

CIRSA ENTERPRISES, S.L.U.

2021 Annual Report

April 27, 2022

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CERTAIN DEFINITIONS

“2023 Dollar Notes” refers to the \$550,000,000 aggregate principal amount of 7.875% senior secured notes due 2023, issued on July 2, 2018, pursuant to the 2023 Indenture, of which \$55.0 million aggregate principal amount was redeemed on August 2, 2019 and the remaining \$495,000,000 aggregate principal amount was redeemed in full on September 27, 2021.

“2023 Fixed Rate Euro Notes” refers to the €663,000,000 aggregate principal amount of 6.250% senior secured notes due 2023, issued on July 2, 2018, pursuant to the 2023 Indenture, of which €100.0 million aggregate principal amount was redeemed on September 27, 2021 with the remaining €563,000,000 aggregate principal amount of such notes outstanding.

“2023 Floating Rate Notes” refers to the €425,000,000 aggregate principal amount of floating rate senior secured notes due 2023, issued on July 2, 2018, pursuant to the 2023 Indenture, which were redeemed in full on August 2, 2019.

“2023 Indenture” refers to the indenture dated as of July 2, 2018, between among others, Cirsa Finance, the Company, Deutsche Trustee Company Limited, as trustee, to which the Company acceded as guarantor on July 3, 2018, and the Subsidiary Guarantors acceded as guarantors on October 26, 2018, as amended and/or supplemented from time to time, pursuant to which the 2023 Senior Secured Notes and the 2023 Floating Rate Notes were issued.

“2023 Senior Secured Notes” refers, collectively, to the 2023 Dollar Notes and the 2023 Fixed Rate Euro Notes.

“2025 Fixed Rate Notes” refers to the €390,000,000 aggregate principal amount of 4.750% senior secured notes due 2025 issued on May 22, 2019, pursuant to the 2025 Indenture.

“2025 Floating Rate Notes” refers to the €490,000,000 aggregate principal amount of floating rate senior secured notes due 2025 issued on August 2, 2019, pursuant to the 2025 Indenture.

“2025 Indenture” refers to the indenture dated as of May 22, 2019 between, among others, Cirsa Finance, the Company, Deutsche Trustee Company Limited, as trustee, as amended and/or supplemented from time to time, pursuant to which the 2025 Senior Secured Notes were issued.

“2025 Senior Secured Notes” refers to the 2025 Fixed Rate Notes and the 2025 Floating Rate Notes.

“2027 Senior Secured Notes” refers to the €615,000,000 aggregate principal amount of 4.500% senior secured notes due 2027 issued on September 27, 2021, pursuant to the 2025 Indenture.

“Blackstone” refers to The Blackstone Group Inc. or its successors or, as the context may require, one or more funds, managed accounts or limited partnerships managed or advised by The Blackstone Group Inc. or its successors or any of its affiliates or direct or indirect subsidiaries from time to time, including Blackstone Capital Partners (Cayman) VII L.P., Blackstone Capital Partners (Cayman) VII.2 L.P., Blackstone Family Investment Partnership (Cayman) VII-ESC L.P. and BTAS Q Holdings L.L.C.

“Cirsa” and “Company” refer to Cirsa Enterprises, S.L.U. (formerly, LHMC Bidco, S.L.U.), a limited liability company (*sociedad de responsabilidad limitada*) incorporated under the laws of the Kingdom of Spain, with its registered office in Madrid (Spain), at Calle Fermina Sevillano 5-7, 28022 and registered in the Madrid Register of Commerce in volume 36,763, sheet 13, page M-658665, with tax identification number B87959649.

“Cirsa Finance” refers to Cirsa Finance International S.à r.l. (formerly, LHMC Finco S.à r.l.), a limited liability company (*société à responsabilité limitée*) incorporated under the laws of the Grand Duchy of Luxembourg with its registered office at 2-4, rue Eugène Ruppert, L-2453 Luxembourg, registered with the Luxembourg companies register under number B224669.

“Cirsa Gaming” refers to Cirsa Gaming Corporation, S.A.U., a Spanish public limited company (*sociedad anónima*) incorporated and existing under the laws of Spain, having its registered office in Terrassa (Barcelona), at Carretera de Castellar, 298, being registered at the Barcelona Commercial Registry in volume 42,002, sheet 102, page B-380, with tax identification number A-08511149.

“*Cirsa Group*” refers to Cirsa Gaming and its subsidiaries, which was the group of companies acquired by the Company on July 3, 2018 pursuant to the Original Acquisition Agreement.

“*EU*” refers to the European Union.

“*euro*” or “*€*” refers to the single currency of the participating Member States of the EU participating in the third stage of economic and monetary union pursuant to the Treaty on the Functioning of the EU, as amended or supplemented from time to time.

“*Giga Game*” refers to Giga Game System Operation, S.L.U., a Spanish limited liability company (*sociedad de responsabilidad limitada*) incorporated and existing under the laws of Spain.

“*Giga Game Acquisition*” refers to the acquisition of the Giga Game Group by Cirsa Gaming pursuant to the Giga Game Acquisition Agreement.

“*Giga Game Acquisition Agreement*” refers to the share purchase agreement dated April 29, 2019 relating to the sale and purchase of Giga Game’s shares and entered into, among others, between Cirsa Gaming and the sellers thereunder (including the annexes and schedules thereto), as it may be amended from time to time.

“*Giga Game Group*” refers to Giga Game and certain of its subsidiaries that formed part of the transaction perimeter for the Giga Game Acquisition.

“*Group*,” “*we*,” “*our*,” and “*us*,” unless the context requires otherwise, refers to the Company and its subsidiaries.

“*IFRS*” refers to the International Financial Reporting Standards, as adopted by the EU.

“*Indentures*” refers to, collectively, the 2023 Indenture and the 2025 Indenture.

“*Notes*” refers to, collectively, the 2023 Senior Secured Notes, the 2025 Senior Secured Notes and the 2027 Senior Secured Notes.

“*Original Acquisition*” refers to the acquisition of the Cirsa Group by the Company on July 3, 2018 pursuant to the Original Acquisition Agreement.

“*Original Acquisition Agreement*” refers to the share purchase agreement dated April 27, 2018 relating to the sale and purchase of Cirsa Gaming shares and entered into among the Company and the sellers thereunder (including the annexes and schedules thereto), as amended from time to time.

“*Original Completion Date*” refers to July 3, 2018, the date of completion of the Original Acquisition.

“*PIK Notes*” refers to the 7.25%/8.00% Senior Secured PIK Toggle Notes due 2025 issued by LHMC Finco 2 S.à r.l., a parent company of the Issuer, pursuant to an indenture dated October 2, 2019 (“*PIK Indenture*”). As of December 31, 2021, the outstanding amount of the PIK Notes was €449,945,600.

“*Revolving Credit Facility*” refers to the revolving credit facilities made available under the Revolving Credit Facility Agreement.

“*Revolving Credit Facility Agreement*” refers to the agreement providing for the Revolving Credit Facility, as entered into on June 22, 2018, and as amended on August 8, 2018 and on June 12, 2020, with, among others, Cirsa Finance as original borrower and guarantor, the Company as original borrower and guarantor, Deutsche Bank AG, London Branch as facility agent and Deutsche Bank Trust Company Americas as security agent.

“*Second Revolving Credit Facility*” refers to the revolving credit facilities made available under the Second Revolving Credit Facility Agreement, which was fully repaid and cancelled on September 27, 2021.

“*Second Revolving Credit Facility Agreement*” refers to the agreement providing for the Second Revolving Credit Facility, as entered into on May 29, 2020, with, among others, Cirsa Finance and the Company, each as original borrower and guarantor, Deutsche Bank AG, London Branch as facility agent and Deutsche Bank Trust Company Americas as security agent.

“*Sportium*” refers to Sportium Apuestas Deportivas, S.A.U, a Spanish public limited company (*sociedad anónima*) incorporated and existing under the laws of Spain.

“*Sportium Acquisition*” refers to the acquisition by Cirsa Slot Corporation, S.A.U. of Ladbrokes B&G’s 50% ownership interest in *Sportium* pursuant to the *Sportium* Acquisition Agreement.

“*Sportium Acquisition Agreement*” refers to the share sale and purchase agreement dated July 12, 2019 relating to the sale and purchase of Ladbrokes B&G’s 50% ownership interest in *Sportium* entered into between, *inter alios*, Cirsa Gaming, Cirsa Slot Corporation, S.A.U. and Ladbrokes B&G (including the annexes and schedules thereto), as it may be amended from time to time.

“*Subsidiary Guarantors*” refers to Cirsa Gaming, Cirsa International Business Corporation, S.L.U., Gaming & Services de Panama S.A., Promociones e Inversiones de Guerrero, S.A.P.I. de C.V., Uniplay S.A.U., Global Game Machine Corporation, S.A.U., Juegomatic, S.A.U., Integración Inmobiliaria World de México, S.A. de C.V., Cirsa Interactive Corporation, S.L.U., Universal de Desarrollos Electrónicos, S.A.U., Casino Nueva Andalucía Marbella, S.A.U., Genper, S.A.U., Comercial de Desarrollos Electrónicos, S.A.U., Sportium Apuestas Digital, S.A.U., Barna Center, S.A.U. and Elevel Electrónicos Valencia, S.A.U.

“*Term Loan Facility*” refers to the term loan facility made available under the Term Loan Facility Agreement.

“*Term Loan Facility Agreement*” refers to the agreement providing for the Term Loan Facility, as entered into on June 26, 2020, with, among others, Cirsa Finance as original borrower and guarantor, the Company as original guarantor, Deutsche Bank AG, London Branch as facility agent and Deutsche Bank Trust Company Americas as security agent.

“*UK*” refers to the United Kingdom of Great Britain and Northern Ireland.

“*United States*,” “*USA*” or “*U.S.*” refers to the United States of America, its territories and possessions, any state of the United States of America and the District of Columbia.

“*U.S. dollars*” or “*\$*” refers to the lawful currency of the United States.

“*VLTs*” refers to Video Lottery Terminals.

FORWARD-LOOKING STATEMENTS

This annual report includes forward-looking statements within the meaning of the securities laws of certain applicable jurisdictions. These forward-looking statements include, but are not limited to, all statements other than statements of historical facts contained in this annual report, including, without limitation, those regarding our intentions, beliefs or current expectations concerning, among other things, our future financial conditions and performance, results of operations and liquidity; our strategy, plans, objectives, prospects, growth, goals and targets; future developments in the markets in which we participate or are seeking to participate; and anticipated regulatory changes in the industry in which we operate. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms “*aim*,” “*anticipate*,” “*believe*,” “*continue*,” “*could*,” “*estimate*,” “*expect*,” “*forecast*,” “*guidance*,” “*intend*,” “*may*,” “*plan*,” “*project*,” “*probability*,” “*target*,” “*goal*,” “*objective*,” “*should*” or “*will*” or, in each case, their negative, or other variations or comparable terminology.

By their nature, forward-looking statements involve known and unknown risks, uncertainties and other factors because they relate to events and depend on circumstances that may or may not occur in the future. We caution you that forward-looking statements are not guarantees of future performance and that our actual financial condition, results of operations and cash flows, and the development of the industry in which we operate, may differ materially from (and be more negative than) those made in, or suggested by, the forward-looking statements contained in this annual report. In addition, even if our financial condition, results of operations and cash flows, and the development of the industry in which we operate, are consistent with the forward-looking statements contained in this annual report, those results or developments may not be indicative of results or developments in subsequent periods. Factors that could cause such differences in actual results include:

- the impact of public health outbreaks, epidemics or pandemics, such as the coronavirus, on our operations and the markets in which we are active;
- the impact of the effects of the economic downturn or political change in Spain and other markets in which we operate;
- risks associated with our other operations outside of Spain;
- we do not control certain of our businesses and are dependent on the actions of our counter-parties in our strategic partnerships, joint ventures and alliances;
- impact of individual events or betting outcomes and the failure to determine accurately the odds at which we will accept bets in relation to any particular event or any failure of our risk management processes;
- our inability to block access to our online services by players in certain jurisdictions;
- our ability to comply with the current gaming regulatory framework and to adapt to any regulatory changes and increases in the taxation of gaming;
- our ability to maintain our gaming licenses and comply with online gaming rules and regulations;
- our failure to keep up with technological developments in the online gaming market;
- our failure to comply with regulations regarding the use of personal data;
- risks associated with hacker intrusion, distributed denial of service attack, malicious viruses and other cybercrime attacks;
- our ability to manage growth in our business;
- our ability to provide secure gaming products and services and to maintain the integrity of our employees in order to attract customers;
- competition from other companies in our industry and our ability to retain our market share and business position;
- changes in consumer preferences in relation to our gaming offerings;

- our dependence on maintaining and enhancing our brand;
- risks associated with a failure to detect money laundering or fraudulent activities of our customers or third parties;
- risks associated with a disruption of operations at our manufacturing facilities;
- risks relating to taxes;
- risks relating to exchange of information requirements on reportable cross-border arrangements;
- risks associated with security issues in the countries in which we operate;
- risks associated with fluctuations in foreign currency exchange rates;
- risks associated with terrorist attacks and other acts of violence or war;
- risks associated with negative perceptions and negative publicity surrounding the industry in which we operate;
- risks associated with the Notes, the guarantees thereof, the collateral and our structure.

The foregoing factors and others described under “*Risk Factors*” should not be construed as exhaustive. Due to such uncertainties and risks, readers are cautioned not to place undue reliance on such forward-looking statements, which speak only as at the date hereof.

We disclose important factors that could cause our actual results to differ materially from our expectations in “*Risk Factors*” and “*Operating and Financial Review and Prospects*.” Other sections of this annual report describe additional factors that could adversely affect our business, financial condition or results of operations. Moreover, we operate in a very competitive and rapidly changing environment. New risk factors emerge from time to time and it is not possible for us to predict all such risk factors. We cannot assess the impact of all risk factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. Given these risks and uncertainties, you should not place undue reliance on forward-looking statements as a prediction of actual results.

Any forward-looking statements are only made as at the date of this annual report and, except as required by law or the rules and regulations of any stock exchange on which the Notes are listed, we undertake no obligation to publicly update or publicly revise any forward-looking statement, whether as a result of new information, future events or otherwise. All subsequent written and oral forward-looking statements attributable to us or to persons acting on our behalf are expressly qualified in their entirety by the cautionary statements referred to above and contained elsewhere in this annual report, including those set forth under “*Risk Factors*.”

PRESENTATION OF FINANCIAL INFORMATION

The Company was incorporated on November 15, 2017 for the purpose of facilitating the Original Acquisition. Prior to the completion of the Original Acquisition on July 3, 2018, it had no material assets or liabilities, and had not engaged in any material activities, other than those in preparation for the Original Acquisition and its financing. The Company is a holding company that owns the entire share capital of Cirsa Finance and the Cirsa Group.

In this annual report, we include the Company's consolidated financial statements as of and for the years ended December 31, 2021 and 2020, in each case, prepared in accordance with IFRS. The Company's consolidated financial statements as of and for the year ended December 31, 2021 have been audited by Ernst & Young S.L. and for the year ended December 31, 2020 have been audited by Ernst & Young S.L. and Cortés & Pérez Auditores y Asesores Asociados, S.L. and, in each case, their auditor's reports thereon are included elsewhere on our investor relations website. The consolidated financial statements are presented in euro.

Unless otherwise indicated, the financial information presented in this annual report as of and for the years ended December 31, 2021 and 2020 has been extracted from the Company's consolidated financial statements as of and for the year ended December 31, 2021.

On January 13, 2016, the IASB published IFRS 16 "Leases," and the European Union adopted IFRS 16 on November 9, 2017. We have adopted IFRS 16 from January 1, 2019, which has an impact on our reported consolidated assets, liabilities, income statement and cash flow statement.

We also present in this annual report certain non-IFRS measures, including EBIT, EBITDA, EBITDA Margin, Capital Expenditures and certain leverage ratios. We present these non-IFRS measures in this annual report because we believe that they provide useful information regarding our ability to service and incur indebtedness and management uses them as a measure of evaluating our performance. These non-IFRS measures are not measurements of operating performance under IFRS and should not be considered a substitute for operating income, net income, cash flows from operating activities or other profit and loss account or statement of cash flows information, or as a measure of profitability or liquidity, and do not necessarily indicate whether cash flow will be sufficient or available for cash requirements. Therefore, the non-IFRS measures presented in this annual report should be viewed as supplementary to our consolidated financial statements included elsewhere on our investor relations website and may not be indicative of our historical operating results nor are they meant to be predictive of potential future results. Because all companies do not calculate such measures identically, the presentation may not be comparable to similarly entitled measures of other companies and you are cautioned not to place undue reliance on such financial information.

For a discussion of our financial information, see "*Selected Financial and Other Information*," "*Operating and Financial Review and Prospects*" and the consolidated financial statements included elsewhere on our investor relations website.

Certain amounts and percentages included in this annual report have been rounded. Accordingly, in certain instances, the sum of the numbers in a column of a table may not exactly equal the total figure for that column.

SELECTED FINANCIAL AND OTHER INFORMATION

The selected consolidated historical and other financial information is qualified in its entirety by reference to, and should be read in conjunction with “*Operating and Financial Review and Prospects*” and the financial statements included elsewhere on our investor relations website. See “*Presentation of Financial Information.*”

Historical Financial Information

(in € millions)	For the year ended December 31,	
	2020	2021
	(audited)	(audited)
Summary Profit and Loss Account Information:		
Operating revenues	1,013.6	1,337.3
Variable rent.....	(171.3)	(220.0)
Net operating revenues	842.4	1,117.3
Consumption	(29.7)	(45.6)
Personnel.....	(202.2)	(208.8)
Gaming taxes	(304.9)	(319.2)
External supplies and services.....	(179.5)	(212.2)
Depreciation, amortization and impairment	(326.5)	(305.7)
Changes in trade provisions	(8.6)	(0.5)
Earnings before interest and taxes	(209.0)	25.2
Financial results	(154.3)	(163.2)
Foreign exchange results.....	31.4	(18.2)
Results on sale of non-current assets.....	(1.7)	(2.3)
Profit before tax	(333.6)	(158.3)
Income tax.....	64.9	12.3
Minority interest.....	14.1	(4.7)
Net profit	(254.6)	(150.9)

(in € millions)	As of December 31,	
	2020	2021
	(audited)	(audited)
Selected Balance Sheet Information:		
Cash and cash equivalents.....	283.3	280.2
Total assets.....	3,372.4	3,262.0
Total debt ⁽¹⁾	2,654.1	2,642.1
Total net debt ⁽²⁾	2,370.8	2,361.9
Total shareholders' equity.....	259.1	122.7

Non-IFRS Measures

(in € millions, unless indicated otherwise)	As of and for the year ended December 31,	
	2020	2021
	(audited)	(audited)
Other Financial Information:		
EBITDA ⁽³⁾	126.1	331.4
EBITDA Margin ⁽⁴⁾	15.0%	29.7%
Capital Expenditures ⁽⁵⁾	125.2	110.3

	As of December 31, 2021									
	Spain	Panama	Colombia	Mexico	Italy	Costa Rica	Dominican Republic	Peru	Morocco	Total
Certain Operating Information (number of units)										
Slot machines ^(*)	44,732	8,143	7,269	7,542	9,485	861	841	3,365	281	82,519
Tables	57	20	261	132	—	22	75	38	29	634
Casinos	6	33	72	—	—	8	6	22	2	149
Bingo halls.....	40	—	—	28	12	—	—	—	—	80

	As of December 31, 2021									
	Spain	Panama	Colombia	Mexico	Italy	Costa Rica	Dominican Republic	Peru	Morocco	Total
Arcades.....	244	—	—	—	4	—	—	—	—	248
Betting points.....	2,384	35	209	—	—	—	—	—	—	2,628

(*) These figures include the total number of slot machines in all divisions.

- (1) Total debt of €3,642.1 million as of December 31, 2021 was comprised of (i) bank debt of €289.8 million recorded under “Credit institutions” as non-current liabilities and current liabilities, (ii) capital lease obligations of €1.1 million recorded under “Credit institutions” as non-current liabilities and current liabilities, (iii) promissory notes and other loans of €27.0 million recorded under “Other creditors” as non-current liabilities and current liabilities, (iv) €2,042.7 million of the Notes recorded under “Bonds” as non-current liabilities and current liabilities (of which aggregate capitalized financing costs were €24.4 million), (v) capitalization of operating leases of €274.3 million recorded under “lease liabilities” as non-current liabilities and current liabilities and (vi) tax deferrals of €7.1 million recorded under “other creditors” as current liabilities.
- (2) We define total net debt as total debt less cash and cash equivalents.
- (3) EBITDA represents profit/(loss) before tax, profit/(loss) on the sale of non-current assets, foreign exchange results, financial results, depreciation, amortization and impairment and changes in trade provisions (where applicable). We believe that it is widely accepted that EBITDA provide useful information regarding a company’s ability to service and incur indebtedness. EBITDA are not measurements of operating performance under IFRS, and should not be considered substitutes for operating income, net income, cash flows from operating activities or other profit and loss account information, or as measures of profitability or liquidity, and EBITDA do not necessarily indicate whether cash flow will be sufficient or available for cash requirements. EBITDA may not be indicative of our historical operating results nor are they meant to be predictive of potential future results. Because all companies do not calculate EBITDA identically, the presentation may not be comparable to similarly entitled measures of other companies. In addition, our presentation of EBITDA has limitations as an analytical tool.

The following table provides a reconciliation of our Profit/(loss) before tax to EBITDA for the years ended December 31, 2020 and 2021:

(in € millions)	For the year ended December 31,	
	2020	2021
Profit before tax.....	(333.6)	(158.3)
Loss/(Profit) on sale of non-current assets	1.7	2.3
Foreign exchange results.....	(31.4)	18.2
Financial results	154.3	163.2
Depreciation, amortization and impairment	326.5	305.7
Changes in trade provisions	8.6	0.5
EBITDA	126.1	331.4

- (4) EBITDA Margin represents EBITDA divided by net operating revenue.
- (5) We define capital expenditures to include the following items from our consolidated statement of cash flows: “Purchase and development of property, plant and equipment” and “Purchase and development of intangibles.”

BUSINESS

Overview

We are one of the leading gaming companies in Spain and Italy, as well as in a number of countries in Latin America (with a focus on Panama, Colombia, Mexico, Peru, Costa Rica and the Dominican Republic), engaged in the operation of slot machines, casinos and bingo halls. We also manufacture slot machines for the Spanish market. As of December 31, 2021, we operated 82,519 gaming machines, 149 casinos, 80 bingo halls, 634 gaming tables, 2,628 betting locations and 248 arcades.

We believe that we are the leader in the Spanish private gaming market, where, as of December 31, 2021, our key activities included: the operation of slot machines, in which we believe that we are the #1 operator with 44,732 slot machines operated; the operation of six casinos; the operation of bingo halls, in which we believe that we are the #1 operator with 40 bingo halls; and the manufacture of slot machines, in which we believe that we are the #1 manufacturer, with 12,355 slot machines and gaming kits manufactured in the year ended December 31, 2021. We believe that we are also the #1 sports betting operator through *Sportium*, which offers sport betting products through outlets and betting machines installed in 2,384 slot arcades, bingo halls, bars and casinos in Spain, as of December 31, 2021.

In Italy, we have established a strong presence in the slot machine market with the operation of 9,485 slot machines and VLTs across all our divisions situated in approximately 1,677 locations across central and northern Italy as of December 31, 2021.

In Panama, we believe that we are the #1 gaming operator with the operation of 33 casinos and a total of 20 gaming tables and 8,143 slot machines as of December 31, 2021.

In Colombia, we believe that we are the #1 gaming operator with the operation of 72 casinos and a total of 7,269 slot machines and 261 gaming tables as of December 31, 2021.

In Mexico, we believe that we are a leader in the gaming industry with our 28 bingo halls which include 7,269 slot machines as of December 31, 2021.

In Costa Rica, we believe that we are the #1 gaming operator with eight casinos, 22 gaming tables and 861 slot machines as of December 31, 2021.

In Peru, we believe that we are a leading gaming operator following our acquisition of nine casinos in 2014 and 17 casinos in 2017. As of December 31, 2021, we operated 22 casinos in Peru with 38 gaming tables and 3,365 slot machines.

In the Dominican Republic, we believe that we are the #1 gaming operator with our six casinos with a total of 75 gaming tables and 841 slot machines as of December 31, 2021.

In Morocco, we believe that we are a leading gaming operator. We have a majority stake in Agadir's largest casino and also operate casino Le Mirage in Agadir, with a total of 29 gaming tables and 281 slot machines as of December 31, 2021.

We believe that we have a well-balanced business with strong geographical diversification. These factors, when combined with the economies of scale resulting from our size, strengthen our financial profile and provide stability in our cash flows.

For the year ended December 31, 2021, our net operating revenues and EBITDA were €1,117.3 million and €331.4 million, respectively. On a historical basis, our net operating revenues increased by 32.6% and our EBITDA increased by 162.9% for the year ended December 31, 2021 compared to our net operating revenues and EBITDA for the year ended December 31, 2020. In addition to our scale, our revenues and EBITDA are diversified by geography and by business segment, and for the year ended December 31, 2021, 89.2% of our EBITDA was generated in countries which currently have an investment grade rating from S&P and Moody's.

The following table shows a breakdown of our consolidated EBITDA for the year ended December 31, 2021, by country in which we operated:

EBITDA MIX BY COUNTRY

Country	For the year ended December 31, 2021
Spain	62.0%
Panama	13.4%
Colombia.....	12.4%
Mexico	5.2%
Italy	0.8%
Peru	0.8%
Other	5.4%
	100.0%

Our Divisions

We have organized our company into five business divisions: Casinos, Slots, Bingo, Business-to-Business (“B2B”) and On-line Gaming & Betting.

Casinos. (EBITDA €135.4 million for the year ended December 31, 2021): Our Casinos Division operated 149 casinos as of December 31, 2021.

In Spain, our casinos are located in Marbella, Valencia, La Toja, Las Palmas, Lloret and Vigo.

In Morocco, our casinos are located in the resort town of Agadir.

In Latin America, we believe that we are the #1 gaming operator in Panama, Colombia, Costa Rica and the Dominican Republic and have achieved a leading position in Peru.

In Panama, we operated 33 casinos with a total of 20 tables and 7,884 slot machines as of December 31, 2021.

In Colombia, we operated 72 casinos with a total of 7,204 slot machines and 261 gaming tables as of December 31, 2021.

In Peru, we operated 22 casinos with 38 gaming tables and 3,365 slot machines as of December 31, 2021.

In Costa Rica, we operated eight casinos with a total of 22 gaming tables and 861 slot machines as of December 31, 2021.

In the Dominican Republic, we operated six casinos with a total of 75 gaming tables and 841 slot machines as of December 31, 2021.

