



the  
**intelligent**  
future of gaming

**ANNUAL**  
**GENERAL ASSEMBLY**

June 25<sup>th</sup> 2019

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# GLOBAL LEADER IN THE GAMING INDUSTRY

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25

Countries

47

Jurisdictions

83

Contracts

870.8 m

Revenues in 2018



€ 3.6 bn

5 year backlog

€ 17.5 bn

Wagers

285,000

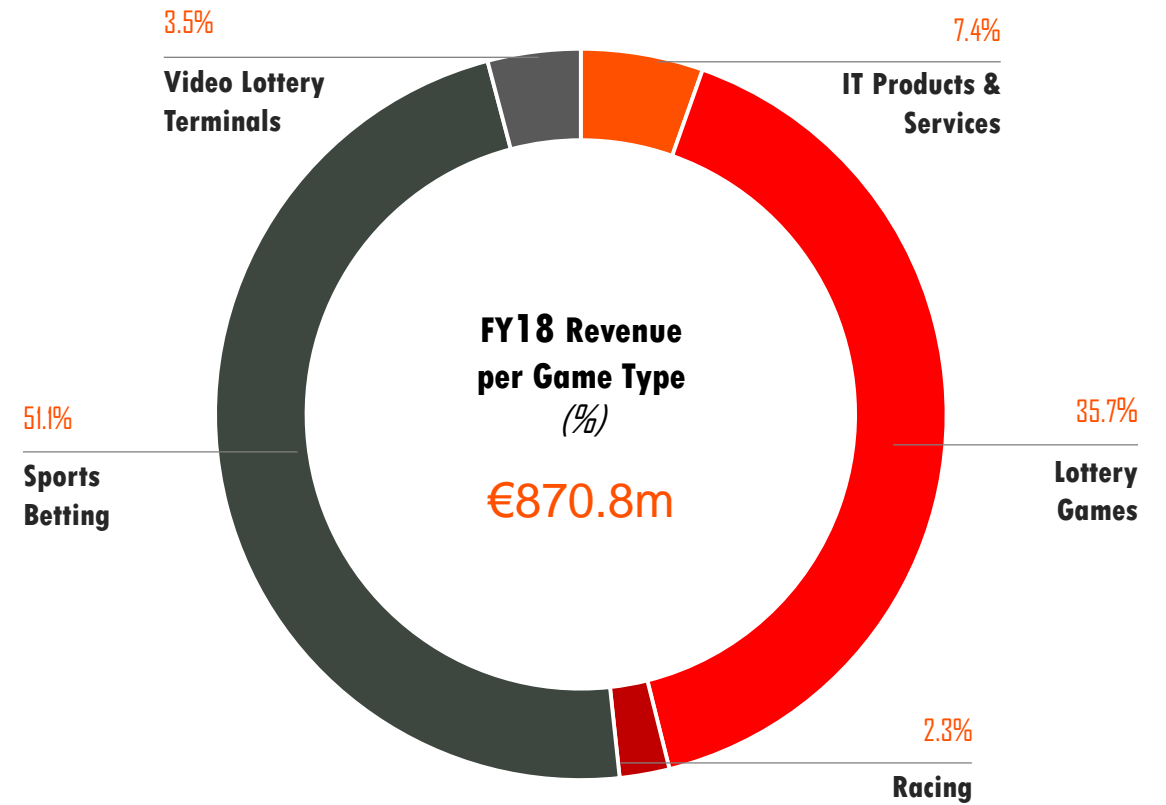
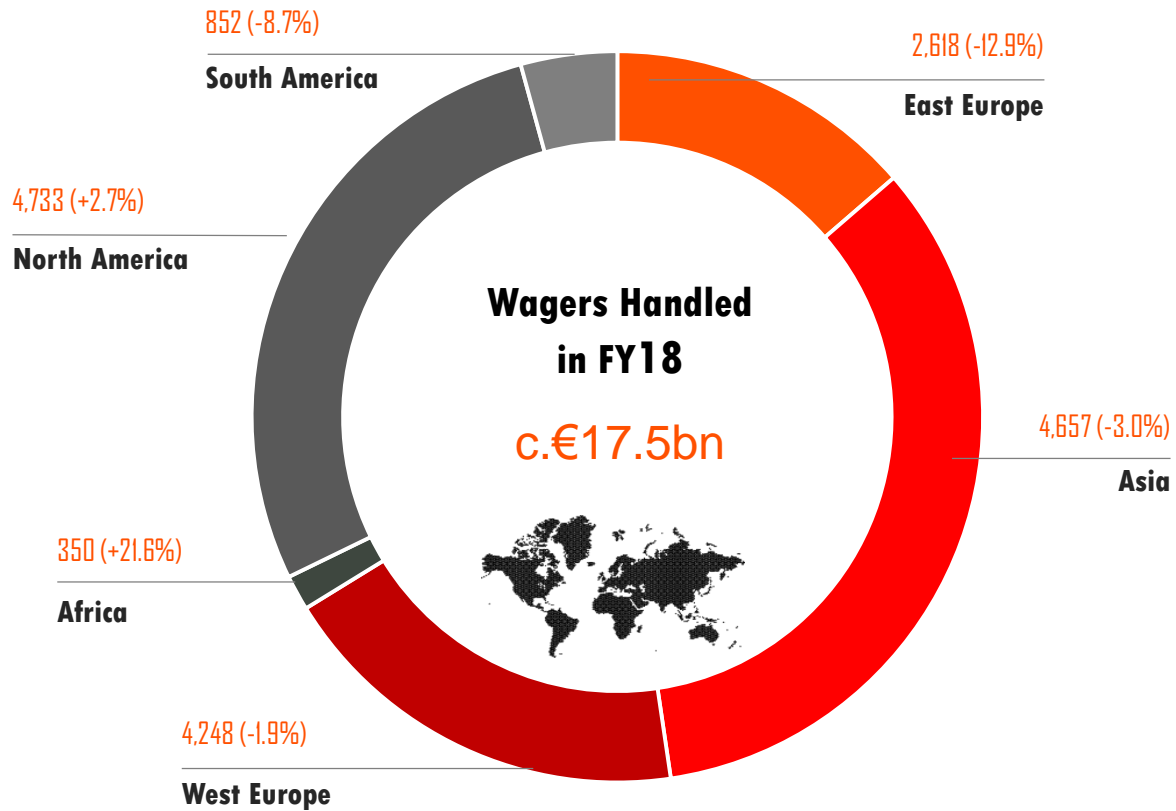
Terminals worldwide

