

neogames[®]

Investor Presentation



May 2021



Disclaimer

This presentation, and the accompanying oral presentation, 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. These statements relate to events that involve known and unknown risks, uncertainties and other factors which may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. 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, including those described under the heading "Risk Factors" in the Registration Statement on Form F-1 (File No. 333-249683 (the "Registration Statement")), including a prospectus, which NeoGames S.A. (the "Company") has filed with the SEC in connection with its initial public offering of the Company's ordinary shares (the "Ordinary Shares"), 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.

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. In light of these risks, uncertainties and assumptions, the forward-looking events and circumstances discussed in this presentation may not occur and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements as a result of various factors described in this annual report, including factors beyond our ability to control or predict. We caution you therefore against relying on these forward-looking statements, and we qualify all of our forward-looking statements by these cautionary statements.

The forward-looking statements included in this presentation are made only as of the date hereof. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee that the future results, performance or events and circumstances reflected in the forward-looking statements will be achieved or occur. Moreover, neither we nor our advisors nor any other person assumes responsibility for the accuracy and completeness of the forward-looking statements. Neither we nor our advisors undertake any obligation to update any forward-looking statements for any reason after the date of this presentation to conform these statements to actual results or to changes in our expectations, except as may be required by law. You should read this presentation with the understanding that our actual future results, performance and events and circumstances may be materially different from what we expect.

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 & Krejcie 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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This presentation, and the accompanying oral presentation, includes EBIT, EBITDA, Adjusted EBITDA and Adjusted EBITDA Margin, which are financial measures not presented in accordance with International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board, that we use 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. These measures are not intended to be substitutes for any IFRS financial measures 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. These financial measures exclude certain expenses that are required in accordance with IFRS because they are non-cash or are not associated with the operational activity of the business. See the appendix for a reconciliation of these non-IFRS measures to the most directly comparable IFRS measure.

Except where the context otherwise requires or where otherwise indicated, the operational information in this presentation reflects the contracts and operations of NeoPollard Interactive LLC ("NPI") as though they were contracts and operations of the Company, and the revenues in this presentation reflect the consolidated revenues of the Company together with 50% of NPI's revenues and additional game royalties from certain games as compensation for the development of such games. We refer to these additional game royalties, together with 50% of NPI's revenues, as the Company's "NPI Revenues Interest".

Company Overview


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Introduction

NeoGames provides a complete iLottery solution;
well positioned as a leader in the rapidly expanding North American iLottery market

-  **100% Digital Business**
Technology driven business transforming the traditional retail-based lottery market
-  **Crucial Market**
Lotteries provide much needed contributions to state budgets to fund public projects and initiatives
-  **Market Leader**
70% market share in U.S. iLottery Gross Wager¹
-  **Proven Success**
Our success in existing states points to our ability to increase our customers' iLottery penetration
-  **Highly Scalable**
SaaS business model with long-term contracts with recurring revenues tied to GGR / NGR
-  **Significant Barriers to Entry**
Complexities of regulatory and government contract environment along with specialized technology required for the lottery industry
-  **Tech, Ops & Content**
We contribute the iLottery tech, Games content, PAM, and Digital Ops to NeoPollard Interactive ("NPI"), 50/50 JV with Pollard Banknote through which we conduct our North American iLottery business



70.2mm
LTM as of March 2021
Revenue²



\$34.4mm
LTM as of March 2021
Adjusted EBITDA³

1. Source: Eilers & Krejcik Gaming's U.S. iLottery Tracker – 4Q20

2. As of 3/31/21. Includes NeoGames revenue plus 50% of NPI revenues plus incremental royalties from certain games as compensation for our development of such games (collectively referred to hereafter as "NPI Revenue Interest").

3. As of 3/31/21. See pg. 30 for Adjusted EBITDA reconciliation to net income for Q1 2021 and Q1 2020.



Business Snapshot

NeoGames has multi-year contracts with state lotteries to develop and manage their iLottery program



2014

Company Formed



300

Work Force



15

Operationally
Licensed
Jurisdictions¹



3

Major Offices



70%

Market Share in U.S. iLottery
Gross Wager²

Complete offering



What do we do?

- Engaged by state lotteries as a turnkey iLottery solutions provider
 - Enables the addition of an online sales channel by operating the iLottery platform and games
 - Develops games in-house that are added to the lottery's suite of games

How do we make money?

- Revenue typically tied to gaming volumes
- Revenues calculated as a % of gross gaming revenue (GGR) or net gaming revenue (NGR) generated via iLottery platform
 - GGR means gross sales less winnings paid to players
 - NGR means GGR less any promotion dollar incentives granted to players³
- Adaptability of technology makes the business highly scalable

1. As of March 11, 2021

2. Source: Eilers & Krejtek Gaming's U.S. iLottery Tracker – 4Q20

3. In Europe, in certain jurisdictions taxes are also deducted.



Technology platforms

Complete tech platforms for Lotteries with full support of iLottery and iGaming verticals