Slots. (EBITDA €152.9 million for the year ended December 31, 2021): Our Slots Division owns and manages slot machines in bars, cafes, restaurants and arcades in Spain and is a network operator for slot machines and VLTs in Italy.

In Spain, we believe that we are the #1 slot machine operator and the #1 sports betting operator.

In Italy, our Slots Division operated 7,060 slot machines and 2,425 VLTs in locations across central and northern Italy as of December 31, 2021.

Bingo. (EBITDA €33.4 million for the year ended December 31, 2021): Our Bingo Division operated 80 bingo halls across Spain, Mexico and Italy as of December 31, 2021.

In Spain, we believe we are the leader of the bingo market which has been modestly improving along with the Spanish economy in recent years. As of December 31, 2021, we operated a total of 40 bingo halls.

In Mexico, as of December 31, 2021, we owned and operated 28 bingo halls which provide a wide entertainment offering, including slot machines and casino-style gaming machines.

In Italy, we hold minority interests in companies (joint ventures with local partners) that owned and operated eleven bingo hall businesses as of December 31, 2021. We also operate one bingo hall business which we fully owned as of December 31, 2021. Our bingo hall operations in Italy also operated 422 slot machines as of December 31, 2021.

B2B. (EBITDA €0.5 million for the year ended December 31, 2021): Our B2B Division designs, manufactures and distributes slot machines and gaming kits for the Spanish market and also develops interactive gaming systems, concentrating on ready-to-market products such as interconnected slot machines, linked bingo products and electronic online lotteries. We believe that we are the #1 manufacturer in the Spanish market, with over 12,114 slot machines and gaming kits manufactured in the year ended December 31, 2021.

On-line Gaming & Betting. (EBITDA €23.0 million for the year ended December 31, 2021): Through *Sportium*, our On-line Gaming & Betting Division offers sport betting products through outlets and betting machines in Spain as well as some betting operations in Colombia and Panama. *Sportium* is the only player present with leading positions in both the online and retail sports betting markets and we believe that we are the #1 sports betting operator in Spain, with betting machines installed in 2,384 slot arcades, bingo halls, bars and casinos in Spain as of December 31, 2021. *Sportium* also includes our Spanish online gaming operations.

Our Strengths

We believe a number of key factors give us a strong competitive advantage, including:

- ***Reinforced market leadership in Spain and Latin America with a well-diversified business portfolio in terms of geographies and business segments.*** We are a leader in Spanish slot machine operations and manufacturing, as well as bingo hall operations. We are also a leader in gaming operations in Panama, Colombia, Costa Rica and the Dominican Republic. We believe that this leadership position enables us to identify and manage trends in the private gaming industry in Spain and Latin America. The Spanish slot machine operator and bingo segments are highly fragmented, as are the Latin American gaming markets, and we are substantially larger than our competitors. We believe that our size allows us to benefit from economies of scale in many of our businesses. For example, in our slot machine operations, we can spread the cost of providing coin collection services and rapid response to repair calls (minimizing machine downtime) over our 34,272 slot machines, as of December 31, 2021, which helps us to realize a lower operational cost per machine and to have a more developed internal control system as compared to our competitors. We also believe that due to our size and resources, we are well-positioned to acquire attractive gaming operations as consolidation opportunities arise in the markets in which we operate. We believe that we are larger in terms of size and have more resources compared to the majority of our competitors. From a business division perspective, we are a well-diversified gaming company with five distinct and complementary business units within the industry (Casinos, Slots, Bingo, B2B and On-line Gaming & Betting) and operations in eight countries outside of Spain. We believe that the diversity of our revenue streams helps improve the stability of our cash flow profile by reducing our dependence on any single geographic market, economy or business segment in the gaming industry. While we focus our international expansion in markets with growth potential, we favor countries with less volatile economic and regulatory environments, and, in particular, for the year ended December 31, 2021, 89.2% of our EBITDA was generated in countries which currently have an investment grade rating from S&P and Moody's. Within Spain, there are 17 different autonomous regions with separate legal jurisdictions as laid out in the Spanish constitution, reinforcing the geographical diversification of our business. Since 2010, our expansion in Latin America has concentrated in Colombia, Costa Rica, Peru, the Dominican Republic and Mexico and we have also made substantial investments in our Panama business.
- ***The multichannel and local gaming model ensures a resilient, wide and loyal customer base, detached from international travel.*** By running a multichannel operating and local gaming business model, we have been able to create a resilient, wide, local and loyal customer base. We operate through three main channels: (i) our own points of sale ("PoS"), (ii) third party PoS and (iii) online gaming. Our own PoS are mainly casinos, bingos and arcades and we generally rent the facilities to third party landlords. Third party PoS correspond mainly to bars and in some cases gaming halls where we place our slot machines and sports betting terminals. In both our own PoS as well as third party PoS, we typically enter into long term contracts under which we pay rent or share a portion of the revenue of the operation. We also own the gaming license and fully run the operation. We have achieved significant online growth, primarily through online sports betting, casino and poker, which has helped us maintain a strong base of clients despite retail closures. Our multichannel business model provides resilience to our earnings, as was demonstrated during the COVID-19 pandemic, as our online business unit has performed very well. Unlike other gaming operators, our customer base is not dependent on tourism as our regular customer lives a few kilometers away from our PoS and visits us on a regular basis for leisure. Therefore, the recovery of

our business post the COVID-19 pandemic is primarily driven by the opening hours and capacity allowed by local regulatory bodies rather than by the international travel restrictions imposed by the different governments.

- ***High barriers to entry in a highly regulated industry.*** We believe that there are significant barriers to entry in our principal business divisions, including regulatory, financial and technological barriers, the need for operational expertise and the need for a proven track record in order to obtain the trust and confidence of regulators, customers, partners, site owners and gaming machine and other suppliers. For our casinos in Panama, casino licenses are granted in relation to a geographic area and for long periods. In our Slots Division, we typically enter into five-year agreements to place our slot machines in a given location, and many of these agreements have been consistently renewed for the past twenty years. Additionally, in our Slots Division and B2B Division, we believe a new competitor would need significant financial resources, operating expertise and a qualified workforce to build profitable operations. We believe that barriers to entry in our principal business divisions help protect our leading market position and profitability by limiting the number of new competitors in our core business segments.
- ***Significant increase of current positive free cash flow generation as activity levels recover whilst leaner cost structure remains.*** The COVID-19 pandemic has helped us improve our cost and capital expenditure controls, as our primary financial focus has turned to free cash flow generation. We have implemented an action plan to reduce our base costs and capital expenditures with a clear focus on fixed operating expenses. The main levers used to achieve this result have been (i) reduced personnel expenses due to increased productivity; (ii) fixed gaming cost reductions obtained through withdrawals of non-profitable slot machines and increasing revenue per machine to maintain the level of revenues; and (iii) a reduction in our operational leases as lease contracts have been renegotiated through agreements with our landlords. Free cash flow generation remains a key priority for our management team and they aim to ensure that capital expenditure plans allow for significant cash flow generation and that investments are approved based on a short payback period criteria. Our cost and capital expenditure reduction initiatives have transformed us into a leaner organization.
- ***Seasoned Management Team.*** We are led by an experienced and professional management team with a track record of managing complex operations, developing new products inside and outside the gaming industry, delivering upon its commitments and managing through challenging business environments. The key members of the senior management team, including our managing directors, chief executive officer, general manager and legal director, along with our recent additions to the management team who have a very strong track record, have been in place since our core strategy was implemented in 2006. Besides their success in managing the business during the severe 2008 economic downturn in Spain and Italy and most recently during the COVID-19 pandemic, our management team has extensive experience in the Latin American gaming industry, and has developed expertise in addressing the challenges that may arise in those markets. The COVID-19 pandemic interrupted 54 consecutive quarters of year-on-year EBITDA growth, but we managed to maintain a strong cash position with only a slight increase of 4.2% in our net financial debt position as of December 31, 2021 compared to March 30, 2020. Our management team implemented a fixed cost reduction program resulting in the reduction of headcount and personnel expenses and reduction in total fixed cost base. A portion of the compensation of our senior management team in the past had been based on achieving financial targets and certain senior managers have reinvested a substantial portion of their transaction one-off compensation in connection with the Original Acquisition in the Group at a parent company level showing their commitment to the business.

Our Divisions

We have five business divisions: Slots, Casinos, Bingo, B2B and On-line Gaming & Betting.

Slots Division

Our Slots Division owns and manages slot machines in bars, cafes, restaurants and arcades in Spain. We are also a network system operator for slot machines and VLTs in Italy.

The following table presents the number of slot machines and VLTs that we operated in our Slots Divisions in Spain and Italy, respectively, as of December 31, 2020 and 2021. Slot machines operated in other divisions are not presented in the following table.

Slot Machines	As of December 31,	
	2020	2021
Slot Machines, Spain	34,741	34,272
Slot Machines, Italy	7,165	7,060
VLTs, Italy.....	2,468	2,425
Total	44,374	43,757

Spain

As of December 31, 2021, we directly, or indirectly through slot machine sub-operators, controlled, in our Slots Division, 34,272 slot machines located in approximately 19,146 sites, primarily in bars. We plan to continue to optimize our slot machine portfolio in Spain. As of December 31, 2021, we owned and operated 244 arcades, with an average of approximately 24 slot machines per arcade.

Relationship with Site Owners. We enter into contracts with site owners under which a site owner typically gives us the exclusive right to place one or more of our slot machines at the owner’s establishment for a period of up to five years. We believe that our long-standing relationships, history of excellent service with site owners and higher than average revenues per slot machine are the basis for our high contract renewal rates. We install, maintain and service the slot machines, collect money and pay the required taxes. We also ensure that each slot machine complies with regional and national laws and regulations and, where required, post bank guarantees. We understand that slot machines are generally the most significant profit center of a site owner’s business.

In addition to revenue sharing, we often make interest-free loans and cash payments to encourage site owners to enter into or extend contracts. We collect payment on these loans over an 11-month period, on average, through an offset against the site owner’s share of slot machine revenues. We record these loans as receivables on our balance sheet. For the year ended December 31, 2021, these loans and other incentives (such as contributions to bar decorations and equipment) amounted to approximately €14.9 million.

Participation Agreements with Former Slot Machine Operators. Our preferred method of expansion has been by purchasing existing slot machine operators. However, when there is a strong relationship between the slot machine operator and site owners, it is often preferable or necessary for us to acquire the slot machine operators and enter into a participation contract with the seller under which the seller continues to maintain a commercial relationship with site owners in exchange for a percentage of revenues. As of December 31, 2021, we had agreements (or sub-operator agreements) covering approximately 26% of the slot machines we operated in Spain. Revenue sharing to sub-operators under these participation agreements totaled approximately €22.0 million for the year ended December 31, 2021.

Coin Collection and Information Systems. We carry out coin collection through approximately 625 company-employed collectors who utilize our fleet of vehicles. Our cash collectors each follow pre-arranged routes on their daily collection runs and are responsible for approximately 55 machines per route.

We have completed our migration from a computerized information and collection control system to a network-based information collection system to monitor and control our slot operations. This network-based information system links our slot machines located in Spain to an internal central database and allows us to receive real time usage information (including data such as operating frequency, payouts, and cash levels by machine) that we are able to analyze through our current data analysis systems without the need to download this information from each machine during collection runs.

We believe that our information and collection control system helps us maximize revenues through accurate and efficient collections. The system optimizes accuracy by matching the amount due to the operator to the amount received from the collector. Any discrepancy between the amount due and the amount collected is analyzed (usually on the same business day that it is collected) and, if necessary, investigated.

The information and collection control system also generates more efficient slot machine performance and revenue data than the manual method used by many of our competitors. Our revenue and game-use data assists us in monitoring individual slot machines and in determining when to rotate a slot machine to a different site or to retire it, as well as in obtaining information on player tendencies. We aggregate individual data on player tendencies to assist us in developing new games and slot machines.

Purchasing Slot Machines. We select slot machines based on the games we believe to be superior and likely to become popular with customers. Our Slots Division purchases slot machines from our B2B Division and from other

manufacturers. If we believe that another slot machine manufacturer is offering a better game, we will purchase from that manufacturer instead of from our B2B Division. In 2021, approximately 70.9% of our new slot machines for our Slots Division in Spain were manufactured by our B2B Division.

Italian Slots and VLT Businesses

As of December 31, 2021 we operated 7,060 slot machines in approximately 1,677 locations across central and northern Italy as part of our Slots Division. Our bingo hall operations in Italy also operated 422 slot machines as of December 31, 2021. These locations include bars, bingo halls, restaurants and service stations. We have revenue sharing agreements in place with the owners or operators of these locations. These revenue sharing agreements generally have an initial term of up to five years and are renewable annually thereafter. Pursuant to these revenue sharing agreements, we generally split revenues (net of prize pay-outs and taxes due to the ADM) on a 50:50 basis with the owners or operators of the locations. Pursuant to interconnection agreements, we charge a fixed fee per third-party owned slot machine interlinked to our network. Third-party slot machine owners may renew these interconnection agreements on an annual basis.

In addition to slot machines, as of December 31, 2021, we operated 2,425 VLTs placed in bingo halls and arcades located mainly in central and northern Italy and connected to our existing Italian slot machine network. We operate approximately 25% of the VLTs directly through Cirsa Italia and 75% through Orlando Italia, a subsidiary of our 50:50 joint venture with Grupo Berruezo, Orlando Play S.A. Cirsa Italia owns the legal concession (expiring on June 29, 2023), to operate 2,583 VLTs and enters into agreements with site owners for the operation of such VLTs on their premises. Cirsa Italia makes payments to Orlando Italia under a profit-sharing arrangement which will expire on the expiration of the concession in 2022, as renewed or extended. Our slots and VLT operations in Italy are subject to occasional regulatory interventions which impact our results of operations. For example, in accordance with the requirements of the 2016 Stability Law, Cirsa Italia has reduced the number of authorizations relating to AWP slot machines that it held by 15.2% as of December 31, 2017, and further reduced the number of authorizations relating to AWP slot machines that it held by 19.7% as of December 31, 2018, achieving the mandated reduction level of 34.9%, which was required to be achieved by mid-June 2018. See “*Regulation—Italy.*”

Casinos Division

As of December 31, 2021, we operated a total of 149 casinos, six casinos in Spain and 143 casinos internationally. Our casinos offer a variety of gaming options, from gaming tables to casino-style slot machines. Our casinos also generate revenues from restaurant and bar services, admission ticket sales and tips (which employees share with us pursuant to collective bargaining agreements).

The following table sets forth the number of casinos, slot machines and tables operated by our Casinos Division as of December 31, 2020 and 2021.

Casino Operations by Country	As of December 31,					
	2020			2021		
	Casinos	Slots	Tables	Casinos	Slots	Tables
Panama.....	33	7,803	19	33	7,884	20
Colombia.....	72	7,242	243	72	7,204	261
Peru.....	24	3,597	38	22	3,365	38
Costa Rica.....	8	855	25	8	861	22
Spain.....	6	516	52	6	525	57
Dominican Republic.....	6	853	82	6	841	75
Morocco.....	2	281	29	2	281	29
Total	151	21,147	488	149	20,961	502

We believe that our casinos appeal to the mass market customer base, while also offering features that appeal to the high-end segment of the market. We have undertaken a number of initiatives to improve the performance of our casinos, including providing a full entertainment offer, increasing productivity with ticket-in/ticket-out and player tracking systems and expanding and refurbishing existing casinos in key markets. We have also designed various marketing campaigns, such as our Cirsa Poker Tour and Poker House concept, which are intended to target the poker market. Many of our casinos in Latin America offer enhanced types of casino-style slot machines and other electronic games such as blackjack or roulette through multi position electronic gaming machines, which have proven to be popular in that market.

Casino Operations by Country

The following is a description of our casino operations by country, except as otherwise indicated, as of December 31, 2021:

Spanish Casino Operations

- **Casino Nueva Andalucía**, is located in one of the prime tourist locations of Spain, Marbella. This casino hosted 19 gaming tables and 74 slot machines as of December 31, 2021. We believe this casino was the fourth largest of a total of 47 casinos in Spain, based on total revenues for the year ended December 31, 2021. The operating license for this casino has a term of 15 years and was renewed in January 2019 until September 2033.
- **Casino de Valencia**, is located in the city center of Valencia. We believe this casino was the fifth largest of a total of 47 casinos in Spain, based on total revenues for the year ended December 31, 2021. The casino hosted 11 gaming tables and 149 slot machines as of December 31, 2021. The operating license for this casino has been renewed until January 2029.
- **Casino La Toja**, in which we own a 50% interest, is located in La Toja, an historic spa resort area in Spain. Casino La Toja is a seasonal casino, attended mostly by tourists from Portugal and hosted eight gaming tables and 191 slot machines as of December 31, 2021. The operating license for this casino is perpetual.
- **Casino Las Palmas**, which was acquired in February 2015, is located in the Canary Islands. This casino hosted six gaming tables and 95 slot machines as of December 31, 2021. The operating license for this casino runs through June 2025.
- **Casino Costa Brava**, which was acquired in July 2019, is located in Lloret. This Casino hosted seven gaming tables and 92 slot machines as of December 31, 2021. The operating license for this casino runs through June 2025.
- **Vigo**, which is a branch of our Casino in La Toja. The casino hosted six gaming tables and 96 slot machines as of December 31, 2021. The casino was opened in March 2020. The operating license for this casino is perpetual, same as the operating license for our Casino in La Toja.

Colombian Casino Operations

- **Casino Rio (Bogota), Casino Hollywood, Casino Rock 'N Jazz, Casino Rio (Medellin) and Casino Caribe La Playa** are our five largest casinos in Colombia. Casino Rio (Bogota), Casino Hollywood and Casino Rock 'N Jazz, are located in Bogota and contained, as of December 31, 2021, 142, 229 and 98 slot machines, respectively. Casino Rio (Medellin) and Casino Caribe La Playa are located in Medellin and contained 213 and 327 slot machines, as of December 31, 2021, respectively. Our casino operations in Colombia are conducted through our 50.0001% interest in Winner Group, S.A.
- **Other Casinos in Colombia.** In addition to the five casinos above, we operated a total of 67 additional casinos in Colombia with an aggregate of 6,195 slot machines and 171 gaming tables as of December 31, 2021. These additional casinos are located in Bogota, Medellin, Cali, Costa Norte, Barranquilla, Eje Cafetero and Cartagena. Gaming licenses for certain of our casinos in Colombia were renewed in 2016 and the remainder of our gaming licenses were renewed in 2017. The gaming licenses for these casinos run until January 2027.

Panamanian Casino Operations

- **Majestic Casino.** Our traditional casino in Panama, Majestic Casino, in which we hold a 50% interest, operated 20 gaming tables and 344 slot machines as of December 31, 2021 and is located in a prime section of Panama City.
- **Fantastic Vista Alegre, Bingo 90, Fantastic Los Andes, Fantastic La Doña and Fantastic Los Pueblos.** These are electronic casinos that, as of December 31, 2021, operated 332, 285, 421, 425 and 430 slot machines, respectively.

- **Other Casinos in Panama.** In addition to the casinos described above, as of December 31, 2021, we operated a total of 28 additional casinos in Panama with 5,647 slot machines both directly and through various joint ventures. These additional casinos are located in Panama City, David, Penonome, Santiago, Colón, Chorrera, Arraiján (Vista Alegre), Aguadulce and Chitré.

Dominican Republic Casino Operations

- **Casino La Hispaniola** is located in the Hispaniola Hotel & Casino in Santo Domingo, the capital of the Dominican Republic. The Hispaniola Hotel & Casino owns the premises and holds the casino operating license, and attracts customers with its various nightlife activities. Under our operating agreement with the hotel, we retain all revenues from the casino operations and pay the hotel monthly rent. In addition, the operating contract, which expires in February 2026, requires us to make certain improvements to the casino at our expense, and to pay the hotel for certain administrative services it provides.
- **Other Casinos in the Dominican Republic.** In addition to *Casino La Hispaniola*, as of December 31, 2021, we operated five additional casinos in the Dominican Republic, comprised of three additional casinos in Santo Domingo and two casinos in Santiago de los Caballeros (*Grand Victoria* and *Grand Admiral*), the Dominican Republic's second largest city. This includes our acquisition in November 2018 of a 100% interest in a casino located in The Renaissance Hotel of Santo Domingo, which operated 18 tables and 159 slot machines as of December 31, 2021, for a total cash consideration of \$14 million. All of our casinos in the Dominican Republic operate under gaming licenses granted to the hotels in which they are located. While the terms of our operating leases at each hotel vary slightly, we generally rent the casino space directly from the hotels and retain all casino revenues. Our six casinos in the Dominican Republic operated 841 slot machines and 75 gaming tables as of December 31, 2021.

Peruvian Casino Operations

- **Majestic Lima** casino is located at the JW Marriot Hotel in Lima, the capital of Peru. The casino had 24 gaming tables and 215 slot machines, as of December 31, 2021.
- **Casino Miami** is located in Lima and contained a total of 216 casino-style slot machines and 14 gaming tables, as of December 31, 2021.
- **Other Casinos in Peru.** As of December 31, 2021, we operated 20 additional casinos in Peru, which have an aggregate of 2,934 slot machines. This includes 17 electronic casinos in Peru, acquired on May 25, 2017, which added approximately 2,400 slot machines to our operations.

Costa Rican Casino Operations

In Costa Rica, casino licenses are granted to hotels and have no maturity term. Under our operating agreements with the hotels, we retain all revenues from the casino operations and pay the hotel a monthly rent.

- **Fiesta Casino Alajuela** is located at the Holiday Inn hotel next to the international airport in San Jose, the capital of Costa Rica. The casino had 184 slot machines and eight tables as of December 31, 2021. Our agreement with the hotel matures in July 2024 and has a renewal option for up to 20 additional years.
- **Fiesta Casino Presidente** is located at the Presidente hotel on the main commercial avenue in San Jose. The casino had 218 slot machines as of December 31, 2021. Our agreement with the hotel matures in October 2023 and has a renewal option for up to 20 additional years.
- **Fiesta Casino Heredia** is located at the America hotel in the metropolitan area of San Jose. The casino had 156 slot machines and two tables as of December 31, 2021. Our agreement with the hotel matures in March 2028.
- **Fiesta Casino Herradura** is located at the Wyndham hotel in the metropolitan area of San Jose. The casino had 75 slot machines and four tables as of December 31, 2021. Our agreement with the hotel matures in August 2027.
- **Fiesta Casino Aurola** is located at the Holiday Inn hotel in downtown San Jose. The casino had 83 slot machines and four tables as of December 31, 2021. Our agreement with the hotel matures in June 2034.

- **Other Casinos in Costa Rica.** We operated three additional small casinos in the cities of Perez Zeledon, San Carlos and Puntarenas with a combined offer of 145 slot machines and four tables as of December 31, 2021.

Moroccan Casino Operations

In Morocco, casino licenses are granted to hotels and have no maturity term.

- **Casino Atlantic:** On December 9, 2015 we acquired an 82% stake in *Casino Atlantic* in Agadir, Morocco, a resort town on Morocco's South Atlantic coast. Under our operating agreement with the Atlantic Palace Hotel, which matures in August 2025, we retain all revenues from the casino operations and pay the hotel a monthly rent. The casino operated 185 slot machines and 21 tables as of December 31, 2021.
- **Casino Le Mirage:** On February 22, 2018 we acquired a 50.9% stake in *Casino Le Mirage* in Agadir, Morocco. Our operating agreement with hotel Les Jardins Club de Agadir matures in July 2026 and allows us to renew the agreement for additional periods of five years. If the agreement is not challenged by either party, the agreement will automatically renew for an additional five years. The casino operated 96 slot machines and eight tables as of December 31, 2021.

Bingo Division

Spain. We are the leader of the bingo market in Spain, with a total of 40 bingo halls as of December 31, 2021.

Our bingo halls generate revenues from the sale of bingo cards, operations of slot machines installed in its halls and from food and beverage sales.

Revenues from traditional bingo games in Spain have been declining in recent years. We believe that this is due to a variety of factors, including in particular, during 2020 and the first half of 2021 due to the COVID-19 pandemic. Further, in Spain, we have been introducing machines, such as electronic bingo games, slot machines, and electronic roulette games, into some of our bingo halls. We believe that the introduction of these machines in our bingo halls will partly offset the decline of traditional bingo revenues.

During the year ended December 31, 2021, our bingo halls in Spain received approximately 2.6 million visitors with an average wagered amount of approximately €84.3 per visit. In connection with efforts to reduce our cost base and enhance our portfolio, we have closed or sold underperforming halls in Spain from time to time, and may close or sell underperforming bingo halls in Spain in the future.

In 2020, we sold three bingo halls in Spain.

Mexico. We hold a license and the right to operate 34 bingo halls in Mexico, of which 28 were operating as of December 31, 2021. We acquired seven new bingo halls in Mexico during 2019. We also acquired one new bingo hall in Guadalajara during 2018, for total cash consideration of €16 million. We opened two new bingo halls in Manzanillo and Vallarta during 2017, and closed an underperforming bingo hall in 2016. We have made significant investments in our bingo halls in Mexico in order to remodel and expand our facilities, increase and optimize the slot machines portfolio in our halls and implement the "Casino Life" concept. The "Casino Life" concept offers our bingo hall customers a wide range of entertainment including cafes, bars, live music, sports betting, electronic bingo machines, slot machines and gaming tables. We have enhanced our offering in bingo halls by installing an aggregate number of 158 gaming tables and 8,077 casino-style slot machines made by Bally, International Game Technology, WMS Gaming Inc. and Aristocrat during 2018 and 2019.

Italy. Our Bingo Division holds minority interests in companies that owned and operated eleven bingo hall businesses in Italy as of December 31, 2021. We also operated one bingo hall which we fully own.

B2B Division

Our B2B Division designs, manufactures and distributes slot machines and gaming kits for the Spanish and international markets, and also engages in the development of interactive gaming systems, concentrating on ready-to-market products such as interconnected slot machines, linked bingo products and electronic and online lotteries.

We sell slot machines directly from our manufacturing plant or through distributors, some of which we control or have investments in, to independent customers (mainly slot machine operators and other gaming establishments), as well as directly to our other divisions, principally the Slots Division.

Slot Machines. We manufacture a wide variety of slot machines. Our slot machines commonly feature reel and video format options, standard and “mini” sizes, full operator flexibility to adjust the limits regarding bets, maximum prize pay-out, aggregate prize pay-out as a percentage of amount wagered and other features in accordance with local regulations and operator preferences. In addition, our slot machines feature information and collection control systems and an optional bill validation device. In order to attract customers and compete with slot machines introduced by competitors, we introduce new games and themes that require our slot machines to be changed sooner than their mechanical life would require. The cost of a new slot machine is relatively small as compared to the increase in revenues attributable to a new successful game and is, on average, recovered by slot machine operators within a few months. As of December 31, 2021, the average selling price of one of our slot machines is approximately €3,907. From time to time, we provide volume discounts to purchasers.