5,200\*

Employees

*\*3.000 in subsidiaries and 2.200 in affiliates*

# INTRALOT REVENUE MIX



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Strategic Review

# STRATEGY DRIVEN BY 4 CRITICAL LEVERS



GEOGRAPHIC REFOCUS



MATURITY & LAUNCH OF OUR NEXTGEN TECHNOLOGIES & PRODUCTS



FINANCIAL PERFORMANCE



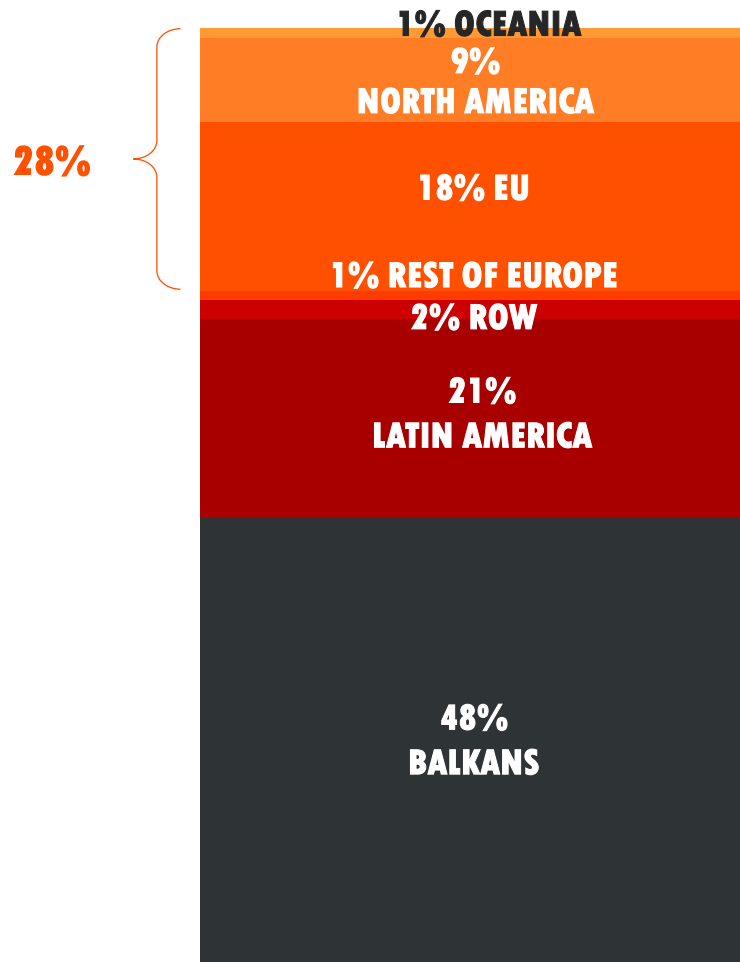
OPERATIONAL PERFORMANCE

✓ New Organizational Structure