1

neosphere®

Player account management and marketing platform for iLottery and iGaming



2

neodraw®

One of only four US certified Draw Games systems

3

neoplay®

Sophisticated and flexible instant games server



Pioneers of elnstants and purely focused on lottery games innovation



350+
proprietary games



15 years of experience



30+ new games per year



Award winning games



Driving the majority of iLottery GGR

Premium
INSTANT

KENO





Operational Services

Full suite of operational services through experienced teams of experts



100%

Operational excellence

Complete operational services



Payments
Management



Compliance



Tech
operations



Customer support

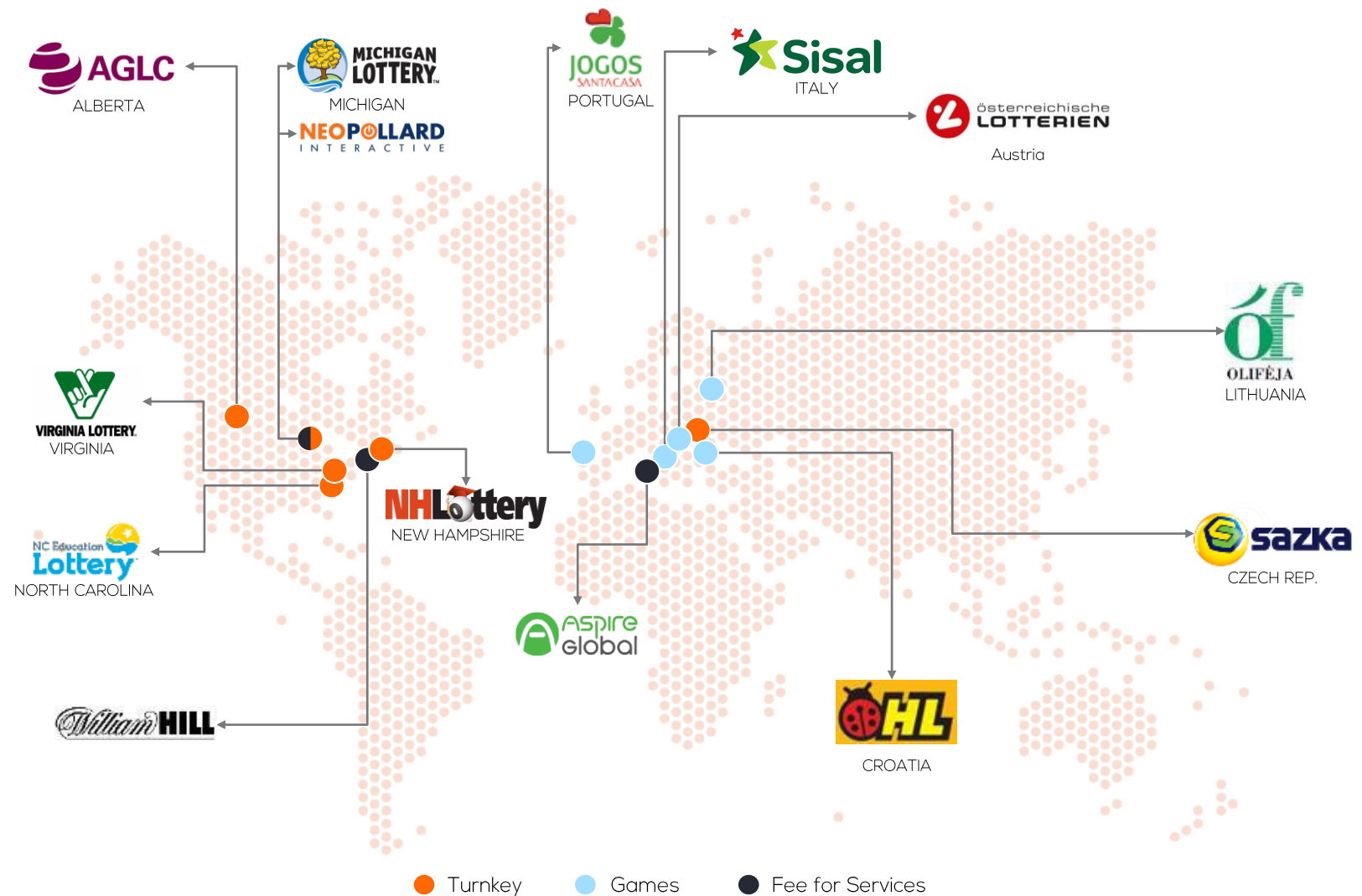


Data analysis



Marketing & CRM

Global Customer Base



Industry Overview

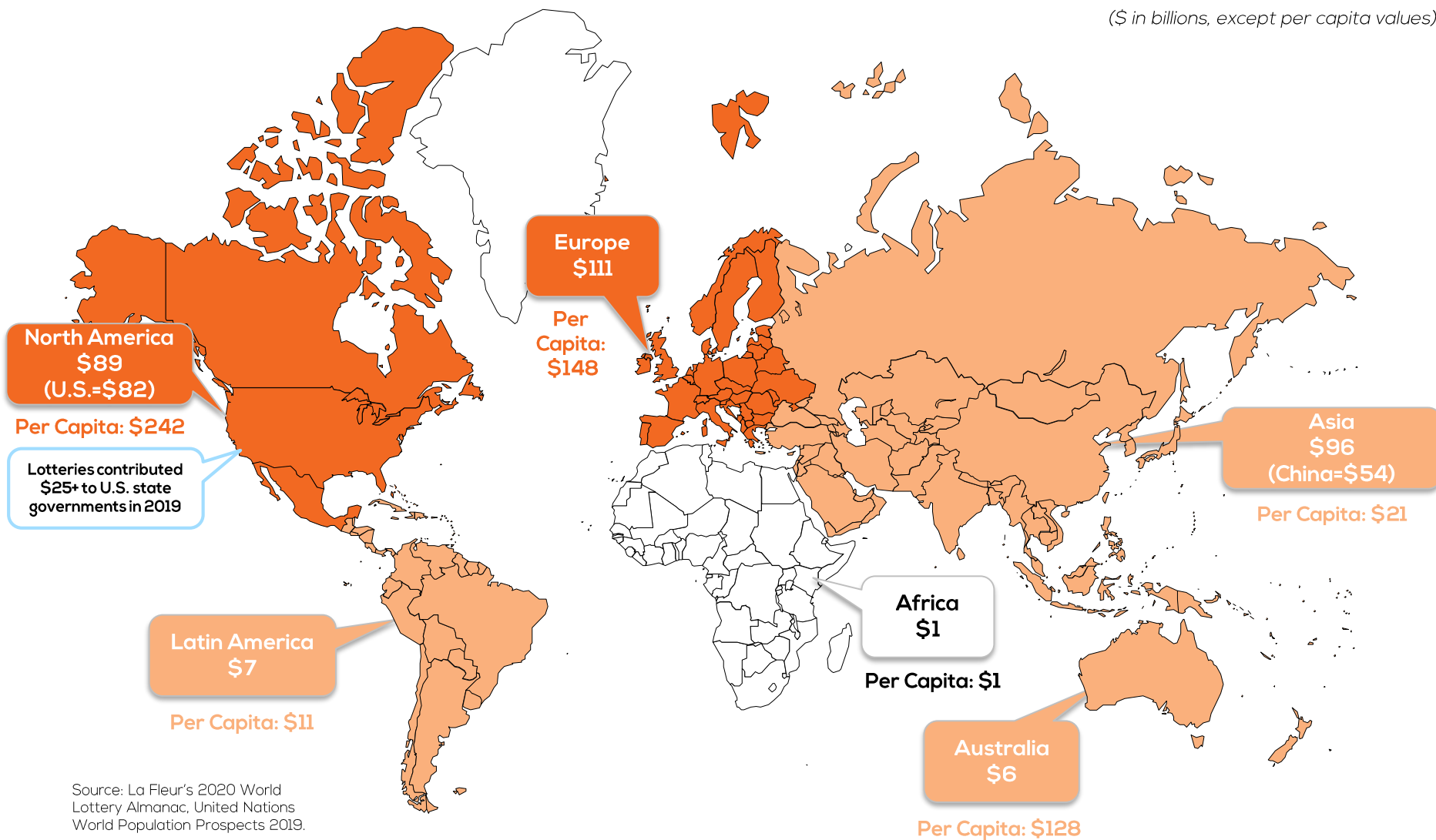
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Global Lottery Market

The global lottery market was worth approximately \$310 billion in gross sales in 2019

(\$ in billions, except per capita values)





iLottery Market Model

Technological improvements and changing player preferences are driving the shift of traditional “brick and mortar” lottery model to iLottery

Characteristics of the iLottery model

- 1 Long sale cycles and substantial upfront investments
- 2 Long-term relationships (4-7 year contracts with embedded extension options)
- 3 High vendor switching costs
- 4 Growth alongside traditional lottery and other forms of gambling
- 5 Preference for turnkey solutions
- 6 Revenue share contracts – customer (state lotteries) responsible for marketing spend

