

▶ Shaping our sustainable future

Our commitment to sustainability and responsible business practices is integral to our strategy and delivery of long-term value.

Our sustainability strategy is foundational to growing our business in a sustainable and responsible manner. Our commitments have been central to driving long-term sustainable value, strengthening trust with stakeholders and building resilience in a rapidly evolving world. Since setting our 2025 commitments and targets, we have established strong foundations, embedding sustainability into how we operate, innovate and make decisions. This framework was designed to address the material societal issues where our business can deliver the greatest impact.

We are proud of the meaningful progress we have made since 2020. Over the past five years, we have strengthened responsible gambling technology and services, reduced our carbon footprint, enhanced supply chain integrity and improved female representation amongst leadership. Additionally, we have expanded our reach through partnerships and programmes to support healthier online behaviours and positive community outcomes. While we recognise there is still more to do, this marks an important transition point as we build on this progress to define our 2030 ambition: accelerating action across our sustainability pillars, proactively responding to evolving ESG regulation and societal expectations and supporting the sustainable growth of our business and industry.

Our approach

Our sustainability strategy is a key enabler in delivering our Company's strategic priorities and aligns with our corporate purpose, embedding sustainability into our operations and decision-making processes to create value for both society and the Company.



▶ Our sustainability priorities



protect

Pioneering safer gambling solutions, embedding responsibility and innovation to promote sustainable entertainment.

Why does it matter?

Sustainable gambling and player protection technology is where we can make a material positive social impact to the industry. Through safer products, data analytics and player engagement solutions, we are raising industry standards, improving player protection measures and helping our licensees succeed.

What we measure

- Playtech Protect geographic presence and BetBuddy integrations with operators
- Sustainable Gambling training
- Uptake of safer gambling tools and customer interactions

2025 Highlights

- **28** brands deployed and integrated with BetBuddy in **17** jurisdictions
- MGA has awarded Playtech plc the ESG Seal (B2B Tier 1)
- Sustainable Gambling training for Customer Service and Live operations, beyond annual mandatory training, of **2,540** hours with over **90%** completion rate

Read more on Playtech Protect on pages **56 to 60**

Stakeholder groups impacted

- 1 2 3 4 5**

people

Promoting integrity and an inclusive culture, fostering transparency, fairness and diversity across our business and communities.

Why does it matter?

When colleagues feel valued and supported, they are more motivated and committed to achieve shared goals. By building an equitable workplace and empowering colleagues to be a force for good in the world, companies can maximise their collective positive impact.

What we measure

- Diversity metrics
- Employee engagement
- Employee wellbeing

2025 Highlights

- Increased female representation amongst our leadership population to **32%**, against 35% target by 2025
- Over **200** interactions with colleagues across **6** countries accessed mental health and wellbeing services through SIX MHA
- Over **110** wellbeing initiatives, with more than **2,100** employees engaged in at least one initiative

Read more on Playtech People on pages **62 to 71**

Stakeholder groups impacted

- 1 2 3 4 6**

partners

Partnering on shared societal challenges, collaborating with stakeholders to address pressing issues and drive collective progress.

Why does it matter?

Responding to shared societal challenges facing our sector and our communities cannot be solved by one organisation alone. By working with expert partners, we are helping people live healthier lives online and supporting a wide range of charitable and volunteering activities.

What we measure

- Monetary donations and investments
- Employees' contributions (skills, time and/or money)
- Engagement and reach to assess impact of community programmes

2025 Highlights

- Total value of monetary donations during the year exceeded **€900,000**
- Engaged with over **530,000** people in community and mental health programmes to improve livelihoods since 2021
- A global average of **16.4%** colleagues contributed their skills, time and/or money exceeding our target of 10% by 2025

Read more on Playtech Partners on pages **72 to 75**

Stakeholder groups impacted

- 3 4 5 6 7**

planet

Powering action for positive environmental impact, advancing initiatives that reduce our footprint and contribute to a healthier planet.

Why does it matter?

Climate change is a critical global challenge, impacting operational efficiency, energy consumption and supply chain stability. Addressing climate change also aligns with stakeholder expectations and enhances Playtech's sustainability and innovation strategy.

What we measure

- Energy and emissions
- Renewable energy in our offices
- Water and waste consumption

2025 Highlights

- Reduced our Scope 1 and 2 (location-based) carbon footprint by **47.8%**, against our target of 40% by 2025
- **47.0%** increase in Scope 1 and 2 (market-based) and Scope 3 emissions since 2022 baseline
- **46.0%** of our total energy consumption coming from renewable sources

Read more on Playtech Planet on pages **76 to 86**

Stakeholder groups impacted

- 1 2 4 6 7**

Key to stakeholder group

- 1** Customers and end users **2** Suppliers **3** Regulators and research institutions **4** Colleagues **5** Charity partners and NGOs **6** Society **7** Planet

► Our sustainability governance

Our Board is committed to maintaining high standards of corporate governance, which it considers to be central to the effective stewardship of the business and to maintaining the confidence of stakeholders. The Board sets the tone for the Company. Additionally, the Board sets the strategic direction, culture and risk appetite to guide the way in which the Company embeds sustainability into operations and decision-making.

Our Board-level Sustainability and Compliance Committee is responsible for overseeing and reviewing the Group's ESG considerations and status of compliance with laws, regulations and internal procedures. This includes the approval of sustainability and compliance-related policies, external disclosures as well as compliance with evolving regulatory developments and licensing requirements.

The Committee engages with the Remuneration and Audit and Risk Board Committees to align on reviews and decisions related to overlapping regulatory compliance obligations, notably the Economic Crime and Corporate Transparency Act 2023 (ECCTA), EU Corporate Sustainability Reporting Directive (CSRD), the EU Pay Transparency Directive, and the UK Corporate Governance Code. This alignment is central to the Board's commitment to ensuring robust governance, regulatory compliance and the integration of ESG considerations into the Company's core decision-making and risk-management framework.

The Executive Management team is responsible for executing, embedding and operationalising the sustainability commitments into core operational, commercial and functional decision-making as well as ensuring the appropriate resource allocation to enable progress against our targets.

The Executive Management team makes recommendations, reports on progress, performance metrics and risks as well as policy recommendations, as necessary for formal Board review and approval. More information on sustainability governance can be found at www.investors.playtech.com/sustainability

The day-to-day responsibility for sustainability governance sits with the Sustainability and Corporate Affairs team. In practice, this function coordinates action, provides subject matter expertise, delivers support to other relevant functions, business units and country-level management, tracks performance and leads engagement and third-party partnerships.

Environment Forum

A cross-functional forum established for setting, co-ordinating and overseeing the strategy and response to the challenges posed by climate change. The forum drives progress against the Company's commitment to buying renewable energy and engaging suppliers to reduce Playtech's supply chain emissions. Its work on climate change includes reviewing the current GHG targets and strategy and evolving regulatory and reporting framework.

People Centre of Excellence

The People Centre of Excellence acts as a strategic forum for advancing the Company's human capital priorities and supporting functional leaders in building a high-performing, inclusive and sustainable workforce. It oversees the organisation's core people-focused capabilities and commitments, including talent management, learning and development, diversity, equity, inclusion and belonging (DEIB), and employee wellbeing.

Global Community Investment Committee

This Committee acts as a senior-level forum for guiding and overseeing Playtech's strategic approach to community investment across the Group. Comprised of members of senior and Executive Management, the Committee provides governance, direction and oversight of the Company's Community Investment Programme, including its philanthropic initiatives and volunteering strategy, in line with the Company's values and broader business priorities.

Risk, Internal Controls and Assurance





The function aims to strengthen the organisation's risk management framework and support the Company in navigating an evolving risk landscape. The team plays a central role in overseeing the identification, assessment and management of risks, ensuring that robust internal controls are designed, embedded and periodically assessed following their integration into operational processes across the business.

Compliance Council

The Council serves as a central forum for delivering structured gambling regulatory updates across both regulated and emerging markets to Product and Commercial teams. Led by the Regulatory Affairs and Compliance function, the Council ensures that evolving compliance obligations and regulatory developments are fully integrated into strategic planning and operational decision-making by providing early visibility into market changes.

► Our sustainability scorecard

Playtech uses a sustainability scorecard to monitor and assess performance against its sustainability priorities, commitments and targets.

Priorities	Commitments	Performance measures	2025	2024
 <p>Pioneering safer gambling solutions</p>	Expand the portfolio of safer gambling technology, tools and solutions	Playtech Protect presence (number of jurisdictions)	17	14
		Brands integrated with BetBuddy (number of brands)	28	23
	Harness investment in R&D to advance the next generation of safer gambling solutions	Sustainable Gambling training for Customer Service (B2C) and Live operations (employee completion rate)	>90%	N/A
	Strengthen operational safer gambling standards and technology across our operations	Proportion of customers self-excluding and using safer gambling tools during the year (%)	9% and 44%, respectively	9% and 33% respectively
		Total number of person-to-person interventions	>22,000	>30,000
 <p>Promoting integrity and an inclusive culture</p>	Promote integrity, uphold human rights and reduce compliance risk across our operations and supply chain	Human rights training during the year (employee completion rate)	100%	98%
		Compliance training during the year (employee completion rate)	99%	97%
	Foster equal opportunity and equality for all employees	Increase gender diversity amongst our leadership population to 35% by 2025 against a 2021 baseline	32%	30%
	Support employee wellbeing	Wellbeing initiatives and employee participation in at least one initiative during the year (number of initiatives and number of employees)	>110 initiatives >2,100 employees participated in at least one initiative	>150 initiatives >790 employees participated in at least one initiative
 <p>Partnering on shared societal challenges</p>	Help people live healthier online lives and adopt digital resilience and safer gambling behaviours	Total amount invested during the year (€)	> €660,000	> €1,400,000
	Contribute to and support research, education and treatment to prevent, reduce and address gambling-related harm	Engage 30,000 people in community and mental health programmes to improve livelihoods by 2025 (number of people engaged)	> 530,000 people engaged	>270,000 people engaged
		5% year-on-year increase in employees' contributions (skills, time or money), reaching a global average of 10% by 2025 (%)	16.4% global average	14.9% global average
	Empower local community groups to deliver a positive impact	Total value of monetary donations during the year (€)	> €900,000	> €1,000,000
 <p>Powering action for positive environmental impact</p>	Reduce Greenhouse Gas (GHG) emissions within own operations and supply chain	Reduce Scope 1 and 2 (location-based) carbon footprint by 40% by 2025 against a 2018 baseline (excluding refrigerants)	47.8% decrease since 2018	39.3 % decrease since 2018
	Build capability and climate resilience through decisive actions within our own operations and supply chain	Switch all offices, wherever possible, to renewable energy (% of renewable energy)	46.0% (7,564,589kWh) of our total energy consumption	50.4% (8,497,642kWh) of our total energy consumption
	Align to global climate efforts to transition into a low-carbon economy, in accordance with the latest climate science and prioritise climate innovation	Reach science-based net zero across the value chain by 2040. This means a 90% reduction of Scope 1, 2 (market-based) and 3 GHG emissions by 2040 from a 2022 base year. This is a science-based target, validated by the Science Based Targets initiative (SBTi)	29.7% decrease in Scope 1 and 2 (market-based) emissions since 2022 53.8% increase in Scope 3 emissions since 2022	36.3% decrease in Scope 1 and 2 (market-based) emissions since 2022 41.4% increase in Scope 3 emissions since 2022

▶ Double materiality assessment

In 2024, Playtech completed its first double materiality assessment to identify and evaluate sustainability topics that influence both our corporate financial performance and our broader impacts on the economy, the environment and people. This assessment marked an important step in preparing for alignment with the EU CSRD requirements. In 2025, we conducted a high-level review of the results to ensure they continue to reflect the changing dynamics of our business, particularly following the sale of Snaitech operations.

Our methodology

The methodology used for this exercise is aligned with the approach outlined in the EU CSRD. Playtech is required to assess, manage and report on sustainability topics that can influence corporate financial value and topics that are material to the wider economy, environment and people. Through the recommended double materiality approach, Playtech has assessed the sustainability topics material to the business from an impact perspective (actual or potential, positive or negative impacts on people or the environment) and material from a financial perspective (matters that generate risks and opportunities that have a material influence on financial performance).

The EU has adopted the European Financial Reporting Advisory Group's (EFRAG) reporting standards (European Sustainability Reporting Standards (ESRS)) for CSRD. These standards and the related guidance are sector-agnostic. Therefore, to ensure Playtech's materiality assessment can continue to inform its sustainability strategy, Playtech has also considered sector-specific topics alongside the ESRSs. Playtech has also considered its previous sustainability materiality assessment from 2022 in this process to ensure there is continuity. Going forward, Playtech will refresh its double materiality assessment every other year.

In 2025, Playtech focused on reviewing the validity of the data following the sale of Snaitech. Two workshops were held to review the impacts, risks and opportunities scores.

Our approach

Playtech has followed the EU CSRD methodology and EFRAG's guidance in its approach:

- Mapping Playtech's value chain and reviewing a range of internal publications, peers, sector-specific standards and globally recognised ESG rating frameworks. From this exercise, a long list of potentially material sustainability issues was created to inform the Company's understanding of the Impacts, Risks and Opportunities (IROs). At this stage, the internal stakeholder group, comprised of subject matter experts, qualitatively agreed on the ESRSs that could be excluded from the detailed assessment. This group considered those topics that were not applicable or relevant to Playtech's business or the sector it operates in.
- Prioritising a short list of potentially material sustainability topics. This process was based on an analysis of desk-based scores given to each topic on the long list of topics as well as direct engagement with both internal and external stakeholders. Direct stakeholder engagement included:
 - Eleven interviews conducted with external stakeholders including investors, suppliers, customers, members of the Company's external stakeholder advisory panel and leaders from a range of organisations focused on sustainable gambling and DEIB.
- Five internal workshops with Playtech employees from different functions, including People and Culture, Sustainable Gambling, Regulatory Affairs, Corporate Affairs, Marketing, Compliance, Investor Relations, Tax, Procurement, Legal, Data Privacy and Security, Business Development, and other large business units.
- The short list of topics was reviewed and signed off by the DMA approval committee, which was comprised of business and functional leaders from all the key internal functions noted above.
- Identifying the relevant IROs for each topic on the short list, based on stakeholder inputs, for further analysis. The IROs are a mechanism to help understand the potential materiality of a topic. During the external interviews, stakeholders shared their views on the specific impacts, risks and opportunities related to each sustainability topic. This was incorporated into the draft list of IROs.
- Scoring the list of IROs according to the EFRAG scoring guidance for both impact and financial materiality. This process generated a final score out of five to each IRO. Once a materiality threshold had been agreed for the IROs, the final list of material topics could be generated. Any topic which had a minimum of one material impact, risk or opportunity is considered a material topic for Playtech. In 2025, we specifically ran two additional workshops to review the list of IROs and scores given to each IRO to ensure they still reflected the reality of our business following the sale of Snaitech and structural updates that followed. The first workshop, held with the Sustainability team, focused on reassessing the impact materiality scores. The second workshop centred on the financial materiality scores and brought together colleagues from Sustainability, Risk and Finance teams to ensure a robust and multidisciplinary review.
- Presenting the final results to Playtech Sustainability and Public Policy, and Audit and Risk Board Committees. The members of these Board Committees reviewed and approved the outcomes for both impact and financial thresholds and the final list of material topics. Following the 2025 review, the results were presented to the Sustainability and Compliance Board Committee in Q1 2026.



▶ Double materiality assessment continued

Sustainability materiality matrix

The diagram below outlines the material topics that were identified during our double materiality assessment. With the Snaitech sale completed in April, Playtech started its transition towards being a predominantly pure-play B2B business, and this strategic shift is also reflected in its operations and material impacts and IROs. Following the sale, we have removed Snaitech-only topics and IROs and conducted a review of the short list of topics and their respective impacts, risks and opportunities that relate to Playtech's business. This is to ensure the Company has all the relevant information to prepare for the EU CSRD reporting, the matrix below and the following table includes the latest topics that relate to the Playtech business.