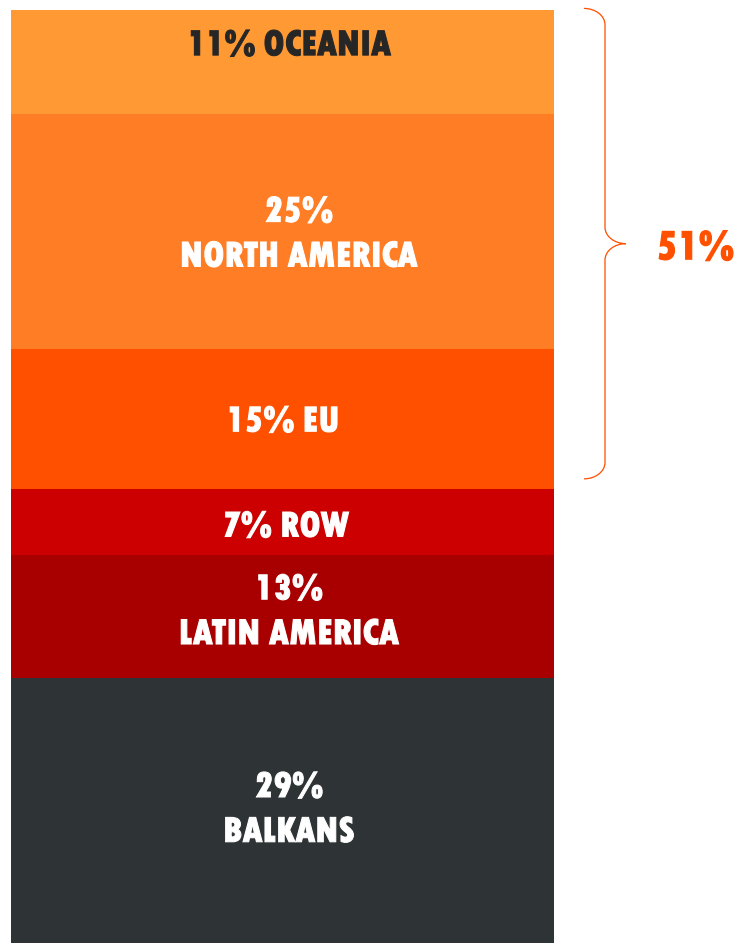


# GEOGRAPHIC REFOCUS

**EBITDA  
2011**



**EBITDA  
2018**



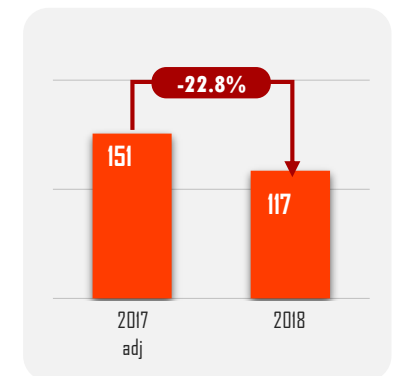
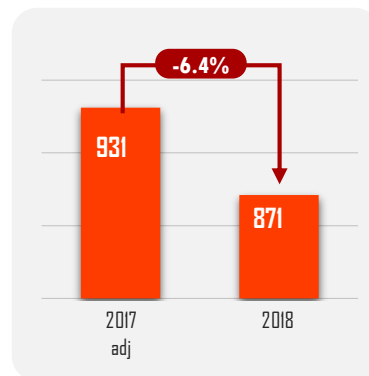
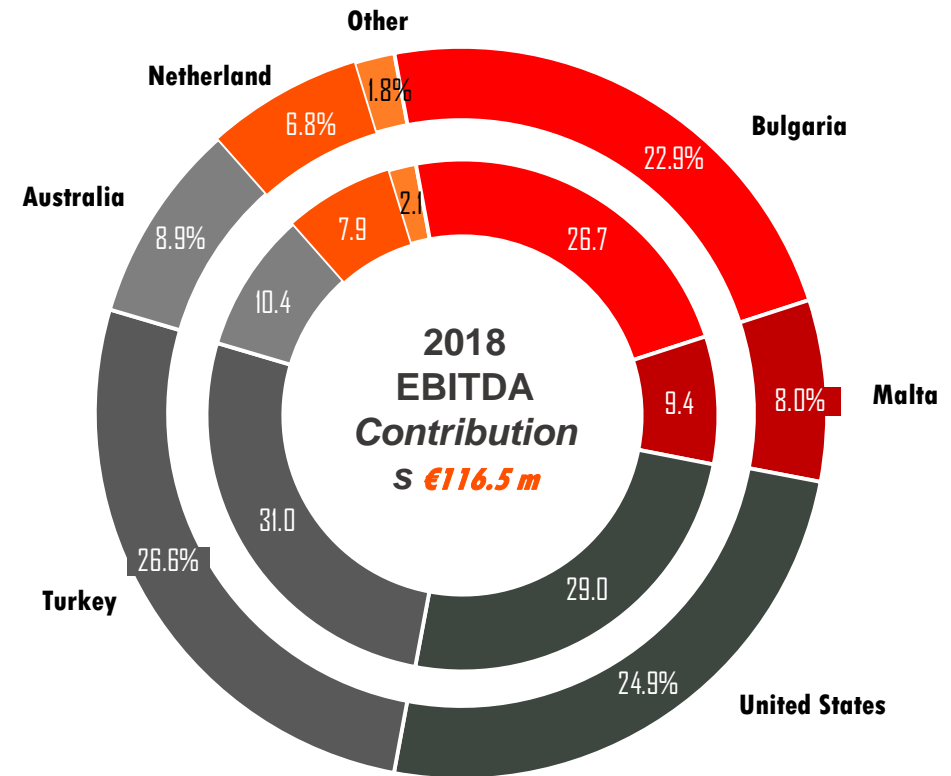
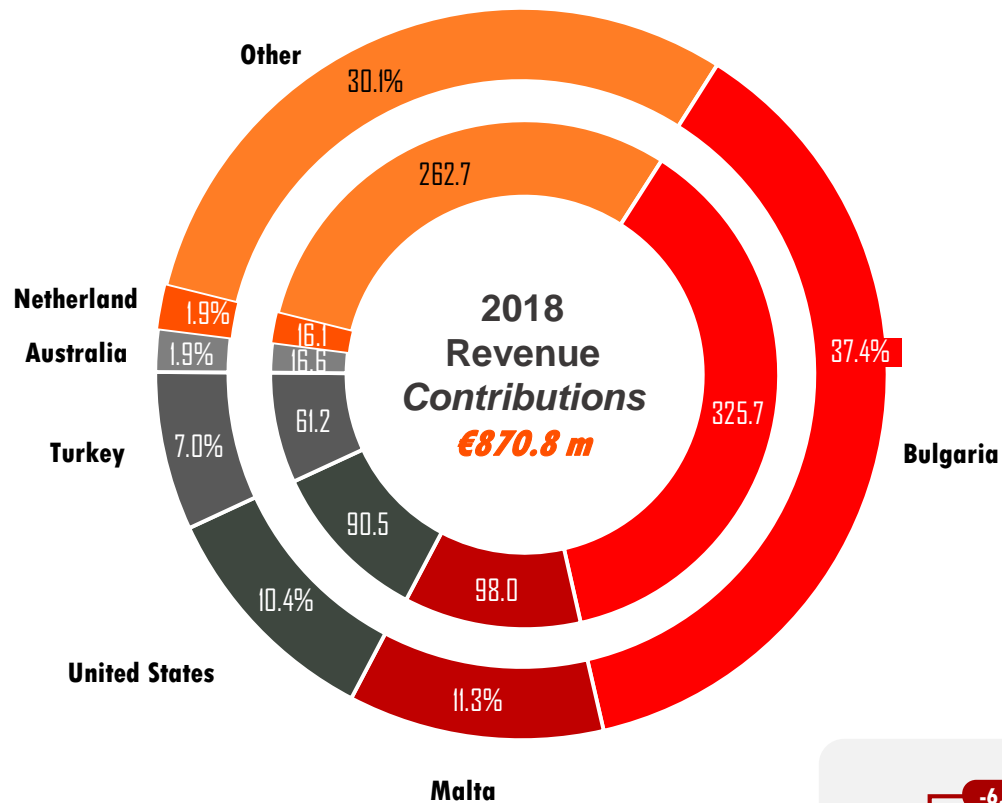
## Balanced & Diversified Market Portfolio

- > Growth of developed markets' share
- > Selective divestments:  
Poland, Azerbaijan