We also offer gaming kits to convert slot machine cabinets from an old game to a new game. The cost of a kit is lower than the cost of a new slot machine, therefore, purchasing gaming kits allows our customers to increase their revenues without having to invest in a new slot machine. The mix and relative profitability of slot machine cabinets and gaming kits can vary over time due to a variety of reasons, including general market conditions, the availability and popularity of new slot machine games, differences in demand for a game among regional markets and the pricing strategy of particular slot machine producers and distributors.

Product Sales. The following table sets forth total sales of our slot machines for the periods indicated:

	Number of units sold	
	Year ended December 31,	
	2020	2021
Total slot machines	7,255	12,481

Production. We assemble all our slot machines in Spain.

We design most of our main core components, and outsource their manufacturing. Our assembly processes consist of component sub-assembly, final product assembly, customization and final testing. We apply just-in-time management principles to match inventory levels to production needs.

We depend on many suppliers for the components used to assemble our slot machines. We have not encountered any significant production problems with any of these suppliers. We believe that the relevant components could be obtained from alternative suppliers, although at a higher potential cost and with a lower probability of timely delivery.

We ensure product quality through periodic internal inspections and use prototypes and pre-series batches to certify both individual components and manufacturing processes before mass production. In addition, we provide a limited three-month warranty on slot machines sold in Spain and will replace defective products during that time period.

Distribution of Products in Spain. We distribute slot machines and gaming kits in Spain through four channels of distribution: (i) the Slots Division, (ii) independent slot machine operators, (iii) controlled distributors, and (iv) independent distributors. Large slot machine operators purchase slot machines and gaming kits directly from our sales offices. Most other slot machine operators buy from distributors who offer a wide selection of products (both manufactured by us and by third parties) at their sales showrooms and provide technical assistance. In order to obtain a direct relationship with these slot machine operators and increase our knowledge of their needs, we have acquired a 50% interest in several distribution companies which cover the most significant regions of Spain.

The following table shows our percentage sales of slot machines and gaming kits in Spain for each of our channels of distribution for the periods indicated:

Distribution channels (in %)	Year ended December 31,	
	2020	2021
Slots Division.....	55.4	36.3
Independent slot machine operators	6.6	8.7
Owned slot machine distributors.....	17.3	23.3
Independent slot machine distributors.....	20.7	31.7
Total	100.0	100.0

Research and Development. We design all aspects of slot machines, from the rules and graphics of the game to computer software and hardware. We believe that the design of slot machines is critical in attracting players. In order to maintain player interest, games must be attractive, visually stimulating, interesting and varied. Consequently, we regularly test consumer views of the games' aesthetics, features and quality, as we seek to provide a regular supply of new and popular games to the market.

As of December 31, 2021, we had a team of 117 employees in our research and development group, including software programmers and designers who are responsible for designing software that is used in our new slot machine models. Our most popular slot machine models incorporate software designed by our research and development group.

Our interactive business is focused on network systems, linked bingo products, online lotteries and electronic instant lotteries. We are also working to develop video lottery management systems.

Networks. We support the Italian slots business by providing a platform that enables the interconnection of thousands of slot machines. This network systems technology is also used in the network for our Italian VLT business and Spanish slots operations.

On-line Gaming & Betting

Through *Sportium*, our On-line Gaming & Betting offers sport betting products through outlets and betting machines in Spain as well as some betting operations in Colombia and Panama. *Sportium* also includes our Spanish online gaming operations.

On October 14, 2019, we completed the acquisition of Ladbrokes B&G's 50% ownership interest in *Sportium* following which we hold 100% of *Sportium*. As of December 31, 2021, *Sportium* operated a sports betting business with a wide multichannel network of 2,384 points of sale in Spain in casinos, bingo halls, gambling halls, betting ventures and bars, complemented with an online presence as well as some betting operations in Colombia and Panama. *Sportium* is the only player present with leading positions in both the online and retail sports betting markets. *Sportium* began its international expansion in Panama in 2016 and further expanded in 2018 opening operations in Colombia.

During the COVID-19 pandemic in 2020, our On-line Gaming & Betting Division business remained strong. In April 2021, we expanded this division further by acquiring a 100% interest in Bet on Red Digital, S.A. (which owns the online portal Marca Apuestas and which had a GGR of €8.7 million during the year 2020). GGR represents gross revenue from gaming and also includes revenue from any offers and promotions made to customers, such as revenue from additional free bets offered to customers.

Competition

Slots Division

Due to the fragmentation of the slot machine segment in Spain, we compete with a large number of regional and, generally, much smaller slot machine operators. There are, however, several significant competitors, including Egasa, Codere and Orenes, which we believe are substantially smaller than us. In Italy, we compete with a number of other authorized slot and VLT operators, some of which are substantially larger than us and have access to significant financial resources. The principal factors of competition in this segment are the ability to maintain good on-going relationships with site owners, provide excellent service to the site owner and place popular slot machines and VLTs at the most attractive sites. In order to obtain the most profitable sites, we may selectively acquire slot machine operators when available. To retain the profitable sites, we must offer attractive renewal agreements to our current site owners. As the market for slot machines is consolidating, we may compete with these larger competitors to acquire new or existing slot machine sites.

Casinos Division

Although casino owners have had limited direct competition from other casinos, we may face competition from other forms of gaming, for instance bingo hall operators. In Spain and Latin America, the number of casino licenses issued may increase in certain jurisdictions in which we operate and, as a result, there may be an increase in direct competition between casinos. The principal competitive factors in the industry include the quality and location of the facility, the nature and quality of the amenities offered and the implementation of successful marketing programs.

Bingo Division

Although the bingo hall market in Spain is characterized by a few large companies, we compete with a large number of regional bingo hall operators. Our principal competitors, each of which is substantially smaller than us, are Grupo Alfredo García, Grupo Ballesteros, Grupo Rank and Grupo Orenes Franco. In addition, we estimate that independent owners operate several hundred bingo halls throughout the country. In Mexico, we compete with other licensed bingo hall operators and unlicensed operators. Operators of bingo halls also face competition from other forms of gaming. We believe that our size allows us to compete effectively in the bingo hall market and that the increased availability of advanced technologies will bring further consolidation in bingo hall operations.

B2B Division

In the manufacturing of slot machines for Spain, there is a high level of competition between a small number of manufacturers. The Spanish slot machine market is a separate market from the international slot machine market due to consumer preferences and Spanish regulations which impose, amongst other things, specific design requirements on slot machines that are not placed in casinos. In slot machine manufacturing, our main competitors in Spain are Recreativos Franco and Novomatic. The quality, appeal and originality of games are the key factors in determining the success of our B2B Division.

Manufacturers of slot machines can be expected to continue to improve the design and performance of their slot machines and to introduce new popular games with greater revenue producing potential and more competitive prices. From time to time, one or more of our new games may prove unsuccessful, which may erode our market share and decrease our profitability. Although we have been successful in introducing popular new games in the past, we cannot assure you that we will continue to produce popular new games in the future.

On-line Gaming & Betting

The retail sports betting market in Spain comprises a few players that operate at multi-regional levels. *Sportium* leads the ranking followed by Codere. Other relevant competitors are Orenes, Luckia, Reta and Kirol. The last two competitors combine the B2C business with B2B operations, providing their proprietary platform and related services to smaller local operators.

The online betting and gaming market comprises several market players with more than 65 licensees, including well-known international players. The leading player in the market is Bet365, followed by the new Flutter&Stars conglomerate (PokerStars / Betfair), followed by other companies such as 888, William Hill, *Sportium* and Bwin.

Technological Change

Constant innovation is particularly important in the manufacture of slot machines, because they have a short commercial life. For instance, we believe that the average commercial life of an installed slot machine is approximately four to five years in Spain. In addition, existing technology (such as internet gaming), as well as proposed or as yet undeveloped technologies may become more popular in the future and render our games less profitable or even obsolete. We believe that we have developed technological and other advantages such as the proprietary technology contained in some of our most popular games, as well as slot machines in video formats which allow a wide variety in choice of games, including poker, blackjack, keno and bingo. However, there can be no assurance that these technological and other changes will allow us to continue to innovate and compete effectively.

Property, Plant and Equipment

We lease our principal executive offices which are located at Carretera de Castellar, 298, Terrassa (Barcelona), Spain, and are owned by Nortia.

Employees

We employed 12,634 employees as of December 31, 2021. Most of our employees have a permanent employment contract. The following tables set forth a breakdown of our employees by the main category of activity and geographic area as of December 31, 2021:

<u>Category of activity</u>	<u>Number</u>
Slots	2,261
Casinos.....	6,234
Bingo ⁽¹⁾	2,962
B2B	361
Corporate.....	401
On-line Gaming & Betting.....	415
Total	12,634

(1) Includes employees of bingo halls in which we own less than a majority interest.

<u>Geographic area</u>	<u>Number</u>
Spain	4,621
Italy ⁽¹⁾	482
Colombia.....	2,549
Panama.....	1,254
Dominican Republic.....	803
Mexico	1,772
Peru	792
Other	361
Total	12,634

(1) Includes employees of bingo halls in Italy in which we own less than a majority interest.

In Spain, we are subject to different national and regional industry-wide collective bargaining agreements in each of the respective sectors in which we operate, except for our casinos in Marbella, Valencia and La Toja, whose employees are party to collective bargaining agreements directly with us. In addition, we are a party to a collective bargaining agreement with the employees of Universal de Desarrollos Electronicos, S.A., a slot machine manufacturing subsidiary, concerning hours of employment. Under the relevant national and regional collective bargaining agreements, salary scales are established for each position in each industry. These salary scales are usually revised annually and typically provide for increases in the salary scales in accordance with increases in the consumer price index in Spain or a slightly larger increase (usually 1% to 2%). We have a policy of meeting or exceeding the established salary scales for our employees.

We believe our relationships with employees and unions to be satisfactory.

Licenses and Trademarks

We have registered our corporate logo and have registered, or are in the process of registering, each of our relevant brand names, marks and logos which distinguish our products for trademark protection in Spain and other jurisdictions, including the European Union and the United States.

Environmental and Other Government Regulations

Our production facilities and our premises are subject to environmental, health and safety and other laws and regulations, including laws and regulations governing disposal of solid and a variety of hazardous waste and water discharges. We are required to obtain environmental licenses for our production facilities and are also subject to periodic inspections by regulatory authorities.

Our products, activities and premises are subject to regulatory approvals in the countries in which we act as an operator of slot machines, casinos or bingo halls or the countries in which we sell our slot machines. See “*Regulation.*”

Litigation

Criminal proceedings relating to Mutua Universal

On February 16, 2016, Cirsa Gaming was served with two decisions issued by the Instruction Court No. 21 of Barcelona (the “*Instruction Court*”) by means of which Cirsa Gaming (i) was called to appear before the Instruction Court as a third party with direct civil liability in the criminal proceedings initiated against Mutua Universal and eleven of its managers; and (ii) was ordered to deposit the amount of €1,475,523.20 in order to cover its potential civil liability. The Instruction Court’s basis for issuing the orders to Cirsa Gaming (along with the other 2,289 other clients of Mutua Universal) was the presumption that Cirsa Gaming had recognized benefits resulting from criminal offenses committed by Mutua Universal and eleven of its managers. On February 16, 2019, pursuant to a new order of the Instruction Court, Cirsa Gaming was asked to deposit the amount of €1,475,523.20 in order to cover its potential civil liability. Cirsa Gaming has posted bond for the requested amount and the Instruction Court declared the adequacy and sufficiency of the guarantee by court order dated June 25, 2019. Therefore, the portion of the proceeding with regards to Cirsa Gaming’s potential civil liability has been concluded.

These criminal proceedings were initiated by the Public Prosecutor and the Social Security Fund after verifying certain allegations that part of the funds Mutua Universal received from the Spanish Social Security were illegally used for promotional activities of Mutua Universal. These activities included different kinds of services that Mutua Universal rendered to its clients. According to media reports, larger companies like Cirsa Gaming are the principal targets of the order as many of Mutua Universal’s other 2,289 clients have since disappeared. Media reporting also indicates that there is no evidence that the companies subject to the Instruction Court’s order were conscious that the promotional activities carried out by Mutua Universal which are the subject of the criminal proceedings could be considered criminal offences. While we intend to continue to contest any liabilities determined in respect of this matter, under the Original Acquisition Agreement, the sellers thereunder have agreed to indemnify, up to an agreed cap, liabilities arising out of this matter, which we believe will substantially cover any liabilities that are finally determined.

ADM determination

In 2015, the Italian gaming regulator, *Agenzia delle Dogane e dei Monopoli* (the “*ADM*”) assessed additional taxes of €19.8 million (which were to be collected by Cirsa Gaming and on behalf of Cirsa Gaming and certain of our operating partners) to be paid to the ADM (the “*ADM Determination*”). We have paid a total of €18.2 million of this amount. There is an additional €1.6 million of the ADM Determination left to be paid, which is owed by certain of our partner operators and not by Cirsa Gaming directly. On June 24, 2019, the Regional Administrative Court of Lazio issued judgment No. 8204/2019, stating, among other things, that the payment obligation set forth by the ADM Determination shall be borne not only by the concessionaires, but shall be split between all operators in the gaming sector (including site operators and partners) proportionally to the payment of the ADM assessed obligations on the basis of the relevant contractual agreements. As the Regional Administrative Court of Lazio judgment No. 8204/2019 has not explicitly stated whether the concessionaires and the other operators are liable for the payment separately or on a joint and several basis, Cirsa Italia filed an appeal against such decision in the Consiglio di Stato Court in February 2020 based on a decision of the Italian Constitutional Court that each party (concessionaires, site operators and partners) is entitled directly by law to pay only its part of the tax amount due to ADM and that there should be no joint and several liability.

The Consiglio di Stato lodged a request (the “*Request*”) on September 28, 2020 for a preliminary ruling to the Court of Justice of the European Union, questioning (i) whether the introduction of such provision which reduces commission and fees only in respect of a specific and limited category of operator, namely operators of games played on gaming machines, and not all operators in the gaming sector, is compatible with the exercise of the freedom of establishment guaranteed by Article 49 TFEU and with the exercise of the freedom to provide services guaranteed by Article 56 TFEU and (ii) whether the introduction of the abovementioned provision, which for economic reasons alone reduces the fees agreed to in a concession agreement concluded between a company and an Italian state authority during the term of that agreement, compatible with the EU-law principle of the protection of legitimate expectations. The hearing before the Court of Justice of the European Union took place in January 2022 and the ruling is expected in June 2022.

Other Litigation

We are involved in a number of other legal proceedings and claims incidental to the normal conduct of business. We believe that these other proceedings and claims will not individually or in the aggregate, have a material adverse effect on our business, financial condition, or results of operations.

REGULATION

European Union

There is currently no specific EU legislation governing gaming activities. Instead, general EU rules and principles under the Treaty on the Functioning of the European Union apply to gaming activities.

The EU Court of Justice has recognized that the legislation on games based on chance is one of the areas in which there are significant moral, religious and cultural differences between the EU Member States. In the absence of harmonization in the European Union on such matters, each EU Member State must determine, in accordance with its particular value system, what is required in order to ensure that the relevant interests are protected. EU Member States are free to set their policy objectives and restrictions on betting and gaming and, where appropriate, to define in detail the level of protection required. However, the restrictive measures that they impose may constitute restrictions to the freedom to provide services in the EU internal market and must accordingly satisfy the conditions laid down in the case law of the EU Court of Justice as regards their proportionality with respect to achieving the objectives of the relevant EU Member State.

Gaming activities which involve wagering a stake with pecuniary value in games of chance, including lotteries, gaming in casinos and betting transactions are excluded from the scope of EU Directive 2006/123/EC of the European Parliament and of the Council of December 12, 2006 on services in the internal market. This Directive aims to eliminate barriers to the development of service activities between Member States in order to strengthen the integration of the peoples in Europe and to promote balanced and sustainable economic and social progress. The implementation of this Directive has implied the material amendment of a large number of laws and regulations of each of the Member States.

On October 23, 2012, the European Commission sent to the European Parliament, the Council, the Economic and Social Committee and the Committee of the Regions, a communication towards a comprehensive European framework for online gambling. The European Commission did not propose EU-wide legislation on online gambling. It proposed a comprehensive set of actions and common principles on, amongst others, protection of consumers, minors and vulnerable groups, responsible gaming advertising, prevention of fraud and money-laundering and prevention of and responding to betting-related match-fixing. On July 14, 2014, the European Commission adopted the Recommendation on the principles for the protection of consumers, players and minors through the adoption of principles for online gambling services and for responsible commercial communications of those services, in order to safeguard health and to also minimize the eventual economic harm that may result from compulsive or excessive gambling. In preparing this Recommendation, the European Commission has drawn from good practices in the Member States. The Member States were invited to notify the commission of any measures taken pursuant to this Recommendation by January 19, 2016 to allow the European Commission to evaluate the implementation of this Recommendation. On November 27, 2015, the gambling regulatory authorities of EEA Member States signed a cooperation arrangement to enhance administrative cooperation with respect to certain challenges of online gambling.

On December 7, 2017 the European Commission issued a press release referencing the decision of the European Commission to close infringement procedures and complaints in the gambling sector against Member States, acknowledging the broader political legitimacy of the public interest objectives being pursued by Member States when regulating gambling services and that it is not a priority for the European Commission to use its infringement powers to promote an EU Single Market in the area of online gambling services. However, the European Commission will continue to support Member States in their efforts to modernize their national online gambling legal frameworks and to facilitate cooperation between national gambling regulators.

Spain

Traditional Gaming

The traditional private gaming sector (where physical presence is a requirement) in Spain was legalized in 1977. Initially, the Spanish national government regulated the traditional private gaming sector (slot machines, bingo halls and casinos) through national regulations applicable to the entire country. The Spanish Constitution allowed the Spanish Autonomous Regions (each, a “*Region*” and together, the “*Regions*”), to regulate traditional gaming activities within the scope of their territory, as long as they did not invade the powers reserved to the State by the Spanish Constitution. Therefore, in Spain, traditional gaming is generally regulated at a regional level, and the national legislation applies where no regional legislation exists, but it does not regulate a specific gambling activity or when the gambling activity affects more than one Region. At present, most of the Regions have passed extensive legislation governing traditional private gaming, including the granting of the relevant operating licenses and authorizations, tax measures and the monitoring of each type of private game.

Additionally, the Regions can regulate the public traditional gaming market (lotteries) within their own territorial areas. Regulation of the traditional private gaming market is similar across each of the Regions. National laws and regulations on traditional private gaming, however, exist and are applicable in Regions under certain circumstances, as explained above. Certain residual responsibilities, such as assistance with standardization of slot machines and collection of industry statistical information, are within the purview of the Spanish Gaming Authority (*Dirección General de Ordenación del Juego*).

Any changes in the regulatory scheme in Spain or in any other jurisdiction in which we operate may have an adverse effect on our business. See “*Risk Factors—Risks Relating to the Gaming Industry and Our Business—The gaming industry is subject to extensive regulation (including applicable anti-corruption and economic sanctions laws) and licensing requirements and our business may be adversely affected by our inability to comply with these extensive regulation and licensing requirements, regulatory changes and increases in the taxation of gaming, which could result in litigation.*”

Below is a summary of certain of the regulations and taxes that apply to the operation of slot machines, casinos, bingo halls, arcades and gaming halls, betting activities and online gaming in Spain. This summary does not purport to be complete and only refers to traditional versions of these games where physical presence is required. The Spanish traditional gaming regulatory regime is highly complex and regulation changes are frequent. Whether national or regional regulations apply depends on various factors, including the type of game operated and the Region in which the game is operated.

In addition to gaming and gaming taxes legislation, gaming operators and activities are subject to other legislation, governing, among other things, environmental, zoning, publicity and protection of minors matters. For instance, as a consequence of zoning and environmental legislation, gaming operators are obliged to obtain the relevant licenses from the local authorities of the city where the activities are carried out, in addition to the gaming sector authorizations described in this section. On anti-money laundering and terrorism prevention, Spain approved in 2014 a piece of regulation establishing specific measures related to payment of prizes and due diligence client identity measures in gambling activities. This regulation implements the Act on anti-money laundering and against financing of terrorism of 2010 and applies to both traditional and online gaming. On May 20, 2015, the European Parliament and the Council adopted Directive (EU) 2015/849 of May 20, 2015 modified by Directive (EU) 2018/843 of May 30, 2018 on the prevention of the use of the financial system for the purposes of money laundering or terrorist financing, amending Regulation (EU) No 648/2012 of the European Parliament and of the Council, and repealing Directive 2005/60/EC of the European Parliament and of the Council and Commission Directive 2006/70/EC. Amongst others, this Directive applies to providers of gambling services. Member States were required to bring into force the laws, regulations and administrative provisions necessary to comply with this Directive 2018/843 by January 10, 2020. According to this Directive, the use of gambling sector services to launder the proceeds of criminal activity is of concern. In order to mitigate the risks relating to gambling services, it established the obligation for providers of gambling services posing higher risks to apply customer due diligence measures for single transactions amounting to €2,000 or more. Member States should ensure that obliged entities apply the same threshold to the collection of winnings and wagering of stakes, including by the purchase and exchange of gambling chips, or both. Spain transposed the Directive 2015/849 into national law with the approval of the Royal Decree Law 11/2018, of August 31, 2018 on the transposition of the Directives regarding the preservation of supplementary pension rights, prevention of money laundering and entry and residence of third-country nationals, and which modifies the Act 39/2015, of October 1, 2015 of the Common Administrative Procedure of the Public Administrations. The Royal Decree set forth the due diligence measures to be implemented by the providers of gambling services (concerning, among others, the identification of customers and, in particular, the due diligence measures that should be applied when customers perform transactions amounting to €2,000 or more in a single operation or in several operations that seem to be related). Spain has transposed Directive 2018/843 although not been transposed yet, relevant changes in relation to the gaming sector have been introduced, as regulatory amendments have been mainly focused, among others, on anti-money laundering legislation that affects cryptocurrencies and other types of currencies of similar nature.

General

In Spain, gaming operations (including authorizations, gaming activities and wages placed on slot machines and in casinos and bingo halls) and the opening of arcades and gaming halls, are subject to gaming taxes. In general, the gaming taxpayer is the person or entity to which the operating license has been granted. For example, the slot machine operator is the gaming taxpayer in connection with the operation of slot machines.

Unless a Region has established its own regulation, gaming taxes are assessed by applying a fixed tax rate to the total amount wagered by customers (the tax base) and, generally, are paid on a quarterly basis.

Slot Machines

Slot machine manufacturers, distributors and operators, as well as others engaged in the slot machines business, must comply with laws and regulations that govern all aspects of slot machines, including the physical characteristics of the slot machines, amounts wagered, prize payout statistics and locations where each type of slot machine may be placed. In certain Regions, a transfer of ownership interest in slot machine manufacturers and distributors is subject to prior authorization by, or prior notification to, the relevant Region. Regulations generally distinguish among several types of slot machines as described below, although certain Regions expressly exclude some of them:

- *Amusement-only Slot Machines (known in the Spanish gaming industry as Type A slot machines).* These are slot machines of mere leisure or amusement and they are limited to giving the player a certain length of playing time in exchange for the price of the game (or in certain Regions and under certain circumstances, a prize-in-kind). Amusement-only slot machines cannot give the player any kind of cash, chips or other type of prize that is exchangeable for cash or other items (except for extra time if the player wins). Generally, amusement-only slot machines may be placed within bars, cafes, restaurants, arcades and sites that provide amusement-only slot machine entertainment. Possible locations include hotels, camp grounds, cruise ships, amusement centers, gaming halls, family entertainment centers, bingo halls and casinos.
- *Amusement-with-prize Slot Machines (known in the Spanish gaming industry as Type B slot machines).* These slot machines are amusement-with-prize slot machines that, in exchange for the price of a game, give the player a certain length of playing time, and in accordance with the game program, reward the player with a cash prize. Amusement-with-prize slot machines are subject to regulatory approval in each Region in which they are sold. The regulations typically provide that, among other things, the slot machine must have (i) a maximum wager of €0.20 (although Aragon and Castilla-La Mancha allow maximum bets up to €1 instead of €0.20 and most Regions allow “five times bet” slot machines which provide that in certain circumstances up to €1 may be wagered), (ii) a maximum prize of 500 times the price of the wager and (iii) a minimum pay-out of at least 70% (75% in Asturias) of the amount wagered by players. Type B slot machines may be installed in gaming halls, certain areas of bingo halls, certain bars and restaurants and casinos. Certain Regions limit the number of amusement with prize slot machines that may be authorized. Video Type B slot machines are permitted throughout Spain.
- *Casino-type Slot Machines (known in the Spanish gaming industry as Type C slot machines).* Casino-type slot machines offer the player, in exchange for the price of the game, a certain length of playing time and, eventually, a prize that will always depend on chance. The main characteristics of Type C slot machines are: (i) in practice, the regulators allow higher maximum wagers and maximum prizes of up to 2,000 times the value of the wager, excluding accruing jackpots or other special payouts, (ii) the minimum pay-out is required to be at least 80%. In Spain, only casinos may own and operate casino-style slot machines. For a discussion on the regulations regarding the operation of casinos and taxation of casino-style slot machines, see “—Casinos.”
- *Amusement-with-prize in kind Slot Machines (known in the Spanish gaming industry as Type D slot machines).* These slot machines are amusement-with-prize in kind slot machines that, in exchange for the price of a game, give the player a certain length of playing time, and in accordance with the game program and the skills of the player, eventually reward the player with a prize in kind. These type of slot machines are currently authorized in several Regions. Most of the regulations provide that, among other things, the maximum price of the game is €1 and the maximum value of the prize is generally 20 times the price of the wager. Moreover, the regulations generally provide that the prizes have to be visible and the player has to be able to identify them from the outside.
- *Bingo-type Slot Machines (which have different names depending on the Region (type B3, B4, D, E or Special)).* These slot machines are based on the Bingo game and can only be installed in gaming salons, bingo halls and casino halls with certain limitations. These slot machines in exchange for the price of a game, give the player a certain length of playing time and, eventually, reward the player with a prize in cash in accordance with the game program previously established. The maximum wager is €6. The minimum pay-out is required to be at least 80%. Generally, the maximum value of the prize is 1,000 times the price of the wager, although in some Regions, for example in Galicia, the maximum value of the prize can be lower, and in other Regions, for example Aragon, Castilla y Leon and Extremadura, the maximum value of the prize may be higher. If the bingo-type slot machines are connected with other bingo-type slot machines (in the gaming hall where they are located or in other gaming halls), the maximum value of the prizes may be much higher. There are also

special-type bingo-type slot machines for arcades which allow bets from €1 up to €6 (depending on the Region) with the same value of the prizes.