Environmental

Climate Change – ESRS E1

- 1 GHG emissions
- 2 Climate risks and opportunities
- 3 Energy management

Water – ESRS E3

- 4 Water consumption

Circularity – ESRS E5

- 5 Waste management and disposal

Governance

Corporate Governance – ESRS G1

- 6 Corporate conduct
- 7 Corporate culture
- 8 Board and Executive effectiveness and composition
- 9 Privacy, data protection and information security

Responsible Business – ESRS G1

- 10 Political engagement and lobbying
- 11 Supplier management
- 12 Safe and responsible use of AI technology

Economic Value and Contributions – ESRS G1

- 13 Economic value and contributions

Social

Own Workforce – ESRS S1

- 14 Equal treatment and opportunities for all
- 15 Wellbeing, health and safety
- 16 Labour and human rights

Supply Chain – ESRS S2

- 17 Responsible supply chain

Customers – ESRS S4

- 18 Consumer rights
- 19 Personal safety of consumers and/or end users
- 20 Responsible product content and marketing
- 21 Responsible retail management
- 22 Access to protection tools

Other sector specific

- 23 Supporting research, education and treatment (B2B)
- 24 Platform innovation and product design (B2B)

▶ Double materiality assessment continued

Topics that are material to Playtech and society

The Company recognises that standards, requirements and expectations about the role of business in tackling environmental, social and governance topics continue to evolve. Regularly assessing which issues are material to the business and industries it operates in is essential to successfully test and validate the Group's responsible business strategy and reporting.

The approach to materiality is dynamic and will continue to evolve and adapt, ensuring assessments help the Company to capture changes in expectations about the role of business in society, as well as focusing on reporting and sustainability disclosures. The topics identified as being material are:

Topics	Subtopics	Definition	Mapped ESRS	Material IROs
Climate Change	GHG emissions	GHG emissions from Playtech and its value chain. This includes Scope 1, 2 and 3 GHG emissions. This includes sustainable procurement for Scope 3 reduction opportunities as well as product carbon footprint.	ESRS E1	<p>Positive Impact: Climate Change Mitigation: Playtech's commitment to reducing GHG emissions across own operations and the value chain will limit the business' negative impact on climate change. It also helps to set a standard for decarbonisation in the gambling and gaming industry. Playtech has a SBTi approved net zero target by 2040.</p> <p>Positive Impact: Climate Change Adaptation: Transitioning from owned or third-party data centres to cloud-based services, which could reduce water cooling requirements, emissions from refrigerants, and energy use at data centres.</p> <p>Negative Impact: Climate Change Mitigation: Negative impact on the climate due to GHG emissions from own operations, the supply chain and through product use.</p> <p>Opportunity: Climate Change Adaptation: Transitioning from owned or third-party data centres to cloud-based services presents a significant financial and operational opportunity as part of Playtech's climate change adaptation strategy. Cloud migration reduces exposure to physical climate risks, lowers operating costs, and strengthens long-term resilience and business continuity by relying on more flexible, distributed and climate-resilient infrastructure.</p>
Climate Change	Energy management	All energy-related matters to the extent that they are relevant to climate change. It covers all type of energy consumption, including energy efficiency measures and renewable energy.	ESRS E1	<p>Positive Impact: Increased use of renewable energy will reduce associated emissions and impact on the climate and environment. Investment in PPAs would increase capacity for renewable energy.</p> <p>Negative Impact: Playtech intends to increase its use of AI in its operations and products, which will increase related energy usage and emissions, and increase the potential negative impact on the climate.</p> <p>Opportunity: Transition to renewable energy and energy saving initiatives will reduce operating costs for the business.</p>
Corporate Governance	Corporate conduct	All relevant ethical principles and morals that can arise in a business environment. It covers a wide range of behaviours that support transparent and sustainable business practices. This includes avoiding bribery and corruption, financial conduct, risk management, protection of whistleblowers, intellectual property (IP) and disputes.	ESRS G1	<p>Negative Impact: Negative impacts on affected stakeholders and individuals if whistleblower protections, anti-bribery and corruption and anti-money laundering policies aren't upheld.</p>
Corporate Governance	Board and Executive effectiveness and composition	This includes Board independence, composition and effectiveness.	ESRS G1	<p>Opportunity: An effective Board and Executive Management enhance leadership capability creating an opportunity to reinforce its strategic direction, governance maturity and market reputation. A well-composed, skilled and ethically grounded leadership team can drive superior decision-making, foster a culture of accountability and build trust with regulators, investors, employees and customers.</p>

▶ Double materiality assessment continued

Topics	Subtopics	Definition	Mapped ESRS	Material IROs
Corporate Governance	Privacy, data protection and information security	Information security is the practice that covers a range of efforts taken by the Company to protect information.	ESRS G1	Risk: A data breach could lead to a reduction of sales, as well as expose the Company to potential litigation. There would be financial penalties in a case of non-compliance with privacy, data protection and information security regulations.
Responsible Business	Political engagement and lobbying	This is the engagement by Playtech to exert its political influence including lobbying. This is only relevant to Playtech when it refers to regulators and NGOs.	ESRS G1	Positive Impact: Positive impacts on industry change through engagement and lobbying. For example, influencing other industries (e.g. financial services) by setting up a research foundation, contributing to knowledge gain, publishing and disclosing more data, releasing data sets for others to analyse. Crossover with topic of sustainable gambling.
Responsible Business	Supplier management	Management of relationships with suppliers. This is also about Playtech's approach to supplier due diligence and selection. This refers to a commitment by Playtech to social and environmental considerations when managing its relationships with suppliers. It includes segmentation, risks assessment and reporting.	ESRS G1	Negative Impact: A data breach affecting suppliers would have negative consequences regarding privacy, protection and security and could impact suppliers who rely on Playtech's custom. Risk: Poor supplier management increases the risk that Playtech becomes exposed to compliance failures arising from inadequate, ineffective, or breached supplier policies and processes. If suppliers fail to meet regulatory, contractual or industry-standard obligations, Playtech may be held accountable for these breaches, resulting in financial penalties, operational disruption and damage to stakeholder confidence. Opportunity: Effective supplier management and the strategic use of local sourcing create significant financial opportunities for Playtech. Strong governance of suppliers enhances cost efficiency, reduces operational risk and strengthens supply chain resilience. By building reliable, transparent and high-performing supplier relationships, Playtech can improve continuity of supply and gain a competitive edge in the market.
Responsible Business	Safe and responsible use of AI technology	Deploy and use AI technology in a safe, trustworthy and ethical way.	ESRS G1	Positive Impact: Responsible use of AI technology could enhance innovation, helping to increase productivity and wellbeing for employees by reducing unnecessary tasks. Positive Impact: Responsible use of AI technology could enhance the innovation of safer gambling tools, improving the efficacy of those services and the reach. AI could be used to analyse trends, make games more intuitive and develop new technologies quicker and faster, enabling faster improvements in the product offering. This would have a positive social impact, and benefit customers (players and licensees). Negative Impact: A lack of robust oversight and inadequate governance of AI can lead to unethical systems, including harmful outcomes for customers, employees and wider stakeholders, undermining trust, safety, and long-term value of the organisation and offering. Risk: The risk that failure to use AI technology safely, responsibly and securely results in reputational damage, loss of customer trust, reduced investor confidence and direct financial harm. Inadequate AI governance, weak controls, or unethical or unsafe AI outcomes may also lead to the loss, misuse, or exposure of sensitive data and IP, further undermining commercial relationships and revenue. Opportunity: AI technology presents a significant financial opportunity for Playtech by enabling greater operational efficiency, accelerating innovation and strengthening market competitiveness. When deployed ethically and securely, AI can analyse trends at scale, enhance product performance, and support faster development cycles driving revenue growth through improved customer experiences and high-value AI-enabled products, such as BetBuddy.

▶ Double materiality assessment continued

Topics	Subtopics	Definition	Mapped ESRS	Material IROs
Economic Value and Contributions	Economic value and contributions	This includes tax transparency and levies on gambling specific income.	ESRS G1	<p>Positive Impact: Tax contributions, economic growth and job creation have positive economic and social impacts for local communities in markets where Playtech operates, or where its supply chain operates. For example, the gambling levy contributes to Research Education Treatment. It is made through the governing body and distributed to health care organisations addressing the negative impacts of gambling on vulnerable communities.</p> <p>Risk: As gambling awareness increases, governments and regulators may mandate a higher level of tax on Gross Gambling Yield which could increase costs to the business.</p>
Own Workforce	Wellbeing, health and safety	Health, safety and wellbeing of own workforce.	ESRS S1	<p>Negative Impact: Impacts of problem gambling, particularly related to mental health and wellbeing, in own workforce, where incidence is likely higher than wider society. This is very relevant to functions (e.g. Live operations) where 24/7 interaction with gambling is part of the job role and exposure is very high.</p>
Own Workforce	Labour and human rights	Align with international and European human rights instruments and conventions, respecting human rights for all employees including labour rights and the right to privacy, data protection and security.	ESRS S1	<p>Negative Impact: Negative impact on employees if their human rights are infringed upon, including workplace conditions, collective bargaining, security of operations.</p>
Supply Chain	Responsible supply chain	General approach taken to identify and manage any material actual and potential impacts on value chain workers in relation to impacts on those workers. This includes labour standards, human rights, workers' rights, privacy, data protection and security, and equal treatment and opportunities for all.	ESRS S2	<p>Negative Impact: Any gaps in the supply chain programme could mean that issues in the supply chain are not monitored and remediated, which would negatively impact workers and communities in the supply chain, which could include, but isn't limited to: workplace conditions, collective bargaining, child labour, migrant workers, security of operations, livelihood and standard of living, local and indigenous people's rights.</p>
Customers	Consumer rights	Laws and regulations that protect consumers to prevent any unfair treatment.	ESRS S4	<p>Positive Impact: For many customers, there can be a positive impact from responsible gambling: enjoyment, happiness, entertainment.</p> <p>Negative Impact: A data breach affecting customers would have negative consequences for privacy, protection and security. This includes financial information and gambling patterns. Due to the nature of gambling addiction, many customers may also already be vulnerable and therefore the impact could be greater.</p> <p>Opportunity: As unregulated markets become regulated, it can enable faster growth while protecting companies against potential surprises (de-risking business operations). However, too much legislation can limit growth and affect profitability. For example, in the UK GamProtect will freeze players across all operators if they have been flagged on one platform.</p>
Customers	Personal safety of consumers and/or end users	Playtech's approach to identify and manage any material actual and potential impacts on the consumers and/or end users relating to its products and/or services. For example, health and safety, security of a person and protection of children.	ESRS S4	<p>Negative Impact: There are negative impacts of gambling from a financial, mental health and social impact perspective on consumers, not just on the individual but also on their family and wider society. There are particularly vulnerable groups: young people, people with mental health conditions, neurodivergent individuals (ADHD/ASD), native Americans and people from economically disadvantaged backgrounds.</p>

▶ Double materiality assessment continued

Topics	Subtopics	Definition	Mapped ESRS	Material IROs
Customers	Responsible retail management	Responsible approach to managing Playtech's retail shops as well as its franchises downstream. This includes training operators and ensuring our practices are embedded.	ESRS S4	Negative Impact: If retail operators are not managed and correctly following health and safety policies, the physical safety of consumers may be negatively impacted.
Sustainable Gambling	Access to protection tools and technology	Provide sustainable gambling technology solutions to our licensees and accessibility to end users/customers. This includes AI-powered solutions that use behavioural monitoring and predictive risk modelling to detect problematic play early.	ESRS S4	Positive Impact: Through its B2B partnerships, Playtech is able to expand its reach and promotion of sustainable gambling, positively impacting consumers and wider society (affected families, colleagues, children).
Sustainable Gambling	Supporting research, education and treatment (RET)	Undertake extensive research to better understand how Playtech's products and services support sustainable gambling. This includes partnerships with a wide range of academic, industry and charity partners.	Sector specific	Positive Impact: Playtech's support (financial and influential) for research, education and treatment on sustainable gambling helps develop new education and treatment processes, which can benefit problem gamblers or prevent people (customers, wider society and employees) from becoming problem gamblers.
Sustainable Gambling	Platform innovation and product design	Continue to innovate and launch new safe platforms and products.	Sector specific	Opportunity: To boost reputation and revenue through engagement with B2B customers, providers and promotion of sustainable gambling. Industry reputation could be improved further by playing a role in the sustainable gambling tools space and incentivising more collaboration in the industry and leading research. For example, increasing BetBuddy reach and revenue.

* Following the 2025 review, "Circularity", and specifically "Waste management and disposal", is no longer a material topic to the Playtech Group. This was relevant prior to the sale of Snaitech but not going forward.

Pioneering safer gambling Solutions



Commitments

- Expand the portfolio of safer gambling technology, tools and solutions
- Harness investment in R&D to advance the next generation of safer gambling solutions
- Strengthen operational safer gambling standards and technology across our operations

Targets and performance measures

- Playtech Protect geographic presence and BetBuddy integrations with operators
- Sustainable Gambling training
- Uptake of safer gambling tools and customer interactions

2025 Highlights

28

Brands deployed and integrated with BetBuddy, in

17

jurisdictions

>90%

completion rate of bespoke Sustainable Gambling training for Customer Services and Live operations

One of the most significant contributions Playtech can make to the industry and society is the provision of technology and services to advance sustainable gambling and player protection. By combining advanced analytical capabilities with dedicated operational expertise, we help operators implement and strengthen their sustainable gambling practices through both sophisticated technology and advisory services.

Advancing sustainable gambling

In 2024, we articulated our strategic commitment to sustainable gambling, moving beyond the industry's traditional focus on sustainable gambling to embrace a more comprehensive vision of player protection and business sustainability. The recent evolution of regulatory frameworks globally has reinforced the validity of this approach. Regulators across jurisdictions are increasingly requiring early intervention and the integration of duty of care into operators' core business models rather than treating these just as compliance obligations.

This regulatory momentum reflects a broader recognition that protecting players requires more than implementing safeguards. It demands creating an environment where gambling remains an entertaining leisure activity that coexists sustainably with players' lives and society at large. Achieving this vision requires the integration of advanced analytical capabilities with operational expertise and human judgement. Playtech's approach combines both dimensions: sophisticated risk detection through BetBuddy, our AI-powered behavioural analytics platform, and the operational capabilities of Playtech Services to translate those insights into effective interventions and sustainable player relationships.

Technology and operational integration

BetBuddy employs a multi-model risk assessment framework that analyses over 70 behavioural indicators to identify patterns associated with potential gambling harm. The platform provides real-time risk scoring and detailed player insights, forming the analytical foundation for sustainable gambling programmes. However, technology alone cannot address the complexities of player protection. The challenge lies in operationalising these insights across the complete protection cycle.

Pioneering safer gambling Solutions continued

Technology and operational integration (continued)

Playtech Services brings together the technology platform with the operational expertise required to deliver comprehensive player protection. The organisation has established capabilities spanning the entire intervention cycle: from behavioural detection and risk assessment, through automated and AI-assisted engagement strategies, to escalation to trained specialists for complex cases requiring human judgement and empathy.

This integrated approach operates across markets in Europe, North and South America, adapting to different regulatory frameworks while maintaining consistent standards of player protection. The combination of advanced analytics and operational expertise enables interventions at earlier stages of the player journey, shifting from reactive responses to preventive action.

Flexible service delivery

Recognising that operators have different operational models, capabilities and strategic priorities for player protection, Playtech offers flexible delivery models to support our licensees. Advisory services provide operators with strategic guidance, risk modelling expertise, policy development support and process design, enabling them to build or enhance their own player protection programmes. For operators seeking comprehensive solutions, managed services deliver end-to-end operational support, including dedicated specialist teams, case management, intervention execution and regulatory reporting, with Playtech Services operating these functions on behalf of clients.

This flexibility allows operators at different stages of maturity to access the technology and expertise needed to build sustainable gambling programmes appropriate to their circumstances and regulatory environments.