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# FINANCIAL RESULTS

# KEY REVENUE AND EBITDA CONTRIBUTIONS 1,2

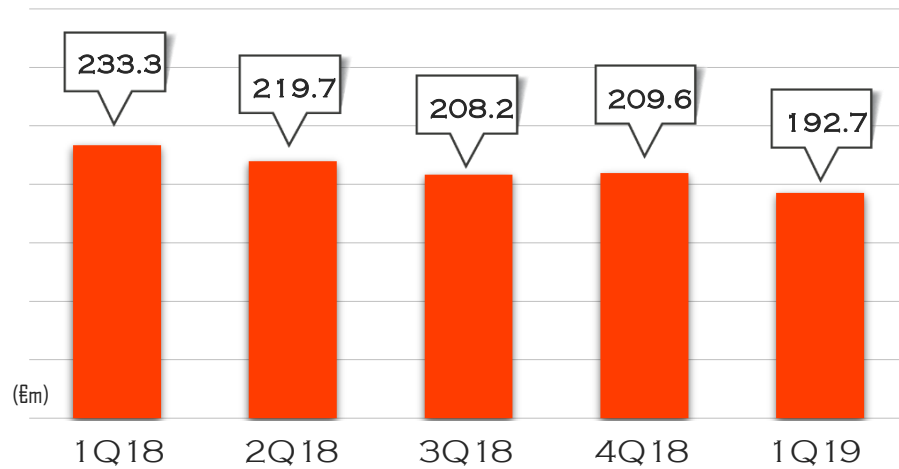


1. Country Revenue and EBITDA figures include all operating and non-operating entities  
 2. USA figures include also the Philippines' project contribution