Key Industry Growth Drivers

- 1 **Technological improvements** – increased internet access, ownership of mobile devices, and an improved entertainment experience
- 2 **Changing player preferences** – consumers spend an increasing amount of time on smartphones seeking instant access to sources of entertainment
- 3 **Deregulation** – deregulation for lotteries and online gambling activities has contributed to industry growth, particularly in the United States
- 4 **COVID-19** – significant growth in revenues from existing and new players in recent months, as players shift to online entertainment

Business Overview

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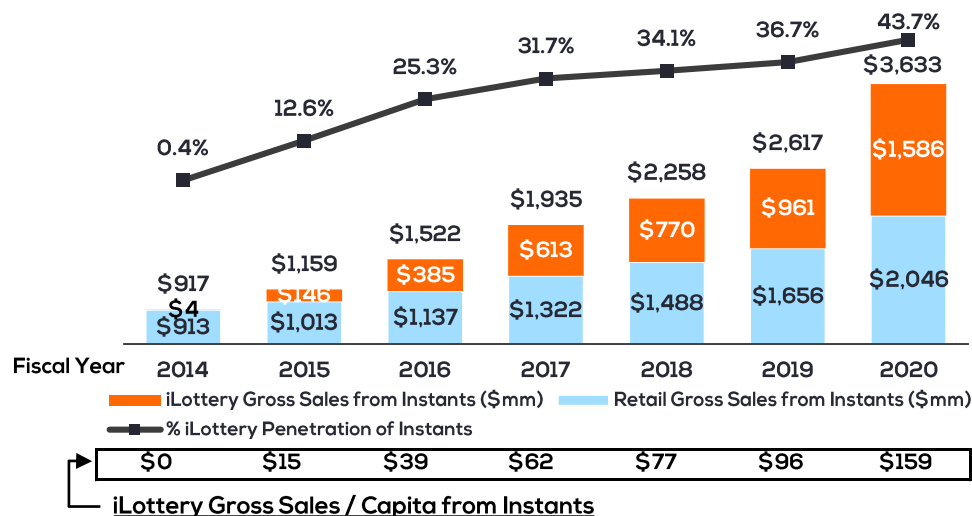




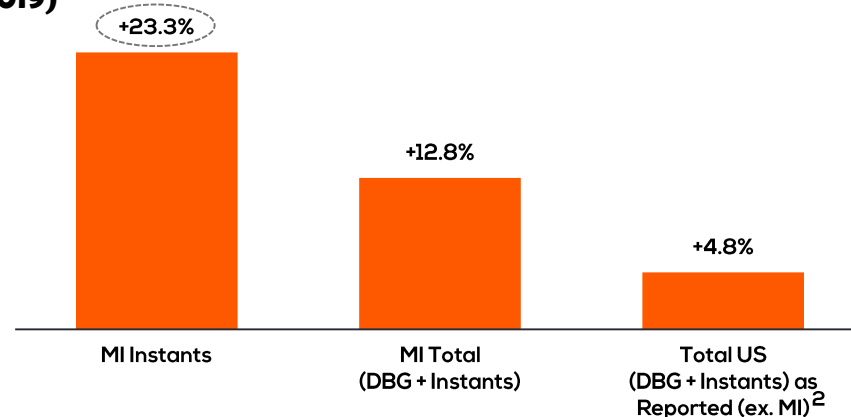
Michigan Case Study

Powering the Michigan iLottery since 2014, with an award winning solution extended through 2026

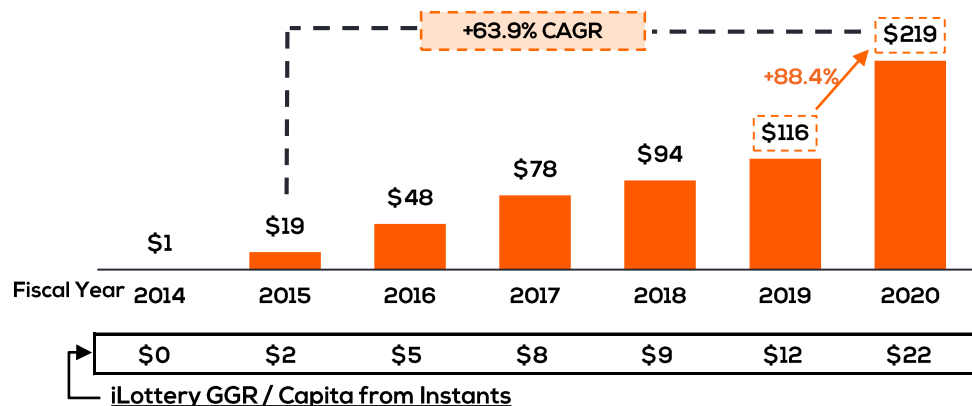
Michigan Gross Sales and iLottery Penetration¹



Michigan Lottery Outperformance: Gross Sales CAGR (2014-2019)¹



Michigan iLottery GGR from Instantants^{1,3}



Michigan Lottery – Winner, Lottery Operator of the Year 2020

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EAST COAST BRIEFING & AWARDS 2020



“Very impressive performance. To be so far ahead [of] other U.S. iLottery operators is testament to excellent performance across the board. Clearly many well-thought and well executed innovations across payments, product, and marketing.”

EGR Judges Panel

- In 2019, MSL won the Gaming Intelligence lottery operator of the year award

1. Source: Michigan Lottery, Gambling Compliance. Represents fiscal years.

2. Some states calculate gross sales in different ways than others. In New Hampshire, for example, the reported total lottery gross sales includes the GGR from iLottery Instantants as opposed to the gross sales from iLottery instantants. Due to lack of uniform disclosure and available information, we have taken the sales as reported for all states excluding Michigan.

3. Figures in \$mm, except per capita

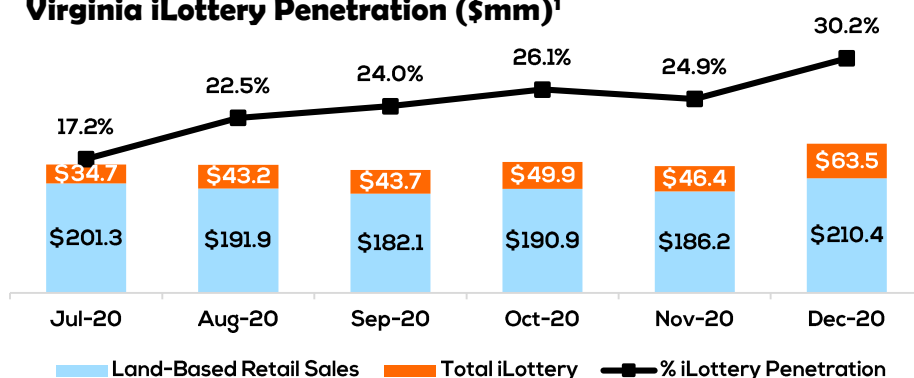


Continued Success

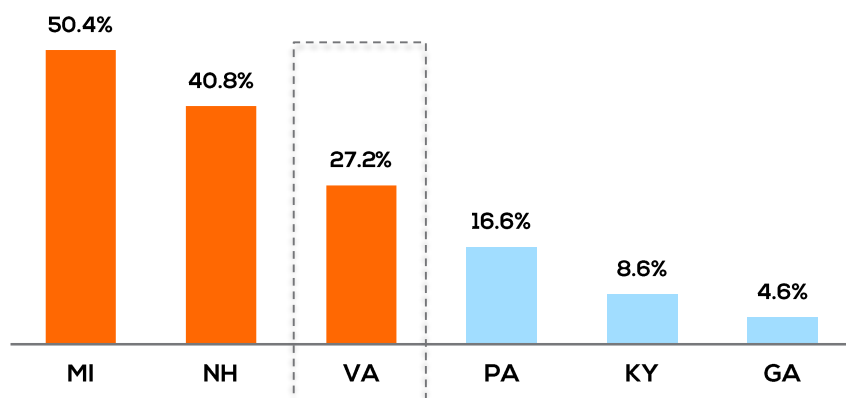
Since its full iLottery launch, Virginia has experienced rapid growth in per capita iLottery sales