Strategic leadership

Our comprehensive offering has transitioned from Compliance to Playtech Services as a core offering to operators. This move combined with the appointment of Francesco Rodano as Chief Sustainable Gambling Officer, reflects our commitment to expanding and strengthening our sustainable gambling technology and services. This role drives the implementation of preventive approaches, oversees the development of solutions that support operators in moving beyond compliance to sustainability-driven models, and fosters collaboration with industry stakeholders, research institutions and treatment providers to advance evidence-based practices. Sustainable gambling initiatives are aligned with broader ESG objectives and contribute to long-term business sustainability for both Playtech and our clients.

Our approach

At Playtech, sustainable gambling is characterised by several key principles: developing healthy play patterns from early stages of the player journey; using technology and data analytics to identify and address risks before harm occurs; supporting long-term player relationships based on healthy gambling behaviours rather than short-term revenue maximisation; and empowering operators with solutions that make player protection integral to business strategy rather than treating it as a compliance burden.

This approach demonstrates the industry's maturation, moving from viewing player protection primarily as a regulatory requirement to recognising it as essential for long-term business success. The future of gambling lies in creating sustainable experiences that serve the interests of players, operators, and society while ensuring the long-term viability of the industry. Through this integrated approach of technology and operational expertise, player protection becomes embedded in business strategy from the outset, delivering meaningful outcomes for all stakeholders.

Regulatory evolution and market engagement

This vision of sustainable gambling is being realised across an increasingly sophisticated regulatory landscape. Promoting sustainable gambling and preventing harm remains a critical priority globally, with jurisdictions embedding player protection frameworks that emphasise behavioural analytics and early intervention from the outset.

During 2025, this evolution has become particularly evident as multiple markets have advanced or introduced requirements for data-driven player protection. In established markets such as Ontario and New Jersey, regulatory focus has shifted toward the quality and effectiveness of player interactions, moving beyond basic tool provision to examine how operators engage with at-risk players. Other markets, including New Zealand, Finland, Ireland, Brazil, Denmark, Germany, Italy and Spain have been incorporating analytics-based approaches into their regulatory frameworks, reflecting lessons learned from more mature jurisdictions. Across various US states, a combination of initial market regulation and subsequent enhancement of player protection requirements has created diverse frameworks that operators must navigate effectively.

Playtech has engaged directly with these regulatory developments through formal consultation processes and indirectly through industry associations and collaborative initiatives. This engagement has enabled us to contribute to the shaping of regulatory standards while ensuring our solutions remain aligned with evolving requirements across jurisdictions.

Research, partnerships and knowledge sharing

Collaboration with academic institutions, non-profit organisations, think tanks and operators remains essential to advancing sustainable gambling standards. These partnerships inform both our technology development and our understanding of effective intervention strategies, ensuring our approach remains grounded in evidence and best practice.

Throughout 2025, Playtech has actively shared its research and expertise across major industry events, including presentations at ICE Barcelona, G2E, IAGR, IGSA and multiple regional conferences, demonstrating our commitment to advancing sustainable gambling practices through open dialogue and knowledge exchange.

We continued our multi-year collaboration with the University of Nevada, Las Vegas (UNLV) that focuses on leveraging technology to create a more sustainable environment, and are founding members of AiR Hub, the International Gaming Institute's AI Research Hub dedicated to exploring artificial intelligence applications in responsible gambling and player protection. Our partnership with Kindbridge in the US continues with the Financial Sustainability and Responsible Gambling (FSRG) initiative, which applies learnings from the successful GamCare Gambling Related Financial Harm project that operated in Britain from 2020 to 2025. For more information on FSRG see the Partners section on pages 72-75.

Following the cessation of the GamCare B2B Safer Gambling Standard, we continue to embed the core principles from that standard into our activities and operations. We are exploring options for alternative accreditation and external audit processes to ensure we maintain adherence to best practices and invite ongoing challenge to our approach. This commitment to external validation reflects our recognition that sustainable gambling requires continuous improvement and accountability.



Pioneering safer gambling Solutions continued

Playtech Protect – Our sustainable gambling ecosystem

Playtech Protect represents our integrated approach to sustainable gambling and compliance, bringing together three complementary pillars: advanced technology and analytics, operational expertise through dedicated services, and evidence-based research partnerships. While these capabilities are deeply integrated within Playtech's PAM+ platform for optimal performance, key solutions like BetBuddy, and the dedicated services, are also available as standalone offerings, enabling operators to implement player protection tools that best suit their needs.

Through our scale, advocacy and data-driven approach, we empower operators to promote sustainable gambling experiences and effective player protection. For PAM+ users, this integration provides seamless access to our full suite of player protection tools, while other operators can leverage specific components of our technology and service offerings.

At the heart of our technology pillar is BetBuddy, our AI-powered solution using predictive analytics and machine learning to identify play patterns that may indicate risk. BetBuddy enables operators to segment their player base according to risk level and initiate personalised interventions, guiding players towards sustainable gambling habits before problems develop. The platform works in conjunction with the Playtech Engagement Centre and PAM+ capabilities to deliver comprehensive player management, early risk identification and targeted customer engagement. BetBuddy is also available as a standalone solution that integrates with other player account management platforms and CRM systems, enabling operators using any technology stack to benefit from sophisticated behavioural analytics and risk assessment capabilities.

Our operational expertise pillar, delivered through Playtech Services, translates analytical insights into effective action. Operating across multiple regulated markets, Playtech Services provides both advisory support and fully managed operations, offering flexibility to operators at different stages of maturity. This operational capability ensures that sophisticated risk assessment translates into meaningful interventions through trained specialists, case management systems, and regulatory reporting frameworks.

The research and innovation pillar ensures our approach remains grounded in evidence and continues to evolve. Through partnerships with academic institutions and industry stakeholders, we advance understanding of sustainable gambling practices, test intervention effectiveness, and contribute to the development of industry standards.

Market adoption and growth

In 2025, we continued to see strong uptake of sustainable gambling technologies, tools and solutions across the industry. This growth was driven by expanding regulatory requirements for behavioural analytics to identify players at risk, coupled with increasing industry recognition of the importance of preventive player protection. By the end of 2025, 28 brands across 17 jurisdictions have been integrated with, and are using, BetBuddy, compared to 23 brands in 2024. BetBuddy's presence expanded into three new jurisdictions, having been adopted by brands in Ireland, Arkansas and West Virginia.

The Playtech Engagement Centre has seen increased use by operators for building personalised sustainable gambling journeys and effective player interactions. This growth reflects the value operators place on the qualified support offered by Playtech Services, which helps clients design, implement and optimise engagement strategies that balance player protection with positive customer experience. The combination of sophisticated technology tools with expert operational guidance enables operators to move beyond generic approaches to deliver tailored interventions appropriate to individual player risk profiles and regulatory requirements.

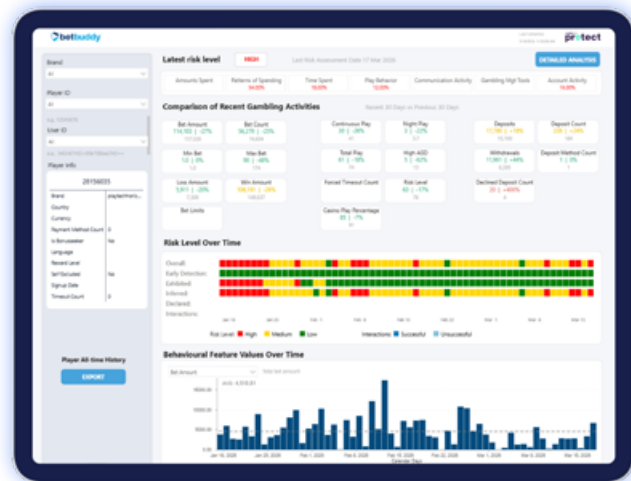


Pioneering safer gambling Solutions continued

Advancing player-centric protection

Building on our commitment to data-driven player protection, 2025 saw a transformative enhancement to our Responsible Gaming Player Dashboard for PAM+ operators: the ability to set and modify player limits directly from the dashboard interface. Customer service agents can now implement agreed protections immediately during player interactions – such as operator-enforced deposit, bet, loss or login time limits – without navigating away to separate systems. Real-time monitoring displays current accumulation status through intuitive colour-coded dials, enabling agents to identify unused limits and guide players in configuring appropriate protections tailored to their individual circumstances.

The enhanced dashboard combines this direct intervention capability with comprehensive historical data on self-exclusions, time-outs, deposits and withdrawals across multiple time periods, alongside integration with BetBuddy risk level indicators where deployed. By consolidating limit-setting, real-time monitoring and historical analysis into a single view, customer service specialists can make informed decisions without gathering information from disparate systems. This advancement eliminates manual profile creation and report retrieval, dramatically improving response times and service quality while enabling more effective, personalised player protection strategies that promote sustainable gambling habits.



Responsible gambling escalations to licensees – iPoker

Within the Poker network, iPoker employs its analytical skills to identify possible money laundering, problem gambling and collusion issues. Playtech's dedicated team identifies potential issues and escalates these to licensees to review and assess whether further action should be taken. While Playtech is unable to take direct action on behalf of licensees, as it does not have access to player accounts, money or personal information, the team assists licensees by escalating potential concerns about Responsible Gambling (RG), collusion and anti-money laundering (AML).

Active licensee instances increased in 2025, supported by new partner onboarding and the launch of several country specific instances in emerging markets. Although some licensees exited the network, overall growth remained strong. AML escalations rose during the year due to new integrations and promotional activity carried over from 2024, while the introduction of real-time alerts for high-risk players improved the speed and relevance of detection. Responsible gambling escalations declined in 2025, reflecting enhanced industry-wide responsible gambling practices and stronger operator controls. iPoker also advanced its monitoring capabilities by partnering with a third party to strengthen Real Time Assistance (RTA) detection and introducing automated milestone-based checks to support more proactive oversight.

Escalations to licensees – iPoker

The table below summarises the percentage of unique cases escalated to licensees on AML, collusion and responsible gambling over the past three years.



Responsible gambling escalations to licensees – Live

Playtech's Live Casino operations continued to provide licensees with information about player behaviour that could indicate players at risk and/or displaying behaviour that could be harmful. Like the iPoker team, the Live operation does not have access to player accounts, money or personal information.

The Live team uses a machine-learning application, which analyses chat for words and phrases indicating potential at-risk behaviour. Playtech continues to report on safer gambling escalations from its Live Casino operations in Spain, Romania, Latvia, the US and Peru. In 2025, Playtech at-risk escalations from its Live operations totalled 72,541 cases, compared to 68,213 in 2024 and 55,895 in 2023. This increase is driven by a 29% rise in the number of players in 2025, along with enhanced escalation-reporting processes and improved monitoring-tool detection. In addition, we have developed and introduced enhanced training for key employees within our Live operations, in conjunction with BetKnowMore, and developed bespoke training for our US studios, in conjunction with the NCPG.

Training overview

The chart below outlines the participation and completion rate in bespoke sustainable gambling training for Customer Service and Live operations.



¹ Average training hours per employee for Live operations is 0.75 and for Customer Service operations is 4.5.

Pioneering safer gambling Solutions continued

Strengthening sustainable gambling in B2C operations

In 2025, Playtech's B2C operations continued to advance the initiatives established in previous years to enhance the quality and accuracy of our models for identifying at-risk players, in line with both legal obligations and our internal procedures. Key projects included upgrades to our technology infrastructure and the introduction of near real-time identification of at-risk players. The B2C Compliance team also collaborated closely with Playtech's IMS Responsible Gambling team and BetBuddy programme leads to strengthen social responsibility requirements and accelerate the evaluation of risk indicators.

Throughout 2025, Playtech reinforced its commitment to improving player protection by progressing the development of a more robust and comprehensive framework for measuring Responsible Gambling (RG) effectiveness. The Responsible Gambling Effectiveness Forum, comprising key stakeholders from across the business, continued its work to build a fully automated system for assessing the impact of RG interactions. This initiative aims to consolidate structured RG data into a unified, real-time view, enabling consistent measurement, assessment and reporting of RG outcomes across operations.

While it supports compliance with evolving regulatory requirements, such as the UKGC SR Code 3.4.3, this work also enhances our competitive position. Embedding RG effectiveness measurement directly into BetBuddy enables operators to demonstrate the impact of their responsible gambling interactions, meeting a growing global demand for evidence-based player-protection outcomes.

During the year, Playtech's B2C operations collaborated with software analysts within our IMS Responsible Gambling team to support the development of a new tool designed to more effectively collect, aggregate and filter RG data. This work is contributing to a more robust IMS sustainable gambling dashboard capable of delivering clear, at-a-glance analysis. The enhanced dashboard will allow IMS users to integrate core industry sustainable gambling metrics into the model and access immediate, actionable insights to support more informed decision-making.

In 2025, we reported customer interactions led by our Customer Service agents at Playtech Services, split into proactive person-to-person interactions initiated by our dedicated Customer Protection team triggered by player behavioural patterns in BetBuddy and reactive interventions triggered during an interaction when the customer was exhibiting signs of gambling-related harm. The team engaged with customers on sustainable gambling through several channels, including emails, phone calls and automated messages. Triggers could be the result of source of funds, deposited amounts or directly from BetBuddy.

Playtech continued to monitor self-exclusions and use of RG tools as a proportion of the total unique customers. The proportion of customers choosing to self-exclude remained stable at 9% in 2025. Uptake of RG tools has increased to 44%, from 33% in 2024, driven in part by the ongoing application of light-touch financial vulnerability check and the lowering of associated thresholds, in line with the Gambling Commission's directive on Social Responsibility (SR) Code 3.4.4.

In early 2026, we expect British B2C entities to join the GamProtect scheme alongside several other operators. GamProtect is a voluntary scheme developed by the Betting and Gaming Council (BGC) to safeguard the most vulnerable players. When a participating operator identifies a player as being at high risk of harm, based on five defined criteria, that player is added to the GamProtect system, preventing them from gambling with any participating operator for a minimum of five years. In 2025, we completed the onboarding process with GamProtect, including all required technical development, staff training and updates to customer-facing policies and procedures.

Uptake of safer gambling tools

	2025	2024	2023
Proportion of customers self-excluding (%) ¹	9	9	14
Proportion of customers using RG tools (%) ²	44	33	22

Customer interactions

	2025	2024	2023
Total number of customer interactions:	864,266	800,656	791,596
Total number of proactive interactions	21,831	28,948	24,419
Total number of reactive interactions	985	1,473	3,718
Total number of automated interventions	841,450	770,235	763,459
Total number of clicks on Smart Tips	39,235	46,728	52,251

¹ Number of self-exclusions and registrations with GAMSTOP as a percentage of total unique customers within Playtech's B2C operations in the UK.

² RG tools comprise reality checks, time-outs and deposit limits.



▶ Promoting integrity and an inclusive culture



Commitments

- Promote integrity, uphold human rights and reduce compliance risk across our operations and supply chain
- Foster equal opportunity and equality for all employees
- Support employee wellbeing

Targets and performance measures

- Increase gender diversity amongst our leadership population to 35% by 2025 against a 2021 baseline
- Engage with supply chain following risk assessments
- Improve employee engagement and wellbeing

2025 Highlights

Leadership population

32%
Female

68%
Male

>110
local and global wellbeing initiatives with

>2,100
employees engaged in at least one initiative

We strive to operate with the highest standards of integrity and create a workplace where fairness, accountability and respect are foundational. Our focus is on providing a supportive and inclusive environment where everyone has the chance to grow, feels valued and empowered and has an equal opportunity to succeed.

Empowering talent for long-term success

At Playtech, our people are central to our long-term success. We remain deeply committed to creating a workplace where colleagues can build meaningful careers, strengthen their capabilities and contribute to a high-performing, responsible business. We continue to foster a culture that is collaborative, inclusive and agile, enabling teams to work effectively across functions and respond quickly to evolving customer and market needs.

Our People Centre of Excellence continues to play a key role in guiding and overseeing the full talent lifecycle, including learning and development, performance and talent management, and Diversity and Inclusion. We are committed to upholding human rights across our operations and value chain, supported by clear policies, due diligence processes and training that reinforce ethical conduct and respect for labour rights.

