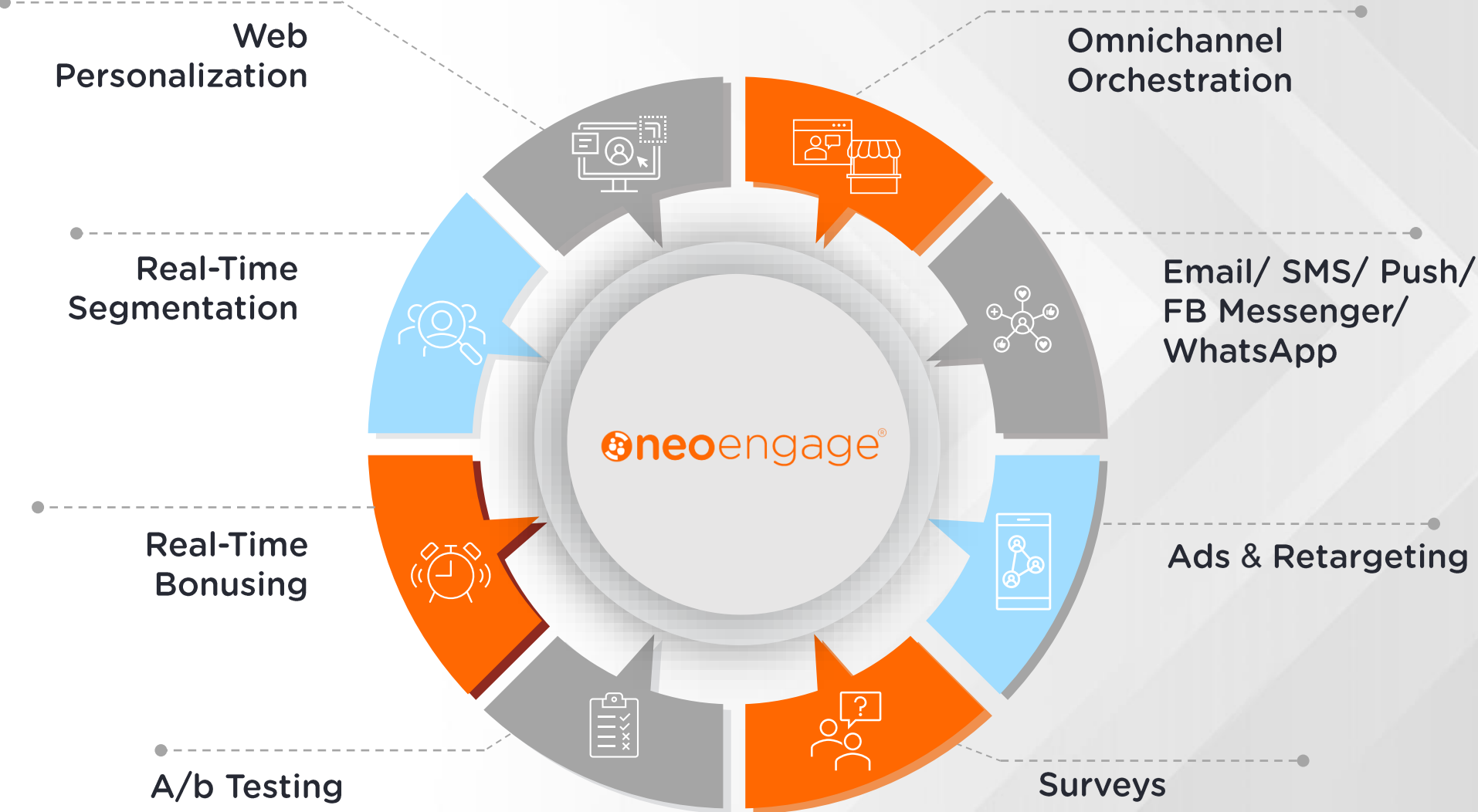
Wide data universe - markets, products, games, players
360 view of the business

Business insights - Dashboards and KPIs:
Player value, conversion rates, games performance,
campaign performance, etc.