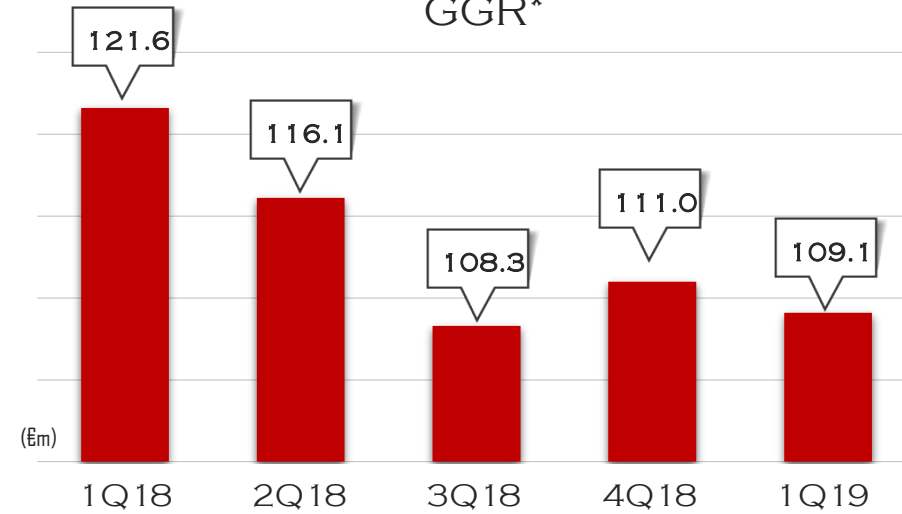


# FY2018 RESULTS

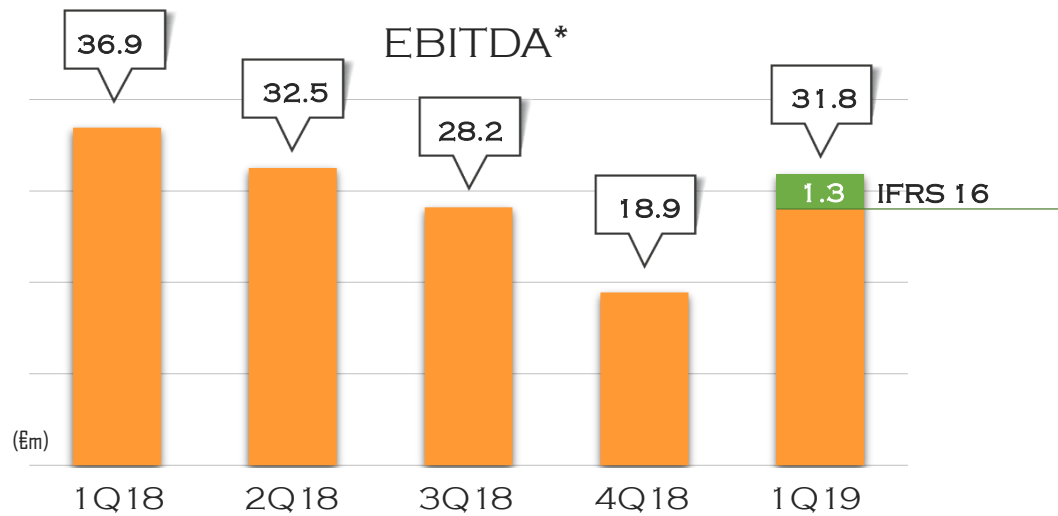
### REVENUES\*



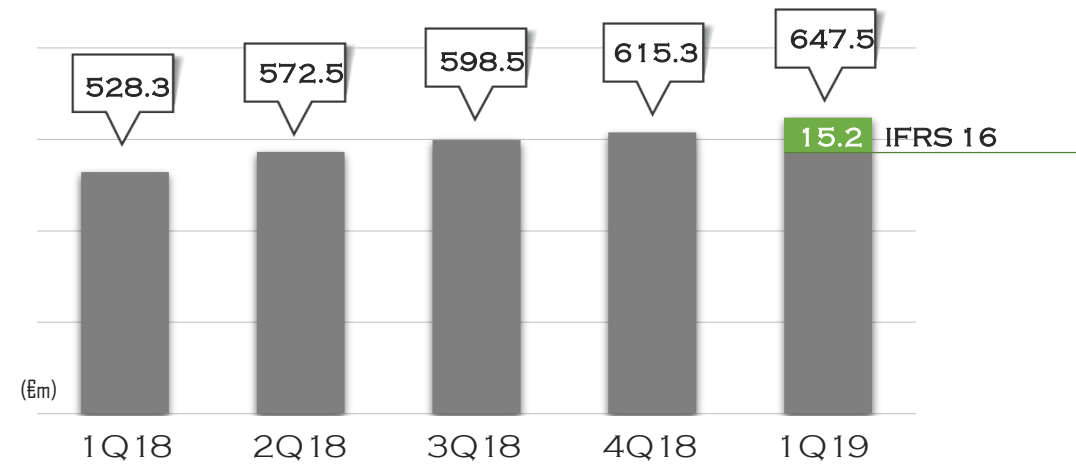
### GGR\*



### EBITDA\*



### NET DEBT

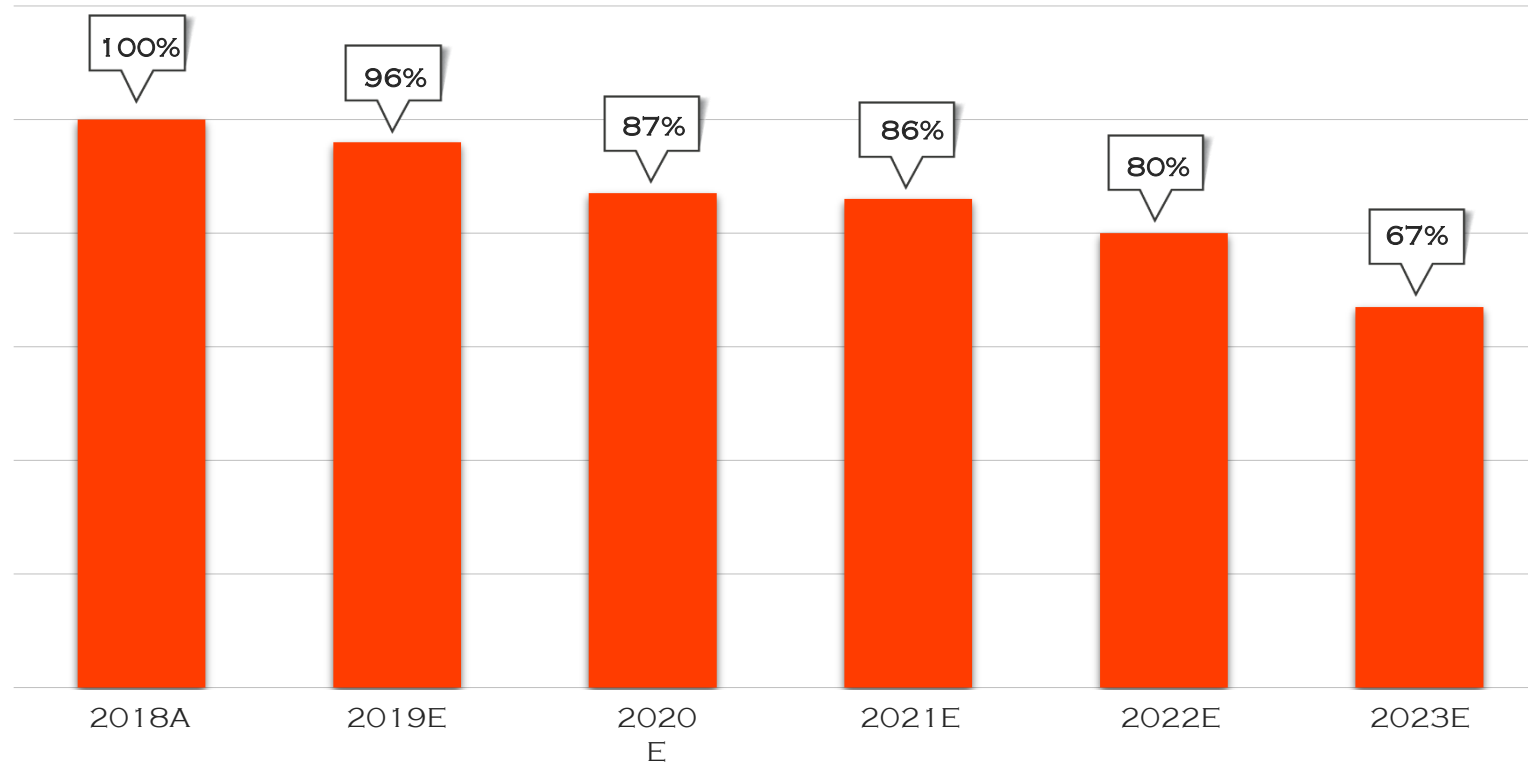


\*2018 figures as per published results, excluding the impact of discontinued operation in Azerbaijan

\*In 2019 figures, our Polish business is considered as discontinued operation

# RECURRING REVENUE<sup>1,2</sup>

Expected Revenue from Signed Contracts (% of FY2018)