Employee engagement, wellbeing and safety are core priorities. We continue to invest in programmes that support physical, mental, financial and social wellbeing, alongside initiatives that promote open dialogue, colleague voice and continuous improvement. By creating a safe, supportive and empowering environment, we enable our people to thrive and contribute to the sustainable growth and resilience of the business.

Promoting integrity and an inclusive culture continued

People Centre of Excellence

Playtech is empowering its people through a safe, inclusive and supportive workplace. From talent attraction and acquisition to talent retention, we are committed to fostering continuous learning and development, creating growth opportunities and driving high performance.



Recruiting and retaining
the best talent



Building careers and
developing capabilities



Connecting and
supporting our people



Recognising talent
and performance

By building strong diverse teams, our people bring a wide range of perspectives, uphold equity and foster belonging. We are also committed to fostering a culture of care by prioritising health, safety and wellbeing as integral to performance, innovation and long-term success.

67%

employees retained in 2025

708

promotions in 2025

>2,100

employees engaged in at least
one wellbeing initiative

>100

colleagues awarded on
excellence

▶ Promoting integrity and an inclusive culture continued

Strengthening our global talent pipeline

An important aspect of our talent strategy is recruitment, career and succession planning as well as support for emerging and top talent. In 2025, we further enhanced our efforts with hiring manager training, the launch of a new internal careers job board, the centralisation of our recruitment team as well as standardisation of processes to ensure consistency of these processes across the globe.

Expanding pathways for career progression

Playtech's global learning, talent and career development programme includes strategic learning and career progression that attracts, supports and retains the best talent in the industry. After a comprehensive review of our learning and development (L&D) programme in 2025, we enhanced our framework to deliver targeted learning pathways through four distinct learning hubs. A summary of these hubs and the content for each is illustrated on this page.

Across our learning hubs, we continued evolving our L&D offering by introducing new learning formats, broader networks and an expanded content library. We strengthened our core curriculum through on-demand learning, in-person sessions and structured pathways, adding manager training, remote work management, foundational management skills, product and project management content, and productivity learning through the Working Smarter programme. We also advanced our technical and AI skills development through live learning sessions and monthly "show and tell" AI forums, open to anyone exploring or using AI tools. These sessions increase visibility of AI initiatives and help identify opportunities for cross-functional collaboration.

Professional hub

Strengthening skills to drive team effectiveness

- Tech mentoring programme, Playtech Skill-UP
- Peer Xchange programme
- Continuous professional development and certifications

Leadership and Talent hub

Equipping leaders to inspire and deliver

- Coaching 360
- Business simulation workshops
- Strategy sessions
- Mentorship programme
- "A" players and succession

Managers hub

Supporting managers to guide teams with confidence

- Management fundamentals
- Bite-sized training for managers on Leapsome, L&D platform
- Managing remote and multicultural teams workshop
- Mentorship programme

Creators hub

Unlocking expertise through shared learning

- Learning communities
- Virtual training for trainers and speakers

Case Study

Creating a Connected Community for AI Skills and Innovation

The newest hub, the Creators Hub, was established to be both a learning community and network dedicated to fostering peer-to-peer knowledge sharing and upskilling. This was an important additional channel for learning, as traditional top down methods had hidden untapped expertise across teams. Through this network, we were able to build a culture of shared learning, collaboration and leadership across the organisation. Colleagues can now contribute their subject matter expertise and serve as keynote speakers for webinars and presentations, and become trainers, course creators and facilitators for workshops.

A standout achievement of the Creators Hub this year was the launch of our expanded AI webinar series and community, led by our Chief Technical Innovation Officer. This dedicated focus on AI and data gave colleagues access to expert-led sessions, including "AI at Playtech", "Data at Playtech" and "An introduction to our AI community". All designed to build practical capability and deepen understanding across the business.



Promoting integrity and an inclusive culture continued

Case Study

Playtech Pitch: Unleashing Employee Innovation

This year, we launched Playtech Pitch, our first global ideas competition designed to unlock the creativity and expertise of our people. Open to all employees, the initiative set out to surface fresh thinking, from practical enhancements to bold, future-focused innovations that can shape how we work, grow and deliver value. It also provided a platform for colleagues to help solve challenges, improve processes, enhance customer and employee experiences, and spark new possibilities.

Colleagues were invited to submit ideas across five categories: Customer Experience, Products and Platforms, Ways of Working, Sustainability and Social Impact, and a Wild Card category for ideas that defied easy classification.

To support participation, we offered a comprehensive on-demand programme of videos, webinars and events, giving colleagues inspiration, tools and guidance as they developed their submissions. Participants also had the opportunity to gain recognition, win prizes and receive support to bring their ideas to life.

The response exceeded expectations, with more than 165 colleagues taking part individually or in teams. After a rigorous shortlisting process, the five category-winning ideas advanced to a final pitch round before a panel of Executives and Non-executive Directors. From these, one standout concept was awarded the inaugural Playtech Pitch Grand Prix.

After five exceptional finalist pitches, the judges were faced with a difficult task in choosing the "best of the best".

Following thoughtful deliberation, the Grand Prix award was presented to MarketWise, an idea developed and pitched by Ann Kleot and Triinu Tork. MarketWise is a B2B rewards and loyalty programme designed to elevate Playtech's campaign-planning capabilities. By equipping teams and customers with best-in-class marketing tools, it aims to drive smarter engagement, strengthen partnerships and unlock new commercial opportunities.

Runners-up and other category winners included:

Richard Beach – Cash Stacker, winner of the Products and Platforms category

Francesco Rodano – Playtech Connect, winner of the Ways of Working category

Roberta Avila and Martin Lienhart – Inclusive Trainee Programme for Emerging Developers, winners of the Sustainability and Social Impact category

Taivo Liik, Verner Jänes and Dare Samuel Awoseyin – Gaming-On-Any-Stream (GOAS), winners of the Wild Card category

Workforce engagement

In 2025, the Board and Executive Management continued to engage directly with colleagues through a programme of virtual sessions and on-site visits across our Gibraltar, UK and US operations. This engagement provided an opportunity to listen directly to our colleagues on the issues that matter most to them. We also continued our bi-annual global town halls, keeping colleagues informed on the strategic, financial and operational performance and Playtech's future strategic priorities.

Insights from our colleagues

Following the Snaitech sale and other organisational changes, we chose to run a pulse survey rather than a full employee engagement survey. Launched in October 2025, the survey gathered employee sentiment and feedback on key workplace themes such as collaboration, workload management, culture and hybrid working. Using the Leapsome platform, we measured both eNPS and engagement scores through a streamlined set of questions aligned with our established methodology. As in previous years, outcomes will inform actions at both the executive and business-unit levels, supported by focus groups in locations with the largest workforce populations. With analysis underway, business units will use the findings to shape priorities for 2026, identify improvement opportunities and enhance the overall workplace experience. In 2025, the pulse survey results are summarised as follows:

- Participation rate increased to 62% as compared to 53% from the full engagement survey conducted in April 2024
- Colleagues scored autonomy, teamwork and manager support as most favourable
- Colleagues scored hybrid working, facilities and health and wellbeing the least favourable

The survey highlighted ongoing concerns amongst our workforce about the challenges of hybrid working, including commuting time and costs, maintaining work life balance, managing stress and dealing with office-based distractions. In response, each office will carry out a deeper review of its local results to identify priority issues and develop targeted actions to address them within their specific context.



Promoting integrity and an inclusive culture continued

Awards and external recognition

Playtech continued to recognise and celebrate outstanding talent across its business, from individual contributions and dedication to team innovations and accomplishments that drive Playtech forward.

Our annual Excellence Awards programme recognises the extraordinary achievements of our people and teams across eight categories, including business and commercial, technology and innovation, individual and team leadership and positive social impact. This year, we had 69 individual winners across 16 countries, and 11 project teams consisting of more than 100 team members.

In addition to our internal awards programme, Playtech people and teams from across the world brought home more than 15 industry awards.



Best In-house Corporate and Financial Communications Team of the year (winner), Corporate & Financial Awards 2025



Best Online Annual Report (bronze), Digital Impact Awards 2025



Compliance Team of the Year (winner), Vixio Global Regulator Awards 2025



Community Impact (winner), Women in Gaming Awards 2025



Playtech Managed Services as the Marketing & Services Provider of the Year for North America (winner), SBC Americas Awards 2025



European Casino Platform Supplier of the year, EGR Europe Awards 2025



Poker and Bingo Supplier of the Year (winners), EGR Europe Awards 2025

Promoting integrity and an inclusive culture continued

Cultivating a culture of equality

Playtech is committed to fostering an equitable, respectful and supportive workplace where every colleague has equal opportunity to thrive, regardless of background, culture, belief, gender, ethnicity or any other attribute. Our priorities focus on:

- Promoting an inclusive culture across the organisation.
- Building a more gender-diverse workforce, increasing representation of gender at all levels and across all functions.
- Strengthening leadership diversity by increasing representation of underrepresented groups.
- Using data-driven insights to improve workforce diversity and inform targeted interventions.

We have set a clear target to increase female representation in leadership roles, including Executive Management and senior management, to 35% by 2025, from a 2021 baseline. Our long-term ambition is to achieve workplace equality. Oversight of our DEIB commitments sits with the Board Sustainability and Compliance Committee, with Shimon Akad, COO, serving as the Executive sponsor. The Centre of Excellence, within the People and Culture function, supports the organisation by driving awareness, capability building and change management programmes to advance these priorities.

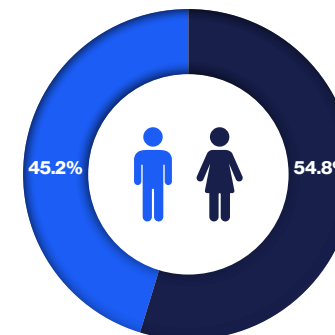
In 2024, Playtech introduced initial neurodiversity awareness activities, laying the groundwork for deeper inclusion efforts. In 2025, we significantly expanded this work by rolling out enhanced neurodiversity toolkits, targeted training and global webinars for all employees and managers. Our focus was twofold: increasing understanding of neurodiversity and ensuring neurodivergent colleagues receive the support they need to thrive. These resources helped colleagues learn how neurodiversity benefits our organisation and how to create environments where neurodivergent people feel comfortable and successful.

By actively listening to and collaborating with neurodivergent employees, organisations can build a more inclusive, innovative and fulfilling workplace for everyone.

Progress and insights on gender representation

Playtech's strategy aims to foster inclusion, improve gender diversity and reduce the gender pay gap across its workforce. Playtech increased its female representation in leadership positions to 32%, from 30% in 2024 and 23% in 2021 (17% excluding Snaitech), baseline. Although the Company did not reach its global target of 35% by 2025, we recognise the progress made since the inception of this target and will continue to refine our understanding of gaps in female talent across the Group.

Playtech also continues its participation in the FTSE Women Leaders Review, launched in 2016 as a follow-up to the Davies Review. This independent review body tracks the progress of increasing female representation on FTSE 350 boards. In February 2026, Playtech was included in the annual FTSE 350 Women Leaders Review. Playtech ranks first within its sector and fifth within the FTSE 250 companies that have already met or exceeded the target for Women in Leadership, defined as Executive Committee and direct reports combined. Playtech also participated in the Parker Review for ethnic diversity of the Board together providing insights into the ethnic diversity of senior management for 2025. We continue to strengthen the rigour in performance management processes, including efforts to ensure that remuneration and promotion processes are fair and consistent.

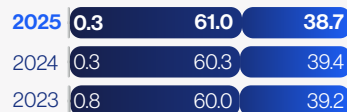


Leadership, defined as Executive Committee and direct reports combined as at 31 December 2025.

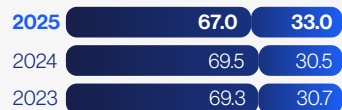
Gender splits:

The following charts illustrate the global diversity data and trends from 2023 to 2025.

Employees (%) ¹



Senior managers (%) ²



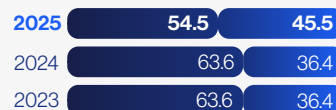
Leadership population (%) ³



Direct reports to the Executive Committee (%) ⁵



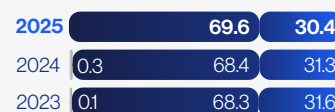
Executive Committee (%)



Directors (%) ⁴



Junior managers (%)



STEM



Revenue generating (%)



- Employees are defined as the total number of employees on the payroll on 31 December. Out of 7,436 employees, 165 preferred not to disclose their gender.
- Senior managers are defined as the leadership population excluding any Board members (e.g. CEO, CFO).
- Leadership population is defined as Executive Management and senior management, which includes managers with multiple departments or departments with complex and more highly technical responsibilities.
- Directors are defined as Board Directors on 31 December.
- Excludes administrative support staff.
- Restatement.

Male Female Prefer not to say

Promoting integrity and an inclusive culture

continued

UK Gender Pay Gap data

This year marks the eighth year of publishing UK Gender Pay Gap (GPG) data for Playtech. Our 2025 analysis shows an increase in both the mean and median gender pay gap, rising from 20.8% to 25.3% and from 20.9% to 24.4%, respectively. This increase reflects structural business changes, including less representation of women in higher-paying roles across our UK workforce. The highest-paying positions are disproportionately held by men, which has contributed to the widening of the pay gap. We remain focused on increasing female representation, specifically targeting talent acquisition in technical and commercial roles, leadership development and mentorship programmes, while continuing bias-free processes in hiring and promotion.

The bonus gap however improved significantly, with the mean bonus gap decreased from 77.0% in 2024 to 16.0% in 2025. This improvement is largely due to the inclusion of annual bonuses in this year's reporting period, compared to the previous reported period due to the timing of the annual bonus pay window. When compared against 2023, the bonus gap has also improved, demonstrating progress.

As we prepare for the EU Pay Transparency Directive coming into force in 2026, we will be expanding our reporting to EU member states in scope with the requirement and reinforcing our commitment to fairness and accountability in remuneration practices. We recognise that achieving gender equity requires sustained effort and remain committed to fostering diversity, equity and inclusion while driving meaningful, lasting progress.

Human capital metrics

Playtech continued to report on meaningful diversity and workforce metrics, including global retention and turnover rates, as well as the number of new hires. Despite the sale of our Italian business, we maintained a strong hiring position to support emerging business developments and the expansion of our Live operations, particularly across North and South America. The momentum is expected to continue as we scale our presence in Brazil and broaden our operational footprint in the region.

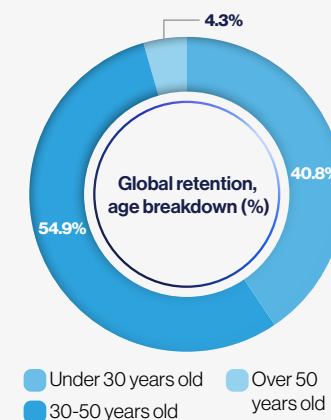
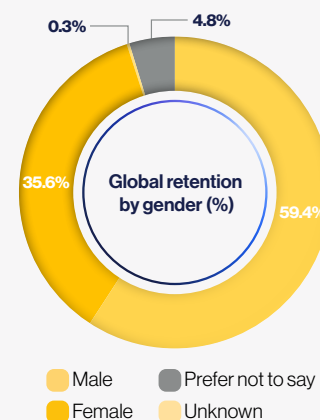
While the Live operating model naturally reflects a younger workforce with higher hiring and turnover rates compared to the rest of the organisation, we saw an improvement in our global employee retention rate, reaching 67%, an increase on previous years.

Our People Centre of Excellence played a pivotal role in this progress. Through targeted L&D pathways for managers and leaders, ranging from managing remote and multicultural teams to identifying high-potential talent and implementing tailored succession plans, we strengthened capability and supported long-term career progression.

Ongoing monitoring of workforce analytics remains essential to our business model. It ensures that targeted interventions are in place and reinforces our commitment to diversity, equity, inclusion and belonging across all levels of the organisation.