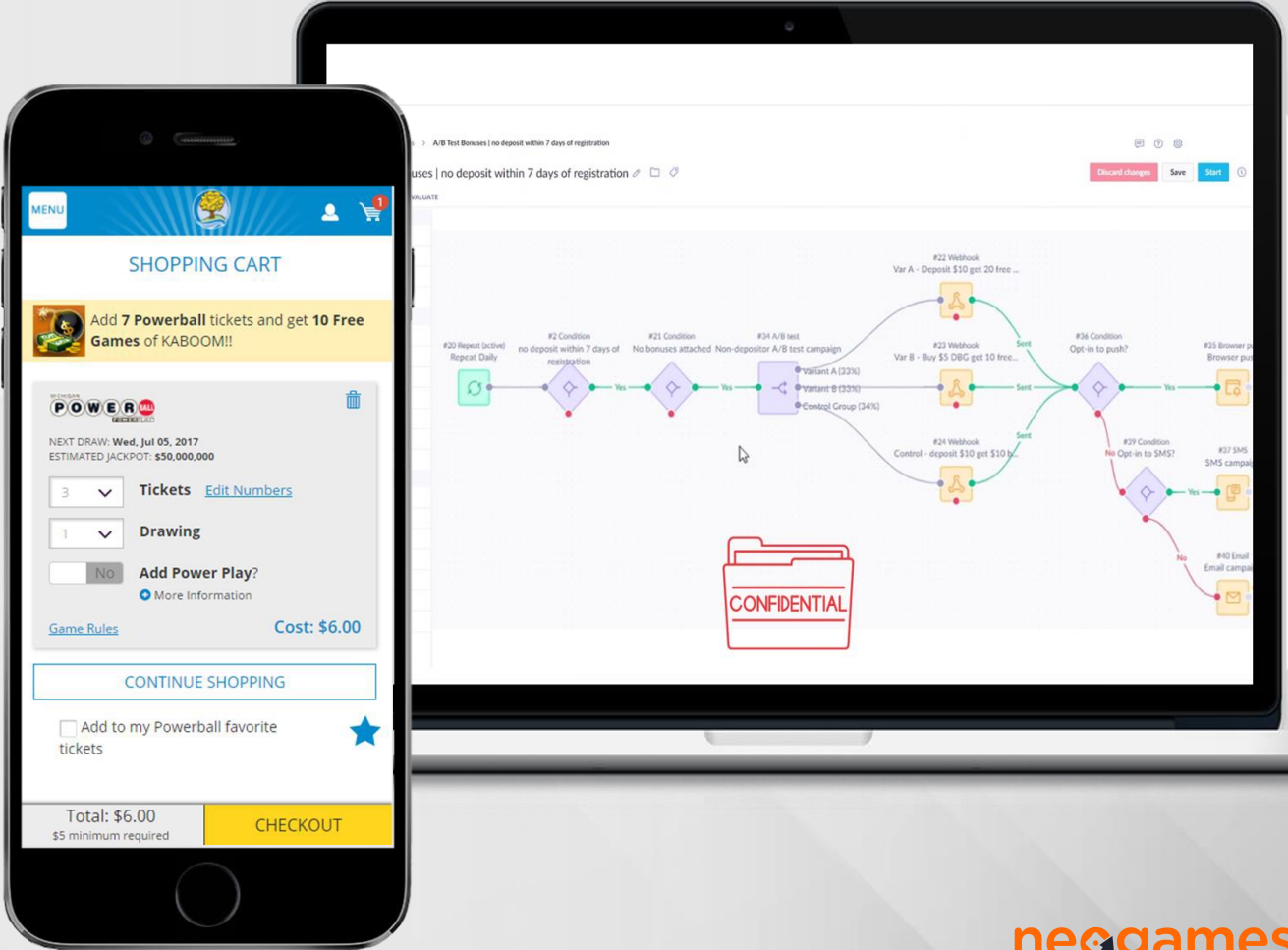
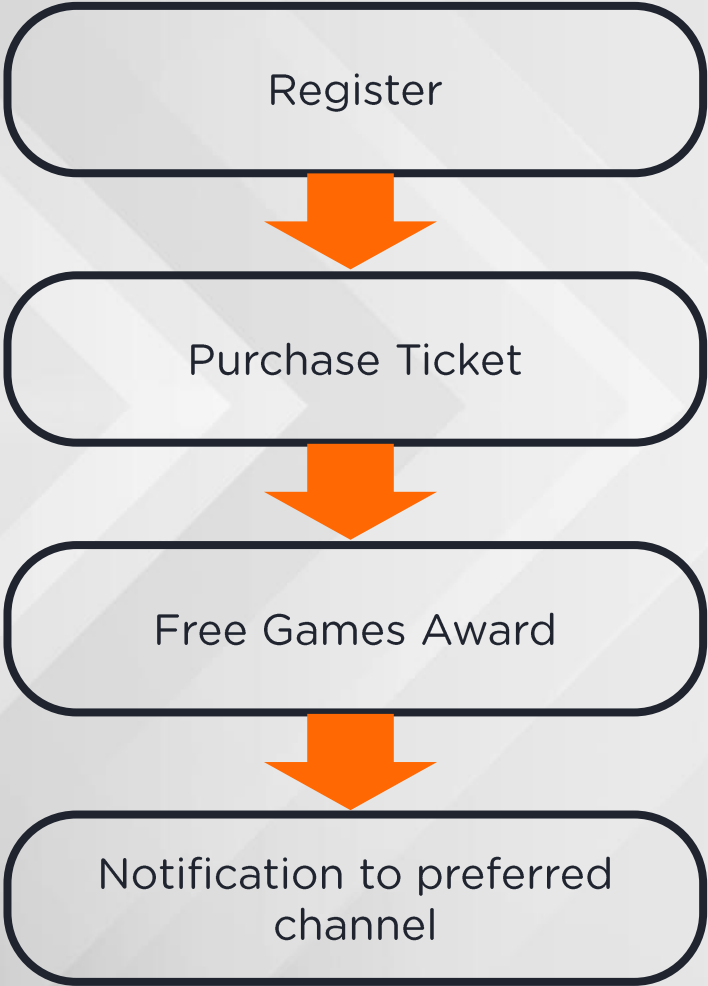
Segmentation - Identify customer groups to develop
more effective marketing strategies