<sup>1</sup> Expected option of contracts' renewal is included

<sup>2</sup> Excluding the impact of our discontinued operation in Poland

# FINANCIAL PERFORMANCE



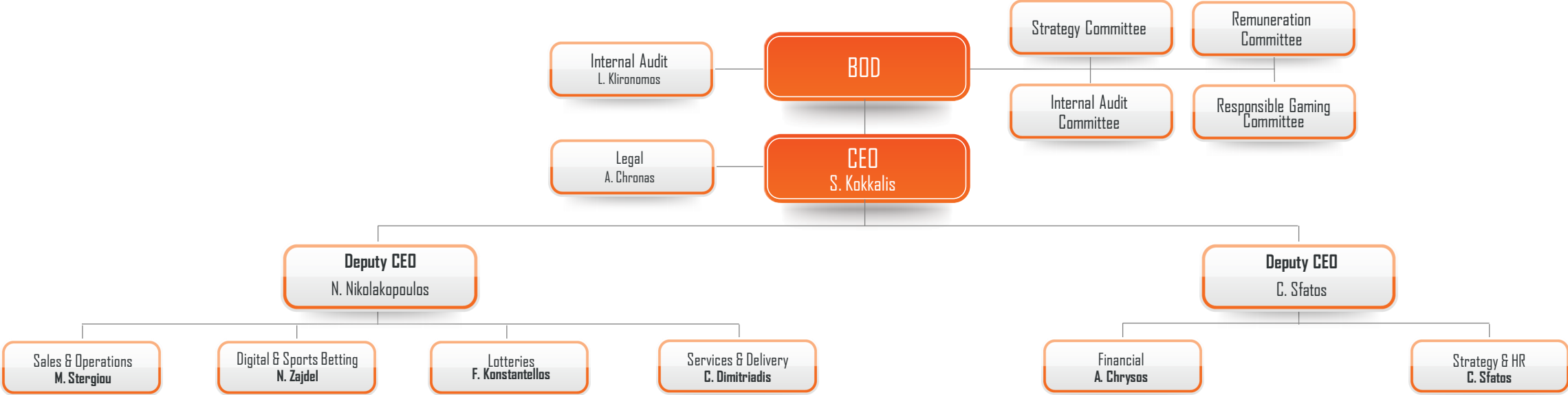
▶ ORGANIC GROWTH OPPORTUNITIES

▶ COST CONTAINMENT

- > Product maturity
- > Process automation
- > Technology specialization
- > Operational Efficiencies & Synergies

▶ DISPOSAL OF NON-CORE ASSETS

# NEW ORGANIZATIONAL STRUCTURE



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PRODUCTS & SERVICES



# NEW OPERATIONAL MODEL

## > Recent organization realignment is aimed at:

- ✓ creating **synergies**
- ✓ improving **efficiencies**
- ✓ enhancing **profitability across projects/ops**

## > New structure includes:

- ✓ two vertical Divisions (**Lottery & SB/Digital**),  
each responsible for core product design & development
- ✓ a central **Services & Delivery** Division, responsible for project management & solution delivery & support
- ✓ a single customer interface through a **Sales & Operations** Division,  
responsible for sales/business development & operations/account management