	2025	2024	2023
Employees (%)			
Under 30 years old	43.0	40.4	40.0
30–50 years old	52.3	51.3	52
Over 50 years old	4.7	8.3	8
Global employee retention rate (%)	67.0	58.5	62.6
Total number of new hires	3091	3769	3275
Total new hires, gender breakdown (%)			
Male	45.2	44.0	43.5
Female	54.7	55.5	55.9
Prefer not to say	0.1	0.5	0.6
Total new hires, age breakdown (%)			
Under 30 years old	74.0	73.2	72.0
30–50 years old	24.6	25.3	26.5
Over 50 years old	1.4	1.5	1.5
Global employee turnover rate (%)	43.2	38.9	33.5
Voluntary (%)	27.5	26.9	11.8
Involuntary (%)	15.7	12.0	21.7

*Restatement



Gender Pay Gap

Median Gender Pay Gap (%)

2025	24.4%
2024	20.9%
2023	22.2%

Mean Gender Pay Gap (%)

2025	25.3%
2024	20.8%
2023	22.1%

Median Gender Bonus Gap (%)

2025	30.1%
2024	43.3%
2023	20.0%

Mean Gender Bonus Gap (%)

2025	16.0%
2024	77.0%
2023	43.7%

¹ Based on UK employees only. The numbers were calculated in line with the UK Government's requirements for reporting gender pay figures and cover payroll and bonuses paid up to 5 April 2023, 5 April 2024 and 5 April 2025 respectively.

Promoting integrity and an inclusive culture continued

Health, safety and wellbeing

Playtech recognises employee wellbeing as fundamental to a resilient and high-performing workforce. In 2025, Playtech continued to implement and scale its global wellbeing framework with a focus on physical, mental, financial and social wellbeing to cultivate a culture of support for its employees. The framework aims to ensure employees have access to a suite of support and advice to help them be resilient, grow and succeed at work. During the year, Playtech rolled out 111 wellbeing initiatives with over 2,100 employees participating in one or more of the local and global events.

Playtech's partnership with SIX Mental Health Addiction (SIX MHA) continued to offer free access to private and confidential mental health and wellbeing services for our colleagues. SIX MHA services include a network of counsellors and specialists to support individual needs and advice, through one-to-one sessions with a network of therapists, counsellors and specialists. This service includes mental health professionals who speak both local languages and English. In 2025, over 30 colleagues were supported from these services, with over 200 interactions across six countries where we operate.

Playtech's Global Benevolent Fund is an initiative to provide crucial financial support to colleagues and their immediate families facing unforeseen, severe, life-changing challenges such as medical emergencies, severe illness and financial hardship. Since its inception, the fund has supported 53 colleagues and immediate families, covering hardships such as the loss of a family member and supporting long-term injuries and life-changing illnesses.

Occupational health and safety data

	2025
Total number of work-related injuries	35
Work-related injuries ratio	
Total number of work-related injuries/working hours x 200,000	0.5
Number of days lost to work-related injuries	298
Severity of work-related injuries index	
Total days lost for work-related injuries/working hours x 200,000	4.4

Reducing compliance risk

Responsible business practices are fundamental to maintaining the trust of regulators, customers and partners, and they underpin Playtech's long-term licence to operate, and commercial success. Playtech continues to embed ethical principles into its culture, ensuring that compliance, integrity and accountability guide decision-making at every level of the organisation. The Group's ethical business framework sets out clear expectations for conduct, supported by policies designed to prevent money laundering, bribery and corruption, tax evasion and other forms of financial crime. These policies are reviewed and updated every 12 – 18 months to ensure they are aligned with

evolving legislation and industry best practice. Full details are available at www.playtech.com.

Taking action to reduce compliance and financial crime risk

Playtech conducts regular and systemic risk assessments to identify, evaluate and mitigate its compliance and financial risks across its operations. These assessments cover money laundering, bribery and corruption, and tax evasion. The Company maintains a zero-tolerance approach to corruption and is committed to ensuring that its products, platforms and services are not used to facilitate criminal activity.

A comprehensive third-party due diligence programme is applied throughout the lifecycle of relationships with customers, business partners and suppliers. Automated screening tools support this process by monitoring for indicators such as Politically Exposed Persons (PEP) status, sanctions listings, adverse media, litigation, insolvency and corporate disqualifications. These tools provide both historical and real-time insights, enabling the Group to respond swiftly to emerging risks. The Compliance and Regulatory Affairs function plays a central role in the Group's quarterly enterprise risk management cycle. This includes maintaining a risk register, applying a structured risk matrix, conducting interviews with business units, and ensuring alignment with the Group's wider governance and internal control frameworks.

Playtech conducts formal anti-money laundering (AML) and counter terrorist financing (CTF) risk assessments at least annually, drawing on industry standard methodologies and regulatory guidance from relevant jurisdictions. These assessments incorporate sector specific frameworks, such as those developed by recognised gambling AML bodies, Gambling Anti-Money Laundering Group (GAMLG), and are adapted to reflect the unique risk profile of each product vertical and operational geography. The Group monitors evolving regulatory expectations in key markets, ensuring that its controls remain robust and proportionate. The risk assessments are subject to independent review and challenge, including periodic evaluation by external legal. Findings and progress updates are reported to the Board of Directors and, where required, to regulators.

Training and awareness

The Group continues to invest in strengthening its compliance infrastructure, including enhanced training programmes, upgraded monitoring systems, and improved reporting mechanisms. Employees across all business units receive annual training on AML, anti-bribery and corruption (ABC), sustainable gambling, anti-facilitation of tax evasion, and ethical conduct, ensuring that compliance responsibilities are well understood and consistently applied. In 2025, the Company continued to deliver annual mandatory training on human rights and modern slavery to all employees due to the rapidly evolving sustainability regulatory developments. We also launched new mandatory interactive training sessions on fraud and the newly introduced Failure to Prevent Fraud Offence, designed for senior leaders to deepen their understanding of responsibilities, strengthen compliance and reinforce ethical

conduct across the organisation. In addition, we introduced a global Fraud Risk Management and ECCTA awareness e-learning module for all employees.

Playtech also delivers data protection and information security awareness training modules. For more information on data protection and cybersecurity, please refer to page 70.

All employees are required to complete test-based e-learning training and attest to the relevant policies under each topic. The modules include a test to help the Company assess the levels of understanding and awareness in Playtech's workforce. Employees who fail to complete the module will lose their eligibility for bonuses within the financial year and will be subject to remedial action.

These policies are distributed to employees via multiple communication channels and intranet sites, beyond the annual training, including dedicated compliance emails and newsletters. The Company recognises that a strong compliance culture is built not only on policies and systems but also on behaviours. Leadership teams reinforce the importance of ethical decision-making, transparency and accountability, ensuring that compliance remains a shared responsibility across the organisation.

Playtech also delivers regulatory, compliance and sustainability training to the Board every 12-18 months. For more information on Board development and training during 2025, please refer to the Directors Governance report, page 104.

Training overview

The chart below outlines the participation and completion rate in core compliance and human rights training delivered to Playtech employees and contractors:



● Total number completing the training
 ■ Total number of eligible individuals

¹ Number of employees eligible for the Compliance Essentials training includes Live operations. This includes annual training, excluding that provided during onboarding of new hires. Average training hours per employee is 1.0.

² Average training hours per employee is 0.5.

Promoting integrity and an inclusive culture continued

Speaking up

A core element of the Group's commitment to integrity is ensuring that employees feel empowered to raise concerns about conduct that may be unsafe, unethical or unlawful. Playtech promotes a culture of openness and accountability, recognising that early escalation of concerns is essential to maintaining strong governance and preventing misconduct.

To support this, the Group operates an independent Speak Up channel, available to all employees and contractors. The platform enables individuals to report concerns confidentially and, where permitted by local legislation, anonymously. This mechanism is designed to ensure that employees can raise issues without fear of retaliation and with confidence that their concerns will be handled impartially.

During the year, the Group received six incident reports through the Speak Up platform. All submissions were reviewed through a structured assessment process led by the Chief Compliance Officer and the General Counsel. Of these cases, five were investigated promptly and resolved within the same period, while one case remains under active investigation. Findings and lessons learned were shared with relevant business units to strengthen internal controls and reinforce expected standards of behaviour.

The Company continued to promote the Speak Up channel throughout the year through training, internal communications and leadership engagement. This focus on awareness will remain a priority in the year ahead, as the Group seeks to further embed a culture in which employees feel confident raising concerns and contributing to a safe, ethical and compliant working environment.

Data protection

Playtech is committed to protecting and respecting the personal data it holds, in accordance with the laws and regulations of the countries and jurisdictions in which it operates. The Company's systems, software, technologies, controls, policies and processes have been adjusted to ensure appropriate management of privacy risks.

Personal data processing is crucial to Playtech's business model, with customers, clients and employees trusting the Company with their personal data every day. Ultimately, they only trust Playtech as a business partner and supplier when they have confidence that their personal data is safe and understand how and why it is used by the Company.

Playtech's Group-wide security and privacy policies support the management of data privacy risks and are accessible to and applied by all its global business units. Playtech provides transparency to its players, employees and stakeholders on how it collects, uses and manages their personal data and their associated rights. Playtech continuously tests and verifies all internal incident management processes to ensure robust organisational and technical controls across all its jurisdictions. Playtech takes all possible steps to safeguard personal data by adhering to the principles contained within all relevant data protection legislation.

Playtech has a dedicated Data Protection team that reports monthly to the Board on data privacy risks and issues. The Data Protection team's work focuses on driving privacy by design, monitoring policies and conducting reviews and data privacy impact assessments. The Playtech Group of companies has procedures that clearly set out the actions required when dealing with new processes and products in addition to supporting data privacy incidents. These include notifying regulators, clients or data subjects as required under applicable privacy laws and regulations. Playtech continues to mature the depth and frequency of data protection and cybersecurity reporting to maintain high visibility for its senior management team and the Board.

In view of the evolving regulatory and technological landscape, Playtech is proactive in its approach to data protection and data privacy and aims to continually improve its policies and their application. All Playtech employees and partners are required to comply with confidentiality requirements, and legal and regulatory obligations, with contractual terms such as data processing agreements and EU model clause agreements governing the use, disclosure and protection of information. Each year, employees and contractors are also required to complete test-based data protection and security awareness training.

Cyber and physical security

The Playtech Security team's mission is to provide business enablement for the gaming platform, licensees and players in a secure, non-intrusive and scalable manner, as well as to secure essential internal operations. The global technological environment is rapidly evolving, as are cyber and physical security threats. The gaming and betting industry is a highly lucrative target for malicious parties, ranging from individuals operating alone to highly sophisticated organised crime groups. This drives the team to constantly strive for improved technologies, processes and skills to address these challenges.

The team oversees the operational, technical and organisational measures taken to protect the organisation from both cyber and physical security risks. Domains such as infrastructure, cloud, application security, offensive security, governance, risk and compliance, and suitable security of physical facilities are covered by a comprehensive security programme, which assures the safe and secure operation of Playtech's business. The team has a strong customer-centric approach with a focus on securing customer and employee data, performing security tests and audits, monitoring activities around product applications and infrastructure, and educating licensees on the security capabilities of Playtech's platform.

The Playtech Security team provides input into the corporate risk register and reports monthly and semi-annually to the Board on the security programme. It includes annual audit activities, in-house and by licensees (ISO 27001, ISAE 3402, PCI-DSS, and global regulations), ongoing mitigation of common attack vectors, network security architecture, automation and governance, advanced protection of the Company's devices from malware, proactive penetration tests, AI security, in-depth scanning of application code and infrastructure across Delivery units to find security vulnerabilities.

A 24/7 Security Operations Centre (SOC) team monitors security incidents across the Company.

Training overview

The chart below outlines the participation and completion rate in data privacy and security training delivered to Playtech employees and contractors:



■ Total number completing the training
■ Total number of eligible individuals

¹ Average training hours per employee is 0.5.
² Number of employees eligible for the Cyber and physical security training includes Live operations. Average training hours per employee is 1.0.

Responsible supply chain management

Playtech recognises that responsible supply chain management is essential to maintaining high standards of compliance, ethics and sustainability. A Group-wide procurement policy provides the framework for strengthening oversight of third-party relationships and mitigating compliance, ethical and climate-related risks. This policy ensures that minimum standards are consistently applied when engaging suppliers, entering joint ventures or forming strategic partnerships.

To reinforce these expectations, Playtech consolidated its requirements on ethical behaviour, labour standards, environmental responsibility and business integrity into a Supplier Code of Conduct. Suppliers are expected to adhere to the Code and to operate in a manner consistent with evolving regulatory requirements and stakeholder expectations for responsible and transparent business practices. To support these standards in practice, in 2025 we provided third-party employees with training on core compliance, human rights, data protection and security, as well as bespoke safer-gambling training tailored to the specific risks within our supply chain.

Promoting integrity and an inclusive culture continued

Training overview

The chart below outlines the participation and completion rate in core compliance and other training delivered to third-party employees:



Human rights

Playtech is committed to upholding internationally recognised human rights standards, including the principles set out in the Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. The most salient human and labour rights considerations for the Group relate to employment practices, data protection, procurement of goods and services, and AML controls, particularly the need to ensure that individuals involved in human trafficking or modern slavery cannot exploit Playtech's platforms or operations.

In 2025, the Company published its ninth Modern Slavery Act statement, outlining the steps taken to identify, assess and mitigate risks of modern slavery and human trafficking across its operations and supply chain. The statement is publicly available on the Company's website at www.playtech.com and reflects the Group's ongoing commitment to transparency and continuous improvement.

Following the commissioning of a detailed human rights risk assessment for the Group's own operations in 2024, Playtech focused on the development of a clear action plan to address findings and mitigate potential risks, alongside refreshing the human rights assessment for its supplier base.

Own operations

In 2024, Playtech commissioned a human rights risk assessment for its own operations. The aim was to identify, understand, assess and put in place processes to address any potential human rights risks in the Company's current procedures. Playtech, using third-party consultancy experts, completed the following:

- A desk-based review drawing on existing sources and the Company's processes to determine where salient risks are most likely to occur in Playtech's own operations;

- A review of internal documents, including current policies and processes;
- A series of interviews with key stakeholders within the business;
- A data collection exercise from every relevant human resources function within each country of operation to investigate any potential inconsistencies in the management of policies and processes within the business; and
- A summary of the findings with key recommendations and actions organised by priority levels.

Ten risks were identified across five key topic areas: contracting, recruitment, response to upcoming legislation, Live operations and joint ventures/acquisitions. In 2025, we developed clear action plans to strengthen our approach and address the findings from this assessment. Of these findings, the business managed to remediate six risks of high and medium priority, with the remaining four areas to be actioned in 2026.

Supply chain

In 2025, Playtech continued to enhance its supplier risk profile to identify sectoral risks as well as risks from their geographical location. A risk assessment matrix was used, looking at sectoral risk, country risk and spend data to prioritise next steps. The Company has reviewed 117 supplier sectoral categories and has given a human rights and modern slavery risk rating from "low" to "high" to each category. The Group has identified 48 "high" and "medium" categories as priority categories. To identify country-specific risks, the Company took account of a number of external indices in its process, including the UN Human Development Index, Freedom House's Freedom in the World Civil Liberties, the US State Department's Trafficking in Persons report, the Global Slavery Vulnerability Index and the World Bank Worldwide Governance Indicators – Regulatory Quality, with the addition of the UNICEF Child Rights Atlas – Workplace Index. Using a combination of sectoral risks, country risks and a spend threshold, we have been able to identify the most relevant suppliers we wanted to engage with to mitigate any possible risks. In 2025, this group of suppliers represented 16.5% of our total spend.

In 2025, building on the insights from the human rights risk assessment, Playtech continued its engagement with the suppliers operating in high-risk sectors and jurisdictions, accounting for 3.5% of spend, using a structured self-assessment questionnaire to confirm that they continue to meet the standards expected by Playtech. The Company also advanced its internal review work, assessing processes in detail to identify and address any gaps requiring remediation. In addition, the Compliance function maintained ongoing monitoring of human rights flags as part of its broader third-party risk oversight, covering suppliers, partners and licensees. Any cases involving potential human rights concerns are reviewed individually to assess risk and determine appropriate actions.