- In March 2020, VA moved from a draw games subscription-only offering to a full iLottery offering including Instant and DBG
 - This offering launched in July 2020 and contracted through 2026 (with an option to extend through 2031)

Virginia iLottery Penetration (\$mm)¹



iLottery Instant Penetration by State (4Q 2020)²

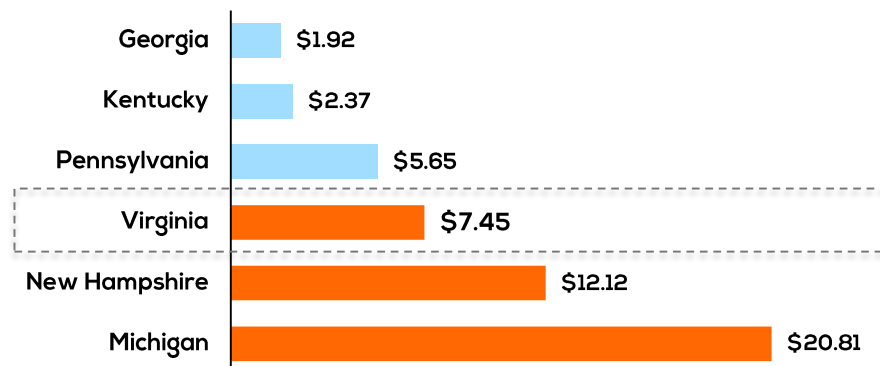


Source: Company data, Gambling Compliance.

1. Source: Eilers & Krejlik Gaming's U.S. iLottery Tracker

2. Source: state lottery commissions. Each state represents results for the fourth quarter of 2020 (October – December).

December 2020 Gross iLottery Sales per Capita¹



“It is remarkable that we stood up in about 13 weeks what might’ve been expected to require 13 months of work in any other circumstance... We’re certainly pleased that the result was the strongest US iLottery launch of any state so far. And that’s due to our very talented team and our experienced gaming partner, NeoPollard.”¹

“By week three we had achieved month-three sales goals... So now three months in since flipping the switch, we’ve seen about \$90m in iLottery sales activity from more than 60,000 unique bettors. We’re focusing on new account registrations; in August new accounts were up more than 30% versus July.”¹

Kevin Hall, executive director at Virginia Lottery
10/9/20

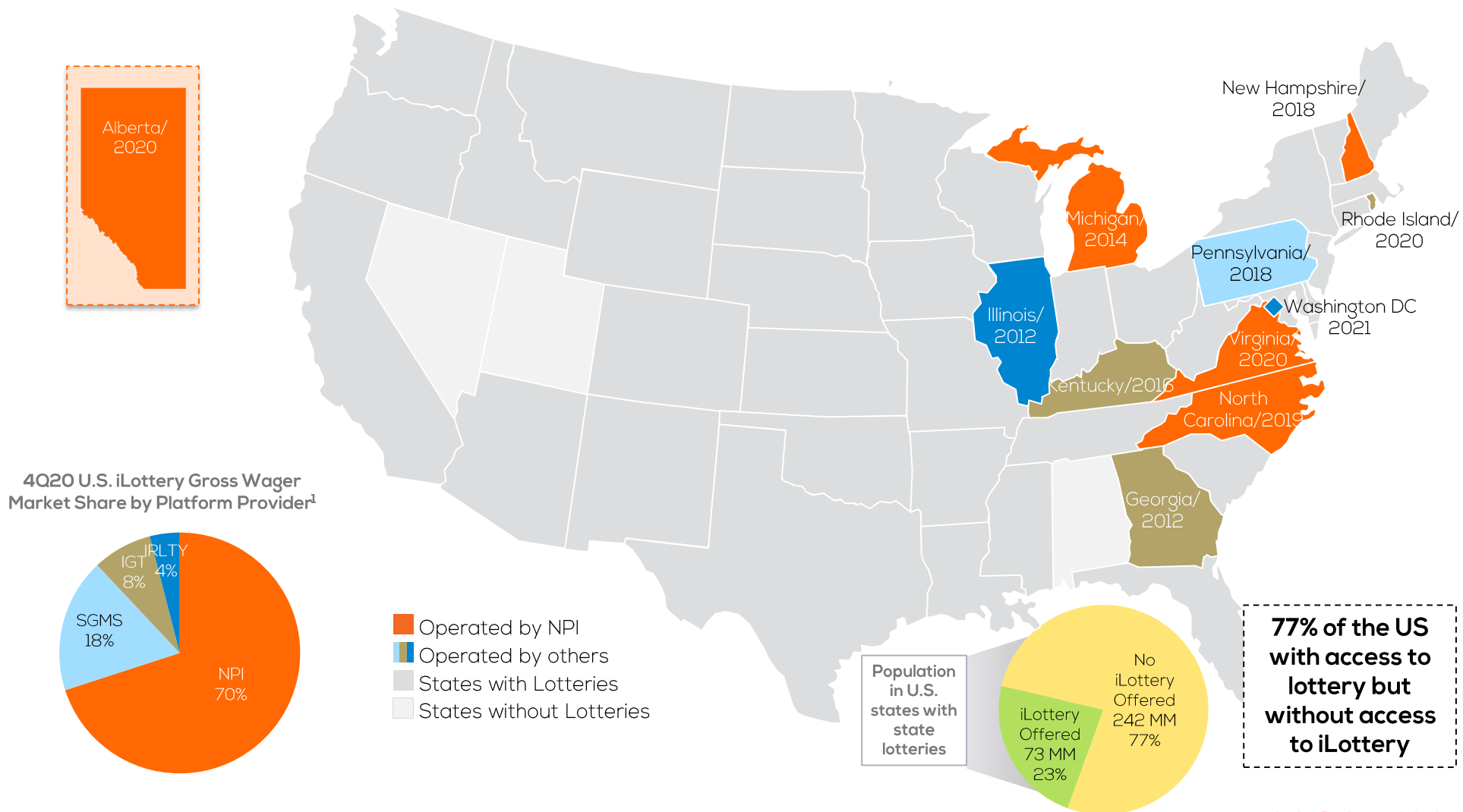
“Importantly, however, retail sales continued to post year-on-year rises in July and August, following the iLottery launch.”¹
iGB North America
10/9/20