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**LOTTERY**



**SPORTS BETTING**



**Services & Delivery**

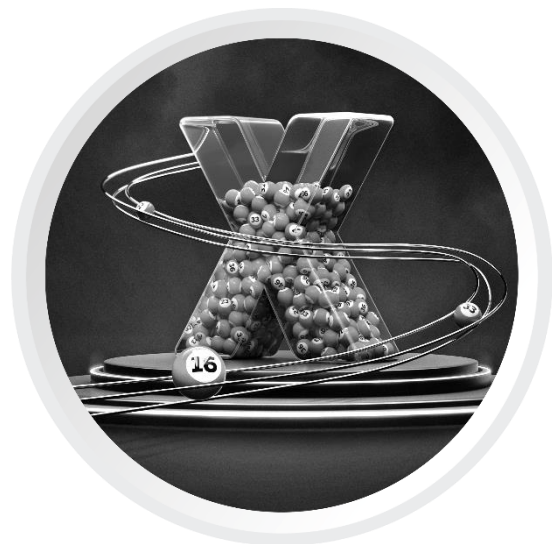


**Sales & Operations**

# NEXT GENERATION PLATFORMS

## Driving Digital Transformation

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### LOTOS X

- ✓ Built on future-proof microservices technology
- ✓ Highly parametrical games & draw management
- ✓ Easy to integrate through an API Gateway layer
- ✓ Infrastructure & deployment model agnostic (on-premises/cloud/hybrid)
- ✓ Ensures security, integrity, reliability & responsible gaming
- ✓ True Omni-Channel



### INTRALOT ORION

- ✓ All-inclusive platform managing entire bet lifecycle (event creation, odds compilation, risk management & settlement)
- ✓ Supports a wide range of pre/live betting markets & sports
- ✓ Player-centric features including promos, bonusing, personalized pricing, cash out
- ✓ Flexible, Configurable & Highly Scalable
- ✓ Advanced Trading Tools & derivatives engine
- ✓ True Omni-Channel

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MARKETS



## Major Contracts Secured



- > Lotto Hamburg – Germany



- > Nederlandse Loterij – Netherlands



- > MDJS - Morocco

## New Markets Contracts



- > Hravatska Lutrija - Croatia



- > BCLC - Canada

# BUSINESS DEVELOPMENTS

## U.S. Market

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## Contract renewals

- > New Hampshire
- > Wyoming
- > New Mexico

## Launches

New system for

- > Camelot Illinois
- > Cashless play in Ohio

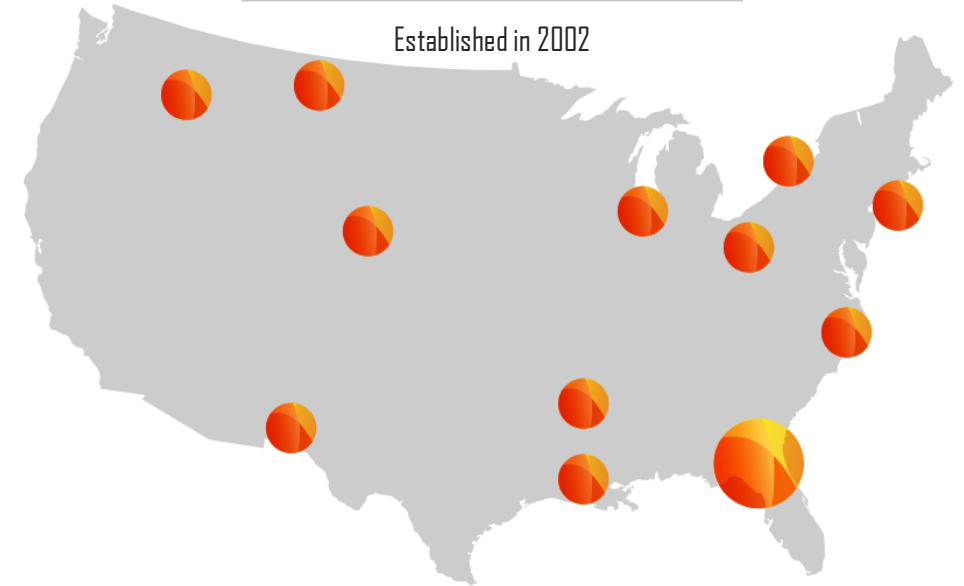
## Sports Betting

Partner of choice for 3 Lotteries

- > New Mexico
- > Montana
- > D.C.

## INTRALOT INC. (US)

Established in 2002



8-y

Contract period  
average

590

employees in 2018

11%

Market share of  
Wagers

40m

Population coverage



## GLOBAL

### Opportunities

- > Opportunities to leverage **new innovations** to drive same **store sales** & expand **scope of contracts**
- > Positive **US outlook** for strategic Lottery facilities management contracts
- > Strive to leverage our unique sports betting capability & US Lottery footprint to capture **a share of the lucrative US Sports Betting market**
- > Pursue large concession/**license opportunities** with local partners in **Turkey, Italy, Brazil, Argentina**
- > **Sizeable technology** supply opportunities in Europe, Canada & beyond under assessment

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THANK  
YOU

[www.intralot.com](http://www.intralot.com)