Economic footprint

Playtech is headquartered in the UK, where the Parent Company, Playtech plc, is tax resident. Playtech engages in tax planning that supports its business and reflects commercial and economic activity. Playtech selects the location of its operations based on commercial and operational factors that extend well beyond tax, including: the prevailing regulatory environment, a widely available pool of technical talent, the linguistic capabilities in these jurisdictions, the location of the Group's licensees, and labour and operational cost factors. The Group is committed to complying with all tax regulations in jurisdictions in which it operates and seeks to minimise the risk of uncertainty and disputes through proactive dialogue with the tax authorities and by obtaining third-party expert advice, where appropriate.

Playtech has offices in 20 countries, with offices and commercial activities in multiple jurisdictions, with the majority of its development and technical operations in Ukraine, Estonia, Latvia, Bulgaria and Gibraltar. These locations are well-known as technology hubs with a large population of highly skilled experts. The Group's presence in some markets, such as Austria and Australia, is a result of acquisitions.

Given the dynamic nature of tax rules, guidance and tax authority practice, the business is exposed to continuously evolving rules and practices governing the taxation of e-commerce and betting and gaming activities in countries in which the Group has a presence.

Such taxes may include corporate income tax, employment tax, property tax and duties. The Head of Tax keeps the Board and Executive Management fully informed of developments in domestic and international tax laws within jurisdictions where the Group has a presence. The Group has an appropriately qualified Tax team to manage its tax affairs.

During the year, the Board reviewed and adopted the Group's UK tax strategy statement (available at www.playtech.com). The total adjusted tax charge for 2025 is €27.0 million (2024: tax charge of €102.8 million) and the effective tax rate for the current period is 37.9% (2024: 39.9%).

▶ Partnering on shared societal challenges



Commitments

- Help people live healthier online lives and adopt digital resilience and safer gambling behaviours
- Contribute to and support research, education and treatment to prevent, reduce and address gambling-related harm
- Empower local community groups to deliver a positive impact

Targets and performance measures

- Empower local community groups to deliver a positive impact
- Engage 30,000 people in community and mental health programmes to improve livelihoods by 2025
- Strive for 5% year-on-year increase in employees' contributions (skills, time or money), reaching a global average of 10% by 2025

2025 Highlights

>250,000

people engaged through the community programme during the year

16.4%

of employees' contributions during the year

We are committed to making a positive impact on society and the local communities where we operate. Playtech's social impact is driven by the commitment of its people, whose employee-led initiatives, impact projects and volunteering activities form the backbone of its contributions to the community.

Collaboration with subject matter experts, academic partners and charity organisations, helps ensure that employee action translates into meaningful and sustainable outcomes. We recognise that lasting progress depends on collaboration and partnership, as no single organisation can address the challenges facing the sector and wider society alone.

Our approach

Strategic partnerships and collaborative action are the foundation of Playtech's response to shared societal challenges. Our social impact framework was designed to address negative impacts on mental health, digital wellbeing and gambling, while also providing humanitarian support. Significant emphasis is placed on tackling gambling-related harm through evidence-based solutions.

The Company's approach to community investment focuses on building long-term, meaningful relationships with organisations that address local social needs, promote digital inclusion and support vulnerable groups. Across our global offices, teams work closely with community partners to deliver programmes that create measurable impact, from educational initiatives to wellbeing support and community development projects.

Our Global Community Investment programme is a key component of our framework and continues to evolve, focusing on relevant local causes across wherever we operate. Employees are encouraged to participate in volunteering activities throughout the year, with many teams contributing their time and expertise to local charities and non-profit organisations. These efforts not only strengthen community ties but also reinforce a culture of empathy, responsibility and shared purpose across the business. Playtech's Global Community Investment Committee provides strategic direction for the Group's philanthropic and volunteering efforts, ensuring a consistent and coordinated approach. Delivery of the programme is supported by local committees, which lead regional social impact projects and help strengthen colleague engagement across the organisation.

▶ Partnering on shared societal challenges continued

Charitable giving and volunteering in our communities

In 2025, Playtech worked with more than 100 local charities and community organisations in 13 markets. Through the programmes supported, Playtech engaged* with more than 250,000 people in 2025, an increase from over 108,000 people in 2024. Community investment includes gifts in kind, monetary donations and employee volunteering. The total value of monetary donations exceeded €900,000. Employees are provided with one free day of volunteering per year, as well as supporting charitable fundraising through our matched giving programme. Of the countries that took part in the Community Investment programme, an average of 25.4% of employees contributed their time, money or skills in their community.

* Engaged is defined as an individual that has directly benefited and/or has interacted with the programme by receiving financial and/or in-kind support.

> 100

charities and community organisations supported

13

countries involved in the Community Investment programme

25

“Tech for Good” initiatives, within the programme

> 250,000

people engaged through the programme in 2025

Case Study

Supporting digital inclusion through technology donations

As technology becomes increasingly central to modern life, digital exclusion can leave countless individuals isolated from opportunities for personal growth, professional advancement and social connection. Those experiencing digital exclusion lack the means to access essential digital information and services. While the barriers vary, from financial constraints to accessibility challenges, the impact is significant. With more critical services moving exclusively online, digitally excluded populations face social disadvantage, a phenomenon known as the “digital divide”.

Playtech’s technology donation initiative delivered 285 laptops to communities across six countries: Austria, Bulgaria, Cyprus, Estonia, Israel and the UK. Beyond empowering communities, the programme generated positive environmental outcomes by extending device life-cycles and diverting electronic waste from landfills.

Collaborating with the Mile End Community Project, a UK-based non-profit, Playtech created meaningful impact for a variety of beneficiaries from individuals enhancing their education, to job seekers developing employment skills. Recipients received laptops that were checked by Playtech’s IT department and pre-installed with Microsoft Windows, ensuring immediate, comprehensive access to internet resources, applications and software. Recipients have reported transformative impacts.

One individual described the financial relief:

“ I wouldn’t have been able to comfortably afford a laptop of this class, and now, thanks to this kind donation, I needn’t worry about repaying debts and can instead focus on building my skillset and experience! The opportunities available to me have ultimately expanded.”

Another emphasised the employment benefits:

“ I was gifted a laptop many years ago, but it was very bulky and the software doesn’t update, this new laptop is really compact and light. It also has the software I need; I can familiarise myself and put that on my CV. I am really appreciative of this generous gift. I will be sure to look after this and use it to be more familiar with how to use the windows software so it will help me when I apply for work.”

Case Study

Global volunteering: International Day of Charity

To mark International Day of Charity, our “You Volunteer, We Donate” campaign encouraged Playtech employees worldwide to dedicate their paid volunteering day to causes meaningful to them. The initiative saw participation across multiple countries demonstrating unity amongst Playtech offices, and how individual action can add up to collective impact.

Our Estonian office continued their tradition of community volunteering during the month of October. 124 colleagues engaged in various charitable activities spanning from sorting donations and curating displays at the Estonian Red Cross shop, to maintaining floodplain meadows and clearing brushwood at the Alam-Pedja Nature Reserve. Our colleagues contributed 740 volunteer hours across three weeks, benefiting people, nature and animals. These group activities strengthened team bonds while generating positive local impact.

Our Latvian colleagues joined efforts with Latvijas Meži, Latvian forests organisation, in environmental restoration. 22 volunteers planted 2,875 saplings, restoring one hectare of land. Local employees also supported a social rehabilitation centre project, which delivers educational workshops and training sessions.

In Cyprus, Playtech colleagues enriched the lives of dogs at Simba Animal Aid through walks, feeding and kennel maintenance. Beyond direct animal care, employees amplified the kennel’s mission by raising awareness about adoption and animal welfare. Volunteers received comprehensive information about the adoption process, with several expressing genuine interest in welcoming rescue dogs into their homes.

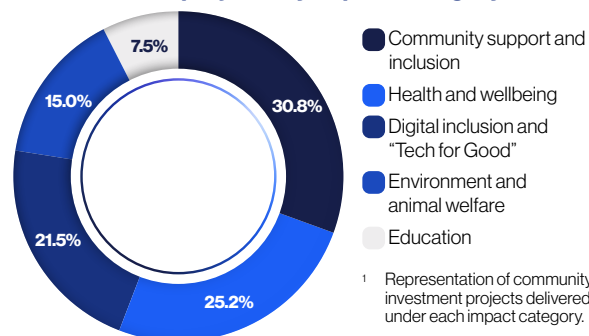


▶ Partnering on shared societal challenges continued

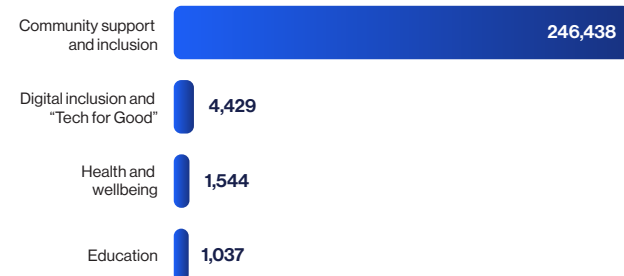
Charitable giving and volunteering in our communities continued

With the conclusion of our 2025 sustainability strategy, we have identified our community programmes, broken down into five strategic impact areas: Community Support and Inclusion, Health and Wellbeing, Tech for Good and Digital Inclusion, Education, Environment and Animal Welfare. This framework enables more sophisticated impact measurement, while supporting a diverse range of causes that resonate with our employees and the communities we serve.

Distribution of projects by impact category¹



Beneficiaries engaged by Impact Category



Supporting communities in crisis

We continue to support our colleagues and their families affected by the ongoing wars in Ukraine and Israel. We are continuing to extend support to colleagues and their families including mental health and trauma services, as well as, where appropriate, financial assistance through our Employee Benevolent Fund. We also continue to support local non-profit organisations with in-kind donations and volunteers to support delivery on a range of local needs and support efforts.

Case Study

Ukraine: Inclusivity Route project

In 2025, Playtech led the creation of Ukraine's first fully inclusive, human-centred public space through the Inclusivity Route project. Built in central Rivne, the initiative responds to the rising number of people with disabilities in Ukraine and the limited availability of accessible public infrastructure. With Rivne home to many veterans and people with disabilities, the need for barrier-free urban design was especially urgent.

Working closely with local government, Playtech helped design a new accessible route linking key city landmarks, including Zlata Plaza, the Administrative Service Centre, the Orthodox Church and major pedestrian areas. A memorandum signed in March enabled construction to begin, supported by Rivne's architects and urban planners. Early improvements included installing two digital information screens – one in the Administrative Service Centre and one in the veterans' coworking hub – to simplify access to public information and highlight the route. These screens were later recognised by Ukraine's Ministry of Digital Transformation for advancing digital inclusion. The project ultimately transformed 1,500 metres of urban space,

replacing 400 kerbs for wheelchair access, preparing 36 tree pits and introducing Rivne's first raised pedestrian crossing. The route now connects theatres, government buildings and community spaces, making them accessible to all residents. The Inclusivity Route officially opened in August 2025, with city officials, accessibility experts and residents testing the new infrastructure. Notable attendees – including social activist Ulyana Pcholkina and para dance world champion Ivan Sivak – validated the project's impact and helped draw attention to the importance of inclusive public environments. The initiative received extensive national media coverage, with more than 35 outlets and multiple influencers sharing the story, generating over 3 million views. The project stands as a powerful example of Playtech's ongoing commitment to supporting communities across Ukraine, following earlier efforts such as the reconstruction of the Dnipro Geriatric House.

In early 2026, Playtech was shortlisted for the Better Society Awards 2026 in the "Commitment to the Local Community" category for its Inclusivity Route project, with the winner to be announced in May 2026.



▶ Partnering on shared societal challenges continued

Investing in sustainable gambling

In 2020, Playtech announced the Healthy Online Living programme with a £5 million commitment over five years to address the complex intersection of gambling, digital wellbeing and mental health. The programme formally concluded in 2024, marking the successful completion of Playtech's £5 million, five-year commitment, with funds fully disbursed across research, education and support initiatives. Following the closure of one long-term project and the subsequent refund received at year-end, the remaining funds were reallocated in early 2025 to ensure they continued to deliver meaningful impact, particularly in support of Playtech's expanding focus in the Americas. This final redistribution brings the programme to a close, with its outcomes exceeding initial expectations and laying strong foundations for future international partnerships.

Case Study

Artificial Intelligence Research Hub in partnership with the University of Nevada, Las Vegas

Sustainable Gambling continues to be a core focus for Playtech. In May 2025, Playtech became a founding member of the Artificial Intelligence Research (AiR) Hub, in partnership with the University of Nevada, Las Vegas (UNLV).

AiR Hub is a global research initiative dedicated to advancing the understanding of how AI is used within the industry, exploring best case practices as well as identifying impacts, risks and regulatory considerations. Established within the UNLV's International Gaming Institute (IGI), AiR Hub will work collaboratively to produce research, insights and practical tools for operators, regulators and other stakeholders.

Playtech has committed multi-year funding towards AiR Hub to support our wider goal of driving responsible innovation and utilising AI to develop and introduce more effective player protection tools. In addition, we support AiR Hub's objective of ensuring AI is used ethically and responsibly in the gaming and betting industry and beyond.

Alongside financial support, as a founding industry member, Playtech serves on AiR Hub's industry advisory panel, sharing insights from its global operations while learning from peers and technology innovators.

“Our key objective with AiR Hub is to be the go-to resource for thought leadership on everything AI across the gambling ecosystem. We want to investigate both the opportunities, like product innovation and workforce efficiency, as well as the challenges, like misuse and unintended consequences, of this transformative technology. We recognised from the very beginning that to achieve these goals, we would need to foster an environment that promotes collaboration across stakeholder groups. A key part of this is our Industry Advisory Panel of Founding Members (including Playtech), who provide not only the integral monetary support to make this work possible, but perhaps more importantly, the industry expertise that supplies us with a direct dialogue with individuals who have real-world, hands-on experience. This helps us contextualise our thoughts while ensuring we learn first-hand what is most important to the industry.”

▶ **Dr. Kasra Ghaharian,**
Director of Research at the UNLV International Gaming Institute



▶ Powering action for positive environmental impact



Commitments

- Reduce Greenhouse Gas (GHG) emissions within our own operations and supply chain
- Build capability and climate resilience through decisive actions within our own operations and supply chain
- Align to global climate efforts to transition to a low-carbon economy, in accordance with the latest climate science, and prioritise climate innovation

Targets and performance measures

- Reduce Scope 1 and 2 (location-based) carbon footprint by 40% by 2025 against a 2018 baseline
- Switch all offices, wherever possible, to renewable energy (% of renewable energy)
- Reach science-based net zero across the value chain by 2040. This means a 90% reduction of Scope 1, 2 (market-based) and 3 GHG emissions by 2040 from a 2022 base year. This is a science-based target, validated by the Science Based Targets initiative (SBTi).

2025 Highlights

47.8%

reduction in Scope 1 and 2 (location-based) emissions, excl. refrigerants since 2018

29.7%

decrease in Scope 1 and 2 (market-based) emissions since 2022

46.0%

of our total energy consumption coming from renewable sources

53.8%

increase in Scope 3 emissions since 2022

Climate change remains a critical global challenge, affecting our people, investors, partners and local communities. We recognise the need for urgent and coordinated action to reduce environmental risks and impacts, and acknowledge our responsibility to contribute meaningfully within the industry and countries where we operate. As expectations continue to rise, we are committed to playing an active role in driving positive environmental outcomes.

Policy and commitments

Playtech has a Group Environmental policy, which outlines its commitment to reduce its environmental footprint for its own operations and across its value chain. Following Playtech's formal commitment to emissions reduction through the SBTi, we set in motion our decarbonisation plan, continuing to focus on switching our own operations to renewable energy, where possible, as well as engaging the value chain to reduce their supply chain emissions. To prioritise our engagement with suppliers we are using a risk-based approach. Using a combination of sectoral risks based on emission intensity factors, country risks and a spend threshold, we have been able to identify the most relevant suppliers we want to engage with to decarbonise our supply chain.

Playtech submitted its science-based targets for validation to the Science Based Targets initiative (SBTi) in late 2023 and received formal validation in February 2024, www.playtech.com/sustainable-success/playtech-planet/. As 2025 came to a close, these near-term and net-zero targets have formally superseded the previous target to reduce Playtech's Scope 1 and 2 (location-based) carbon footprint by 40% by 2025 against a 2018 baseline.