In most of the Regions certain slot machines located in bingo halls or arcades are permitted to be linked to other slot machines at the same location or located at other gaming halls. When slot machines are interconnected, much higher prizes are allowed.

Each type of slot machine must comply with specific requirements set forth in the applicable laws and regulations of the relevant Region. These requirements are mandatory for the slot machine to be duly registered at the relevant models registry. Registration of each model is mandatory prior to obtaining any of the authorizations to manufacture, market, distribute or operate each slot machine model. Additionally, each slot machine must be marked with the name of manufacturer and the operating permit. Recently, most Regions have relaxed requirements for the operation of amusement-only, or Type-A, slot machines.

Before commencing operations, all slot machine manufacturers, distributors and operators, as well as others engaged in the slot machine business, must register with and be approved by the gaming authority of the Region in which they intend to conduct operations. The registration and authorization processes include, among other things, a demonstration of sufficient technical and financial resources and professional expertise to operate the slot machines, criminal background check and deposit of a guarantee to ensure regulatory compliance. Slot machine operators are also required to deposit an additional guarantee with the relevant regional authority in an amount which is based on the number of slot machines to be operated in the relevant Region. The amounts of the required guarantees vary across each Region.

In addition to regulations regarding the types of slot machines, there are regulations regarding the types of sites at which slot machines can be placed and the number of slot machines that can be placed in each type of site. For example, most Regions allow only one or two slot machines per bar, cafe or restaurant or a certain number per arcade or gaming hall. In addition, for each slot machine, the owner of the site and the operator of the slot machines must each file an application with the relevant Region to obtain approval to place the slot machines at the site. Most Regions provide approval for installation of slot machines for a period of one to five years. Some Regions require that a site owner use the same slot machine operator during the approved time period.

Slot machine operators are required to maintain certain documentation related to the slot machines they operate, including their authorizations to operate the slot machines, in the event an inspection takes place.

The slot machine operator is required to pay gaming tax on a quarterly basis to the Region in which the slot machine is operated for each Type B slot machine and Type C slot machine in operation.

In the case of slot machines, there is no taxable base, since an annual fixed amount must be paid for each of them. The annual fixed amount varies depending on the type of slot machine and can be increased when there can be more than one player at the machine at once or the wages per game modify the game's maximum authorized price.

Each Region has a sanctioning regime in the event of breaches and infringements of the applicable gaming laws and regulations. Additionally, manufacturing, distributing and operating authorizations may be revoked if the relevant regional authority determines that a manufacturer, distributor or operator has not complied with applicable gaming laws and regulations.

Casinos

Authorizations to install and operate casinos are governed by each Region. Generally, when a Region intends to grant authorizations for a new casino, it conducts a public tender. Companies participating in the public tender provide proposals for the new casino to that Region that sets forth how the proposed casino falls within the requirements of the authorization that the Region intends to grant. Requirements for a new casino may include size, location, approximate number of jobs to be created, the types of financial guarantees to be provided by the applicant and the amount of the investment to be made in that Region. The Region will grant the authorization to the applicant whose proposal best matches the terms and conditions of the authorization that Region intends to grant. Generally, only a limited number of casinos may be authorized within a Region.

In addition to obtaining authorization from the Region to install a new casino, the applicant must also obtain authorization from that Region to operate the casino. The authorization to operate the casino is not transferable without prior approval by the competent authority subject to certain conditions. A transfer of ownership interest in the casino, however, is permitted, so long as the Region is notified, or in some Regions, the Region approves the transfer. Similar to a company intending to operate a bingo hall, a company intending to operate a casino must satisfy certain requirements, such as having

valid corporate status in Spain, having a primary business purpose of operating casinos, being organized by individuals and having a minimum fully subscribed share capital (for example, €12 million in Madrid). In addition, shares are to be nominative and participation in more than one to three casinos (depending on the Region) within the relevant Region is prohibited. In addition, the shareholders of record and directors of a casino company must not have been convicted of any criminal offense. These authorizations are usually granted for an initial period of one year and then are renewed for successive periods varying in length of up to 10 to 15 years, depending on the Region. Generally, an authorization holder must obtain prior approval from the granting Region if it intends to deviate substantially from the terms and conditions under which it was granted the authorization to install the casino or from the authorization to operate the casino. For instance, the change of location within the Region of an authorized casino in certain cases is forbidden and, in others, as in Valencia, subject to prior authorization by the Region. A sanctioning regime exists in the event of breach or infringement of the applicable casino laws and regulations. Additionally, the regional authorities may revoke the authorization of a company to operate a casino if they determine that such company has not complied with the applicable laws and regulations.

On March 17, 2016, the Region of Galicia approved a new regulation on casinos that also applies to existing authorized casinos. Amongst others, this regulation creates the Regional Registry of Casinos for companies manufacturing and importing casino material or operating casinos in the Region of Galicia, and introduces the possibility for companies already operating a casino in the Region to install and operate one additional hall (as appendix) located outside the premises of the main casino, *provided* that the relevant requirements are fulfilled and that such additional hall is authorized by the competent authority. Among others requirements, the additional casino hall must be located in a different city but within the same province as the main casino. Additionally, according to the regulation, the additional hall may have a maximum gaming area of 80% of the total gaming area of the main casino. In addition to the specific obligations for the installation and operation of the additional hall, it will be subject to the same obligations and provisions as the main casino.

Generally, casinos are subject to periodic compliance inspections by the relevant regional authorities.

Casinos are required to provide certain services, including restaurant and bar services. Casinos must also comply with certain personnel requirements and maintain certain accounting records as required by applicable laws and regulations. Casinos operating slot-machines are also subject to compliance with the relevant laws and regulations approved by the relevant Region on this matter.

Casinos are also required to pay gaming taxes on a quarterly basis to the Region in which they are located. Taxes are based on applying a progressive tax scale to the amount equal to the difference between the total revenues generated and the prizes paid to players.

The Regions of Madrid and Catalonia have approved Acts allowing the installation and operation of, prior to the relevant tender procedure, new casinos in Integrated Development Centers (*Centros Integrados de Desarrollo*) and Touristic Entertainment Centers (*Centros Recreativos Turísticos*) respectively. These Acts also establish a beneficial gambling tax regime for casinos in both regions, with a flat tax rate of 10%, once a casino starts operations in these Centers. At present, no casinos have been authorized to operate in any Integrated Development Center in Madrid. In Catalonia, after the relevant tender procedure, an authorization to install and operate a gambling casino in the Vila-seca and Salou Touristic Entertainment Center (*Centro Recreativo Turístico de Vila-seca y Salou*) was granted by the Director General for Taxation and Gaming of the Government of Catalonia by means of the Resolution VEH/985/2018 of May 22, 2018, published in the Official Gazette of the Regional Government of Catalonia No. 7627 of May 25, 2018.

Bingo Halls

In some Regions, authorizations to establish and operate bingo halls are only granted to charitable, cultural or sporting institutions and hotels. These institutions usually enter into operating agreements with gaming companies that actually manage the bingo halls. In other Regions, an authorization may be awarded either to such institutions or directly to a gaming company which intends to establish and operate a bingo hall. In either case, a company or other entity intending to establish and operate a bingo hall must satisfy several requirements in order to obtain the relevant authorization. In the case of companies, amongst other requirements, they must have valid corporate status under Spanish law in order to be authorized to establish and operate a bingo hall. Such companies also must have a fully subscribed and paid in share capital in an amount that varies depending on the Region. In addition, the shareholders of record and directors of a bingo company must not have been convicted of a criminal offense. Furthermore, in some Regions (for example, in Andalusia and Catalonia) neither an individual nor a legal entity is permitted to be a shareholder in more than a certain limited number of bingo hall companies. Other shareholding restrictions are imposed on directors of bingo hall companies in some Regions. Additionally, in other Regions, such as in Catalonia, a company is not allowed to hold more than a certain limited number of bingo halls within the Region.

In addition to being registered with the relevant regional registry, a company or other entity is required to obtain two authorizations from the relevant Region in connection generally with the operation of bingo halls: first, authorization for the installation of the bingo hall premises and, second, authorization for the operation of the bingo hall. The requirements for obtaining authorization to install a bingo hall include proving the availability of a site, providing a guarantee to the relevant Region in order to assure compliance with regional regulations, and obtaining the relevant local permit to operate the bingo hall premises and the relevant local planning council's permission to build on the proposed site. The requirements for obtaining approval from the regional authority to operate a bingo hall include local authorization to open the bingo hall premises, filing certain documents with the regional authority, such as a list of employees, and complying with an on-site inspection of the bingo hall premises. The authorization for operation of the bingo hall varies in duration from three to ten years depending on the Region, generally with automatic extensions for the same periods of time, on the terms established in the relevant regional laws and regulations. It is possible to transfer ownership interests in a bingo company, so long as the relevant Region is notified or, in some Regions, the Region approves the transfer. The transfer of the authorizations is possible in most of the Regions as long as the transferee qualifies to hold them and prior authorization is obtained from the Region. Generally, an authorization holder must obtain prior approval from the granting Region if it intends to deviate substantially from the terms and conditions under which it was granted the authorization to install a bingo hall or the authorization to operate the bingo hall were granted. Non-material deviations require only notification to the relevant regional authority. A sanctioning regime exists in each Region in the event of breach or infringement of the applicable bingo laws and regulations. Additionally, authorizations may be revoked if the respective holder does not comply with the relevant laws and regulations.

Bingo halls are subject to a number of regulations relating to types of bingo games, location, size and opening hours of the bingo hall, the activities at the bingo hall and the activities of employees. The required traditional bingo card price ranges from €1.5 to €10. Generally, there is a required minimum pay-out from 63% to 75%, depending on the Region in which we operate, of the amount wagered by the bingo players on gaming cards in most Regions. In addition, the majority of the Regions have passed regulations concerning electronic bingo. These regulations establish the requirements for electronic bingo manufacturers including, among others, the obligation to be registered at the relevant regional registry and the obligation to obtain approval for the electronic bingo systems.

Bingo halls are required to pay gaming taxes on a quarterly basis to the Region in which they are located. These taxes are based on the actual value of the bingo cards and not on any discounted price at which bingo cards may be sold to customers.

Generally, a limited number of amusement-with-prize slot machines may be operated in or adjacent to the bingo halls. Casino-type slot machines and other gaming activities (other than betting activities) are not permitted in bingo halls but only within casinos. Although the exact number varies by Region, generally, the number of amusement-with-prize slot machines permitted in a bingo hall depends on the number of seats in or the surface of the bingo hall. Bingo companies are typically able to obtain the necessary authorizations to operate the stipulated number of amusement-with-prize slot machines.

In some Regions interconnected versions of bingo are operated. For example, in Catalonia, four times each evening, players in approximately 30 participating bingo halls play bingo against one another. Some Regions also allow interconnected versions of bingo between Regions.

A national anti-smoking law came into force in Spain in 2006. The law has been implemented by each of the Regions, and the terms of such implementation vary among Regions. As of January 2, 2011, a strict new anti-smoking law took effect throughout Spain that bans smoking in many types of establishments, including bars, restaurants and casinos.

Arcades and Gaming Halls

In Spain, regional laws and regulations stipulate the requirements for operating slot machine arcades and gaming halls. While there are minor differences between the regional laws and regulations, the main obligations for arcades and gaming hall operators may be summarized as follows: (i) to be registered at the relevant regional registry as gaming hall operators, stating the slot machine type that they intend to manage and operate at the arcades and gaming halls; (ii) to obtain a specific authorization; (iii) to provide a guarantee securing compliance with regulatory requirements, the amount of which will depend on the regional regulation; (iv) to obtain the relevant operating licenses awarded by the municipality; (v) to communicate to the regional gaming authority any change in the information supplied to the regional authority for the purposes of registration (in some cases, such as license transfers or share purchases, the modification of such information may require prior approval by the regions); and (vi) in some regions (such as Castilla-La Mancha and Comunitat Valenciana), to furnish annual or monthly reporting of certain information to update the registry.

A sanctioning regime is provided for in each Region in the event of a breach or infringement of the applicable gaming hall and arcades laws and regulations.

Betting activities

All Regions in Spain have passed regulations on betting activities. Some Regions regulate bets in general, while others (such as Aragon) have a specific regulation on sports bets. Bets are generally defined as the activity in which the player risks an amount of money on an event previously determined that has an uncertain outcome and cannot be controlled by the player. In general, there are two types of bets, which are live bets (to be performed before the end of the event on which the bet is made) and bets on the result (to be performed before the start of the event). To operate as a bet organizer, regional regulations generally require the registration of the operator, and in some Regions an authorization from the regional administration. In addition, the operator is required to deposit a guarantee of an amount that varies depending on the Region.

Online Gaming

Spanish State Law 13/2011, adopted May 27, 2011 on gaming (*Ley 13/2011, de 27 de mayo, de Regulación del Juego*) (the “*Gaming Act*”) is the primary legislation governing the national gaming sector in Spain and provides a framework for the management and conduct of gaming activities on a national level, in particular for those gaming activities conducted by means of electronic communication, including, among others, the internet, television, telephone, interactive systems and software tools where physical presence of players is ancillary (in contrast to traditional gaming activities played in person).

The Gaming Act aims, among other things, to encourage a varied and duly dimensioned gaming market in Spain, which allows for third parties to provide State-wide games (other than lottery) by means of electronic communication, subject to State control in order to protect the different interests involved and preserve public order. With respect to non-occasional lottery games, the Gaming Act designates the National Lottery Operator (*Sociedad Estatal de Loterías y Apuestas del Estado*) and the National Organization of the Blind (*Organización Nacional de Ciegos Españoles*) as the only operators authorized to operate such games on a national basis in Spain. The Gaming Act has been implemented with the approval of different regulations, including, amongst others, those related to licensing by Royal Decree 1614/2011 of November 14, which develops the Gaming Act with respect to licenses, authorizations and gaming registers (*Real Decreto 1614/2011, de 14 de noviembre, por el que se desarrolla la Ley 13/2011, de 27 de mayo, de regulación del juego, en lo relativo a licencias, autorizaciones y registros del juego*), the technical aspects of gaming activities by Royal Decree 1613/2011 of November 14, which develops the Gaming Act with regard to the technical requirements of gaming activities (*Real Decreto 1613/2011, de 14 de noviembre, por el que se desarrolla la Ley 13/2011, de 27 de mayo, de regulación del juego, en lo relativo a los requisitos técnicos de las actividades de juego*) and those Ministerial Orders governing various types of games (including, among others, horse betting, sports betting, poker, black jack, bingo, roulette, slot machines and crossed betting). On February 27, 2018, the Government carried out a public consultation about the suitability of modifying the Ministerial Orders regulating the different types of online games in Spain. Although the public consultation was closed in March 2018, the Ministerial Orders regulating the different types of games have not been modified to date. Non-regulated games are prohibited.

The purpose of the Gaming Act is to govern gaming activities carried out on a national basis in order to preserve public order, combat fraud, prevent addiction, protect the rights of minors and safeguard the rights of participants in gaming activities. The Gaming Act also regulates advertising, sponsorship and promotion activities relating to gaming. The Gaming Act additionally sets forth (i) the legal definition for certain games; (ii) the primary factors to be taken into account by the Spanish authorities when approving the regulations governing the types of games that may be provided; (iii) prohibited games; (iv) individuals prohibited from participating in games governed by the Gaming Act; (v) rules relating to consumer protection and on responsible gaming; (vi) the applicable licensing regime for state-wide gaming activities conducted by means of electronic communication; (vii) the authorization regime for lottery games; (viii) monitoring measures applicable to operators and participants; (ix) standardization of gaming technical systems; (x) sanctioning and tax regimes; and (xi) the entities that are authorized to operate non-occasional lottery games in Spain.

Anyone seeking to provide gaming activities on a regular basis must obtain a general license for the relevant category of game identified by the Gaming Act. These licenses are awarded by means of a public tender. After obtaining the general license, the operation of each of the games within the scope of a general license is subject to the grant of a specific license. Likewise, the provision of gaming activities on a non-regular basis requires prior authorization.

General licenses may be granted for a ten-year period with the possibility for renewal for a subsequent ten-year period, except in those cases where the number of general licenses awarded was limited and certain conditions set forth in the Gaming Act occur that justify the need to call for a new public tender after the initial term has elapsed (e.g. the existence of a third party interested in obtaining a license). Specific licenses will be granted for a term of between one and five years, with the possibility of being renewed for subsequent terms of the same period. The regulation of each type of game establishes the term of the relevant specific license and the conditions for renewal. General and specific licenses also require the holders of the licenses to grant guarantees to secure compliance with the Gaming Act and its implementing regulations.

Holders of general licenses are typically required to grant a guarantee of €1.0 million. Instead, holders of general licenses who are only entitled to organize and operate contests are required to grant a guarantee of €250,000. Holders of specific licenses shall grant an additional guarantee, besides the guarantee concerning the general license, the amount of which is set on a case-by-case basis by the Spanish Gaming Authority with the limits established for each type of game in its specific regulations.

If a holder of a license intends to engage in advertising and promotional activities related to the license, the holder must obtain prior authorization to do so. The conditions and limits regarding advertising of gaming activities have been developed through RD 958/2020 (as detailed below).

Pursuant to RD 958/2020, advertising of gaming activities is subject to special restrictions, limitations and prohibitions and gaming operators are obliged to adopt prevention, awareness-raising and intervention mechanisms to control the adverse effects of gaming on its consumers. Among others, the main restrictions, limitations and prohibitions that have been set by RD 958/2020 are: (i) the sponsorship limitation, specially focused on sport-related activities or events; (ii) the general prohibition of public figures participating in advertising of gaming activities; (iii) the general ban on customer engagement promotions; and (iv) the restriction of gaming advertising focused or related to minors throughout media, internet and social networks. Furthermore, among the prevention, awareness raising and intervention mechanisms aforementioned, gaming operators that carry on gaming-related advertising activities are required to establish on their websites and mobile applications, information links to, among other things, public portals on safe gaming (*juego seguro*) and responsible gaming (*juego responsable*), set up a telephone customer service hotline providing assistance in relation to safe gambling and establish protocols (which will be notified yearly to the gaming authority prior to January 31 every year) to detect risky behavior patterns of its users, based on its activity, and the volume, frequency or variability of its investments or cash deposits. Further regulatory development of RD 958/2020, specially related to control the adverse effects of gaming among minors and the prevention, awareness-raising and intervention mechanisms to control the adverse effects of gaming on its consumers is yet to be approved.

Each region has passed, or will pass in the future, similar regulations as RD 958/2020 that will be applicable in the region. These regulations will enforce similar obligations such as those mentioned above in order to control the adverse effects of gaming, specifically on minors. A more severe sanctioning regime may be applicable in relation to these new regional regulations and new scenarios are expected to be included in these regulations, whereby an operating authorization may be revoked if the relevant regional authority determines that an operator has not complied with applicable gaming laws and regulations.

The primary obligations of holders of general and specific licenses include the following (among others): comply with the terms and conditions set forth in the license documents; record the relevant data the Register of Persons Associated to Gaming Operators (*Registro de Personas Vinculadas a Operadores de Juego*) and other records identified in the Gaming Act; comply with anti-money laundering and data protection laws and regulations; establish the relevant measures to prevent minors, disabled people and other people for whom gaming is prohibited pursuant to the Gaming Act to accessing gaming activities; adopt consumer protection policies; have their gaming technical systems duly standardized by the Spanish Gaming Authority; and, have a contract with users in accordance with the terms of the applicable laws and regulations.

Pursuant to the Gaming Act and its implementing regulations, gaming licenses shall be terminated for the following reasons (among others): (a) not obtaining a favorable standardization report by the Spanish Gaming Authority in order to convert the provisional licenses into final licenses; (b) at the specific written request of the holder of the license; (c) termination of its term (including renewals where applicable); or, (d) upon a decision issued by the Spanish Gaming Authority recognizing the occurrence of one of the following causes of termination (among others): (i) the discontinuation of all or any of the conditions whereby it was issued; (ii) death or incapacity of the individual or entity holding the permit, dissolution or extinction of the company holding the license or permit, or discontinuation of the activity for which the licenses were issued or a lack of activity for at least one year, in the case of licenses; (iii) declaration of bankruptcy or declaration of insolvency in any other proceeding; (iv) imposition as a sanction under the corresponding disciplinary proceeding; (v) non-performance of the basic conditions of the permit or license; (vi) assignment or transfer of the license through merger, split, or share of a business branch without prior authorization; or (vii) holding a license obtained under false pretenses or alteration of the conditions whereby it was granted, prior hearing of the license holder, where applicable. In those cases where the cause for termination can be cured, the Spanish Gaming Authority, may ask the holder of the license to cure it within a one-month term. Should the cause of the termination be cured within the term provided, the procedure to terminate the license will be ended. Otherwise, the license will be eventually declared terminated.

On June 1, 2012 two general licenses, allowing for the exploitation of betting activities and other games (as defined in the Gaming Act), and six specific licenses, allowing for the exploitation of poker, roulette, sports betting, black jack, bingo and “*punto y banca*,” were granted to Cirsa Digital, S.A.U. by the Spanish Gaming Authority, and duly registered in the General

Gaming Registry on June 14, 2012. These licenses also include the authorization to engage in advertising and promotional activities related to such games.

The general licenses granted to Cirsa Digital, S.A.U. were conditioned upon the Spanish Gaming Authority's final and favorable certification of the technical gaming systems. On April 4, 2013 the Spanish Gaming Authority approved the technical gaming systems of Cirsa Digital, for a period of ten years (until April 4, 2023). This final certification verified the game systems' compliance with the technical requirements needed for the performance of gaming activities in Spain or directed at Spanish participants or Spanish users' registries. The certification extends to the components, hardware and software included in the Final Technical Report filed by Cirsa Gaming. The Spanish Gaming Authority resolution certifying the systems also rendered these formerly provisional licenses final.

The most recent public tender for the granting of general licenses for the organization and operation of gaming activities subject to the Gaming Act was called by Resolution HFP/1227/2017, of December 5, 2017, which approves the tender rules and establishes a one year term for the submission of applications. Accordingly, applications could be submitted until December 17, 2018 at 1.00 pm. According to the tender rules, the results of the tender will be notified to the applicant and published at the Spanish Gaming Authority's website within six months following the submission of the relevant application (following this tender, the granting of several general and singular licenses to several gaming operators has been published at the Spanish Gaming Authority's website between May and July of 2019). The most recent public tender for the granting of specific licenses was called by Resolution of December 1, 2017. According to specification 8 of Resolution HFP/1227/2017, entities which do not hold a general license but have applied for one, can simultaneously apply for singular licenses for the specific games included in the scope of application of the requested general license. In this case, the granting of the specific license shall be subject to the granting of the general license.

The authorization and organization of games, raffles, contests, bets games and other gaming activities provided on a national basis in Spain are subject to the gaming tax established under the Gaming Act. In general terms, the gaming tax applies fixed tax rates ranging from 10.0% to 22.0%, depending on the gaming activity, to the relevant game's gross revenue (in case of mutual bets, raffles and contests) or the relevant game's net revenue (in case of bets with consideration or other games). The 2018 General Budget standardized the tax rate for bet games at 20%. This new regulation was passed on July 3, 2018 and entered into force on July 5, 2018, but was effective as of July 1, 2018.

In addition to the gaming tax, the Gaming Act also establishes a gaming duty, which seeks to cover costs of regulatory activities of the gaming authority over the gaming activities undertaken by gaming operators. As a general rule, such gaming duty is equal to 0.075% of the gross revenue of the relevant game and is paid on December 31 of each year. The Gaming Act establishes that the General Budget Act for the relevant year may set the percentage of gaming duty for that year. No relevant changes for gaming operators have been introduced to this gaming duty of 0.075% for 2021.

The Ministry of Consumer Affairs (*Ministerio de Consumo*), through the Spanish Gaming Authority, regulates and oversees gaming activities in Spain. It has assumed the powers to oversee the proper functioning of the gaming sector and safeguard the effective availability and provision of competitive gaming services for the benefit of users. Its main goal is to authorize, supervise, monitor and sanction, as the case may be, the development, conduct and marketing of games and other gaming activities. It safeguards integrity, safety, reliability and transparency of gaming operations, as well as compliance with gaming legislation and with the conditions established for the conduct of games.

The Regions, within the scope of their respective territories, also have the power to regulate gaming activities conducted by means of electronic communication, including, among others, the internet, television, telephone, interactive systems and software tools where physical presence of players is ancillary (in contrast to traditional gaming activities played in person), as long as they do not encroach on the powers reserved to the State by the Spanish Constitution, in the terms construed by the Spanish Constitutional Court. The Regions also have their own gaming authority, regulating, supervising and controlling gaming activities carried out within their respective territories.

Certain Regions have already approved laws and regulations governing the provision of gaming activities by means of electronic communication (including Madrid, Extremadura, Aragón, Asturias, Illes Balears, Cantabria, La Rioja, Murcia, Valencia and Navarra). Further, the Royal Decree 958/2020 which regulates the commercial communications for gambling activities in the online gaming was approved in November 2020. The Royal Decree imposes strict limitations on gambling advertising in order to protect public order and social interest.

Panama

The Gaming Control Board, a department of the Economy and Finance Ministry, regulates the gaming industry in Panama. The Gaming Control Board may authorize private parties to operate gaming activities through the execution of administrative licensing contracts under which the Gaming Control Board retains supervision. The Gaming Control Board may also conduct public tenders. The Directors of the Gaming Control Board, chaired by the Minister for Economy and Finance, is the primary decision making body of the Gaming Control Board. The Games Department of the Gaming Control Board is responsible for the supervision and administration of casinos, amusement-only slot machine halls (amusement-only slot machines are broadly defined by relevant regulations in Panama as slot machines that are activated by coins, tokens or paper money in which the results of the game are randomly determined), bingo halls, betting agencies and similar gaming activities in Panama.

In February 1998, slot machines (broadly defined by Panamanian regulations as slot machines that register credits on a ticket, or by comparable means, as a measure of prizes or money won by the user which are redeemed) were re-classified as amusement-only slot machines and the respective authorizations for the operation of such slot machines, as granted by the Gaming Control Board, were declared valid for 20 years from their respective authorization dates. Each company that had been authorized by the Gaming Control Board to conduct gaming operations prior to February 1998 was permitted to only operate the number of slot machines authorized by the Gaming Control Board.

In Panama, we operate one traditional casino and 32 electronic casinos. During the second half of 2009, there were a number of legislative changes and regulatory developments in the gaming industry in Panama, which (as described herein) led to changes in the ownership and operating structure of our electronic casinos business and increased gaming tax rates.