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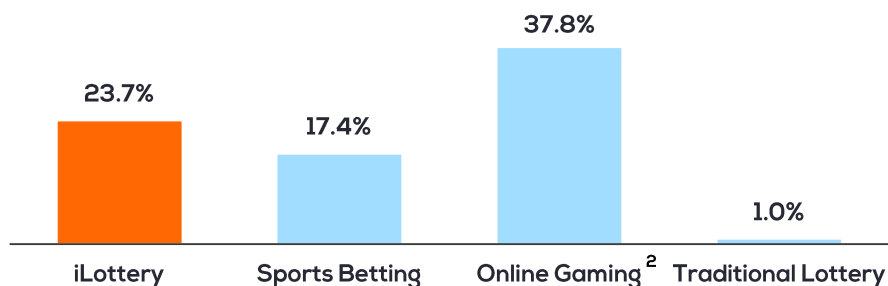
Current North America iLottery Landscape

70% market share¹ of U.S. iLottery Gross Wagers. Well positioned to further increase market share

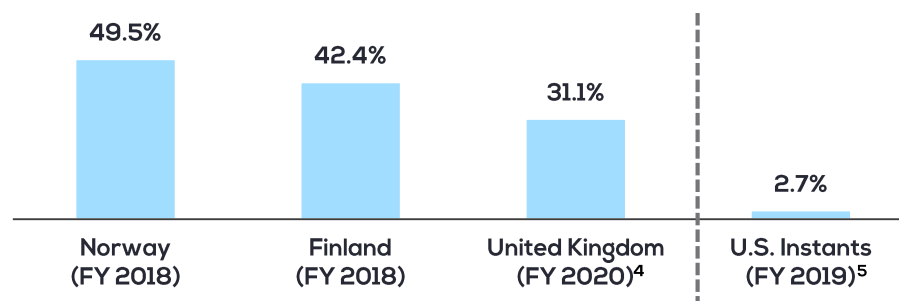


US iLottery Market Potential

European Market Gaming Vertical GGR CAGR Comparison (2003 – 2019)¹



iLottery Penetration in U.S. and Select Mature European Markets³



Selected Key U.S. Lottery Metrics⁶

\$82.2bn

U.S. Retail Gross Sales
(FY 2019)

10.5%

MI Gross Sales CAGR
(FY 2014-2020)

39.1%

MI iLottery Penetration
(FY 2020)

1. Source: H2GC. Includes European Union and United Kingdom.
2. Online Gaming for 2007-2019 (as 2007 was the first year of available data in H2GC for the United Kingdom).
3. Source: GamblingCompliance, state lottery commissions.
4. Represents digital sales as a % of total sales for the national lottery.
5. Represents iLottery gross sales from Instants in MI, PA, NH, GA, and KY in fiscal year 2019 divided by total gross sales from Instants in all U.S. states during fiscal year 2019.
6. Source: La Fleur's, Michigan Lottery.

Expanding Our Offering

Leveraging our experience and success with Sazka full iGaming and iLottery in the Czech Republic;
Contracted and launched a multi-vertical offering in Alberta



Sazka is our largest European lottery customer

- 2015 signed contract with Sazka s.a. in the Czech Republic to provide a turn-key online solution
- We provide Sazka with a full suite tech to run iLottery and iGaming
- In 2020, we earned a 6-year extension to 2025
- 30% of Sazka's GGR generated from its online channel in 2020

Solution Verticals Include



Casino



Sport



iLottery
(Instants)



iLottery
(DBG)

Additional metrics

- Czech Republic has a population of 10.7 million
- Sazka GGR of €286mm in Czech Republic in FY2019¹

1. Source: Sazka 2019 annual report.
2. Source: AGLC 2020 annual report.



Sept. 30, 2020, AGLC officially launched PlayAlberta!

- March 2020: NPI awarded multi-vertical online offering contract to create and power the only regulated gaming website in Alberta
 - 7-year initial term plus 5-year optional extension
- First North American customer where NPI is servicing the entire online gaming suite
 - NPI is also responsible for marketing initiatives allowing us to enhance the overall omni-channel experience

Solution Verticals Include



Casino



Sport



iLottery
(Instants &
DBG)



Poker
Live
Dealer
Bingo

Additional metrics

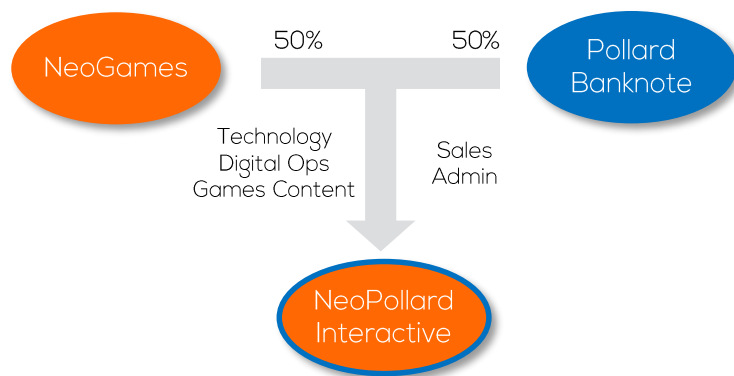
- Alberta has a population of 4.4 million
- AGLC gross sales of C\$918 million in FY2020²



NeoPollard Interactive (NPI) Joint Venture

NeoPollard Interactive Overview

- Following a successful joint win of the Michigan Lottery contract, NeoGames and Pollard Banknote formed NeoPollard Interactive (NPI) in July 2014, a 50/50 joint venture, to pursue iLottery contracts in North America
- NeoGames provides the complete technology solution, games content, technology development services and certain gaming operations services, while Pollard provides sales, marketing, and administrative support
- NPI has since expanded to become a leading iLottery supplier in North America
 - NPI provides iLottery solutions in Virginia, New Hampshire, North Carolina, and Alberta
- NeoGames and Pollard split revenues and costs on a 50/50 basis, as adjusted for certain game development expenses related to exclusive iLottery content



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NEOPOLLARD
INTERACTIVE



- NPI has been named Lottery Supplier of the Year for the second consecutive year in the eGaming Review ("EGR") North America Awards
- The Lottery Supplier of the Year category celebrates suppliers who have demonstrated outstanding performance and innovation in the delivery of market-leading solutions for lottery operators

“NPI is the most successful iLottery vendor in the US overall, with the largest distribution and a broad range of offerings”

EGR Judges Panel

“Hugely impressive entry and their recent contract success backs up the words. Their US focus means they are clearly a deserving winner”

EGR Judges Panel

Financials

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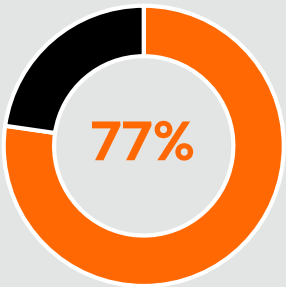
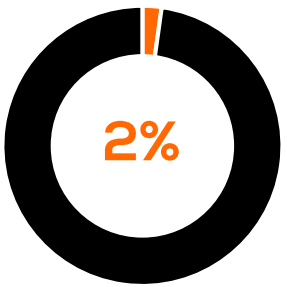
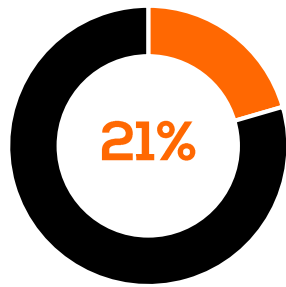