Playtech continued its cross-functional Environment Forum, a key working group overseeing the Company's environmental and carbon reduction strategy, chaired by the Head of Sustainability. The forum met four times during the year, and was also joined by members of the Finance and Procurement functions, driving progress against its commitment to buying renewable energy as well as identifying and implementing energy saving initiatives at country and global levels. Its work on climate change includes detecting climate-related risks and opportunities for risk management integration and reporting. For more details on the forum's remit, see our Sustainability Governance on page 48.

▶ Powering action for positive environmental impact continued

Our path to net zero

We have set ambitious science-based targets to reduce our absolute Scope 1, Scope 2 and Scope 3 GHG emissions by 90% by 2040, with any residual emissions addressed through permanent carbon removal and storage.



▶ Powering action for positive environmental impact continued

Environment metrics

In April 2025, Playtech completed the sale of Snaitech. Following this structural change, Playtech's environmental metrics were updated accordingly. In line with our methodology, all 2025 environmental data excludes any activity from Snaitech. For the years in which Snaitech was part of Playtech, the environmental data remains fully representative of all activities during those periods, including Snaitech, unless otherwise stated. To ensure we can accurately measure and track progress across our environmental metrics and targets, we have re-baselined our 2018 and 2022 emissions to remove those associated with Snaitech. Furthermore, all environmental targets were reviewed to ensure they were still appropriate for the business.

In 2019, Playtech introduced a GHG emissions target of reducing absolute Scope 1 and 2 (location-based) GHG emissions by 40% by 2025. This target excluded emissions from refrigerants, which had not yet been considered in 2018. Playtech's Scope 1 and 2 (location-based) emissions, excluding refrigerants, were 3,834 tonnes CO₂-equivalent (CO₂e) in 2025. This is a 47.8% reduction compared to the 2018 baseline (7,349 tonnes CO₂e), therefore we are pleased to announce that we have met and exceeded our emissions reduction target. In 2025, Scope 1 and 2 (location-based) emissions, excluding refrigerants decreased by 14.1% compared to 2024. This decrease is driven by lower energy consumption in Estonia, Latvia and the United Kingdom, combined with declining grid emission factors in certain regions.

In 2025, Playtech's total Scope 1 and 2 (location-based) emissions, including refrigerants, decreased by 12.5% compared to 2024 (restated). While Scope 1 emissions, both from energy and refrigerants, increased by 4.3% due to higher natural gas and refrigerant consumption, Scope 2 location-based emissions decreased by 15.5% and Scope 2 market-based emissions rose by 13.0%. The variation in Scope 2 emissions reflects higher electricity consumption associated with expansion, alongside a reduction in grid emission intensities in certain regions, resulting in lower location-based emissions. However, rising residual mix factors have increased market-based emissions for sites without renewable electricity procurement. Normalised per

Full-Time Equivalent (FTE) employees, total Scope 1 and 2 (location-based) emissions including refrigerants decreased by 12.1% largely due to declining grid emission intensities. Alongside Group-wide metrics, Playtech has reported its UK Scope 1 and Scope 2 GHG emissions, and energy consumption figures in line with the UK Streamlined Energy and Carbon Reporting Regulation (SECR) requirements. During 2025, Playtech maintained its renewable electricity contracts in its key markets, however, expansion into regions where renewable electricity is more difficult to source reduced overall coverage. As a result, 46.0% of the Company's total energy consumption is coming from renewable sources, supported by energy attribute certificates, down from 50.4% in 2024.

Playtech recognises the environmental impact across its global value chain and therefore conducts an annual Scope 3 footprint assessment, in line with the GHG protocol guidance. Emissions are calculated based on a combination of financial and actual supplier data. The Company is committed to increasing supplier engagement to improve data quality over time. As part of this process, Playtech reviews all 15 Scope 3 categories listed by the GHG Protocol Corporate Value Chain (Scope 3) Standard and 12 were identified as relevant to its operations. In 2025, the Company re-baselined its 2022 Scope 3 emissions following the disposal of Snaitech, which resulted in a revised performance trajectory. Compared with the re-baselined 2022 figure, Scope 3 emissions increased by 53.8%, driven primarily by higher spend in Purchased Goods and Services. Playtech's Scope 3 GHG emissions account for more than 90% of its total carbon footprint. Amongst the 15 Scope 3 categories, the three most material categories are: Category 1: Purchased goods and services, Category 2: Capital goods and Category 11: Use of sold products.

The consumption of water across Playtech increased by 42.6% in 2025, largely due to expansion in the US. Overall waste production decreased by 22.3% in 2025 compared to 2024. Waste reduction remained a focus for members of the Environment Forum, who previously received training on waste sorting and disposal.

Climate targets and commitments	2025	2024 ¹ (restated)	Baseline year	Re-baseline emissions ¹	Target	Progress vs base year
Reduce Scope 1 and 2 (location-based) GHG emissions by 40% by 2025 (tonnes CO ₂ e) excludes refrigerants	3,834	4,461	2018	7,348	40%	-47.8%
Switch all offices, wherever possible, to renewable energy % of renewable energy	46.0	50.4	-	-	-	-
Reduce absolute Scope 1 and 2 (market-based) GHG emissions by 50.4% by 2032 (tonnes CO ₂ e) Scope 1 and 2 GHG emissions (SBTI)	2,583	2,343	2022	3,676	50.4%	-29.7%
Reduce absolute Scope 3 GHG emissions by 50.4% by 2032 (tonnes CO ₂ e) Scope 3 GHG emissions (SBTI)	64,242	59,064	2022	41,780	50.4%	53.8%

¹ On 30 April 2025 the Snaitech business was sold. There are no results from Snaitech included in the 2025 figures and their results have been removed from the 2024 comparative and the 2022 baseline figures. Furthermore, the 2024 comparatives have been restated to reflect an identified overstatement in energy consumption and associated Scope 2 emissions at two locations. For one of the sites, the restatement accounted for more than 5% of prior reported figures and was updated in line with our principles and methodology. This misstatement does not impact baseline emissions. This restatement led to the reduction of Scope 2 emissions by 277 tCO₂e (location-based), 277 tCO₂e (market-based) and energy consumption by 441,324 kWh.

▶ Powering action for positive environmental impact continued

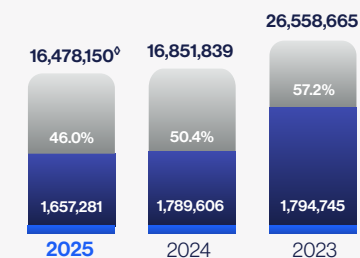
External assurance

We engaged PricewaterhouseCoopers LLP (PwC) to undertake a limited assurance engagement, reporting to Playtech plc only, using the International Standard on Assurance Engagements (ISAE) 3000 (Revised): "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and ISAE 3410: "Assurance Engagements on Greenhouse Gas Statements" over Playtech's 2025 GHG reporting including Scope 1 emissions, Scope 2 (location-based) emissions, Scope 2 (market-based), Scope 1 and 2 intensity per FTE employee and Scope 3, Categories 1, 2 and 3 and Global total energy consumption. The assured data can be found in the Responsible Business and Sustainability Addendum to the Annual Report 2025. PwC has provided an unqualified opinion in relation to the relevant KPIs and data and their full assurance opinion is available on the Playtech website, www.investors.playtech.com/sustainability. Non-financial performance information, including greenhouse gas quantification in particular, is subject to more inherent limitations than financial information. It is important to read the selected GHG information contained in the Responsible Business and Sustainability Addendum to the Annual Report 2025 in the context of PwC's full limited assurance opinion and the reporting criteria found within the reporting methodology section of the Responsible Business and Sustainability Addendum to the Annual Report 2025, which are also available on the Playtech website, www.investors.playtech.com/sustainability.

Environment metrics table		2025 ²³	2024 ¹ (restated)	2023
Energy use (kWh)				
Global energy use – on site and purchased	◊	16,478,150	16,851,839	26,558,665
Global energy use from renewable sources		7,564,589	8,497,642	15,191,556
% of energy use from renewable sources		46.0	50.4	57.2
Greenhouse gas (GHG) emissions (tonnes CO₂e)				
Global Scope 1 emissions (including refrigerants)	◊	762	731	2,743
UK Scope 1		250	302	66
Global Scope 2 emissions (market-based)	◊	1,821	1,612	1,630
UK Scope 2 (market-based)		133	43	73
Global Scope 2 emissions (location-based)	◊	3,432	4,063	5,928
UK Scope 2 (location-based)		233	297	308
Global Scope 1 and Scope 2 emissions (market-based)		2,583	2,343	4,373
Global Scope 1 and Scope 2 emissions (location-based)		4,194	4,794	8,671
UK Scope 1 and Scope 2 emissions (market-based)		383	345	139
UK Scope 1 and Scope 2 emissions (location-based)		483	599	374
Global Scope 3 emissions ⁴		64,242	59,064	106,641
Global Scope 1, Scope 2 (market-based) and Scope 3 emissions		66,825	61,406	111,014
Water consumption (m³)				
Total water consumption		116,524 ⁵	81,686	443,656
Waste produced (tonnes)				
Total waste produced		998 ⁵	1,285	5,865
Hazardous waste		0.03	0.03	40.07
Waste production by treatment:				
Waste sent to landfill		765.3	904.8	0.01
Reused or recycled		232.9	380.6	5,865.0
Intensity				
Scope 1 and 2 (market-based) GHG intensity			0.36	
Scope 1 and 2 (location-based) GHG intensity [◊]		2025		0.58

Global and UK total energy consumption^{1 2}

- Global total energy consumption (kWh)
- UK total energy consumption (kWh)
- From renewable sources (%)



◊ Indicates data extracted from the Responsible Business and Sustainability Addendum to the Annual Report 2025 where it has been subject to independent limited assurance by PricewaterhouseCoopers LLP (PwC). The full assurance statement over 2025 data can be found at www.investors.playtech.com/sustainability. The data for previous years, where assured, is detailed in the respective Annual Reports.

¹ On 30 April 2025 the Snaitech business was sold. There are no results from Snaitech included in the 2025 figures and their results have been removed from the 2024 comparative and the 2022 baseline figures. Furthermore, the 2024 comparatives have been restated to reflect an identified overstatement in energy consumption and associated Scope 2 emissions at two locations. For one of the sites, the restatement accounted for more than 5% of prior reported figures and was updated in line with our principles and methodology. This misstatement does not impact baseline emissions. This restatement led to the reduction of Scope 2 emissions by 277 tCO₂e (location-based), 277 tCO₂e (market-based) and energy consumption by 441,324 kWh.

² 2025 absolute data is an estimate based on 99.3% actual data coverage by headcount for Scope 1 and 2 energy and 88.9% for Scope 1 refrigerants.

³ Due to reporting timelines, data for November and December 2025 has been estimated using November and December 2024 actual data, except for sites where actual 2025 data was already available. This is the same methodology that was applied for all three years.

⁴ Detailed breakdown on the Scope 3 categories, including calculation methods and scope, can be found in the Responsible Business and Sustainability Addendum to the Annual Report 2025.

⁵ Data estimated based on 82% actual headcount coverage for water and 75% actual headcount coverage for waste.



Playtech has embraced the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), a framework that allows it to report consistently on the opportunities and challenges presented by climate change and provide information on how these might impact strategy and financial performance. Our approach in this area is evolving in line with developing best practice.

This section sets out Playtech's climate-related financial disclosures, current approach and future plans, consistent with all of the Task Force on Climate-related Financial Disclosures (TCFD) recommended disclosures, in compliance with the Financial Conduct Authority (FCA) Listing Rule 6.6.6R(8). It also includes the eight disclosure requirements "a" to "h" as set out in the Companies (Strategic Report - 414CB(2A)) (Climate-related Financial Disclosure) Regulations 2022. Each section title includes a reference to which of these disclosures requirements it addresses.

Governance (CFD a)

Current approach

Playtech's sustainability governance is explained on page 48, and climate change is addressed within this structure. The Sustainability and Compliance Committee of the Board has responsibility for overseeing sustainability – including climate-related matters – and reviewing the strategies, policies and performance of the Playtech Group. In 2025, the Committee held four meetings and considers the climate change aspects of business plans, internal resourcing, expansion and disposal of activities, and capital expenditure. Oversight of climate-related risks, opportunities and strategy sits with this Committee. This Committee will continue to meet quarterly and review climate-related issues as part of the standing agenda. The Chairman of the Committee serves as the Board-level champion on these topics and reports to the Board on climate-related issues annually.

The Audit and Risk Board Committee reports to the Board on ESG principal risk, including climate-related risk considerations, annually. The full Board considers climate-related risks and opportunities on a biannual basis.

Members of the Sustainability and Compliance Committee had accessed to training covering ESG and regulatory developments (page 104). In 2022, the Board participated in a detailed climate tutorial, delivered by external sustainability consultants, covering the physical science basis of climate change, alongside regulatory, investor and corporate trends, delivered by external advisers specialised in sustainability. In 2024 and 2025, members of the Board participated in training across ESG topics of relevance to Playtech, which included a section on climate change, focusing on the rapidly evolving regulatory landscape and trends.

Playtech's Chief Sustainability and Corporate Affairs Officer, who is a member of the Company's Executive Management Committee, attends the Sustainability and Compliance Board Committee. The Sustainability function

sits within the Corporate Affairs and Sustainability function and holds the day-to-day responsibility and oversight of regulatory compliance and responsible business, along with the Regulatory Affairs and Compliance function. The Chief Compliance Officer is also a member of the Executive Management Committee and attends the Audit and Risk and Sustainability and Compliance Board Committees.

Playtech has a cross-functional Environment Forum which is chaired by the Head of Sustainability, who reports into the Chief Sustainability and Corporate Affairs Officer. This Forum is attended by representatives from: Internal Audit; Risk; the Chief Operating Officer's office; Infrastructure and Technology; Investor Relations; Procurement; Finance; Site Operations; and other functions. It meets quarterly to:

- develop, review and update Playtech's climate policies and targets as necessary;
- identify climate risks and opportunities and develop risk management strategies;
- review and define actions to comply with evolving regulatory reporting requirements and voluntary reporting frameworks; and
- allocate the annual environmental budget.

Playtech's governance structure for climate-related risks and opportunities is summarised on page 48. External sustainability consultants support the Environment Forum, Head of Sustainability and Chief Sustainability and Corporate Affairs Officer and are periodically invited to attend meetings of the Sustainability and Compliance Committee of the Board as well as the full Board.

Future plans

The full Board will continue to receive training on climate change as part of broader sustainability training that will provide information on the latest climate science and how the public policy agenda is developing in this area. Playtech will continue to review and, if necessary, adapt the Group's governance process to ensure alignment with emerging good practice.

Strategy (CFD b & f)

Current approach

Playtech carried out its second full climate scenario analysis exercise in 2024, following on from the initial exercise completed in 2021. This led to an updated set of climate-related risks and opportunities, which were reviewed for materiality based on qualitative and quantitative estimates and modelling. This work was led by the Sustainability function with close involvement from the Risk and Finance functions. Playtech reviews its business strategy resilience and management approach for each identified risk and opportunity annually. In 2025, we conducted a review of the climate-related risks and opportunities to ensure they continue to reflect the changing dynamics of our business, particularly following the sale of Snaitech.

Playtech estimated the materiality of the identified risks and opportunities by 2030, in line with the Company's risk materiality framework. None of the identified risks and opportunities were deemed critical by this time horizon. Our modelling indicates that Playtech is resilient in the 1.5°C and 2°C scenarios, through its diversified portfolio in retail and online offerings; strong ESG performance and strategy; ability to invest in climate adaptation such as cloud-based data centres and all-weather horse racing facilities; and existing plans to align with science-based net zero by 2040. If the 3°C scenario came to pass, a material net negative impact on Playtech is modelled to occur.