Predictive modelling - Churn, Life-time Value,
Responsible Gaming

NeoEngage - Marketing Automation



NeoEngage - Player Journey



Frontend (Portals, Apps, Widgets)

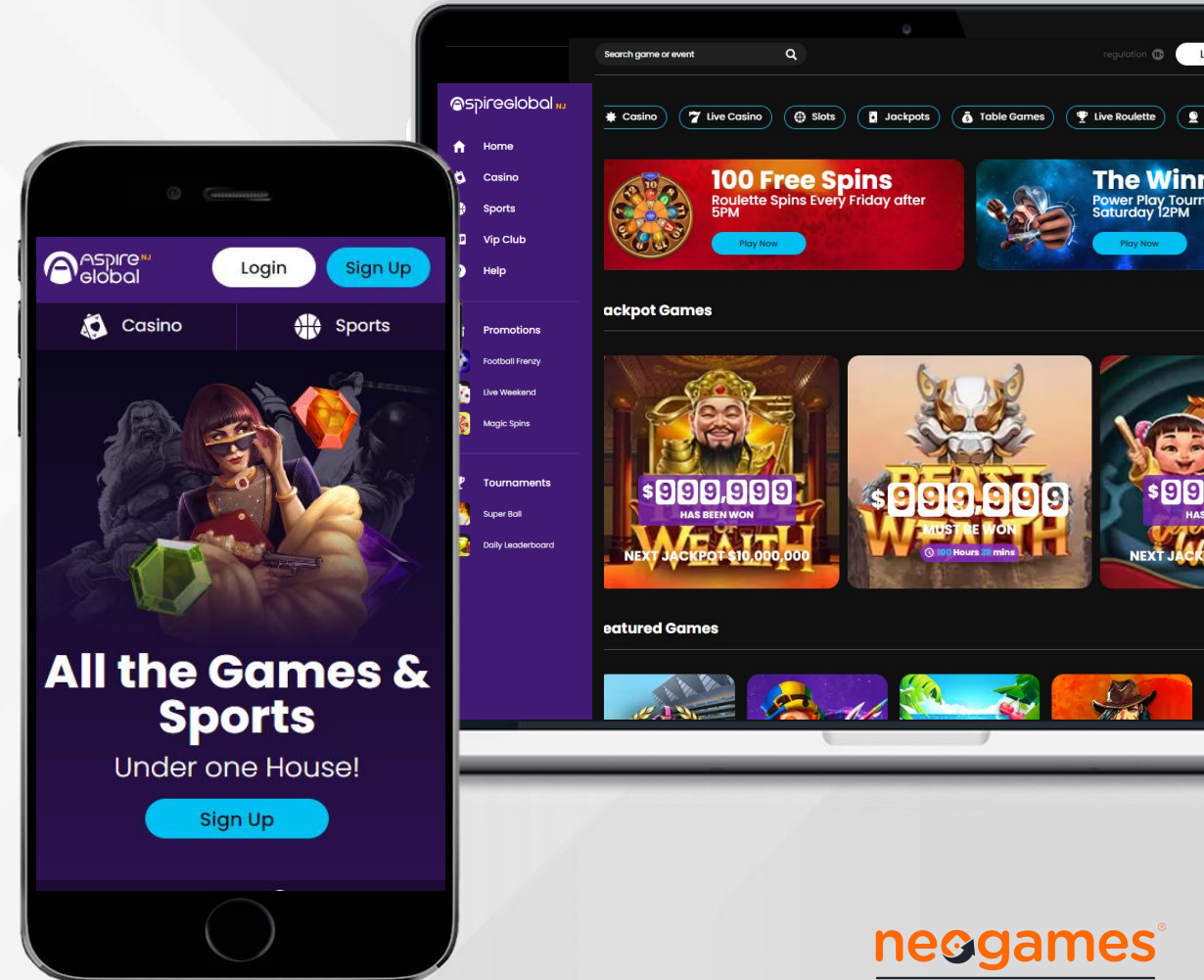
Flexible Design & Optimized Flows

Portals & Apps

- +80 websites and Mobile apps
- Flexible design
- Optimized for Gaming

Widgets

- +100 websites
- Hit the ground running!
- Full functionality