Revenue Streams

Turnkey Solutions make up a majority of our revenue and are expected to increase in weighting with additional contracts recently launched

— Q1 2021 Revenue of \$21.5mm (\$13.3mm NeoGames revenues and \$8.2mm NeoGames' NPI Revenues Interest)

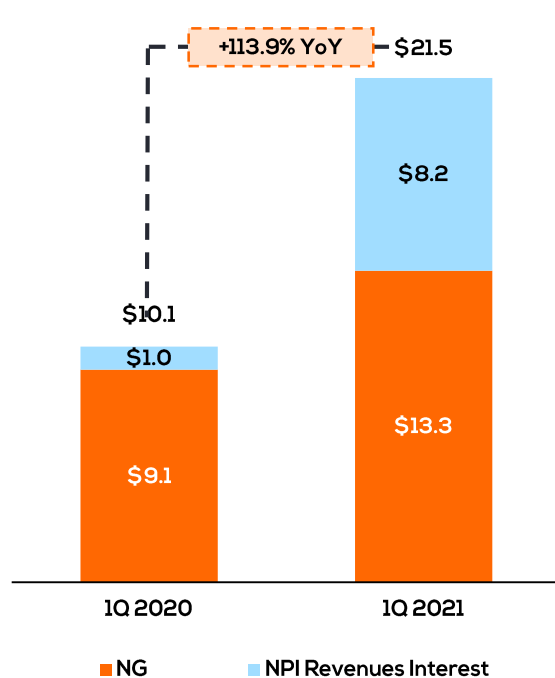
	Turnkey Solutions	Games	Fee for Services
2020 Revenue ¹			
Revenue Composition	<ul style="list-style-type: none"> Royalties from turnkey contracts, including NPI Revenues Interest 	<ul style="list-style-type: none"> Royalties from games contracts 	<ul style="list-style-type: none"> Fees for use of technology, development and other services
Business	<ul style="list-style-type: none"> Full service turnkey online solution – technology platforms, gaming content and operational services 	<ul style="list-style-type: none"> Gaming content <u>only</u> 	<ul style="list-style-type: none"> Tailored software development services
Summary	<ul style="list-style-type: none"> Full service turnkey online lottery solution including all existing North American customers as well as Sazka 	<ul style="list-style-type: none"> Active contracts with several European lotteries to provide content from NeoGames Studio 	<ul style="list-style-type: none"> Provider of software development services to other businesses in the gaming space
Revenue model	<ul style="list-style-type: none"> Revenue typically tied to GGR/NGR generated from all online lottery and gaming sales 	<ul style="list-style-type: none"> Revenue typically tied to GGR/NGR generated from the games provided 	<ul style="list-style-type: none"> Fees for services provided to William Hill, Aspire Global, and NPI

1. Turnkey Solutions and total revenue include NeoGames' NPI Revenues Interest.

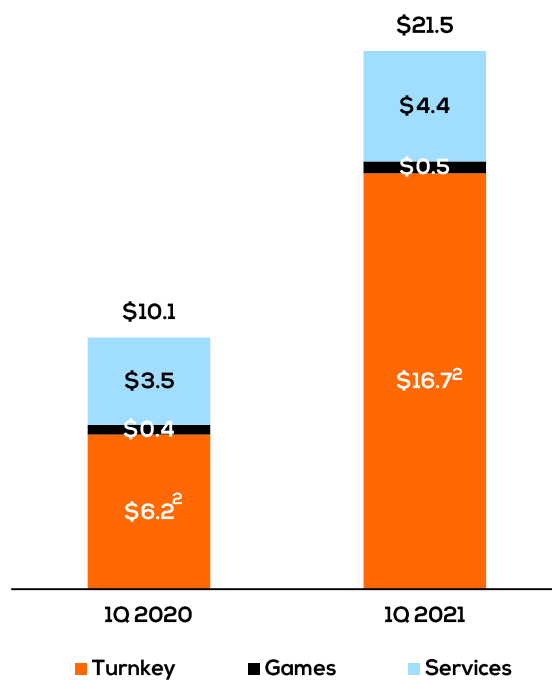
Quarterly Financial Snapshot

Strong revenue and Adjusted EBITDA growth¹ compared to first quarter of 2020

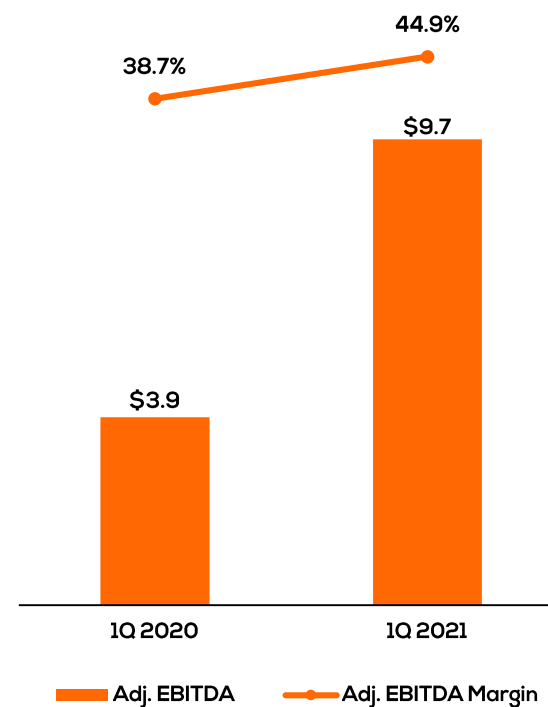
Quarterly Revenues (\$mm)



Quarterly Revenue by Stream (\$mm)²



Quarterly Adjusted EBITDA (\$mm)³

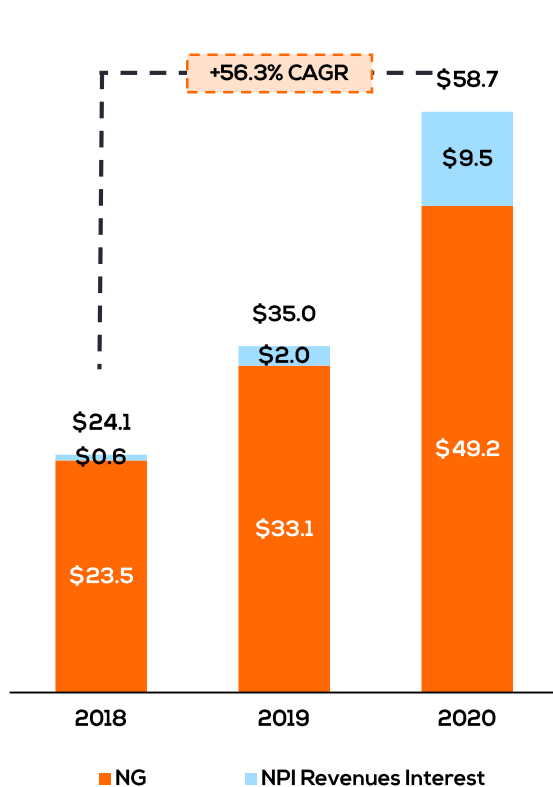


1. See pg. 30 for Adjusted EBITDA reconciliation to net income.
2. Includes \$1.0mm, and \$8.2mm of NeoGames' NPI Revenues Interest in 1Q 2020 and 1Q 2021, respectively.
3. Adjusted EBITDA reflects the adoption of IFRS 16 lease standards.