Electronic Casinos

Our principal subsidiary in Panama is Gaming & Services de Panama S.A. (“*Gaming & Services*”), in which we hold a 100% ownership interest. As of December 31, 2021, Gaming & Services had 34 licenses to operate electronic casinos in Panama, three of these licenses were assigned to two Cirsa Gaming subsidiaries as detailed below and two of these licenses is not operated as of December 31, 2021. The majority of said licenses expire in 2038, with the exception of three licenses that expire in 2034, 2035 and 2037, respectively. As of December 31, 2021, Gaming & Services directly operated 29 of the 32 electronic casinos in Panama, and the other three electronic casinos were operated by other Cirsa Gaming subsidiaries: Ancon Entertainment, Inc. (50.1% owned by the Group) operated two electronic casinos in accordance with two operation agreements with Gaming & Services and Inversiones Interactivas, S.A. (70% owned by Orbis Development, S.A., a wholly owned subsidiary of Cirsa Gaming), operated one electronic casino in accordance with an operation agreement with Gaming & Services.

During 2009, we had negotiations with the Government of Panama and the Gaming Control Board with respect to certain of our electronic casinos and the Panamanian government adopted a law that included provisions relating to the gaming industry in Panama. As a consequence of the foregoing and subsequent agreements around such time between Cirsa Gaming and the Gaming Control Board, we restructured our ownership interest and electronic casino license arrangements. In sum, we increased our ownership interest in Gaming & Services from 70.9% to 100%, Gaming & Services obtained the right to hold licenses for 12 new electronic casinos, in addition to the 14 licenses granted in 1998, and we paid a total of \$18 million over a four-year period (ending in 2012) to the Panamanian government in respect of “Key Money” payments for electronic casino licenses and additional payments.

In 2013 we renewed our electronic casino licenses in Panama, extending the expiration date of the licenses to 2038 for 26 of the licenses for a total cost of \$13.0 million (which amount has been fully paid).

Traditional Casinos

We have a 50% interest in *Majestic Casino*, a traditional casino located in the *Multicentro* complex in Panama City. In 2003, our subsidiary, Gaming & Services, and Luna Brillante S.A., which holds an ownership interest in the group that owns Hotel Decapolis and shopping mall *Multicentro*, entered into a joint venture and formed Majestic 507 Corporation, S.A. (formerly, Multicasino S.A.) for purposes of operating a casino in *Multicentro*. Hotel Decapolis was issued a license by the Gaming Control Board permitting it to operate a casino in the *Multicentro* shopping mall located adjacent to the hotel for 20 years.

Taxation

According to the first paragraph of Article 11 of Law 28 of 2012, which modified Article 61 of Law 2 of 1998, the tax rate for type A slot machines in electronic casinos and traditional casinos is 18% on the gross monthly income and the tax rate for the gaming tables in traditional casinos is 12% on the gross monthly income. However, pursuant to a judgment of the Supreme Court of Panama of February 9, 2017, this first paragraph of Article 11 of Law 28 of 2012 was declared unconstitutional. The judgment declaring the unconstitutionality of Article 11 of Law 28 of 2012 was published in the Official Gazette No. 28515-A of April 30, 2018. The declaration of unconstitutionality has been effective since April 30, 2019.

On May 4, 2015, the Panamanian government passed *Ley 27 de 2015* which established a 5.5% Selective Excise Tax on amounts “cashed out” in gaming activities (which became effective on June 23, 2015). This tax replaced the 7% Selective Excise Tax applicable to gaming prizes higher than \$300. Before the adoption of the 5.5% Selective Excise Tax, gaming prizes below \$300 were exempt from the excise tax.

Republic of Colombia

Gaming activity is a monopoly of the Colombian state and may only be conducted by entering into an agreement with *Empresa Industrial y Comercial del Estado Administradora del Monopolio Rentístico de los Juegos de Suerte y Azar* (“COLJUEGOS”), a public entity created by Decree 1068 of 2015, which is responsible for the administration, operation and regulation of the national gaming sector. COLJUEGOS commenced operations on April 17, 2012 and replaced *Empresa Territorial para La Salud—ETESA en Liquidación* (“ETESA”), which was liquidated by Decrees 175 of 2010, 4816 of 2010 and 4961 of 2011 issued by the Colombian government. It was also determined by Decree 1068 of 2015, that all existing enforceable contracts and agreements entered into by ETESA (including the concession agreements that we entered into with ETESA) would continue with COLJUEGOS under the same terms and conditions.

The Colombian gaming market is highly regulated, and operators are required to: (i) prove legal possession of the equipment and components used for the operation of the games; (ii) obtain zoning certifications that the land can be used for gaming operations from the municipal authority (major) where the casinos or slot machines are located; (iii) obtain an authorization to operate casinos or slot machines from COLJUEGOS through concession agreements; and (iv) once the competent authority grants the necessary certifications as required execute a concession agreement with COLJUEGOS in order to operate casinos and/or slot machines. Applicable law requires that the term of the concession agreements for the operation of casinos and slot machines may not be less than three years or more than five years. Winner Group currently has a concession agreement that is valid until January 2027.

As of January 1, 2012, the National Taxes and Customs Authority, the *Dirección de Impuestos y Aduanas Nacionales de Colombia*, was responsible for the collection of gaming taxes and administrative duties payable by gaming operators but COLJUEGOS has assumed this function since it entered into operation. Gaming taxes are levied for the fiscal year 2021 (i) for slot machines the rate is variable and corresponds to 12% of gross income minus prize payments, on a monthly average per machine of COP \$363,410, the equivalent of approximately US\$94 (using an exchange rate of COP \$3,870 per U.S. dollar); (ii) for gaming tables a fixed monthly rate of COP \$3,634,104 for each of the casino tables (for example, black jack, poker, baccarat, craps and roulette) the equivalent of approximately US\$ 939 (using an exchange rate of COP \$3,870 per U.S. dollar). In addition to the above, administrative fees are collected at 1% of such taxes payable on gambling. Since November 2016, it is mandatory to connect all slot machines to the gaming authority’s central online system for purposes of monitoring gross revenues. Currently, gaming taxes will be levied on each slot machine at 12% of the gross revenues minus prize payouts. The new regime also establishes penalties for illegal gaming activities.

A corporate income tax of 25%, plus an additional income tax “for equity” (the “*CREE Tax*”) at a rate of 9% was levied on all corporate profits until 2016. Law 1819 of 2016 eliminated the CREE Tax and amended the rate of the income tax for 2017 to 34% with a surcharge of 6%, for 2018 to 33% with a surcharge of 4% and for 2019 and subsequent years to 33% without any surcharge. Law 1943 of 2018 which was replaced and derogated by the law 2010 of 2019 established a progressive decrease of this tax rate from 33% in 2019 to 32% in 2020, 31% in 2021 and 30% in 2022 and subsequent years.

Mexico

The Mexican government is divided into three levels of government: federal, state and municipal. The gaming industry in Mexico is regulated at a federal level by the Federal Law on Gaming and Lotteries (enacted in 1947) and the Federal Regulations on Gaming and Lotteries (enacted in 2004). Pursuant to the provisions of such law and regulations, all forms of gambling are prohibited unless expressly permitted; only lotteries and diverse modalities of the permitted games are allowed to exist and are legally regulated.

The Mexican gaming legal framework was significantly strengthened as a result of the enactment of the Federal Regulations on Gaming and Lotteries (2004), by (i) expressly ratifying existing permits, including the terms pursuant to which they should be governed, (ii) outlining the process to obtain new permits, (iii) defining where gaming facilities may be located, (iv) recognizing the role of operators as providers of gaming services to gaming permit holders, (v) authorizing limited forms of advertising and (vi) recognizing electronic modalities of permitted bingo games that are likewise allowed under existing permits, among others.

The federal authority responsible for issuing gaming permits, regulating gaming activities, inspecting gaming facilities and imposing sanctions in connection therewith is the Ministry of Interior (*Secretaría de Gobernación* or “*SEGOB*”).

A permit issued by the Ministry of Interior is required for the installation and operation of gaming facilities. The issuance of permits is subject to the fulfillment of certain requirements, among which, for example, is obtaining a favorable opinion of the state, municipal or delegation authority of the place in which the premises subject of the permit will be located.

Permit holders must comply with certain obligations, including but not limited to, the following: (i) obtain an authorization to re-locate the gaming premises, (ii) deliver quarterly and annual financial statements as well as insurance policies covering permitted activities, within established deadlines, (iii) provide monthly reports on income and payment of government fees, (iv) obtain a bond to guarantee payment of unpaid prizes and (v) notify the Ministry of Interior of any transfer of shares or any change in the shareholders’ structure. Failure to comply with such obligations or the ones specifically set forth in gaming permits may result in the imposition of fines, the revocation of gaming permits and/or closure of gaming facilities.

Permits for the installation and operation of sport book halls and gaming halls that include slot machines, table games, bingo and sports betting activities will be issued with a maximum validity of 25 years and may be extended for up to 15 additional years, *provided* that the permit holder complies with the corresponding permit’s terms and conditions and with its obligations under the Federal Law on Gaming and Lotteries and its Regulations.

Gaming premises are also subject to compliance with administrative law obligations in accordance with applicable state and municipal laws. Each of the 32 states of Mexico, has their own laws and regulations concerning matters that fall under their jurisdiction and therefore administrative law requirements may differ from place to place.

As a general rule, a land use or zoning certificate, opinion, license or authorization issued by the municipal authority, an operational license issued by the municipal authority and a civil protection authorization issued by the local civil protection authority are required prior to and for the operation of gaming premises.

Italy

We primarily operate in the Italian slot machines and video lottery terminal (“*VLT*”) markets. As of December 31, 2021, we also wholly owned one bingo hall and had minority interests in eleven bingo halls in Italy.

The Competent Authority

The Italian gaming regulatory authority is the *Agenzia delle Dogane e dei Monopoli* which, pursuant to Law Decree No. 95 of July 6, 2012, has replaced the *Amministrazione Autonoma dei Monopoli di Stato* as the gaming competent authority starting from December 1, 2012 (for ease of reference both defined as the “*ADM*”).

In Italy, public games, such as games and betting are regulated by numerous legislative provisions, as well as decrees enacted by the director of the *ADM*, all of which have stratified over the years.

Pursuant to Legislative Decree No. 496 of April 14, 1948, the regulation of public gaming in Italy (such as games and betting) is reserved to the state. Furthermore, the *ADM* has the power to grant concessions to private gaming operators, selected through public tender process, and has controlling powers over gaming activities.

The *ADM* regulates, among others, (i) the specific games and bets which may be offered in the Italian gaming market and, when not already provided by law, (ii) the minimum and maximum bets that may be accepted by operators, (iii) the pay-out ratio of winnings, (iv) the compensation of concessionaires and (v) the number and location of points of sale.

General conditions to carry out gaming and betting activities in Italy

Under Italian law, in order to carry out gaming and betting activities, it is mandatory for operators to obtain the following:

- (i) a concession awarded by the ADM in compliance with European Union and Italian national public procurement rules; and
- (ii) a license (or Certified communication of commencement of activity – segnalazione certificata di inizio attività “SCIA” to the extent that a license has been previously issued) to run the betting, gaming machines and bingo activities for each single point of sale, under Article 86 Royal Decree No. 773 of June, 18, 1931 (“*Consolidated Law on Public Security*”—*Testo Unico di Pubblica Sicurezza* “TULPS”).

Additional permits (such as authorizations and clearance – *nulla osta*) may be required according to specific legal provisions and the ADM regulations.

The concessionaires selected by public tender and the ADM enter into a concession agreement, the terms of which are set by the ADM and cannot be negotiated. The concession agreement regulates, among other things, the permitted activities under the concession, the concessionaire’s obligations towards the ADM, the duration of the concession and the concession fee, the conditions for the assignment of the concession to third parties, the testing of the technical equipment necessary to carry out the gaming activity that is covered by the concession, the form and the amount of guarantees to be granted by the concessionaire in favor of the ADM, the conditions for revocation or early termination of the concession by the ADM and the penalties for failure of the concessionaire to comply with its obligations under the concession agreement.

The license is granted with respect to each sales point, is personal and subject to revocation or suspension in cases of violations committed by the authorized person. Persons who have a criminal record or who are unable to demonstrate that they meet the moral and professional requirements cannot obtain a license.

Additionally, licenses can be revoked if the authorized person subsequently fails to satisfy the application criteria. Carrying out gaming activities without fulfilling the relevant licensing requirements is a criminal offense.

Article 1, paragraph 77 of the 2011 Stability Law (Law No. 220 of December 13, 2010) provides that the Ministry of Economy and Finance (*Ministro dell’Economia e delle Finanze* “MEF”) and the ADM shall keep the standard scheme of concession updated. In particular, the decree MEF prot. No. 2011/1845/Strategies/UD of June 28, 2011, sets out objective requirements for the concessionaires and subjective requirements for the directors, the president and the representatives of the concessionaires.

ADM Decree No. 31857 of September 9, 2011, requires VLT and slot machine operators, including operators who already have contractual relations in the slot machines and/or VLT fields, to meet certain conditions and to register on a special list. Only the entities on such list are authorized to operate VLTs and/or slot machines. In accordance with the abovementioned decree, the applicant must hold (i) a license referring to the gaming machines as provided by Royal Decree No. 773 of June 18, 1931 (as subsequently integrated and amended), valid for the registration period; (ii) an anti-mafia certificate in compliance with Law No. 575 of May 31, 1975; and, (iii) a deposit receipt of €150. In addition, the applicant must inform if it holds any other licenses issued by the ADM. The decree also establishes certain rules governing any violations of law by the applicant.

Slot Machines

The regulation of slot machines in Italy is principally governed by Royal Decree No. 773 of June 18, 1931, and its subsequent amendments. The Italian slot machines market is highly regulated.

The Italian regulatory regime authorizes, *inter alia*, machines that award a cash prize based on a player’s skill or otherwise provide entertainment value. The Italian regulatory framework also regulates the duration of a game, the price per game and the type and amount or value of prize that can be awarded for each game.

Pursuant to Article 86, paragraph 3 of the Royal Decree No. 773 of June 18, 1931, a governmental authorization is required for either the manufacture or import of each individual slot machine, and for its installation and operation in a specific location. The Italian regulator must also be notified in the event that a slot machine is relocated, transferred or scrapped.

The Italian slot machine regulatory regime changed after the enactment of Italian Budget Law No. 289 of December 27, 2002, pursuant to which only interlinked slot machines would be permitted to operate in Italy after October 31, 2004. This requirement of interlinking allows regulatory authorities to monitor slot operators for regulatory and tax purposes. ADM is responsible for regulation and oversight of the interlinked slot machine system.

The ADM has awarded a series of concessions, each for the term of nine years, to slot machine companies to act as network system operators for slot machines in Italy.

In August 2011, the ADM called a tender for the award of new concessions to act as a network system operator for, *inter alia*, slot machines and VLTs. On December 23, 2011, Cirsa Italia was awarded a new provisional concession to act as a network system operator for, *inter alia*, slot machines. In March 2013, the provisional concession once again became permanent following Cirsa Italia's demonstration of continuing compliance with the technical and economic requirements to act as network system operator and our completion of all necessary ancillary requirements. The current concession expires on June 29, 2023.

Under the concessions, operators can operate their own slot machines and also offer interconnection to third parties (operators that were not granted a concession) for a specified fee. The terms of the grant of the initial concessions to Cirsa Italia and a number of other operators established certain targets for the interconnection of slot machines by a specified date. While Cirsa Italia (and the other operators) did not achieve such targets by such date, Cirsa Italia has since achieved such targets and we believe Cirsa Italia is in material compliance with the terms of the concession. Network operators are responsible for installing the network, conducting all activities directly or indirectly related to the management and operation of the network, and paying the so-called PREU tax (*Prelievo Erariale Unico*) levied on slot machine operations. Subject to certain conditions, a network operator can also charge to third parties that it interconnects to its network a fee of not higher than 3% of the revenues per machine. These concessions also include the service standards to be met by the operators.

Video Lottery Terminals

VLTs, which are lottery machines connected with a central system that generates a winning series of numbers, are regulated by Law No. 77, dated June 24, 2009. Players who play on VLTs have a chance of winning of almost 85% (Article 12, paragraph 1, letter (l) of the Law Decree No. 39 of April 28, 2009, converted, with amendments, into the Law No. 77 of June 24, 2009).

Law Decree No. 78 dated July 1, 2009 (converted into Law No. 102 dated August 3, 2009) mandated the organization of a tender procedure for VLT network operators, as required by Article 14-bis, paragraph 4, of the Presidential Decree No. 640 of October 26, 1972. Law No. 102/2009 set out the rules for the concession award procedure, including that (i) ADM had to organize the award procedure for the concessions of the VLT network, (ii) the most economically efficient concession contractor had to be chosen, (iii) the duration of the concessions had to initially be nine years and could be renewed once (Article 21, paragraph 4, of Law Decree No. 78 dated July 1, 2009) and (iv) the ten existing network system operators of slot machines in Italy already authorized to operate VLTs could request an extension of their concessions to include the VLT network. Certain technical and economic requirements had to be met in order for the ten existing network system operators to be authorized to install VLTs and to act as network system operators for VLTs.

In 2013, following a series of procedural steps and after demonstrating compliance with technical and economic requirements, Cirsa Italia was granted a permanent concession to act as a network system operator for VLTs. The concession expires on June 29, 2023.

Bingo Halls

As of December 31, 2021, we also wholly owned one bingo hall and had minority interests in eleven bingo halls in Italy. The operation of bingo halls has been permitted in Italy since 2000. In Italy, 20% of the face value of the bingo card is required to be paid to the Italian tax authorities and 3.8% is required to be paid to the ADM, however, since November 1, 2009, under a pilot scheme implemented by the ADM, such percentages are reduced respectively to 11%—payable to Italian tax authorities—and 1%—payable to the ADM. Regulations require that 70% of the face value of the bingo be dedicated to prize payments.

Ministerial Decree of November 21, 2000, implementing Article 16 of Law No. 133 of May 13, 1999, sets forth the model rules (the "*Convention*") for bingo hall operators. By operating the bingo hall concessions, which the Ministry of Finance grants for six year periods, the concessionaires undertake (i) to comply with the law and the administrative authorizations concerning the use of the hall (failure to comply results in the revocation of the concession), (ii) to ensure appropriate light,

ventilation, hygiene and decency in bingo halls, (iii) to test the bingo hall within 150 days from the notification of the award of the concession, (iv) to start the business within 15 days from testing the bingo hall and, before starting the business, to file a declaration of commencement of activities with the competent authorities, (v) to comply with the provisions of law, the Convention and Royal Decree No. 773/1931 (“*Consolidated text of the laws on public security*”), (vi) to keep the state of the hall and the equipment as required by ADM, which is responsible for the control and inspection of bingo halls in Italy, (vii) to keep the business open at least eleven months per year, six days per week and eight hours per day, (viii) to pay the personnel as required by the relevant collective agreements and to comply with the social security provisions, and (ix) to allow the ADM to conduct inspections of the hall. The transfer of a concession to operate a bingo hall is only permitted upon prior consent of ADM.

Bingo can only be organized in a hall that is specifically authorized for such purposes. The concessionaire is entitled to payment of a remuneration equal to the income (taxes and fees deducted). All the expenses in relation to the business, the hall and the relevant equipment shall be borne by the concessionaires.

Under certain circumstances, ADM can order the suspension of the concession, with immediate effect and for a maximum period of three months, in order to protect the public interest. The concession may be lost or revoked if (i) the concessionaire no longer complies with requirements set forth by applicable law, (ii) the business is not commenced within 15 days from the inspection of the bingo hall, (iii) the business is interrupted for reasons other than *force majeure*, (iv) material breaches of law occur, (v) precautionary measures or indictment are levied on the concessionaire or (vi) the business is transferred without obtaining the prior consent of ADM.

Pursuant to Article 1, paragraph 79 of Law No. 220 of December 13, 2010, the Convention introduced (i) penalties (ranging from €100 up to a maximum of €10,000, depending on the nature of the violation) for breach of the Convention and (ii) a requirement that the concessionaires have to take measures to protect players and to prevent pathological gambling.

The 2018 Italian Budget Law provided for the renewal of all of Italy’s 210 bingo concessions by means of a public tender process by September 30, 2018. The results of the public tender procedure will impact the nature and number of slot machines that bingo concessionaires will be able to operate at their bingo halls under their concessions. Until the concessions are renewed in accordance with the 2018 Italian Budget Law, the bingo halls are being operated under a “*prorogation regime*” (meaning that each concession is prorogated until the issuance of the new concession under the tender process). Under the prorogation regime, the concessionaires which already hold a concession and plan to participate in the tender process to renew such concession must pay a monthly fee amounting to €7,500 (for each month or fraction of month lasting more than 15 days) or to €3,500 (for each fraction of a month lasting less than 15 days) (Article 1, paragraph 636, letter (c)), of the Law No. 147 of December 27, 2013). We expect to take part in the aforementioned new tender process and, to this end, we are currently paying the monthly fees according to the relevant provisions of law.

The 2021 Italian Budget Law, due to the strain of COVID-19, has extended the bingo concessions up to the new tender procedure, to be enacted by March 31, 2023 to award a series of concessions of bingo halls in Italy, each for a term of nine years.

According to Article 1, paragraph 636, of the Law No. 147 of December 27, 2013, the rules for the public tender process to award the bingo hall concessions include, but are not limited to, the following: (i) the concessionaires shall pay a fee amounting to at least €350,000 for the award of each concession, (ii) the concession shall be for a non-renewable period of nine years, (iii) subjects already involved in gaming and gambling activities businesses within the European Economic Area are allowed to participate in the tender process and (iv) the concessionaires shall provide insurance or a bank guarantee for an amount equal to €300,000 effective for the whole duration of the concession.

Regulation and Taxation of the Italian Gaming Industry

2015 Italian Budget Law and 2016 Italian Stability Law

The regulation and taxation of the Italian gaming industry has been impacted by the adoption of Law No. 190 of December 20, 2014 (the “*2015 Italian Budget Law*”), which became effective on January 1, 2015, and Law No. 208 of 2015 (the “*2016 Italian Stability Law*”), which became effective on January 1, 2016. The reforms contemplated by a prior law adopted in 2014, Article 14 of Law No. 23 of March 11, 2014 (the “*Italian 2014 Tax Delegation Law*”), which instructed the Italian Government to implement a comprehensive reform of the regulations applicable to the gaming industry, were never proposed or adopted. As described herein, a number of the provisions adopted in the 2015 Italian Budget Law were amended or rescinded by the 2016 Italian Stability Law.

The 2015 Italian Budget Law introduced a series of changes to the fees and commissions regime applicable to the operation of VLTs and amusement-with-prize slot machines.

Concession Fees and Commissions

One of the most significant changes imposed by the 2015 Italian Budget Law was an aggregate reduction of €500 million per year, commencing on January 1, 2015, in the fees due to concessionaires and other operators, to be paid by concessionaires and operators proportionately to the number of VLTs and AWP machines they operate as of December 31 of any given year, starting from December 31, 2014. This provision amounted to a €500 million annual tax levy on AWP slot and VLT concessionaires and operators. The number of VLTs and AWP machines of each concessionaire as of December 31, 2014 was determined by the ADM on January 15, 2015. The ADM was also required to determine the methods of payment by the concessionaires. As described herein, the 2016 Italian Stability Law modified this provision.

The 2015 Italian Budget Law also required that operators shall return to the concessionaires the entire amount (coin in) of the VLTs or AWP slot machines less prizes but permits concessionaires and operators to renegotiate their contracts in order to determine how to share their respective fees. The concessionaires are required to return to the operators their portion of the compensation fee until the contracts have been renegotiated and executed.

As part of the implementation of the €500 million tax levy of the 2015 Italian Budget Law, on January 15, 2015, the ADM determined (“ADM Determination”) that as of December 31, 2014, Cirsa Italia represented 3.95% of the Italian market of VLTs and AWP slot machines in terms of numbers of machines operated and assessed a tax in an amount to be paid by Cirsa Italia for the year ended December 31, 2015 of approximately €19.8 million. Cirsa Italia was required to pay 40% of the ADM Determination amount (€7.9 million) on April 30, 2015 and to make a further payment of €10.0 million on October 31, 2015. In order to mitigate the effects of the ADM Determination, Cirsa Italia amended or renegotiated its contractual agreements with certain of its AWP and VLT site operators and gaming machine suppliers in order to share with them tax assessed on our operators. In the aggregate, Cirsa Italia has paid €18.2 million of the €19.8 million total ADM Determination (which amount includes contributions from site operators and partners).

Although Cirsa Italia has paid €18.2 million of the ADM Determination, Cirsa Italia (along with a number of other gaming concessionaires) still challenged the ADM Determination. In particular, Cirsa Italia has filed a challenge of the ADM Determination for the full €19.8 million before the Regional Administrative Court of Lazio, asking the Court to stay the effects of the ADM Determination until a decision of the case on the merits was made. The hearing to discuss the interim suspension of the ADM Determination was held on April 1, 2015. On December 16, 2015, following the July 1, 2015 hearing and subsequent petitions in October 2015, the Regional Administrative Court of Lazio issued a new order, requesting the Italian Constitutional Court to confirm the constitutionality of these provisions of the 2015 Italian Budget Law. On May 8, 2018, the Italian Constitutional Court heard the claims of Cirsa Italia (along with a number of other concessionaires) that the provision of the 2015 Italian Budget Law infringes the principles of legitimate expectations and of equal treatment for all the gaming products offered in the Italian market. In July 2018, the Italian Constitutional Court delivered its judgment stating that the provisions of the 2015 Italian Budget Law do not infringe the Italian Constitution because a subsequent law has limited its framework and determined that it was in force only for the year 2015. Accordingly, the Italian Constitutional Court held that the amount of the ADM Determination must be paid to the Italian government. However, at the same time, the Italian Constitutional Court also stated that each party (concessionaires, site operators and partners) is entitled directly by law to pay only its part of the amount and that there should be no joint and several liability. The Italian Constitutional Court has sent the case back to the Regional Administrative Court of Lazio in order to issue a new valuation about the constitutional issues. After the hearing held on May 22, 2019, the Regional Administrative Court of Lazio has issued judgement No. 8204 of June 24, 2019, stating, among other things, that (i) the imposed payment does not infringe the principles of legitimate expectations and of equal treatment and (ii) the payment obligation set forth by the ADM Determination shall be borne not only by the concessionaires but shall be split according to the law between all operators in the gaming sector (thus including site operators and partners) proportionally to payment of the ADM assessed obligations on the basis of the relevant contractual agreements. However, as the Regional Administrative Court of Lazio judgment No. 8204/2019 has not explicitly stated whether concessionaires and other operators are liable for the payment separately or on a joint and several basis, Cirsa Italia filed an appeal against such decision in the Consiglio di Stato Court in February 2020, in order to challenge the judgment.