- Optimized user flows
- Flexible design



Multi-Verticals Technology

Serving All Game Verticals



Future Focus

Group-wide Data universe – develop data infrastructure (internal and external, real time, predictive)



Enhanced vertical integration (cross bonuses, with more value cross group)



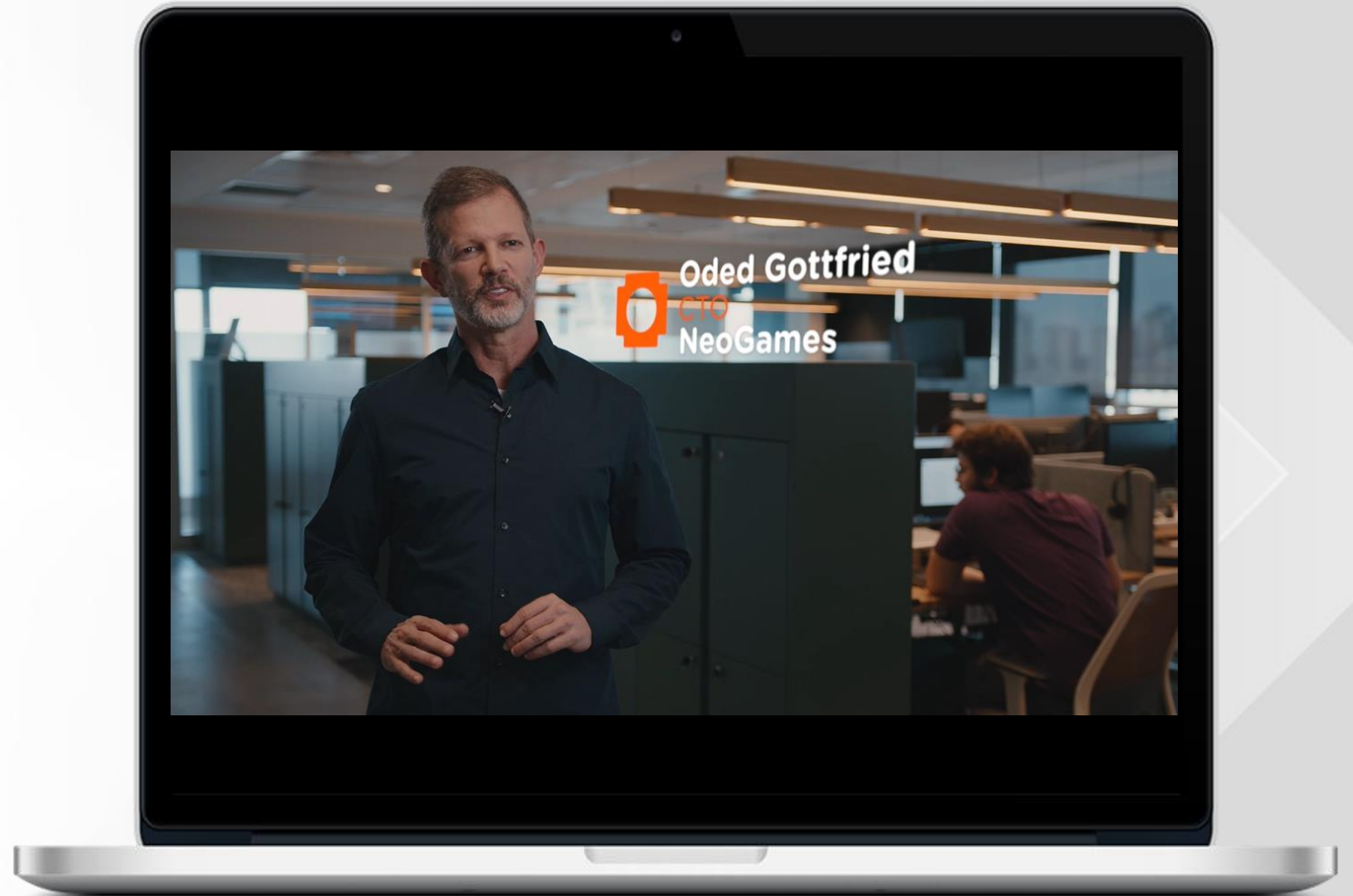
Personalized and Real-Time frontend – through data and Engage