During 2023, Playtech also developed a net-zero roadmap in support of its commitment to near-term Science-Based Targets and long-term net-zero target. By implementing this roadmap, the Company aims to reduce its exposure to climate-related transition risks and strengthen its ability to capture opportunities. In 2024, Playtech ran climate transition workshops with six key markets. These workshops highlighted hotspots across Scope 1, 2 and 3 emissions and put forward reduction mechanisms tailored to each of the business units. In 2025, we ran an additional four workshops, focusing on our energy-intensive, 24/7 live facilities across Romania, Peru and US operations.

Future plans

Playtech plans to review its climate scenario analysis and outcomes, and will monitor progress against the identified mitigation measures, where relevant and appropriate. Playtech will also monitor the likelihood of the identified risks and opportunities on a regular basis as part of the Company's broader risk management processes.



Risk management (CFD b and c)

Current approach

The Board is responsible for determining the nature and extent of the significant risks it is willing to accept in achieving its long-term strategic objectives. Through its role in monitoring the ongoing risks across the business, the Audit and Risk Committee advises the Board on current and future risk strategies. The primary responsibilities delegated to, and discharged by, the Audit and Risk Committee include:

- reviewing management’s identification and mitigation of key risks to the achievement of the Company’s objectives;
- monitoring incidents and remedial activity;
- agreeing and monitoring the risk assessment programme including, in particular, changes to the regulation of online gambling and the assessment of licensees’ suitability;
- reviewing and assessing climate-related risks in the context of Group-wide risk;
- agreeing on behalf of the Board and continually reviewing the risk management strategy and relevant policies for the Group;
- satisfying itself and reporting to the Board that the structures, processes and responsibilities for identifying and managing risks are adequate; and
- monitoring and procuring ongoing compliance with the conditions of the regulatory licences held by the Group.

Climate-related risks are identified through various channels including quarterly Environment Forum meetings and regular climate scenario analysis exercises, last completed in 2024.

Presentations for these meetings include reviews of current national climate policies in the key markets where Playtech operates, as well as other climate-related information. The identified risks are assessed by the Head of Sustainability with support from external sustainability advisers and the relevant functions within Playtech. The Head of Sustainability is responsible for updating the Group Risk, Internal Audit and Assurance function on climate-related risks, which includes a description of the risk, risk categorisation, type, impact and likelihood, mitigation and validity. This information is approved by the Company’s Director of Risk, Internal Audit and Assurance.

All types of climate-related risks and opportunities are considered through the above process, including transition risks (policy and legal, technology, market and reputation); physical risks (acute and chronic); and opportunities (resource efficiency, energy source, products/services, markets and resilience).

The Head of Sustainability is responsible for coordinating the management of climate-related risks across Playtech’s business. This includes setting the Company’s climate strategy, which includes its GHG reduction targets, Environment Policy, collecting and analysing environmental data to identify hotspots, defining and agreeing reduction plans and engaging country leadership teams and key asset managers.

The Company’s focus is also on shifting sites to renewable electricity where possible and starting to engage with the Company’s Procurement function, including through a climate change due diligence questionnaire for new suppliers. Additionally, the Company incorporated climate change into its consideration of risk and viability for the business as a whole.

Climate-related risks are considered as part of the overall risk process. The Group Internal Audit and Risk function collects information on risks from stakeholders across the business, which is then presented to the Group Risk Management Committee (Executive Management Committee) and Board Risk and Compliance Committee (Board Committee).

Playtech is committed to review the outcomes of its climate scenario analysis annually and conduct a fresh climate scenario analysis exercise every three years.

Climate-related risks are monitored as part of the sustainability strategy and Compliance and Corporate Affairs risk processes. The Sustainability and Compliance Committee of the Board feeds into the identification, assessment and management of climate-related risks, which are integrated into the Group risk process by the Head of Sustainability.

Metrics and targets (CFD g and h)

Current approach

Alongside the high-level review of the climate-related risks and opportunities in 2025, Playtech estimated the potential financial impact of climate-related risks and opportunities. This provides the Company with a view on the potential materiality of the identified risks and opportunities and ensures the analysis captures the evolving impacts on the business following the sale of Snaitech. The outcomes of this are detailed in the tables on pages 82 to 86.

Playtech has disclosed its Scope 1, 2 (location- and market-based) and 3 emissions annually in the Planet section of the Annual Report, Responsible Business and Sustainability Addendum to the Annual Report and to CDP. For a complete breakdown of Playtech’s Scope 3 emissions, please refer to the Addendum. Playtech continues to disclose this information annually.

Playtech has set a target to reduce its absolute Scope 1 and 2 (location-based) GHG emissions by 40% by 2025 from a 2018 baseline. We are pleased to announce that in 2025 this target has been achieved and is superseded by the targets below.

Playtech has set a near-term science-based emissions target to reduce its Scope 1, 2 (market-based) and Scope 3 emissions by 50.4% by 2032 from a 2022 baseline. Playtech has also set a long-term emissions reduction target to reach science-based net zero by 2040 from a 2022 baseline. Both of these targets were validated by the Science Based Targets initiative (SBTi) in 2024. Progress is monitored annually as part of the year-end Non-Financial Reporting process and captured in the Global Sustainability Scorecard (page 49).

Future plans

We will continue to refine our approach to quantification of climate risk. We will also look to develop a suite of indicators beyond tracking our own Scope 1, 2 and 3 GHG emissions that will provide the Board and Executive Management with a view of how those risks impact the delivery of our strategy over the short, medium and long term.



Scenario analysis and climate-related risks and opportunities (CFD d, e & f)

In 2024, Playtech conducted its third scenario analysis, building on an update in 2022 and an extensive scenario analysis conducted in 2021. The scenarios used in 2024 were updated based on the latest information from the Intergovernmental Panel on Climate Change (IPCC) and the IEA Global Energy and Climate Model. Four workshops were held with subject matter experts from across different business units and countries where Playtech operates and while the outcomes of the previous scenario analysis were considered, the participants started the exercise afresh. The Company was again supported by SLR Consulting, a management consultancy specialising in sustainability and ESG.

Playtech's scenarios and the external scenarios that fed into Playtech's scenarios are summarised in the table below and comply with CFD guidance to use a range of scenarios that provide a reasonable diversity of potential future climate states, including a 2°C or lower scenario. Playtech selected a 1.5°C scenario because that is the level of global warming that is considered "safe" by climate scientists and is the level of warming the global community is aiming to achieve by 2100; a 2°C scenario because this is considered a more likely outcome considering the scale

of the challenge to limit global warming to 1.5°C; and a 3°C scenario as a realistic high warming scenario, assuming no new policies are announced to further limit global warming. The scenarios draw on the IPCC's Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs) and the IEA Global Energy and Climate Model. Because scenarios are models of the future and not precise predictions, the scenarios refer to global warming outcomes and the path towards those outcomes on a decadal level. The scenarios use a mix of qualitative and quantitative information and were applied through a PESTLE analysis, considering political, economic, social, technological, legal and environmental angles. As Playtech is a global company with assets in 20 jurisdictions, the scenarios considered both global climate impacts and specific local impacts in its key markets.

Climate-related risks are regularly monitored by the Executive cross-functional Environment Forum, the Sustainability and Compliance Committee of the Board, as well as the Audit and Risk Committee of the Board. They are also considered as part of the Audit and Risk Committee's biannual review of risks across the Group.

	1.5°C scenario	2°C scenario	3°C scenario	
Playtech's scenarios	Summary: physical aspects	Increase in heatwaves, extreme weather events (precipitation, droughts, storms), floods, species extinctions and wildfires over current conditions, but slow and broadly manageable across most geographies.	Increase in heatwaves, extreme weather events and wildfires which reach unmanageable levels in some geographies by the 2040s. Water availability for agriculture, hydropower and human settlements severely diminished from the 2040s. High flood damages. Significant adaptation necessary and frequent disruption expected.	Various areas of the world become uninhabitable due to intense heatwaves, droughts or combinations of both. Heavy precipitation events, and longer and more intense wildfire seasons covering more areas of the globe lead to a constant state of disruption. Floods cause widespread disruption, including to coastal infrastructure such as ports. Species extinctions and severe water shortages prevent the production of key commodities including foods. By 2100, sea level rise is becoming a problem for low-lying coastal areas.
	Summary: transition aspects	Significant, rapid and disruptive policy change across carbon pricing, energy, transport, buildings and deforestation. Rapid phase-out of fossil fuels in the 2030s and 2040s. Every policy decision has a climate angle. Global GHG emissions peak by 2025 and reach net zero by the early 2050s.	New policies are implemented over current levels, in a slow and inconsistent manner. Carbon prices and other limits on emissions are implemented but the cost of emitting grows in a slow and steady manner. The electrification of transport and buildings does not pick up much pace. Global GHG emissions peak in the 2020s and reach net zero in the 2070s.	Climate policies are maintained at current levels, with major economies reducing emissions gradually over the next 30 years and reach net zero around 2050. New technologies are not deployed as fast as predicted, and the world remains reliant on fossil fuels with widespread use of Carbon Capture & Storage (CCS) by the second half of the century. Globally, GHG emissions continue to rise.
External scenarios	IPCC scenarios	RCP2.6/SSP1	RCP4.5/SSP2	RCP6.0/SSP5
	IEA scenarios	Net Zero Emissions by 2050 (NZE)	Announced Pledges (APS)	Stated Policies (STEPS)
	Other data sources	Network for Greening the Financial System, Climate Scenarios – phase IV; World Bank, Climate Knowledge Portal; and World Resources Institute, Aqueduct Water Risk Atlas; Climate Central, Coastal Risk Screening Tool		



Playtech routinely monitors the status of climate regulation in its key markets to ensure that its GHG reduction targets keep pace with regulatory changes. The risks and opportunities that were identified as part of the climate scenario analysis are summarised in the table below.

The Company defines short term as <one year; medium term as one to five years; and long term as >five years, as per its risk and financial planning horizons. Furthermore, the impact magnitude of the risks and opportunities listed below is aligned with the Group risk materiality framework. The Company attempted to estimate the potential financial impact of each risk and opportunity. For some, however, this was not yet possible due to a lack of data. Playtech will aim to increase the number of risks and opportunities for which impacts were quantified year on year as more data becomes available. For the risks and opportunities where the financial impact was determined and quantified, it was estimated based on a combination of projections on the physical impacts of climate on specific locations and projections on the societal responses to certain future climate states, both from reputable open-source data sources described in the climate scenarios and sources table and information gathered from within the business.

Where quantitative estimates of financial impact were not possible due to data availability, qualitative scoring was used in line with the scoring approach for the double materiality assessment exercise (see pages 50 to 55).

These quantifications were conducted in 2025. Playtech remains committed to update its scenario analysis, and quantification of the identified risks and opportunities, at least every three years in line with the CFD guidance for companies. The outcomes of the climate scenario analysis are reflected in the risk register on page 94. The management approaches identified for the risks and opportunities below are being explored, such as investment in renewable energy generation at key assets.

Going forward, Playtech will continue to update its scenario analysis on an annual basis as more information becomes available on the possible climate futures that humanity faces and their impacts on business. The results of these exercises will be reported to the Board at least annually through the Sustainability and Compliance Committee.




Key
 Risk
 Opportunity
 Physical
 Transitional
 Insignificant: <€1m
 Minor: €1m – €5m
 Major: €5m – €10m
 Very High: €€10m – €€15m
 Critical: >€15m

Physical risks

TCFD category	Risk / Opportunity description	Impact	Likelihood	Time horizon	Applicable scenario(s)			Materiality basis	Management approach
					1.5°C	2°C	3°C		
Acute	Increase in extreme weather events may disrupt travel into the office and Live studios	Under-staffing or shut-downs of key assets such as Live studios.	Possible	Short term	–	–		Quantitative	Continue to enable flexible and remote working where possible. Keep business continuity plans under review for strategic assets.
Chronic (compounded by Policy & Legal)	Technical disruption in data centres due to extreme heat	Disruption to hosting of B2B products, causing lost revenues.	Possible	Medium term	–	–		Quantitative	Move data centres to cooler areas within regulatory requirements; more energy efficient data centres. Technology innovation to reduce power and rack consumption and storage needs. Redundancy planning. Cloud-based solutions.



Physical risks

TCFD category	Risk / Opportunity description	Impact	Likelihood	Time horizon	Applicable scenario(s)			Materiality basis	Management approach
					1.5°C	2°C	3°C		
Chronic	 Increased energy demand and energy cost	Increased energy cost.	Very likely	Long term	-	-	MI	Quantitative	Invest in energy efficiency and renewable energy generation at owned assets with high energy consumption.
Acute and Chronic	 Extreme weather and sea level rise disrupt physical assets and services NJ: Exposure to flooding from hurricanes and sea level rise ECM: exposure to sea level rise	Increases in insurance costs, costs to adapt assets and increase resilience, and potential relocation costs.	Possible	Short term	-	-	MA	Quantitative	Monitor situation and business continuity planning; ensure appropriate insurance cover is maintained.
Acute	 Disruption to technology supply chains leading to delays and increased costs	Increased costs and production delays due to unavailability of products.	Unlikely	Medium term	MI	MI	MI	Qualitative	Continue mitigation plans of "back-up" equipment and locally sourced equipment.







Transitional risks and opportunities

TCFD category	Risk / Opportunity description	Impact	Likelihood	Time horizon	Applicable scenario(s)			Materiality basis	Management approach
					1.5°C	2°C	3°C		
Market	Move from physical to online gambling (physical business)	Reduction in revenue for physical gambling business.	Possible	Short term	-	-	I	Quantitative	Monitor market trends to ensure Playtech is proactively adjusting to consumer demand.
Market	Move from physical to online gambling (online business)	Increase in revenue for online gambling business.	Possible	Short term	-	-	I	Quantitative	Continue B2B business strategy and encourage shift to online gaming.
Reputation	Failure to meet external stakeholder expectations on climate performance	Reduced access to capital, talent, and attractiveness to customers and consumers.	Possible	Long term	MI	MI	MI	Qualitative	Continue monitoring climate expectations and investing to meet and exceed them.
Market	Competitive advantage from exceeding climate performance expectations	Increased access to capital, talent, and attractiveness to customers and consumers.	Possible	Long term	MI	MI	MI	Qualitative	Continue monitoring climate expectations and investing to meet and exceed them.
Reputation	Reputational risk from increased problem gambling	Increased compliance costs due to unfavourable regulatory changes; decrease in B2B revenue.	Possible	Short term	-	-	MA	Qualitative	Generate "reputational capital" with external stakeholders including regulators and pressure groups through safer gambling and player protection measures.
Reputation	Failure to attract and retain talent if Playtech's climate performance does not meet external expectations	Higher recruitment costs and lower productivity.	Possible	Short term	MI	MI	-	Qualitative	Build customised strategies to identify internal talent; establish effective business and workforce planning to ensure effective succession; embed a strong Centre of Excellence team which directs focus to key talent pools to attract and retain the right talent.



Transitional risks and opportunities

TCFD category	Risk / Opportunity description	Impact	Likelihood	Time horizon	Applicable scenario(s)			Materiality basis	Management approach
					1.5°C	2°C	3°C		
Market	 Increased employee attraction and retention if Playtech's climate performance meets or exceeds external expectations	Lower recruitment costs and higher productivity.	Probable	Short term	I	I	-	Quantitative	Build customised strategies to identify internal and external talent, including referencing and leveraging climate performance.
Market	 Decrease in revenue due to economic impact of climate change	Decrease in revenue.	Possible	Short term	-	MA	MA	Qualitative	Monitor the situation and remain ready to respond to changes in demand.
Market	 Increase in revenue due to economic impact of climate change	Increase in revenue.	Possible	Short term	-	MA	MA	Qualitative	Monitor the situation and remain ready to respond to changes in demand.
Policy and legal	 Cost of transition to meeting low-carbon regulatory requirements and risk of reduced competitiveness if Playtech invests more in transition than competitors	Cost of transition to net zero.	Probable	Short term	MI	-	-	Qualitative	Plan required investments as part of net-zero transition roadmap. Continuously monitor peer activity and regulatory requirements to ensure Playtech moves in line with expectations.



19 OFFICES

Germany
PBS

Austria
Sports

Gibraltar
B2C
Casino
Marketing Services