The Consiglio di Stato lodged a request (the “Request”) on September 28, 2020 for a preliminary ruling to the Court of Justice of the European Union, questioning (i) whether the introduction of such provision which reduces commission and fees only in respect of a specific and limited category of operator, namely operators of games played on gaming machines, and not all operators in the gaming sector, is compatible with the exercise of the freedom of establishment guaranteed by Article 49 TFEU and with the exercise of the freedom to provide services guaranteed by Article 56 TFEU and (ii) whether the introduction of the abovementioned provision, which for economic reasons alone reduces the fees agreed to in a concession

agreement concluded between a company and an Italian state authority during the term of that agreement, compatible with the EU-law principle of the protection of legitimate expectations. The hearing before the Court of Justice of the European Union took place in January 2022 and the ruling is expected in June 2022.

Article 1, paragraph 921, of the 2016 Italian Stability Law clarified that concessionaires and other AWP slot and VLT operators should contribute proportionally to the payment of the ADM assessed obligations on the basis of the relevant contractual agreements. The 2016 Italian Stability Law does not provide for any joint liability of gaming concessionaires (such as Cirsa Italia) for the payment by site operators of their shares of said tax. The 2016 Italian Stability Law also repealed the provisions of the 2015 Italian Budget Law that had introduced this new tax for the concessionaires for subsequent years and therefore this obligation is no longer in effect.

The 2016 Italian Stability Law also established that the number of AWP slots installed in the Italian market should decrease. For that purpose, Law Decree No. 50 dated April 24, 2017, and Decree of the Ministry of Economy dated July 25, 2017 reduced the number of authorizations for AWP slots to 345,000 AWP slots by December 31, 2017 and to 265,000 by April 30, 2018. In order to achieve this goal, each concessionaire had to reduce the number of authorizations it held as of December 31, 2016 by at least 15% by December 31, 2017 and by at least 34.9% by April 30, 2018.

By December 31, 2017, Cirsa Italia had reduced the number of authorizations relating to AWP slots it held as of December 31, 2016 by 15.2%. Cirsa Italia reduced this number of authorizations by 19.7% as of December 31, 2018, achieving the mandated reduction level of 34.9%, which was required to be achieved by mid-June 2018.

Increases in Gaming Turnover (PREU) Tax and other provisions

The 2016 Italian Stability Law increased the gaming turnover (*Prelievo Erariale Unico*—“PREU”) tax, calculated by applying the required percentage rate to the total amount of bets placed, for AWP slot machines to 17.5% (from 13.0%) as of January 1, 2016. The tax further increased to 19.0% with effect from April 24, 2017 by Law decree No. 50 dated April 24, 2017.

The 2016 Italian Stability Law also increased the PREU tax for VLTs to 5.5% (from 5.0%) as of January 1, 2016. The tax further increased to 6.0% with effect from April 24, 2017 by Law decree No. 50 dated April 24, 2017.

The 2016 Italian Stability Law further provided that the percentage of collected bets that must be paid to players (minimum pay-out ratio) has been lowered to not less than 70% of collected bets (a decrease from the 75% of collected bets that was applicable in 2015).

Law Decree July 12, 2018, No. 87 (*Decreto Dignità*) sets higher percentages of the PREU tax, for AWP slot machines and VLTs. The amount of the PREU tax was subsequently increased by the 2019 Italian Budget Law, as amended by Law Decree January 28, 2019, No. 4 (converted into law March 28, 2019, No. 26), which provided for a further increase of the PREU tax, of 2% for AWP slots and 1.25% for VLTs, from January 1, 2019. Pay-out has been reduced to an amount not lower than 68% for AWP slots and 84% for VLTs. Pursuant to Article 27 of Law Decree 4/2019 (converted into Law 26/2019), the issuance of paper-based licenses for AWP slots is subject to the payment of €100 one-off charge, raised to €200 for 2019 only.

Pursuant to Article 1, paragraph 731 of the Law No. 160 of December 27, 2019 (“2020 Italian Budget Law”), the amounts of the PREU tax on AWP slots and VLTs, have been further increased since January 2020. The PREU rates are currently 23.85% until December 31, 2020, and 24% from January 1, 2021 onwards of the collected bets for AWP slots, and 8.50% until December 31, 2020 and 8.60% from January 1, 2021 onwards, of the collected bets for VLTs, respectively. The mentioned rates replace those provided for by Article 9, paragraph 6, of Decree-Law No. 87 of July 12, 2018, converted, with amendments, by Law No. 96 of August 9, 2018, as amended by Article 1, paragraph 1051, of Law No. 145 of December 30, 2018, and by Article 27, paragraph 2, of Law Decree No. 4 of January 28, 2019, converted, with amendments, by Law No. 26 of March 28, 2019. Article 1, paragraph 732 of the 2020 Italian Budget Law provides that, beginning on January 1, 2020, the percentage of the total amount of the bets to be paid out (pay-out) shall not be less than 65% for AWP slots and 83% for VLTs. The law further provides that the technical operations for the adjustment of the pay-out percentage shall be completed within 18 months from January 1, 2020 (the date of entry into force of the law itself), i.e. before June 30, 2021. Subsequent to the COVID-19 strain, the deadline was extended up to the end of June 2022. Cirsa is in the process of completing the remaining 4.5% of AWP slots that still have a pay-out of 68%, which we intend to adjust to 65% by June 2022.

Illegal gaming machines are subject to higher sanctions, including administrative fines from €5,000 to €50,000 for each illegal machine and the closure of the business which hosted the illegal gaming machines from 30 to 60 days. Illegal

gambling activities are subject to jail terms from three to six years and a fine from €20,000 to €50,000. The ADM, together with the tax police, shall implement an extraordinary plan to control and fight illegal gambling.

Modernization of Gaming Technology

Article 1, paragraph 943 of the 2016 Italian Stability Law directed the Italian Treasury to issue a decree aimed at starting a process of technological improvement and modernization of the existing slot machines which has not been completed yet. The same Article 1, paragraph 943 of the 2016 Italian Stability Law provided, among other things, that commencing from January 1, 2017, only those slot machines that allow remote monitoring (*gioco pubblico da ambiente remoto*) will be authorized. This provision resulted in a reduction by approximately 30% of the number of slot machines in operation as compared to July 31, 2015.

On April 4, 2017, the ADM published Decree 37100/RU (“*Technical Rules Decree*”) that sets forth new technical rules for VLTs that are intended to require a major upgrade in VLT platforms and technology. These new technical rules provide for considerable new obligations aimed at enhancing the traceability of players in order to avoid fraud, and also provide for a new certification process that will be performed by new ADM-accredited testing centers. Due to the significant number of changes required to be implemented under the new rules, the ADM granted a transitional period until April 1, 2019 to comply with the new requirements provided by such ADM decree. On July 31, 2019, the ADM published Decree 94934/RU that introduces technical amendments to the Technical Rules Decree concerning the provision of (i) a reading system of the Health Insurance Card for the verification of the age of the players and (ii) appropriate mechanisms to prevent the starting of the games in case the legal age of the relevant player is not ascertained. These amendments entail the need for a new certification process to be performed through ADM accredited testing centers. Considering that no material impact on Cirsa Italia’s business has occurred in the past from its compliance with any regulations issued in the context of technical improvements and modernization of machines, no material impact is expected to occur from the compliance with such further technical requirements.

On June 27, 2018, the ADM issued Decree 108019/RU, which amended the guidelines for the compliance testing of AWP and VLTs (the “*Guidelines*”), approved by the ADM with Decree 146294/RU, dated December 28, 2017. In particular, the Guidelines set forth the technical requirements for the compliance testing of the entire gaming system and of each of its components (such as the central system, hall system and video lottery terminal).

The 2016 Italian Stability Law was amended by article 25, paragraph 1 of the Law Decree No. 124 of October 26, 2019, converted with amendments into Law No. 157 of December 19, 2019, which extended the period after which it is no longer possible to issue clearances (*nulla osta*) for “old generation” AWP machines, setting it at nine months from the date of publication of the ministerial decree containing the technical rules for the production of the new machines, which allow public gaming from a remote environment (the “*Ministerial Decree*”). The deadline for the disposal of AWP machines was extended to the 12th month following the date of publication of the Ministerial Decree.

Pursuant to article 69, paragraph 3 of Law Decree No. 18 of March 17, 2020, converted with amendments into Law No. 27 of April 24, 2020 (the “*Cura Italia*” Decree), the above nine- and twelve-month periods are both extended by six months. Accordingly, it is no longer possible to issue clearances (*nulla osta*) for “old generation” AWP machines after 15 months from the date of publication of the Ministerial Decree and such AWP machines must be disposed within 18 months the date of publication of the Ministerial Decree.

Currently, there is no visibility on when the Ministerial Decree will be enacted or when the replacement process will start. Pursuant to Article 1, paragraphs 569 and 571 of the 2019 Italian Budget Law, in order to ensure the effectiveness of local regulations on limited opening hours, since July 1, 2019, the ADM shall provide local authorities with an official timetable concerning operating periods of gaming machines (AWPs and VLTs).

On February 22, 2019, the ADM published Decree 31516/RU, implementing Article 1, paragraph 569, letter a) of Law December 30, 2018, n. 145 “Operating procedures for the availability to the local authorities of the operating times of the VLTs.” Pursuant to this legislation, the ADM, together with Sogei, shall supply the municipalities with an application called “SMART” governing the relevant operating times of the existing VLTs.

Starting from January 1, 2020, only AWP equipped with an electronic system for age control (i.e., health insurance card (tessera sanitaria) reader system) can be operated to prevent minors from playing. Article 27, paragraph 4 of Law Decree No. 4 of January 28, 2019, clarifies that the introduction of the health card for access to AWP is to be understood as referring to remote AWP

Slot Machines

During 2007, the ADM adopted a series of new gaming regulations that, among other things, permitted the use of a new type of slot machine, reduced the amount of PREU tax assessed on amounts of the collected bets (from 13.5% to 12%), changed the pay-out and increased the price per game and maximum prize size. Another separate tax assessed by the ADM on amounts of the collected bets increased in 2007 from 0.3% to 0.8%. The PREU tax on slot machines has subsequently increased. The 2016 Italian Stability Law has increased the PREU tax from 13.0% to 17.5%.

Law Decree No. 87/2018 had set higher percentages of the PREU tax, as follows:

- 19.25% of collected bets, from September 1, 2018 to April 30, 2019;
- 19.6% of collected bets, from May 1, 2019;
- 19.68% of collected bets, from January 1, 2020;
- 19.75% of collected bets, from January 1, 2021; and
- 19.6% of collected bets, from January 1, 2023.

In addition to the above, 2019 Italian Budget Law, as amended by Law Decree January 28, 2019, No. 4, provided for a further increase of the PREU tax of 2% from January 1, 2019.

Under the current regulatory framework, after the 2020 Italian Budget Law, PREU tax on slot machines has been set at 23.85% of collected bets up to December 31, 2020 and 24% of collected bets from January 1, 2021, with a minimum payout reduced to 65%.

Following the entry into force of the emergency measures introduced by the Italian Government to contain the spread of COVID-19, which resulted in the suspension of gaming activities in retail market premises for a period of more than five months, ADM issued numerous regulatory provisions aimed at implementing the various decisions taken by the Italian Government during the period and postponing some deadlines in 2020 for the payment of the PREU and the concession fee.

Article 5 of Law Decree No. 157 of November 30, 2020 (“*Decreto Ristori quater*,” revoked by Law No. 17 of December 18, 2020, which inserted Article 13 nonies in Law Decree No. 137 of October 28, 2020, upon conversion of the latter) provides that the payment of the balance of the PREU on AWP and VLTs and of the concession fee relating to the fifth two-month period of 2020, due on December 18, 2020, could have been paid at a rate of 20%. The possibility of payment in instalments has been provided for the remaining due amounts, with payment of the first instalment by January 22, 2021 and of the last instalment by June 30, 2021.

In this respect, Article 18, paragraph 8 bis, of Law Decree No. 23 of April 8, 2020 has extended to September 22, 2020 the payment of the PREU on AWP and VLTs and of the concession fee due by August 30, 2020. The same provision stated that the amounts due could have been paid in equal monthly instalments, with the application of legal interest calculated on a day-by-day basis; the first instalment should have been paid by September 22, 2020 and the subsequent instalments by the last day of each month thereafter. The last instalment should have been paid by December 18, 2020.

Previously, Article 69, paragraph 1, of Law Decree No. 18 of March 17, 2020 (converted into Law No. 27 of April 24, 2020) provided for the extension of the deadline for the PREU and related concession fee to May 29, 2020 (instead of April 30, 2020). The amounts due could have been paid in equal monthly instalments. Legal interest calculated on a day-by-day basis is charged. The first instalment should have been paid by May 29, 2020 and the following instalments by the last day of each month thereafter. The last instalment should have been paid by December 18, 2020.

Following the measures linked to the COVID-19 emergency (in particular the Prime Ministerial Decrees of October 24, 2020 and November 3, 2020), which suspended gaming activities of betting, gaming and bingo halls, as well as gaming activities carried out in commercial establishments of various types, the decree of the Director General of the ADM of November 18, 2020, prot. 420165/RU on changes to PREU obligations was issued. Such decree provided for:

- the postponement to December 18, 2020 of the payment of the concession fee and the balance of the PREU for the two-month period September-October, which was due on November 22, 2020;
- the cancellation of the PREU advance payments for the two-month period November/December, due on November 28, 2020 and December 13, 2020;

- the advance payment of the third PREU advance payment, due on December 28, 2020 and brought forward to December 18, 2020 for an amount equal to 1/6 of the amount due.

The payment of the PREU balance and the concession fee for the two-month period November-December remains unchanged as of January 22, 2021, according to the Director's Decree.

The ADM Decree No. 24769 of January 22, 2021, provided that "for the year 2021 only, the PREU advance payments for January-February, due on January 28, February 13 and February 28 are cancelled and the amount of the PREU shall be paid in full by March 22, 2021."

Law No. 69 of May 21, 2021, when converting Law Decree No. 41 of March 22, 2021 ("*Decreto Sostegni*"), introduced Article 6 octies in the Law Decree No. 41/2021, pursuant to which the payment of the balance of the PREU on AWP and VLTs and of the concession fee relating to the fifth two-month period of 2020 was rescheduled as follows:

- the fourth instalment, originally set on April 30, 2021 was deemed to be extended to October 29, 2021;
- the fifth instalment originally set on May 31, 2021 was deemed to be deferred until November 30, 2021;
- the sixth instalment originally set on June 30, 2021 was deemed to be extended until December 15, 2021.

Under Article 1, paragraph 81, letter (g), of the Italian Budget Law No. 220 December 13, 2010, the venue requirements for slot machines and VLTs have been regulated by ADM Decree No. 30011 of July 27, 2011. This decree permits the installation of slot machines in bingo halls, agencies for betting on sporting events, agencies for totalizer and fixed-odds betting on horse races, gaming shops whose primary activity is marketing public gaming products, public gaming rooms specifically established for the conduct of lawful gaming that provide a separate area for games reserved for underage players, and establishments dedicated exclusively to slot machines and VLTs. Slot machines can be installed in the abovementioned shops, halls or premises only on condition that such shops, halls or premises hold the specific gaming license in accordance with the Italian regulatory framework. The decree provides that the maximum amount of slot machines that can be installed and operated on any of these premises must be limited, proportionally to the premises' surface area and/or to the total number of slot or other betting machines hosted.

Video Lottery Terminals

ADM adopted the Decree No. 43593 of January 22, 2010 and the Decree No. 37100/RU of April 4, 2017 which require that certain technical and operational requirements are complied with when operating VLTs. Under these Decrees, the VLTs and the related gaming systems must be connected to a control system and network operated by an authorized network system operator. The games played on the VLTs will be capable of being monitored remotely for regulatory and tax purposes. The ADM decree also sets forth requirements for the testing and start-up of the gaming systems, the operating parameters for the games and the timing of introduction of VLTs into the Italian market. The ADM decree provides that the maximum payout for VLT games is €5,000. However, this amount is higher for jackpots: there is a €100,000 maximum jackpot for each gaming room and a €500,000 maximum jackpot for each gaming system. Under the ADM decree, no less than 85% of collected bets must be paid to players, and up to a maximum of 4% of collected bets can be paid to players in jackpots.

According to Articles 9 and 10 of the ADM Decree No. 37100/RU of April 4, 2017, the maximum cost of an individual game is €10.00 and the minimum cost is €0.10. Payment for games may be made by coins or currency, tickets from ticket technology systems, prepaid cards, "smart" cards in respect of registered gaming accounts or the reinvestment of previous winnings. The ADM Decree No. 37100/RU also includes provisions concerning:

- technical and operational requirements of the VLT game system (Article 2);
- information to be registered by the network (Article 3);
- monitoring tools for the supervision of the network (Article 4);
- cross-ticketing and ticket (Articles 5, 8 and 13);
- requirements for VLT machines (Article 7);

- general specifications of the games (Article 11);
- technical auditing of game system compliance (Article 12) also ruled by the Decree No. 87765/RU dated August 18, 2017 and the relevant attachment which contains recommendations concerning operational requirements to be met for an appropriate assessment of the compliance of VLTs and the related gaming systems with the requirements set forth by ADM Decree dated January 22, 2010; and
- protection of the player (Article 14).

Venue requirements for VLTs (and slot machines) are regulated by ADM Decree No. 30011 of July 27, 2011 and by the specific provisions set forth in Article 6 of ADM Decree No. 37100/RU. ADM Decree No. 30011 permits the installation of VLTs in bingo halls, agencies for betting on sporting events, agencies for totalizer and fixed-odds betting on horse races, gaming shops whose primary activity is marketing public gaming products, public gaming rooms specifically established for the conduct of lawful gaming that provide a separate area for games reserved for underage players, and establishments dedicated exclusively to VLTs and slot machines. VLTs can be installed in the abovementioned shops, halls or premises only on condition that such shops, halls or premises hold the specific gaming license in accordance with the Italian regulatory framework. The decree provides that the maximum number of VLTs that can be installed and operated on any of these premises must be limited, proportionally to the premises' surface area and/or to the total number of slot or other betting machines hosted.

A number of local authorities in Italy have from time to time issued orders and enacted regulations that purport to place further restrictions on where VLTs can be located. Cirsa Italia has challenged, and presently intends to continue to challenge, any attempts to enforce such orders and regulations on the basis that the authority to regulate gaming activities is reserved to the Italian Parliament. To date, these regulations have not had a material adverse impact on the business or results of operations of Cirsa Italia.

According to Article 9 *quater* of the Law Decree No. 87 passed on July 28, 2018, converted into Law No.96, of August 9, 2018 in order to prevent players under the age of 18 years from playing, players were required to insert the government-issued health card to access the VLT machines from January 1, 2020.

Effective as of April 24, 2017, the PREU tax levied on the amount of the collected bets on VLTs is 6.0% (an increase from 5.5%), plus an additional 12.0% on the quota of wins exceeding €500. In addition, as is the case for slot machines, Cirsa Italia is required to pay a separate tax to the ADM of 0.8% of the amounts of the collected bets (ADM Decree of July 2007, in furtherance of Article 1, paragraph 530, letter (b)), of the Law No. 266 of December 23, 2005, as subsequently amended.

Law Decree No. 87/2018 (*Decreto Dignità*) had set higher percentages of the PREU tax for VLTs, as follows:

- 6.25% of collected bets, from September 1, 2018 to April 30, 2019;
- 6.65% of collected bets, from May 1, 2019;
- 6.68% of collected bets, from January 1, 2020;
- 6.75% of collected bets, from January 1, 2021; and
- 6.6% of collected bets, from January 1, 2023.

In addition to the above, 2019 Italian Budget Law, as amended by Law Decree January 28, 2019, No. 4, provided for a further increase of the PREU tax of 1.25%, from January 1, 2019.

Under the current regulatory framework, after the 2020 Italian Budget Law, PREU tax on VLT has been set at 8.5% of collected bets up to December 31, 2020 and 8.6% from January 1, 2021, with a minimum payout reduced to 83%.

In addition, the win tax to be paid by players has increased to 20% on the quota of wins exceeding €200.

Following the entry into force of the emergency measures introduced by the Italian Government to contain the spread of COVID-19, which resulted in the suspension of gaming activities in retail market premises for a period of more than five months, ADM issued numerous regulatory provisions aimed at implementing the various decisions taken by the Italian Government during the period and postponing some deadlines in 2020 for the payment of the PREU and the concession fee.

Current concessions were to be terminated in March 2022. However, the term was initially extended up to June 29, 2022, as the term falls within the Italian emergency state due to COVID-19 and Article 103 of Law No. 18 of March 17, 2020 ("*Cura Italia*") stated that all the deadlines falling within the emergency state should continue for a further period of

90 days following the end of the emergency state. The Italian emergency state ends on March 31, 2022. On March 31, 2022, the ADM formally communicated to Cirsa Italia that the term of the concession has been extended for a further twelve months, until June 29, 2023, pursuant to article 4 of the concession which provides the ADM the power to extend the duration of certain concessions in order to avoid possible and harmful solution of continuity in the service and in the collection of tax revenues, or in the event of a situation of extreme urgency resulting from unforeseeable events.

The 2020 Italian Budget Law also contemplated a new tender procedure to be enacted by the end of 2020 to award a series of concessions, each for a term of nine years, to slot machine and VLT companies to act as network system operators for slot machines in Italy. Due to the strain of COVID-19, this term was postponed by six months (i.e. to June 30, 2021) by the Law No. 18 of March 17, 2020 (“*Cura Italia*”). That deadline was not met and there is no official information to date about the current expectations for launching a new tender process. We expect that a new regulation will be approved in the following months, extending the term for the new tender.

Italy’s Government is currently working on a delegated law for the reorganization of the gaming sector. See “—*Other Regulation Provisions*” below.

Laws Affecting Gaming Advertisements

Our operations in Italy are subject to Law Decree No. 158 of September 13, 2012, converted into Law No. 189 of November 8, 2012 (the “*Decreto Balduzzi*”) which requires gaming advertisements to clearly indicate as a percentage, the probability of winning the advertised game, or, if not available, the historical percentage of similar games.

Additional limitations and requirements to gaming advertisement have been introduced by the 2016 Italian Stability Law. For example, the 2016 Italian Stability Law provides that gaming advertisements shall not contain messages which may encourage uncontrolled gaming or suggest that gaming may help resolve personal or professional problems. The 2016 Italian Stability Law also prohibits TV or radio advertising of prize games during specified hours, with some limited exceptions.

Pursuant to Article 9 of Law Decree No. 87 of July 12, 2018 (the “*Decreto Dignità*”), any forms of advertising, even indirect, in relation to gaming, betting and gambling, are prohibited. Advertising contracts that were in force on July 14, 2018, were subject to previous legislation until their expiry date, but their duration could not last longer than one year from July 14, 2018. According to the same provisions, from January 1, 2019, sponsorships are also prohibited. Any breach of the mentioned legislation is subject to an administrative fine equal to 20% of the value of the sponsorship or advertising contract and, in any case, not lower than €50,000 per violation.

Anti-money Laundering Regulations

We are required to comply with anti-money laundering rules and regulations, including Legislative Decree No. 231 of November 21, 2007, as amended, which implements the EU’s anti-money laundering directive, EU Directive (2005/60/EC). Under the decree we are required to, among other things, verify the identities of our customers, record and preserve customer relationship data in a Consolidated Computer Archive (*Archivio Unico Informatico*) and report this information as well as any suspicious transactions to the proper authorities. Under the decree we must also implement effective internal control measures and ensure adequate training of employees with respect to their obligations.

On February 15, 2019, protocol No. 0027571/R.U., ADM published guidelines to prevent money laundering specifically concerning concession operators. In relation to the VLTs’ monitoring procedures, the ADM guidelines introduced additional procedures and monitoring systems concerning the ticket issued to the customers following each game. As a consequence of the technological updates, VLTs’ tickets contain data such as the amount introduced by the customer, the nominal value, the value of the win and certain other elements, which are key to identify unusual factors from an anti-money laundering perspective.

Cirsa Italia has adopted specific procedures to comply with both current legislation and ADM guidelines.

The Anti-Mafia Code

As of February 13, 2013, we are subject to the anti-mafia provisions established by Italian Legislative Decree No. 159 of September 6, 2011, as subsequently amended (the “*Anti-Mafia Code*”). Under the Anti-Mafia Code, we are required to, among other things, provide the relevant public body with information regarding the Group and its related parties, such as

shareholders, directors, general managers as well as any other natural person who may cohabit with such related parties. Such information must be transmitted prior to the execution of agreements or concessions with any public authority.

Laws Affecting Privacy and Data Protection

From May 25, 2018, we are subject to the data protection provisions established by the European General Data Protection Regulation No. 679, 2016.

Other Regulation Provisions

Due to the suspension period and related effects linked to the nationwide closure of gaming premises, the ADM issued numerous regulatory provisions with the dual objective of clarifying the steps to be taken in relation to such suspensions and implementing the various decisions taken by the Italian Government in 2020 and the first half of 2021.

These provisions had an impact on certain operational aspects of the business such as the stop on loss of NOE concession rights provided for in the event of temporary, even if not continuous, non-connection to the online network for more than 90 days, the suspension of time limits for paying VLT prize tickets, the suspension of the concession SLA, and the suspension of the deadline for the download of system upgrades and games in VLT halls. In June 2021, the ADM held an open hearing with the gaming sector operators and stakeholders to gather ideas on the reorganization of the Italian retail gaming industry. The ADM and the government will work in the following months on the draft of a framework law for the Italian gaming sector. On September 17, 2018, a bill of law containing a series of provisions aimed at reorganizing the discipline of public games was assigned to the Sixth Permanent Commission of the Senate (Finance and Treasury) for drafting. The proposal is aimed at systematically gathering in a single act the provisions on gaming and at reorganizing the tax levy on the same. The examination of the bill has not yet started. The Italian Government seems to intend to present to the Parliament a delegated law for the reorganization of the gaming sector by April 2022. The actual reorganization of the gaming market should therefore take place by 2023.

COVID-19 lockdown measures

Under the general lockdown measures enacted by the Italian Government, as implemented by the ADM through specific directives on February 24, March 8, March 12, and March 21, 2020, all the gaming, betting and bingo halls have been progressively closed. The Italian Prime Minister Decree (“DPCM”) of May 17, 2020, provided for the suspension of the gaming and betting activities performed in the gaming, betting and bingo halls until June 14, 2020.