Simplified rollout to regulations and markets – faster time to market



Please Meet Oded Gottfried



Finance

Raviv Adler
CFO, NeoGames



Strong Financial Position

+\$300M (\$227M net)

*Revenue

*Pro forma combined full year
2022*

\$70M

Adjusted *EBITDA

*Pro forma combined full year
2022*

90%

of guided revenues from
existing accounts

Last 4 years CAGR

Revenues 28.8%

EBITDA 25.6%

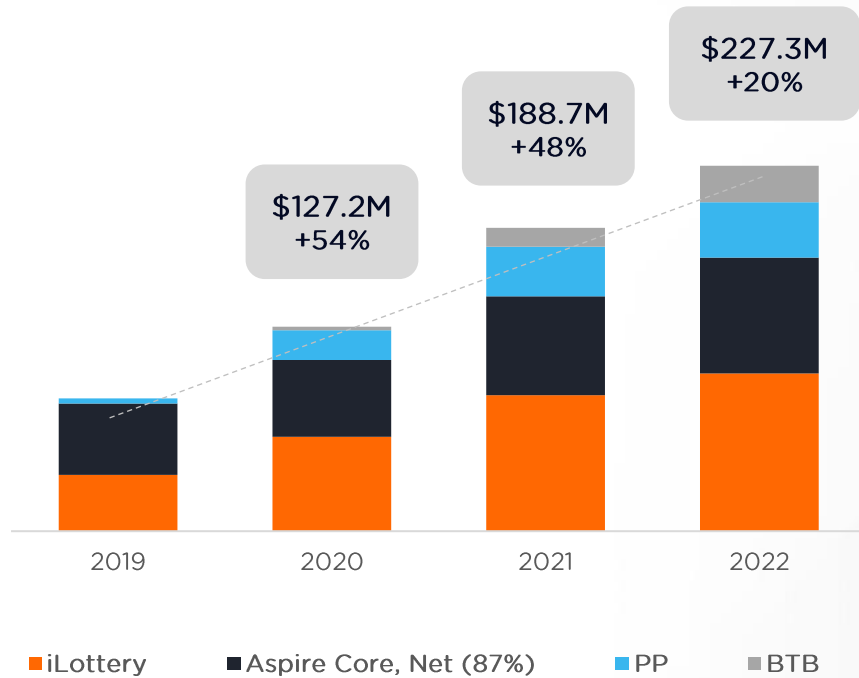
Strong free cashflow
generation from operations