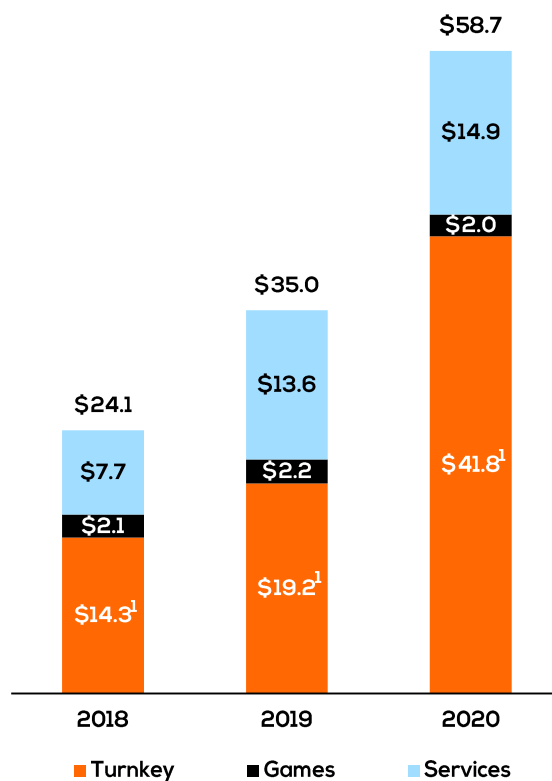
Annual Financial Snapshot

Delivering consistent historical revenue and Adjusted EBITDA growth

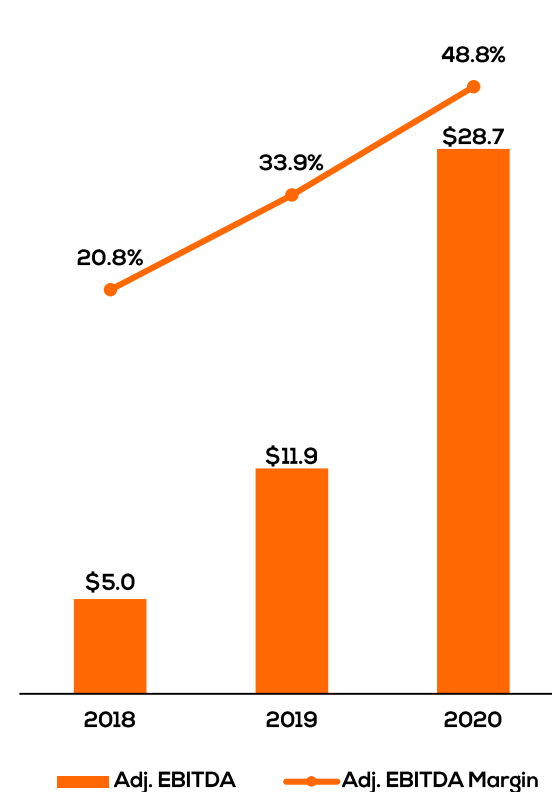
Annual Revenues (\$mm)



Annual Revenue by Stream (\$mm)¹



Annual Adjusted EBITDA (\$mm)²



1. Includes \$0.6mm, \$2.0mm, and \$9.5mm of NeoGames' NPI Revenues Interest in 2018, 2019 and 2020, respectively.

2. Adjusted EBITDA reflects the adoption of IFRS 16 lease standards.

Growth Strategies
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Growth Strategies

1

Existing Market Penetration Expansion

- Demonstrated ability to drive significant expansion of iLottery penetration in our existing markets
- Most customer markets in infancy stage with significant growth opportunity
- Proven success in Michigan, Virginia, and New Hampshire plus the experience in certain European markets approaching 50% iLottery penetration

3

Growing Game Studio Customer Base

- Strong performance of games places us in a good position to capitalize on the content expansion trend
- Expanded offering of games expected to be enhanced by upward trends in the market related particularly to Instant

2

Winning New US Turnkey Contracts

- While lottery is offered in 46 states and the District of Columbia, full turnkey iLottery solutions are currently offered in only ten states
- We look to leverage our success and our leading position to win more turnkey solutions contracts as the rest of the 37 jurisdictions move to adopt iLottery programs

4

Expanding the Scope of Existing Contracts

- Certain customers may have approval to expand scope of offering to other gaming verticals, providing opportunity to expand to iGaming and online sports betting
- Demonstrated ability to drive success with a complete online gaming offering when customers are allowed to do so (i.e. Sazka and AGLC)

5

Expanding Geographical Presence and Range of Offerings

- The opportunity to pursue other iLottery markets beyond North America and Europe, and other products such as online casino and sports betting provides additional areas for growth

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Thank you!



Appendix

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Consolidated Statements of Income

	Quarter ended March 31,	
	2021	2020
Revenues	\$ 13,349	\$ 9,110
Distribution expenses	2,646	1,267
Development expenses	2,238	1,883
Selling and marketing expenses	278	446
General and administrative expenses	2,661	1,550
Depreciation and amortization	3,355	2,707
	11,178	7,853
Profit from operations	2,171	1,257
Interest expenses with respect to funding from related parties	1,184	1,016
Finance income	-	(22)
Finance expenses	224	313
Profit (loss) before income taxes expenses	763	(50)
Income taxes expenses	(657)	(327)
Profit (loss) after income taxes expenses	106	(377)
The Company' share in profits (losses) of Joint Venture	3,844	(501)
Net and total comprehensive income (loss)	\$ 3,950	\$ (878)
Net income (loss) per ordinary share outstanding, basic	\$ 0.16	\$ (0.04)
Net income (loss) per ordinary share outstanding, diluted	\$ 0.15	\$ (0.04)
Weighted average number of ordinary shares outstanding:		
Basic	24,983,855	21,983,757
Diluted	26,612,949	21,983,757