In order to reduce the risk of COVID-19 infection in betting, gaming and bingo halls, in June 2020, the Conference of Regions and of the Autonomous Provinces (*Conferenza delle Regioni e delle Province Autonome*) issued general guidelines providing as follows:

- adequate information on prevention measures shall be provided to customers;
- body temperature can be detected and access to the halls shall not be permitted if temperature is higher than 37.5°C;
- position of machines as well as customer entrances shall be managed and reorganized in order to avoid crowding and to respect the interpersonal one-meter distance;
- outdoor areas shall be preferred, always in compliance with the interpersonal one-meter distance and customers must wear a mask indoors and outdoors each time the interpersonal distance of one meter is not possible;
- personnel must wear a mask and must frequently sanitize their hands;
- electronic payment methods shall be encouraged and checkout area may be equipped with physical barriers or alternatively, personnel must wear a mask and have hand sanitizing gel available;
- rooms shall be provided with hand sanitizing dispensers at the entrance, and it is also recommended to provide additional dispensers in different areas of the room in order to encourage customers to sanitize hands;

- after each single use, cleaning and disinfection of all hand surfaces of the machines shall be ensured and machines which cannot be cleaned and disinfected must not be used, and gaming machines for collective use where interpersonal one meter distance is not possible shall not be used; and
- air systems and air filters must be checked in order to guarantee the adequacy of the air flow and air recirculation function must be turned off.

Finally, the DPCM enacted on June 11, 2020 and the ADM Decision No. 180229 adopted on June 12, 2020 allowed the restarting of the gaming and betting activities in the retail points of sale starting from June 15, 2020, provided that (i) before the restart of gaming and betting activities each region assess the compatibility of such activities with the current local epidemiological situation; and (ii) each region adopt protocols or guidelines applicable to such halls setting forth precautionary measures aimed at reducing risk of infection. Such protocols or guidelines shall comply with the principles set forth by protocols and guidelines adopted at national level. In addition, the aforementioned ADM Decision adopted on June 12, 2020 also provided for penalties (up to the shut-down of the points of sale for five business days) which may be applied in case of non-compliance with the precautionary measures set forth by the relevant region’s protocols and guidelines.

Due to a significant worsening of the COVID-19 pandemic, in October 2020 the Italian authorities reintroduced certain restrictions on our business activities and lockdown measures.

In particular, between October 19 and October 26, 2020, gaming halls were allowed to operate within specific time constraints. Starting October 26, 2020, the Italian governmental authorities suspended the entire collection at gaming halls, even though the ADM Decree No. 374103 provided that general sales points (such as bars and tobacco shops) were allowed to operate. However, starting November 3, 2020, all the gaming and betting retail collection activities were suspended by the Italian governmental authorities, thereby triggering the suspension of retail gaming and betting activities also in general sales points (such as bars and tobacco shops).

Pursuant to a Prime Minister Decree dated January 14, 2021, such suspension measures were applicable until April 6, 2021.

Article 8 *quater* of Law Decree No. 52 of 22 April 2021, converted with amendments into Law No. 87 of June 17, 2021, provided that from July 1, 2021, in the yellow zones, the activities of gaming, betting and bingo halls as well as casinos are permitted, even if carried out within premises used for different activities, in compliance with the above-mentioned protocols and guidelines, which have been adopted pursuant to Article 1, paragraph 14, of Law Decree No. 33 of May 16, 2020, converted, with amendments, by Law No. 74 of July 14, 2020.

Pursuant to Law Decree No. 172 of November 26, 2021 and Law Decree No. 221 of December 24, 2021, “Super Green Pass”, which can only be obtained through vaccination or recent recovery, was required to enter gaming venues. According to Law Decree No. 24 of March 24, 2022 as from April 1, 2022 the “Super Green Pass” will no longer be required to access to gaming venues in Italy.

Dominican Republic

The gaming industry in the Dominican Republic is regulated by the *Ministerio de Hacienda de la República Dominicana* (Ministry of Finance of the Dominican Republic) pursuant to national legislation concerning the regulation of games of chance adopted in 1964. The Ministry of Finance of the Dominican Republic is responsible for issuing gaming licenses. Casino licenses, for example, are issued to the owner of the site on which the casino will be operated. Four of our subsidiaries in the Dominican Republic have entered into operating agreements with local companies pursuant to which we manage six casinos.

OPERATING AND FINANCIAL REVIEW AND PROSPECTS

The Company was incorporated on November 15, 2017 for the purpose of facilitating the Original Acquisition. Prior to the completion of the Original Acquisition on July 3, 2018, it had no material assets or liabilities, and had not engaged in any material activities, other than those in preparation for the Original Acquisition and its financing. The Company is a holding company that owns the entire share capital of Cirsa Finance and the Cirsa Group.

In this annual report, we include the Company's consolidated financial statements as of and for the years ended December 31, 2021 and 2020, in each case, prepared in accordance with IFRS. The Company's consolidated financial statements as of and for the year ended December 31, 2021 have been audited by Ernst & Young S.L. and for the year ended December 31, 2020 have been audited by Ernst & Young S.L. and Cortés & Pérez Auditores y Asesores Asociados, S.L. and, in each case, their auditor's reports thereon are included elsewhere on our investor relations website. The consolidated financial statements are presented in euro.

In the discussion and analysis below, where we discuss the results of operations, cash flows and working capital requirements for the year ended December 31, 2021 compared to the year ended December 31, 2020, we have derived the financial information for these periods from the Company's consolidated financial statements as of and for the year ended December 31, 2021.

You should read the following discussion together with the sections entitled "Forward-Looking Statements," "Selected Financial and Other Information," "Risk Factors" and "Presentation of Financial Information."

Overview

We believe we are one of the leading gaming companies in Spain, Italy, as well as in several countries in Latin America (with a focus on Panama, Colombia, Mexico, Costa Rica and Peru), engaged in the operation of slot machines, casinos and bingo halls. We also manufacture slot machines for the Spanish market. As of December 31, 2021, we operated 82,519 gaming machines, 141 casinos, 80 bingo halls, 634 gaming tables, 2,628 betting locations and 248 arcades.

Recent Developments

COVID-19

Effective March 30, 2020, we temporarily closed all our operations other than our online betting and online casino operations in accordance with the directives given by the countries in which we operate. The health and safety of our people and customers is critically important to us. Since the beginning of the outbreak of COVID-19, we have been following WHO and CDC guidance as a global organization as well as any particular guidance or directive given by the countries in which we operate.

Our revenues and operations have been impacted by the temporary closure and restrictions on opening hours and capacity of bars, casinos, arcades, bingo halls, sports betting and manufacturing facilities, as a consequence of the guidelines given by the respective governments of the countries where we operate. The Group adopted several measures to mitigate the effects of this reduction in activity, including, among others, the following:

- *Improving our liquidity position:* As at December 31, 2021, the Group showed negative working capital amounting to €118.9 million, calculated as the difference between total current assets of €415.3 million and, total current liabilities of €534.3 million. Therefore, maximizing liquidity has been one of the primary objectives of the Group since the beginning of the COVID-19 pandemic. In order to meet this objective, we launched a cash management plan in the first quarter of 2020 to ensure maximum cash availability. As part of this emergency cash management plan, we have fully drawn our Revolving Credit Facility as of March 13, 2020. Additionally, in July 2020, we executed two new financing lines: (1) the Second Revolving Credit Facility, which was maturing in December 2021, and (2) the Term Loan Facility maturing in September 2025. Separately, several other credit lines with financial institutions have also been renewed and increased, providing the Group with additional liquidity when necessary. The Second Revolving Credit Facility was subsequently repaid and cancelled in full on September 27, 2021, from the proceeds of the 2027 Senior Secured Notes.
- *Personnel expenses:* The Group made labor costs more flexible during 2020 through temporary labor force adjustment plans, mainly in Spain and Italy (in Spain, referred to as ERTE (*expediente de regulación temporal*

de empleo) and in Italy, referred to as CIGO/CIGD/FIS (*trattamenti di integrazione salariale con causale COVID-19*)), that allowed businesses to suspend employment contracts or reduce staff hours due to and during force majeure circumstances, while applying for the state to pay a portion of employee wages. In the other markets where these types of plans do not exist, a combination of measures were implemented to reduce our costs and ensure that our employees are available for resuming operations as soon as local authorities permit. In this regard, with 95% of our gaming facilities open in the fourth quarter of 2021, employee expenses for the fourth quarter have decreased by 18% compared to the same period during 2019.

- *Fixed gaming taxes in Spain:* Spanish gaming associations, of which the Group is a significant member, negotiated a full or partial suspension and/or postponement in the payment of fixed taxes in most of the Spanish tax jurisdictions in which we operate. This provides the Group with additional liquidity to manage its operations during temporary restrictions and closures.
- *Operating leases:* We have renegotiated a majority of our lease arrangements in order to fully or partially suspend and/or postpone payments during the state of emergency in each of the countries in which the Group operates.
- *Other fixed expenses:* We have implemented a comprehensive cost reduction scheme by reviewing the terms and conditions with suppliers, cancelling contracts and/or implementing other cost reduction measures.

The strong COVID-19 vaccination momentum in our key markets has positively impacted the gaming market by enabling the economies to open up faster. We believe that operating hours and permitted capacity in all of our markets will continue to increase given the recovery in various economies as the vaccine rollout progresses in the different countries in which we operate. As of December 31, 2021, all of our casinos are operational, except two casinos in Morocco, which remain closed due to COVID-19 related restrictions. Since March 2021, the progressive release of COVID-19 related restrictions in Spain has resulted in increased operational capacity in all our operations in Spain, representing approximately 99% of operational capacity before the COVID-19 pandemic. In Italy, based on the gradual reopening of the economy since June 2021 with minimal operating restrictions, we have been able to resume 100% operational capacity in Italy by December 31, 2021.

Despite the recovery of the economy and our operations, we believe the adverse impact of COVID-19 on our businesses, operating results, cash flows and/or financial condition will continue to be driven by the severity and duration of the pandemic's long-term impact on the markets in which we are active and the global economy and the timing, scope and effectiveness of government responses to the pandemic, which are all beyond our knowledge and control. At this time we cannot reasonably estimate the long-term adverse impact COVID-19 will have on our businesses, operating results, cash flows and/or financial condition, but the adverse impact could be material. See "*Risk Factors—Risks Relating to the Gaming Industry and Our Business—Public health outbreaks, epidemics or pandemics, such as the coronavirus, could materially adversely impact our business, financial position, results of operations and cash flows.*" In addition, further temporary shutdowns and closures may occur in the short term, and re-opening of our businesses may be subject to certain restrictions on capacity and number of customers.

In this operating and financial review, one of the key measures that we utilize to assess and analyze our performance and the performance of our divisions is EBITDA, which on a consolidated basis we define as profit before tax, depreciation, amortization and impairment, financial results, foreign exchange results and loss on sale of non-current assets. We view EBITDA as providing a more useful tool to assess and analyze the performance of the Group and our business divisions and our overall liquidity than operating profit or net result.

Subsequent Events

In April, 2022, the Company approved the separation of the functions of Chief Executive Officer and Executive Chairman, taking into account the Company's medium and long-term positioning and in order to adapt to the current recommendations of the Good Governance Code. As a result, Mr. Joaquim Agut will continue to support the Group as Executive Chairman of the Board of Directors and the head of the Group.

Mr. Antonio Hostench has been appointed the new Chief Executive Officer of the Company and will take over from Mr. Agut. Prior to his new role, Mr. Hostench was the Director of Business Development and President of *Sportium*, Mr. Hostench joined Cirsa in June 2008. Prior to joining Cirsa, he served as General Manager of N+1 Corporate Finance (2005-2008) and Managing Partner of Roland Berger Strategy Consultants (1996-2005).

As Executive Chairman, Mr. Agut will continue to lead and implement the Group's strategy, management supervision and different corporate functions, while leading and supporting the various ESG initiatives and activities of the Company. Mr. Hostench will focus on the management of the business areas (Casinos, Bingos, Arcades, On-line Gaming & Betting, Slot Machines and B2B) and corporate areas, while maintaining the presidency of *Sportium*.

Results of Operations Attributable to Joint Arrangements

Based on the application of IFRS 11 and in accordance with the equity method of accounting, financial results of arrangements where the Group does not have a right to control the significant activities of a company are not consolidated in the financial statements regardless of equity ownership.

The following table sets forth the EBITDA attributable to equity method joint arrangements. This table does not account for EBITDA attributable to minority interests that exist within the Group.

(in € millions)	Year ended December 31	
	2020	2021
EBITDA	126.1	331.4
EBITDA of Equity Method Joint Arrangements:		
AOG	(1.0)	(1.3)
Montecarlo Andalucia.....	0.7	0.9
UORSA.....	1.5	3.4
Others	(0.5)	0.0
Total	126.8	334.4

Latin American Currency Effects

Our Latin American businesses account for a significant and increasing portion of the operating revenues, EBIT and EBITDA of the Group generally and our Casinos Division in particular. The results of operations and financial position of the Group and our Casinos Division, in particular, have from time to time been adversely affected by currency movements. During the period under review, the currency movements that have had the most significant effect on our results of operations have been the depreciation of the U.S. dollar (which is the functional currency in Panama), the appreciation of the Mexican peso against the euro and the depreciation of the Colombian peso. For example, in 2021 compared to 2020, the depreciation of local currencies against the euro (except the Mexican peso) had a negative impact on our results of operations. We expect that our results of operations and financial condition will continue to be impacted by the effect of currency movements on our Latin American businesses in the future. We generally have not entered into currency hedging transactions in the past and, other than to a limited extent, do not intend to enter into currency hedging transactions in the foreseeable future.

During 2020 and 2021, the depreciation of the Colombian peso against the euro has adversely affected our results of operations. The average exchange rate of the Colombian peso against the euro over these periods decreased by 4.5%. During 2020 and 2021, the depreciation of the U.S. dollar and other local currencies against the euro adversely affected our results of operations. The average exchange rate of the Mexican peso against the euro over these periods increased by 2.9% and the average exchange rate of the U.S. dollar against the euro over these periods decreased by 3.0%.

Due to translation effects, in our historical consolidated financial statements, the depreciation of the Colombian peso, the U.S. dollar and the other local currencies against the euro have resulted in a decrease in euro terms of the revenues of our Colombian, Panamanian and other Latin American businesses. The impact of these translation effects has been partially offset due to the incurrence of most of the operating costs of these businesses in their respective local currencies.

The following table presents the average exchange rates of the euro used to prepare our financial information for each of the years indicated:

One € Equals	In the year ended		Difference
	December 31,		
	2020	2021	%
U.S. dollar	1.1470	1.1816	3.0
Colombian Peso	4,274.6489	4,466.3337	4.5
Mexican Peso	24.7889	24.0823	(2.9)

Factors Affecting Comparability

Impact of COVID-19

In December 2019, a novel strain of coronavirus (COVID-19) was identified in Wuhan (China), rapidly spreading to nearly all regions around the world, including Spain and Italy, which caused the World Health Organization to declare COVID-19 a pandemic on March 11, 2020. In order to prevent the spread of the virus, governments around the world have implemented travel restrictions, mandatory quarantines and self-isolations for infected people, business slowdowns or shutdowns, encouraging or requiring people to avoid large gatherings. As a result of COVID-19 and the measures taken to prevent a further spread, our business was impacted globally in 2020 by the temporary closure and restrictions on opening hours and capacity of bars, casinos, arcades, bingo halls, sports betting and manufacturing facilities as a consequence of the guidelines given by the respective governments of the countries where we operate. Due to the temporary closure of our businesses for the majority part of 2020, our results of operations and cash flows for the year ended December 31, 2021 may not be directly comparable to our full year of operations and cash flows for the year ended December 31, 2020. Further, as there can be no assurance as to how long these temporary closures and restrictions may remain in effect, we are currently unable to estimate the magnitude of the impact on our business, and the results of operations and cash flows for future periods may not be comparable.

Key Factors Affecting Our Results of Operations

COVID-19

Our results of operations and profitability in each our Slots, Casinos, Bingo and B2B Divisions are largely affected by the temporary closures and restrictions imposed by government guidance during the COVID-19 pandemic in 2020. At this time we cannot reasonably estimate the long-term adverse impact COVID-19 will have on our businesses, operating results, cash flows and/or financial condition, but the adverse impact could be material. As there can be no assurance as to how long these temporary closures and restrictions may remain in effect, we are currently unable to estimate the magnitude of the impact on our business. Furthermore, even after our operations will have reopened, there can be no assurance as to the time that will be required to regain business operations, visits, amounts wagered and gaming activity at prior levels and how quickly and to what extent normal economic and operating conditions can resume, especially given the severe impact of COVID-19 in Spain and Italy. See also *“Risk Factors—Risks Relating to the Gaming Industry and Our Business—Public health outbreaks, epidemics or pandemics, such as the coronavirus, could materially adversely impact our business, financial position, results of operations and cash flows”* and *“Risk Factors—Risks Relating to the Gaming Industry and Our Business—Our business may be negatively impacted by the economic volatility and political conditions in Spain and other markets in which we operate.”*

Slots

Our Slots Division is comprised of our Spanish slots business and our Italian business, where we are a network system operator for slot machines and also operate VLTs.

Revenues and profitability for our Slots Division in Spain have generally been stable and predictable, except during the COVID-19 pandemic. Following a period of rapid growth due to the consolidation of the Spanish slots market, the size of our slot machine installed base in Spain has been relatively stable in recent years. In 2019, we added an additional 6,693 slot machines to our Spanish operations through the Giga Game Acquisition, increasing our Spanish slot machine operations by 21.3% based on the number of slot machines and driving revenue growth from our Slots Division. We have generally focused on optimizing revenue per machine and profitability. Because of the minimum wager, gaming taxes and the payout per slot machine being regulated by law, we have concentrated on identifying and obtaining attractive sites to place our slot machines and controlling operating costs and expenses through efficient management. We monitor slot machine performance carefully to determine when to replace or relocate slot machines to improve profitability. As a part of our overall strategy to improve profitability, during the last several years we have eliminated underperforming slot machines. The total number of slot machines in the Spanish market has contracted in recent years, and we expect that this trend may continue, in particular, due to the impact of the COVID-19 pandemic. This contraction and the ongoing consolidation of the Spanish slots market present opportunities for acquisitions. We have continued to pursue selective acquisitions of attractive slot machine operations, such as through the acquisition of the Giga Game Group in July 2019.

Profitability in our Slots Division is affected by the terms of our agreements with site owners and the agreements we enter into to acquire new route operations. When we acquire other slots operators in Spain, we frequently enter into participation agreements with the acquired operators to facilitate our acquisition or to retain the strategic benefits of the acquired slot operators' relationships with site owners. The participation agreements with sub-operators are profit sharing agreements, the

terms of which vary by sub-operator. Payments to sub-operators are recorded in the segment results of the Slots Division as an expense under Consumption. Our profitability is affected by the degree to which our locations are subject to these profit sharing arrangements. Approximately 26% of our slot machines were covered by such arrangements during the periods under review.

The performance of our Slots Division is also affected by regulatory changes in Spain with respect to the number of slot machines permitted per site, the minimum wager, the maximum payout per slot machine, licensing fees and taxes assessed on slot machines. Costs associated with the regulatory environment in Spain have been relatively stable in recent years.

We are a network system operator for slot machines and VLTs in Italy. The Italian slots and VLT market has been characterized by significant regulatory, tax and operational uncertainty. We made substantial investments from 2009 through 2013 in connection with the first-time deployment of VLTs. As described in “*Regulation—Italy*,” there were a number of developments in recent years that resulted in or may result in increased taxes and other costs for our Italian business in the near future, including increases to the gaming turnover (*Prelievo Erariale Unico – “PREU”*) taxes payable on slot machines. From September 1, 2018 to April 30, 2019, the PREU tax was 19.25% for slot machines and 6.25% for VLTs.

The amount of the PREU tax was subsequently increased by the 2019 Italian Budget Law, as amended by Law Decree January 28, 2019, No. 4 (converted into law March 28, 2019, No. 26), which provided for a further increase of the PREU tax, of 2% for slot machines and of 1.25% for VLTs, from January 1, 2019. Therefore, from January 1, 2019 to April 30, 2019, the PREU tax for slots was equal to 21.25% and for VLTs was equal to 7.50%; from May 1, 2019 to December 31, 2019, the PREU tax for slots was equal to 21.60% and for VLTs was equal to 7.90%.

Under the 2020 Italian Budget Law (Law No. 160 of December 27, 2019), as from January 1, 2020, the amounts of the PREU tax on slot machines and VLTs, have been further increased and are set respectively at 23.85% until December 31, 2020, and at 24% as from January 1, 2021 of the collected bets for slot machines, and 8.50% until December 31, 2020 and at 8.60%, as from January 1, 2021, of the collected bets for VLTs.

The above-mentioned rates replace those provided for by Article 9, paragraph 6, of Decree-Law No. 87 of July 12, 2018, converted, with amendments, by Law No. 96 of August 9, 2018, as amended by Article 1, paragraph 1051, of Law No. 145 of December 30, 2018, and by Article 27, paragraph 2, of Law Decree No. 4 of January 28, 2019, converted, with amendments, by Law No. 26 of March 28, 2019.

Article 1, paragraph 732 of the 2020 Italian Budget Law provides that, as from January 1, 2020, the percentage of the total amount of the bets to be paid out (pay-out) shall not be less than 65% for slot machines and 83% for VLTs (these new regulatory changes reducing the percentage of bets collected payable as winnings require other technical upgrades which may result in further investments in updates to or replacements of machines). The law also clarifies that the technical operations for the adjustment of the pay-out percentage shall be completed within 18 months from January 1, 2020 (the date of entry into force of the law itself), i.e. before June 30, 2021. Subsequent to the COVID-19 strain, the deadline was extended up to the end of June 2022. Cirsa is in the process of completing the remaining 4.5% of AWP that still have a pay-out of 68%, which we intend to adjust to 65% by June 2022.

Casinos

Our Casinos Division is comprised of our Spanish casino business (including our casinos in Morocco) and our casinos businesses in Latin America. The revenues and profitability for our Casinos Division have been impacted by a variety of factors, in particular the COVID-19 pandemic due to the temporary closure and restrictions on opening of our casinos in Spain and other countries where we operate. Other factors include currency effects, the effects of acquisitions and opening new or expanded casinos, regulatory changes and location-specific factors. Our Casinos Division derives revenues primarily from gaming tables and slot machines which, in turn depend on the number of gaming tables and slot machines at each casino, the popularity of these games and the overall mix of gaming tables and slot machines. Revenues are also affected by the number of visitors to our casinos, the average visit length and the average amount wagered by visitors.

A majority of the revenues of our Casinos Division have been generated by our casinos in Latin America, principally by our casinos in Panama and Colombia, in which we have made significant investments. In recent years, we have also entered the Costa Rican market by acquiring seven casinos, acquired two additional casinos in the Dominican Republic and acquired 17 electronic casinos in Peru. In 2018, we acquired a casino in the Dominican Republic, which operated 18 tables and 159 slot machines as of December 31, 2021, for a total cash consideration of \$14 million.

In addition, in Spain and its adjacent markets, we acquired a casino in Las Palmas and have entered the adjacent market of Morocco with the acquisition of two casinos in the resort city of Agadir. As of December 31, 2021, both of our casinos in Morocco remain closed due to COVID-19 related restrictions.

Our revenues and profitability, as well as the comparability of our results from period to period, may be impacted by the acquisition of additional casinos and the opening of new casinos. Besides the costs of acquiring a casino license or a casino, we also incur costs in connection with the acquisition of new or additional slot machines for our casinos and the refurbishment of our casinos. We also incur start-up costs in connection with the hiring and training of staff for new casinos. It also typically takes a period of time before a newly opened casino attains profitability.

The performance of our Casinos Division is also affected by regulatory changes in the number of casino licenses issued, permitted slot machines per site, the minimum wager, licensing fees and taxes assessed on casinos and slot machines, as well as by systemic shifts in the regulatory framework. For example, our results of operations in Panama, Colombia and Peru have been impacted by increases in gaming taxes. In several of our casino locations, we presently operate the only casino in the area due to our exclusive license. In other locations, such as the Dominican Republic and Panama, we face competition from other casinos in the area. In addition to gaming industry regulation, our casinos may be impacted by other regulatory changes, such as the imposition of anti-smoking legislation.

Bingo

Our Bingo Division operates bingo halls in Spain and Mexico and had a minority interest in eleven bingo halls in Italy as of December 31, 2021. We also fully owned one bingo hall in Italy as of December 31, 2021.

The majority of revenues from traditional bingo halls are derived from card sales. Card sales tend to increase with the availability of larger prize pools which, in turn, depends on the number of players during each game. Consequently, larger bingo halls generate more card sales. The development and implementation of linked bingo halls and similar technology also has the potential to generate more card sales.

The majority of the cost of running our bingo halls relates to employee expenses and gaming taxes. Increased profitability of our bingo hall operations depends on realizing operating efficiencies at bingo halls, principally through improved staffing practices and an increase in the average number of games played per day. The performance of our bingo hall operations may be affected by changes in gaming taxes. While gaming taxes on bingo halls in Spain have generally been stable, there have been some initiatives to decrease gaming tax levels in order to stimulate the levels of customer participation.

As of December 31, 2021, we also operated 28 bingo halls in Mexico. In contrast to the Spanish bingo hall business, our Mexican bingo hall operations have a broad entertainment offer, including casino-style slot machines, and gaming tables. As is the case with some of our other businesses, our Mexican bingo hall business has been impacted by changes in regulation and the regulatory environment. These changes include changes in the type of gaming machines permitted to be installed in bingo halls and the degree of robustness of the enforcement of laws and regulations. The performance of our Mexican business has improved as the regulatory environment has stabilized in recent years with the codification of Mexican gaming laws and regulations. In 2018, we acquired a bingo hall in Guadalajara (Mexico), which operated 402 slot machines and 18 tables as of December 31, 2021, for a total cash consideration of €16 million. In 2019, we acquired seven additional bingo halls in Mexico.

On April 23, 2021, a legal reform was published in Mexico, limiting existing outsourcing and insourcing practices in Mexico, through which companies are able to subcontract employees that are not employed directly by operating companies. Employees shall only be subcontracted from third parties in the case of so-called specialized services. Such reform came into effect on September 1, 2021. Our Mexican subsidiaries have performed the necessary changes to comply with the abovementioned reform, including hiring directly the personnel required to operate its bingo halls in Mexico and merging the former insourcing companies into another company which will survive as the sole employer of personnel in Mexico.

B2B

Our B2B Division engages in the development of interactive gaming systems and designs, manufactures and distributes slot machines and gaming kits for the Spanish market. We believe that among the key factors that drive the revenues and profitability of the B2B Division are the popularity of the new games for slot machines that we and our competitors introduce, the volume of slot machines that we sell in the Spanish market, the product mix between slot machines and gaming kits, the mix between sales to third parties and to our own Slots Division and our ability to realize cost savings and operational efficiencies in our manufacturing operations. One of the key elements of our strategy is to concentrate on market leadership in

the Spanish AWP slots market and interlinked bingo halls. In general, our margins benefit if we are able to attain a robust market share in the Spanish AWP slots market as a result of the popularity of our slot machine games.