Net debt
leverage ratio

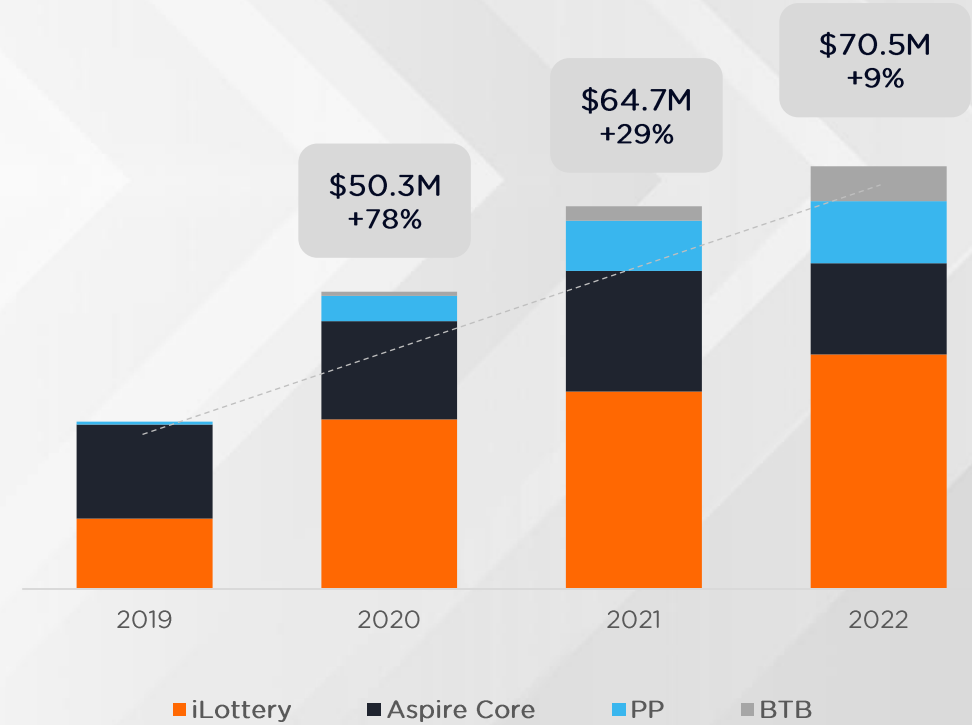
< 3.0

Proven Record of Continuous Growth

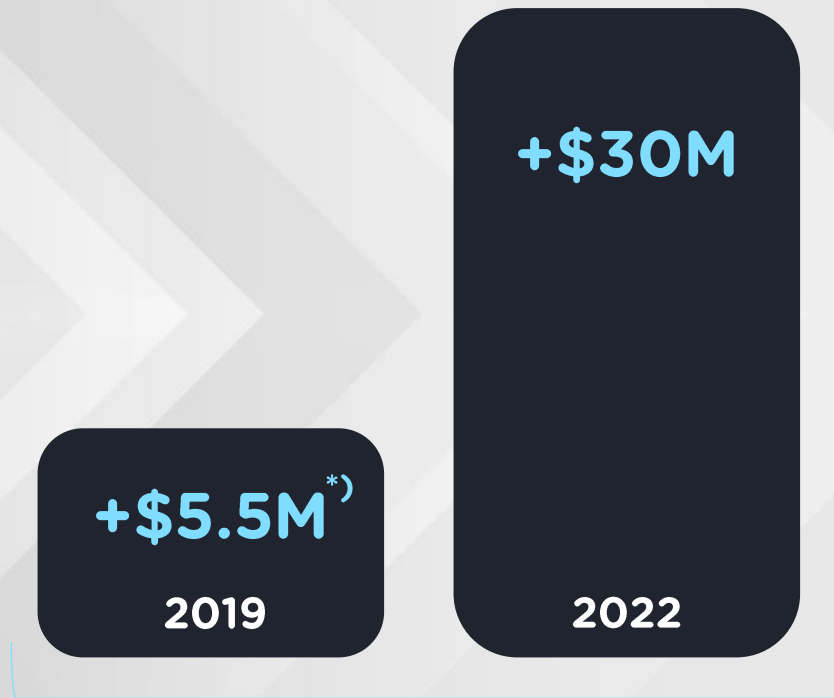
**Pro forma Combined Revenues
28.8% CAGR**