Balance Sheet

	March 31, 2021 Unaudited	December 31, 2020 Audited
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 63,272	\$ 59,767
Restricted deposits	12	12
Prepaid expenses and other receivables	2,863	1,446
Aspire Group	324	56
Due from the Michigan Joint Operation and NPI	3,051	3,192
Trade receivables	2,319	3,701
Total Current Assets	\$ 71,841	\$ 68,174
NON-CURRENT ASSETS		
Restricted deposits	156	164
Joint Venture - Restricted deposits	3,773	3,773
Property and equipment	1,322	1,301
Intangible assets	18,892	17,835
Right-of-use assets	2,758	3,127
Deferred taxes	250	211
Total Non-Current Assets	27,151	26,411
Total assets	\$ 98,992	\$ 94,585
LIABILITIES AND EQUITY		
CURRENT LIABILITIES		
Trade and other payables	\$ 3,944	\$ 4,910
Lease liabilities	1,645	1,651
Capital notes, loans and accrued interest due to Aspire Group	18,528	-
Loans and other due to William Hill, net	2,016	1,972
Employees' related payables and accruals	3,711	3,562
Total Current Liabilities	\$ 29,844	\$ 12,095
NON-CURRENT LIABILITIES		
Capital notes, loans and accrued interest due to Aspire Group	\$ -	\$ 17,739
Loans due to William Hill, net	11,223	10,666
Company share of Joint Venture net liabilities	1,077	1,025
Lease liabilities	1,423	1,855
Accrued severance pay, net	388	384
Total Non-Current Liabilities	\$ 14,111	\$ 31,669
EQUITY		
Share capital	44	44
Reserve with respect to transaction under common control	(8,467)	(8,467)
Reserve with respect to funding transactions with related parties	20,072	20,072
Share premium	68,608	68,608
Share based payments reserve	4,173	3,907
Accumulated losses	(29,393)	(33,343)
Total Equity	55,037	50,821
Total liabilities and equity	\$ 98,992	\$ 94,585



Adjusted EBITDA Reconciliation

	Quarter ended March 31,	
	2021	2020
Net and total comprehensive income (loss)	\$ 3,950	\$ (878)
Income Taxes	657	327
Interest and finance-related expenses	1,408	1,307
EBIT	6,015	756
Depreciation and amortization	3,355	2,707
EBITDA	9,370	3,463
Share based compensation	266	397
Company share of NPI depreciation and amortization ¹	53	49
Adjusted EBITDA	\$ 9,689	\$ 3,909



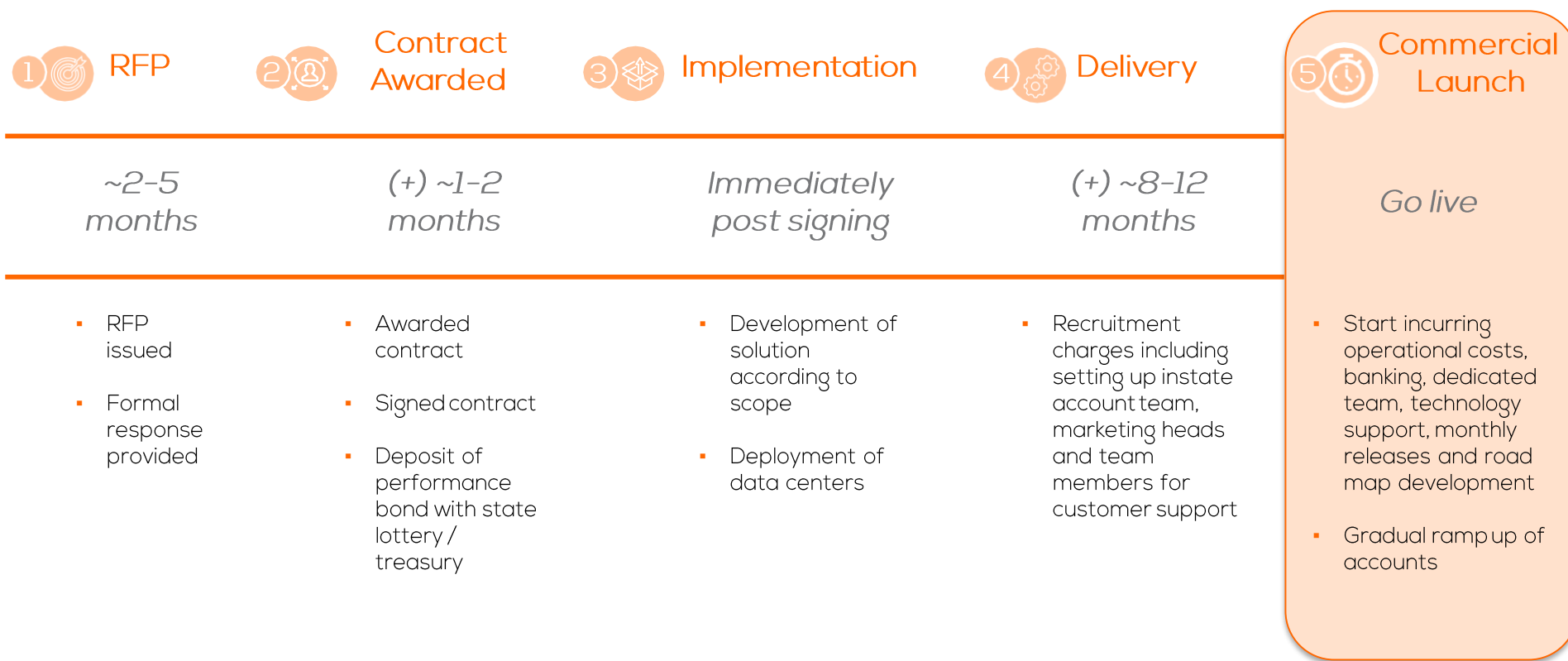
Capitalization Summary

\$ and shares in millions	As of March 31, 2021
Aspire Global Loan	\$22.4
William Hill Loan	\$13.2
Total Debt	\$35.6
Less: Cash and Cash Equivalents	\$63.3
Net Debt	\$(27.7)
Total Common Shares Outstanding	25.0



Indicative iLottery Onboard Timeline

Illustrative evolution of an iLottery contract





Management Team

Senior executives with long employment tenure at the Company

Position	Experience and Qualifications
Moti Malul Chief Executive Officer	<ul style="list-style-type: none">▪ Joined in 2008 and has been serving as CEO since 2018▪ Previously Executive Vice President of Sales and Business Development▪ Prior to joining NeoGames, Moti served in key marketing and management positions in the telecom and internet sectors for more than 12 years, including at companies such as Ericsson, Smile Media, and others▪ Holds an MBA from Tel Aviv University
Raviv Adler Chief Financial Officer	<ul style="list-style-type: none">▪ Joined in 2010 as Director of Finance and has served as CFO since 2013▪ More than a decade of experience in key finance positions in a range of multinational technology and IT enterprises, such as Hewlett Packard and Ernst & Young, as well as start-up companies▪ Holds a BA in Economics and Accounting and CPA certification issued by the Israel Ministry of Justice
Oded Gottfried Chief Technology Officer	<ul style="list-style-type: none">▪ Joined NeoGames as Chief Technology officer in 2008▪ Specializes in critical information systems, internet technologies and databases▪ Most recently worked as an engineer for the Israel Defense Forces
Rinat Belfer Chief Operations Officer	<ul style="list-style-type: none">▪ Joined NeoGames in 2009▪ Leads customer design, delivery and implementation▪ Has managed numerous complex technology development and delivery projects
Oren Tamir Managing Director of NeoGames Ukraine	<ul style="list-style-type: none">▪ Acted as Chief Operations Officer from 2008 to 2018▪ More than 20 years of experience in human resources and operational management prior to joining NeoGames, including previous experience at San Disk