**Pro forma Combined EBITDA
25.6% CAGR**



Free Cash Flow



FCF^{)}**
Total Combined



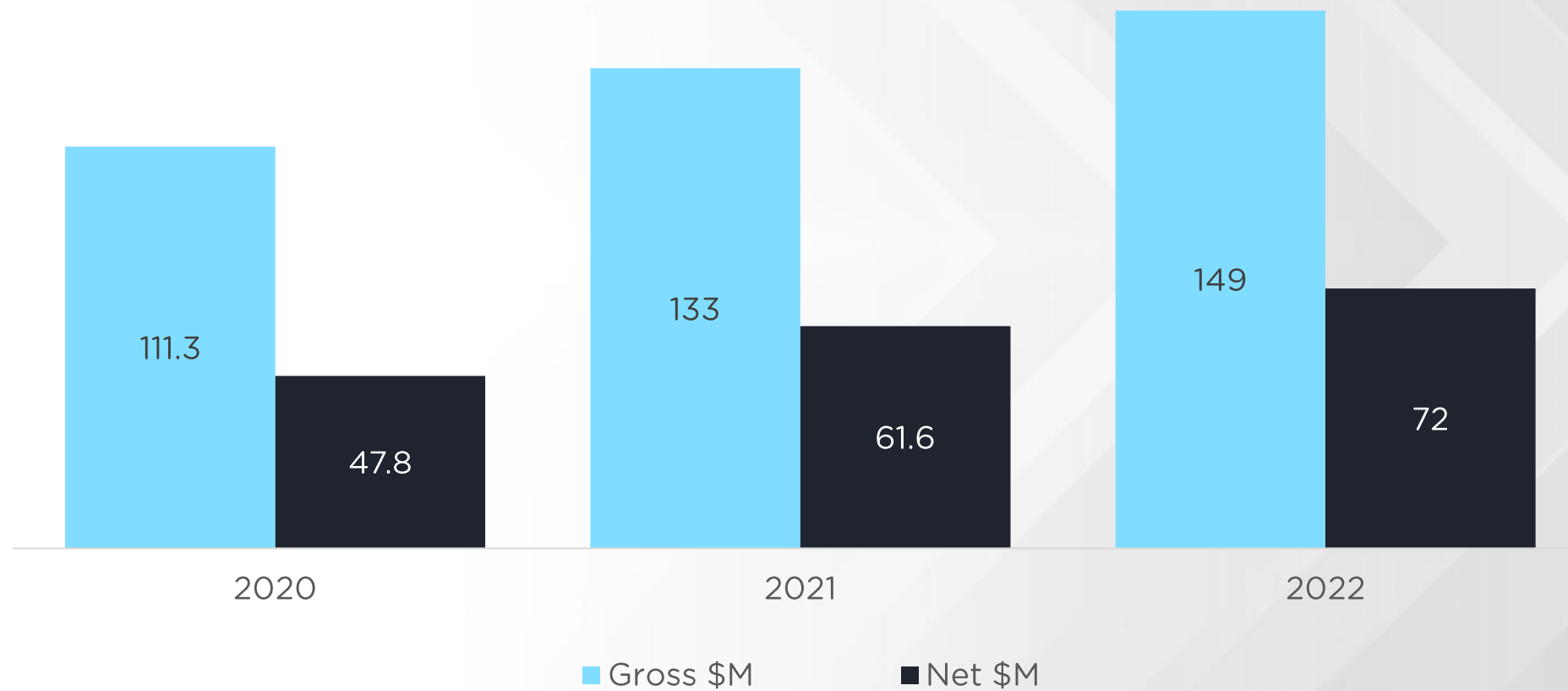
Blended Conversion Rate
from EBITDA to FCF

^{*)} Adjusting tax assessment one timer

^{**)} Operating activities less Capitalized Software, plus JV contribution and lease

Gross to Net Change

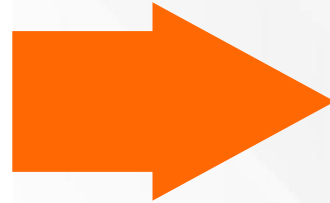
Aspire Core



Synergies from Aspire Acquisition

+12 months from closing

Corporate



\$3-5M

12-24

Consolidations of functions
Economies of scales: cloud, licensing etc.



+\$3M

24+

Efficiencies optimization
closure of double functions



+\$4M

Capital Allocations

R&D

We invest +\$30M annually into our technology

DEBT

We expect our strong EBIDTA would allow to swap some of FCF to serve BXC debt repayment

Leverage

2022: ~3 >> 2026:~1.2-1.5

M&A

Complementary to our product mix
market access if we find a compelling business case to do so

2023 Guidance

\$235M - \$255M revenues*

Representing Y/Y growth at midpoint of +10.4%

Targeting margin expansion to +30%*

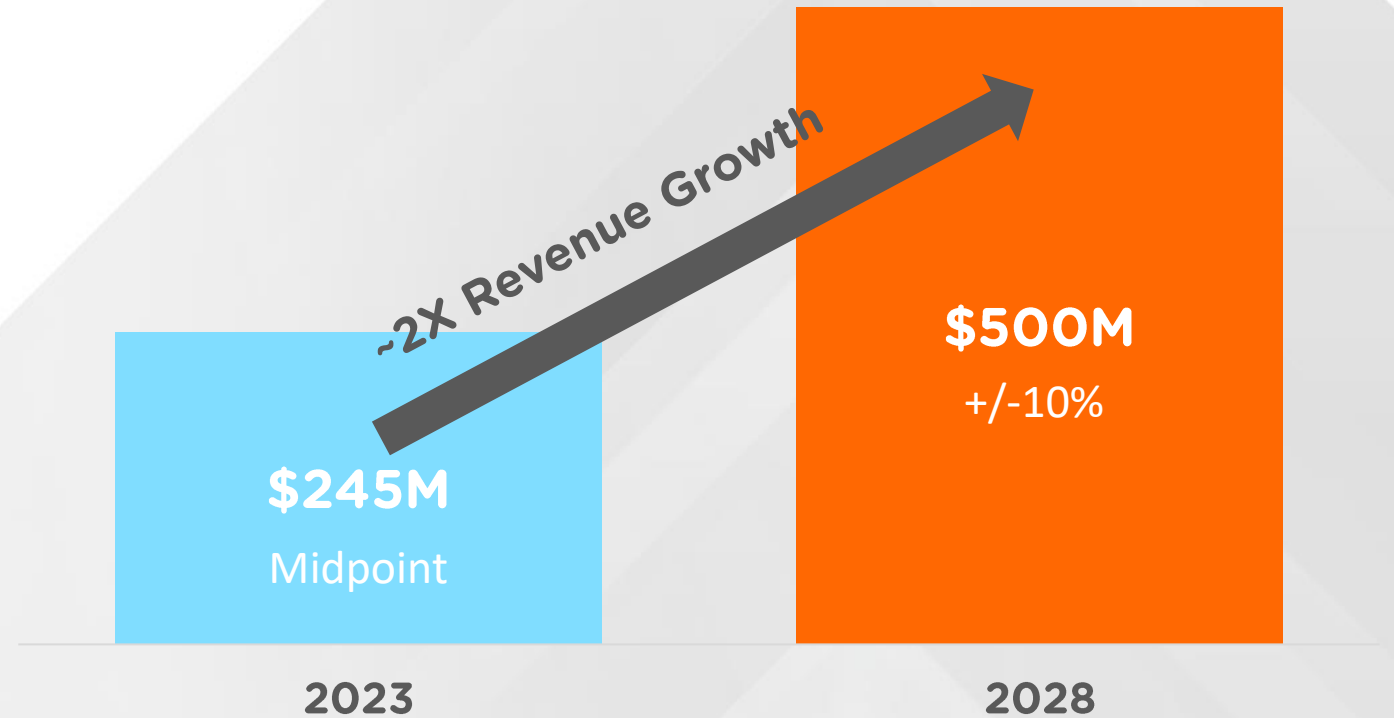


* Considering 87% of Aspire Core contracts on net basis

Long Term Target

Outlook Assumptions:

- Consistent organic growth
- US state authorization
- Geographic expansion
- Major M&A excluded



Please Meet Iris Etgar



NeoGames Group

Moti Malul
CEO



Q&A Session



NeoGames Group

Moti Malul
CEO



Positioned for Continued Growth



Experienced in bridging retail to online

Strong in each vertical and markets

US as focus market – leadership position

Double digits across all business lines

Capitalized our existing presence and transformed it to group success

neogames[®]

CAPITAL MARKETS DAY

Thank you!

Footnotes

1. Source: H2 Gambling Capital as of March 2, 2023; represents projected 2027 iLottery, iGaming and online sports betting gross win
2. Source: Eilers & Krejcik Gaming's U.S. iLottery Tracker – 4Q 2022; represents US 4Q22 gross wager market share
3. Source: H2 Gambling Capital as of March 2, 2023; represents iLottery gross win
4. Source: Eilers & Krejcik Gaming's U.S. iLottery Tracker – 4Q 2022, United States Census Bureau; represents US 4Q22 gross wager market share
5. Source: Eilers & Krejcik Gaming's U.S. iLottery Tracker – 4Q 2022
6. Source: Michigan Lottery, Eilers & Krejcik Gaming; represents fiscal years
7. Source: 2021 Sazka Group annual report
8. Source: Internal data
9. Source: H2 Gambling Capital as of March 2, 2023; Aspire Global figures represent projected 2027 iGaming and online sports betting gross win; Pariplay figures represent projected 2027 iGaming gross win; BtoBet figures represent projected 2027 online sports betting gross win
10. Source: H2 Gambling Capital as of March 2, 2023; figures represent projected 2027 online sports betting gross win