Our manufacturing costs are comprised principally of materials, components and labor costs. Innovation is critical to the success of our slot machines and investment in research and development also accounts for a portion of our costs. A significant portion of the operating costs and expenses of our B2B Division are fixed costs, although we have undertaken initiatives to move towards a more variable-cost model.

The interactive business of our B2B Division currently generates revenues from supporting our Slots Division in Italy and interlinked bingo games in Catalonia, Madrid and Andalusia.

On-line Gaming & Betting

Our On-line Gaming & Betting Division offers sport betting products through outlets and betting machines in Spain as well as some betting operations in Colombia and Panama and also includes our Spanish online gaming operations. Following completion of the *Sportium* Acquisition in October 2019, we have added On-line Gaming & Betting as a new business division. Prior to the completion of the *Sportium* Acquisition, we were reporting the results of the *Sportium* joint venture under our slots division.

Our On-line Gaming & Betting Division revenues are comprised of net income (including the amount allocated to prizes) from the sports betting business and bets from the online activities (casinos, slots and poker). The majority of our costs are gaming taxes, publicity, advertising and public relations, and employee expenses. The sports betting market in Spain is very competitive, requiring high advertising expenses in order to increase publicity and brand awareness among the public. For instance, *Sportium* is the official sponsor of the Spanish *La Liga*.

Principal Profit and Loss Account Items

The following is a brief description of the revenues and expenses that are included in the line items of our consolidated profit and loss accounts.

Operating Revenues

Operating revenues are principally comprised of revenues from our operations and, to a lesser extent, other activities.

Operations. We record operating revenues from our principal business divisions as follows:

Slots. Operating revenues from our slot machines are recorded as the total amount collected, net of prizes. Operating revenues also include the revenues from our VLTs in Italy.

Bingo. Operating revenues from our Bingo Division are recorded as the total amount of bingo cards sold, according to their face value, net of bingo prizes. Bingo prizes refer to the prizes payable on bingo cards. Our Bingo Division also records operating revenues from sales of food and drinks.

Casinos. Operating revenues from our Casinos Division are recorded as the net amount (“win”), which is after deducting the prizes paid to customers. Our Casinos Division also records revenue from admission fees, on-site bars, restaurants and tips and from bingo operations located at some of our electronic casinos in Latin America.

B2B. Operating revenues from our B2B Division include sales of our slot machines and gaming kits to third parties and sales by our distribution companies of slot machines produced by third parties.

On-line Gaming & Betting. Operating revenues from our On-line Gaming & Betting Division include revenues generated by *Sportium* which are reflected in our consolidated results starting from the year ended December 31, 2019, following completion of the *Sportium* Acquisition in October 2019 and which are recorded as total amount of the sport betting products sold and total amount collected on the betting machines and through the betting operations, net of prizes paid to customers.

Other. We also record operating revenues from a variety of other activities, including revenues from slot machines located in bingo halls and revenues and overhead costs reimbursed from joint ventures, personal services and license fees.

Net Operating Revenues

Net operating revenues are comprised of operating revenues less variable rent.

Variable rent refers to the amount collected from slot machines that are payable to the owner of the premises on a revenue-sharing basis.

Consumption

Consumption costs for our Slots Division include contractual payments to sub-operators (which are based on a profit sharing formula that varies by sub-operator). For our Bingo Division and our Casinos Division, these costs principally include ordinary course costs such as bingo cards, playing cards and chips and food and beverage expenses. Our B2B Division's costs include raw materials and costs of finished and semi-finished components furnished by third-party contractors.

Personnel Expenses

Our personnel costs include wages and salaries, employee benefit costs and employee indemnity payments.

Gaming Taxes

Gaming tax expenses include all taxes relating to our gaming activities assessed by national, regional and local authorities.

External Supplies and Services

External supplies and services expenses are primarily comprised of start-up costs, rent and lease costs for certain facilities, professional expenses and advertising, promotion and public relation expenses.

Depreciation, Amortization and Impairment

Depreciation expense relates to the depreciation of property, plant, equipment and right-of-use assets.

Amortization expense principally relates to the amortization of the cost of our licenses for gaming services in Panama, capitalized development costs of our B2B Division and right-of-use assets. We do not have any license costs for licenses that are awarded in public tenders.

Impairment relates to the impairment loss in respect of intangible assets, including goodwill, property, plant and equipment and equity investments.

We capitalize those development costs which qualify for recognition as an asset pursuant to IAS 38 which, in any case, represent a minority portion of the total expenditures in research and development linked to our B2B Division. In our consolidated statement of cash flows, this is shown as a movement in "*Purchase and development of intangibles.*"

Financial Results

Financial results comprises financial income less financial costs and expenses.

Financial income is comprised of income from financial investments, interest from loans made to a variety of parties, including Nortia, site owners and sub-operators in our Slots Division, and site owners of certain international casinos.

Financial costs and expenses is comprised of interest expenses and variation in financial provisions.

Foreign Exchange Results

Foreign exchange results refers to realized and unrealized exchange gains and losses and other financial results. The intragroup exchange gains/losses in foreign subsidiaries arising from loans granted by us are recorded in the consolidated balance sheet under "*Cumulative Translation Reserve*" and therefore do not affect the consolidated profit and loss account so long as the loans constitute a component of our total net investment in the foreign subsidiary.

Income Tax

Due to Spanish tax legislation, our history of acquisitions and dispositions and internal corporate reorganizations as the Group has grown, and the significant international operations of the Group, our tax position is complex.

For Spanish tax purposes, as of December 31, 2021, we had two groups that filed their tax returns on a fiscal consolidated basis: one group has 115 Spanish companies and the second group has seven Spanish companies. As of December 31, 2021, under Spanish tax legislation, we must have owned more than 75% of the capital stock of a company at the start of the tax year in order to include the company in its tax consolidated group. Spanish companies that are not part of the fiscal consolidated group pay tax on an unconsolidated basis (unless it belongs to another fiscal group). Our non-Spanish subsidiaries are not included in the tax consolidated group and pay taxes in their local jurisdictions.

The statutory corporate tax rate in Spain during 2021 was 25%. We define our effective tax rate as our income tax expense over our profit/(loss) before tax. The level of our effective tax rate is influenced by a number of factors, including (i) the profitability of Group companies, (ii) the fact that certain expenses in the profit and loss account are not deductible for Spanish tax purposes and (iii) the availability of tax credits to offset against profits so as to reduce tax expense. The statutory corporate tax rate in Spain during 2022 is 25%.

Minority Interest

Minority interest is comprised of the results included in consolidated results for which we do not own 100%. In our historical consolidated financial statements, our minority interests are principally attributable to our historical minority ownership interests in Winner Group in Colombia, a Panamanian casino business and one Spanish slots business (Egartronic S.A.).

EBITDA

We define EBITDA as profit before tax, depreciation, amortization and impairment, financial results, foreign exchange results and loss on sale of non-current assets.

Segment Results—Other Structure/Consolidation

In determining the operating revenues, total EBIT and total EBITDA for the Group, we have to take account of certain unallocated corporate overhead costs and consolidation adjustments. Corporate overhead costs include such items as payroll expenses, rent expenses and the costs of professional services. We allocate a portion of corporate overhead costs to each division based on their use of such services. Corporate overhead costs allocated to a division are included in the division's "External supplies and services."

Consolidation adjustments primarily relate to (i) the adjustment of unrealized margins on assets and depreciation in order to show the assets at their original cost and (ii) the elimination of intercompany balances arising from financial operations, rental agreements, payment of dividends, purchase and sale of inventories, tangible fixed assets and investments, and services.

Historical Results of Operations

Year ended December 31, 2021 compared to the year ended December 31, 2020

The following table sets forth, by business division, operating revenues, net operating revenues, EBIT and EBITDA for the years ended December 31, 2021 and 2020:

(in € millions)	For the year ended December 31,		
	2020	2021	Change
	(audited)		
Operating Revenues:			
Slots	633.6	744.8	111.2
Casinos	179.7	325.7	146.0
Bingo	97.3	140.4	43.1
B2B	39.8	51.2	11.4
On-line Gaming & Betting	110.6	130.0	19.4
Other ⁽¹⁾	(47.3)	(54.7)	(7.4)

Total	1,013.6	1,337.4	323.7
	For the year ended December 31,		
(in € millions)	2020	2021	Change
		(audited)	
Net Operating Revenues:			
Slots	466.2	530.3	64.1
Casinos	178.3	324.2	145.9
Bingo	94.5	136.1	41.6
B2B	39.8	51.2	11.4
On-line Gaming & Betting	110.5	129.9	19.4
Other ⁽¹⁾	(46.9)	(54.4)	(7.5)
Total	842.4	1,117.3	274.9
	For the year ended December 31,		
(in € millions)	2020	2021	Change
		(audited)	
EBIT:			
Slots	(35.6)	42.3	78.1
Casinos	(109.8)	4.8	114.6
Bingo	(45.3)	(15.1)	30.2
B2B	(11.5)	(6.1)	5.4
On-line Gaming & Betting	4.9	3.9	(0.9)
Other ⁽¹⁾	(11.4)	(4.6)	6.9
Total	(209.0)	(25.2)	234.3
	For the year ended December 31,		
(in € millions)	2020	2021	Change
		(audited)	
EBITDA:			
Slots	85.7	152.9	67.2
Casinos	34.2	135.4	101.2
Bingo	5.6	33.4	27.8
B2B	(4.0)	0.5	4.5
On-line Gaming & Betting	18.7	23.0	4.3
Other ⁽¹⁾	(14.1)	(13.6)	0.5
Total	126.1	331.4	205.4

(1) Other includes central corporate services and certain inter-segment consolidation adjustments.

Historical Group Results of Operations

Net Operating Revenues

Net operating revenues increased by €274.9 million, or 32.6%, to €1,117.3 million in 2021 from €842.4 million in 2020. The increase in net operating revenues was primarily due to the strong performance of all our divisions, in particular, our Casinos and Slots Divisions.

EBIT

EBIT increased by €234.3 million to €25.2 million in 2021 from negative €209.0 in 2020. The increase was primarily due to fewer temporary closures and restrictions on our operations due to the COVID-19 pandemic compared to the previous year.

EBITDA

EBITDA increased by €205.4 million to €331.4 million in 2021 from €126.1 million in 2020. EBITDA margin (EBITDA as a percentage of net operating revenues) increased from 15% in 2020 to an EBITDA margin of 29.7% in 2021. The increase in EBITDA was due to the good performance of our Casinos and Slots business because of longer operational hours compared to 2020 when our operational hours were severely restricted due to the COVID-19 pandemic.

Financial Results

Financial results were negative €(163.2) million (an increase of 5.8%) in 2021 compared to negative €(154.3) million in 2020, primarily due to the impact of €9.8 million of premium paid for the redemption of the 2023 Dollar Notes in full and the partial redemption of the 2023 Fixed Rate Euro Notes, with €7.1 million written-off as capitalized issuance costs.

Foreign Exchange Results

Foreign exchange results were negative €(18.2) million in 2021 compared to €31.4 million in 2020. The difference was primarily due to the depreciation of the U.S. dollar against the euro.

Income Tax Expense

Income tax expense decreased to €12.3 million in 2021 from €64.9 million in 2020. The difference was primarily due to the lower capitalization of tax credits in all of the geographies in which we operate.

Net Profit

As a result of the foregoing, net profit, after minority interests, was negative €(150.9) million in 2021 compared to negative €(254.6) million in 2020.

Historical Results of Operations by Division

Slots

(in € millions)	For the year ended December 31,		
	2020	2021	Change
	(audited)		
Operating Revenues	633.6	744.8	111.2
Variable rent	(167.4)	(214.5)	(47.1)
Net Operating Revenues	466.2	530.3	64.1
Consumption	(21.8)	(27.8)	(6.0)
Personnel expenses	(62.5)	(64.7)	(2.2)
Gaming taxes	(239.2)	(226.2)	13.0
External supplies and services	(56.9)	(58.7)	(1.8)
Depreciation, amortization and impairment	(121.6)	(110.6)	11.0
EBIT	(35.9)	42.3	78.1
EBITDA	85.7	152.9	67.2

Operating Revenues. Operating revenues from our Slots Division principally represent revenues collected from our slot machines after prize payouts. Operating revenues increased by 17.6% from €633.6 million in 2020 to €744.8 million in 2021.

Net Operating Revenues. Net operating revenues from our Slots Division represent operating revenues after variable rent payments made to site owners. Net operating revenues increased by 13.8% from €466.2 million in 2020 to €530.3 million in 2021.

In Spain, net operating revenues increased by 26.6% in 2021 compared to 2020, primarily due to fewer temporary closures and operational restrictions imposed by the Spanish Government during 2021 in response to the COVID-19 pandemic, as compared to the previous year.

In Italy, net operating revenues decreased by 7.4% in 2021 compared to 2020. This decrease was primarily due to the full closure of all our operations in Italy during the six months ended June 30, 2021 due to the COVID-19 pandemic, compared to the previous year when operations in Italy were normal and/or resumed for approximately eight months of 2020.

Costs and Expenses. Costs and expenses for our Slots Division principally include taxes on gaming activities, payments to sub-operators under participation agreements, personnel expenditures, depreciation, amortization and impairment expenses and external supplies and services expenses.

Overall costs and expenses for our Slots Division decreased by 2.8% to €488.1 million in 2021 compared to €502.1 million in 2020. The key changes in the components of segment operating expenses are as follows:

- *Consumption.* Consumption costs are primarily comprised of payments to sub-operators. This expense category increased by 27.3% from €21.8 million in 2020 to €27.8 million in 2021. As a percentage of segment net operating revenues, this expense category increased to 5.2% in 2021 from 4.7% in 2020.
- *Personnel Expenses.* Personnel expenses include wages and salaries for commercial, collection and technical support employees. This expense category increased by 3.6% to €64.7 million in 2021 from €62.5 million in 2020. As a percentage of segment net operating revenues, this expense category decreased to 12.2% in 2021 from 13.4% in 2020.
- *Gaming Taxes.* Gaming taxes, which in Spain are incurred annually based on a fixed amount for each machine but in Italy are incurred at a variable rate based on machine revenues, decreased by 5.4% from €239.2 million in 2020 to €226.2 million in 2021. As a percentage of segment net operating revenues, gaming taxes decreased to 42.7% in 2021 from 51.3% in 2020. The decrease in gaming taxes as a percentage of segment net operating revenues was primarily due to lower activity in Italy due to the full closure of all our operations during the six months ended June 30, 2021 as a result of the COVID-19 pandemic compared to the previous year when operations in Italy were normal and/or resumed for approximately eight months of 2020.
- *External Supplies and Services.* This expense category increased by 3.1% from €56.9 million in 2020 to €58.7 million in 2021. As a percentage of segment net operating revenues, this expense category decreased to 11.1% in 2021 from 12.2% in 2020.
- *Depreciation, Amortization and Impairment.* Depreciation, amortization and impairment expenses decreased by 9.0% from €110.6 million in 2020 to €100.6 million in 2021. As a percentage of segment net operating revenues, this expense category decreased from 26.1% in 2020 to 20.9% in 2021.

EBIT. EBIT for our Slots Division increased by €78.1 million from €(35.9) million in 2020 to €42.3 million in 2021.

EBITDA. EBITDA for our Slots Division increased by 78.3% from €85.7 million in 2020 to €152.9 million in 2021. EBITDA margin (EBITDA as a percentage of segment net operating revenue) increased to 28.8% in 2021 compared to 18.4% in 2020.

In Spain, EBITDA increased by 80.8% to €150.4 million in 2021 from €83.2 million in 2020.

EBITDA for our Italian business slightly decreased by 3.1% to €2.4 million in 2021 as compared to €2.5 million in 2020.

Casinos

(in € millions)	For the year ended December 31,		
	2020	2021	Change
	(audited)		
Operating Revenues	179.7	325.7	146.0
Variable rent	(1.3)	(1.4)	(0.1)
Net Operating Revenues	178.3	324.2	145.9
Consumption	(2.7)	(3.6)	(0.9)
Personnel expenses	(53.2)	(59.6)	(6.4)
Gaming taxes	(30.1)	(52.2)	(22.1)
External supplies and services	(58.2)	(73.5)	(15.3)
Depreciation, amortization and impairment	(144.0)	(130.6)	13.4
EBIT	(109.8)	4.8	114.6
EBITDA	34.2	135.4	101.2

Operating Revenues. Operating revenues from our casinos primarily comprise revenues from gaming tables and slot machines located at our casinos. We also generate revenues from restaurant services, admission ticket sales and tips and from bingo operations located at some of our electronic casinos in Latin America. Operating revenues from our casinos increased by 81.3% from €179.7 million in 2020 to €325.7 million in 2021.

Net Operating Revenues. Net operating revenues from our Casinos Division represent operating revenues after variable rent payments. Net operating revenues increased by 81.8% from €178.3 million in 2020 to €324.2 million in 2021.

Costs and Expenses. Costs and expenses from our casinos principally include personnel expenditures, depreciation, amortization and impairment expenses, taxes on gaming and other operating expenses.

Costs and expenses from our casinos increased from €288.1 million in 2020 to €319.5 million in 2021. The key changes in the components of segment operating expenses are as follows:

- *Consumption.* Consumption costs principally include ordinary course costs such as playing cards and chips and food and beverage expenses. Consumption costs increased by 34.7% to €3.6 million in 2021 from €2.7 million in 2020. As a percentage of net operating revenues, this expense category remained stable.
- *Personnel Expenses.* Personnel expenses increased by 12.1% to €59.6 million in 2021 compared to €53.2 million in 2020. As a percentage of net operating revenues, this expense category decreased to 18.4% in 2021 compared to 29.8% in 2020.
- *Gaming Taxes.* Gaming taxes increased by 73.4% to €52.2 million in 2021 compared to €30.1 million in 2020. As a percentage of net operating revenues, this expense category remained stable.
- *External Supplies and Services.* External supplies and services expenses for our Casinos Division include costs such as security, travel, professional services, sales and marketing, and lease costs for our casinos. This expense category increased by 26.2% to €73.5 million in 2021 from €58.2 million in 2020, primarily due to the efficiency programs implemented by us, including targeted marketing to identify and attract specific clients and increase the operational efficiency throughout our operations. As a percentage of net operating revenues, this expense category decreased from 32.6% in 2020 to 22.7% in 2021.
- *Depreciation, Amortization and Impairment.* Depreciation, amortization and impairment expenses decreased to €130.6 million in 2021 compared to €144.0 million in 2020. As a percentage of net operating revenues, this expense category decreased from 80.7% in 2020 to 40.3% in 2021.

EBIT. EBIT from our Casinos Division increased to €4.8 million in 2021 from negative €(109.8) million in 2020.

EBITDA. EBITDA for our Casinos Division increased by 296.3% to €135.4 million in 2021 from €34.2 million in 2020. EBITDA margin (EBITDA as a percentage of segment net operating revenues) increased to 41.8% in 2021 compared to 19.2% in 2020. The EBITDA increase was due to fewer restrictions on our operational hours and capacity during 2021 due to the COVID-19 pandemic, compared to the previous year.

Bingo

(in € millions)	For the year ended December 31,		
	2020	2021	Change
	(audited)		
Operating Revenues	97.3	140.4	43.1
Variable rent	(2.8)	(4.3)	(1.5)
Net Operating Revenues	94.5	136.1	41.6
Consumption	(4.8)	(5.9)	(1.1)
Personnel expenses	(31.7)	(33.9)	(2.2)
Gaming taxes	(19.5)	(23.6)	(4.1)
External supplies and services	(32.9)	(39.3)	(6.4)
Depreciation, amortization and impairment	(50.9)	(48.5)	2.4
EBIT	(45.3)	(15.1)	30.2
EBITDA	5.7	33.4	27.8

Operating Revenues. Operating revenues from our Bingo Division include revenues from sales of traditional bingo cards, net of prize payouts, and revenues from electronic bingo and roulette games and slot machines located in our bingo halls. Operating revenues also include revenues from the Bingo Division's 28 halls in Mexico, which have a broad entertainment offer, including casino-style slot machines.

The following table sets forth the number of bingo halls operated by our Bingo Division as of December 31, 2021 and 2020:

As of December 31	2020	2021
Spain	39	40
Mexico	28	28
Italy	12	12
Total	79	80

Operating revenues from our Bingo Division increased by 44.3% from €97.3 million in 2020 to €140.4 million in 2021.

Net Operating Revenues. Net operating revenues from our Bingo Division represent operating revenues after variable rent. Net operating revenues increased by 44.1% to €136.1 million in 2021 compared to €94.5 million in 2020. Revenues for our Spanish bingo business were positively impacted due to fewer restrictions on the operational hours and capacity of our operations during 2021 due to the COVID-19 pandemic, compared to the previous year.

Net operating revenues from our bingo halls in Mexico increased by 70.4% to €57.3 million in 2021 compared to €33.6 million in 2020. Revenues were positively impacted due to less severe restrictions due to the COVID-19 pandemic and the re-opening of our operations during 2021.

Costs and Expenses. Costs and expenses from our bingo operations principally include personnel expenditures, depreciation, amortization and impairment expenses, taxes on gaming and other operating expenses.

Costs and expenses for the Bingo Division increased by 8.2% from to €139.8 million in 2020 to €151.2 million in 2021. The key changes in the components of segment operating expenses are as follows:

- *Consumption.* Consumption expense for our Bingo Division primarily relate to the ordinary course materials required to operate bingo halls, such as food and beverages and bingo supplies. Consumption expense increased by 22.7% from €4.8 million in 2020 to €5.9 million in 2021.
- *Personnel Expenses.* Personnel expenses are primarily comprised of the wages and salaries and employee benefits of our bingo hall staffs. Personnel expenses increased by 6.9% from €31.7 million in 2020 to €33.9 million in 2021. As a percentage of segment net operating revenues, this expenses category increased from 33.5% in 2020 to 24.9% in 2021.
- *Gaming Taxes.* Gaming taxes increased by 21.1% to €23.6 million in 2020 from €19.5 million in 2020. As a percentage of segment net operating revenues, this expense category slightly decreased from 20.6% in 2020 to 17.3% in 2021.
- *External Supplies and Services.* External expenses increased by 19.5% to €39.3 million in 2021 from €32.9 million in 2020, as a result of resuming our operations and activities in 2021. As a percentage of segment net operating revenues, this expense category decreased from 34.8% in 2020 to 28.9% in 2021.
- *Depreciation, Amortization and Impairment Expenses.* Depreciation, amortization and impairment expenses decreased from €50.9 million in 2020 to €48.5 million in 2021. As a percentage of segment net operating revenues, this expense category decreased from 53.8% in 2020 to 35.6% in 2021.

EBIT. EBIT from our Bingo Division increased from negative €(45.3) million in 2020 to negative €(15.1) million in 2021.

EBITDA. EBITDA for our Bingo Division increased to €33.4 million in 2021 from €5.7 million in 2020. EBITDA margin (EBITDA as a percentage of net operating revenues) increased from 5.9% in 2020 to 24.5% in 2021. The increase was due to fewer restrictions on our operational hours and capacity of our bingo halls due to the COVID-19 pandemic, compared to the previous year.

B2B

(in € millions)	Year ended December 31,		
	2020	2021	Change
	(audited)		
Net Operating Revenues	39.8	51.2	11.4
Consumption	(19.7)	(26.6)	(6.9)
Personnel expenses	(17.6)	(17.8)	(0.2)
Gaming taxes	(0.2)	(0.2)	(0.0)
External supplies and services	(6.4)	(6.2)	0.2
Depreciation, amortization and impairment	(7.5)	(6.5)	0.9
EBIT	(11.5)	(6.1)	5.4
EBITDA	(4.0)	0.5	4.5

Net Operating Revenues. Net operating revenues of our B2B Division include revenues from sales of our slot machines and gaming kits and sales of slot machines produced by third parties by our distribution companies. Also included are revenues generated from supporting the Slots Division in Italy and interlinked bingo games in Madrid, Andalusia and Catalonia. Net operating revenues from our B2B Division increased by 28.5% to €51.2 million in 2021 from €39.8 million in 2020. The increase in net operating revenues was due to the re-opening of all our gaming segments in Spain, allowing us to resume orders from our customers.

Costs and Expenses. Costs and expenses from our B2B Division are comprised principally of cost of components, direct labor costs, sub-contracting costs, personnel expenditures, depreciation, amortization and impairment expenses and other expenditures such as research and development costs (to the extent not capitalized) and marketing costs.

Costs and expenses for our B2B Division increased by 11.6% from €51.3 million in 2020 to €57.3 million in 2021. The key changes in the components of segment operating expenses are as follows:

- *Consumption.* Consumption costs are primarily comprised of purchases of semi-finished and finished components. Consumption costs increased by 34.9% from €19.7 million in 2020 to €26.6 million in 2021. As a percentage of net operating revenues, this expense category increased from 49.6% in 2020 to 52.0% in 2021.
- *Personnel Expenses.* Personnel expenses increased by 1.4% from €17.6 million in 2020 to €17.8 million in 2021. As a percentage of net operating revenues, this expense category decreased from 44.1% in 2020 to 34.8% in 2020.
- *External Supplies and Services.* External supplies and services expenses decreased by 3.3% from €6.4 million in 2021 to €6.2 million in 2020. As a percentage of net operating revenues, this expense category decreased from 16.0% in 2020 to 12.0% in 2021 due to the decrease in variable costs as a result of certain efficiency measures implemented in 2021.
- *Depreciation, Amortization and Impairment Expenses.* For our B2B Division, this expense category includes depreciation, amortization and impairment expenses. Depreciation, amortization and impairment expenses decreased by 12.5% from €7.5 million in 2020 to €6.5 million in 2021. As a percentage of net operating revenues, this expense category decreased from 18.8% in 2020 to 12.8% in 2021.

EBIT. EBIT from our B2B Division increased from negative €(11.5) million in 2020 to negative €(6.1) million in 2021.

EBITDA. EBITDA for our B2B Division increased from negative €(4.0) million in 2020 to €0.5 million in 2021 primarily due to the recovery of our operations in the Spanish market.

On-line Gaming & Betting

(in € millions)	Year ended December 31,		
	2020	2021	Change
	(audited)		
Operating Revenues	110.6	130.0	19.4
Variable rent	(0.1)	(0.1)	0.0

(in € millions)	Year ended December 31,		
	2020	2021 (audited)	Change
Net Operating Revenues	110.5	129.9	19.4
Consumption	(0.7)	(0.6)	0.1
Personnel expenses	(19.0)	(20.2)	(1.2)
Gaming taxes	(15.8)	(17.1)	(1.2)
External supplies and services	(56.2)	(69.0)	(12.8)
Depreciation, amortization and impairment	(13.8)	(19.1)	(5.2)
EBIT	4.9	3.9	(0.9)
EBITDA	18.7	23.0	4.3

Operating revenues from our On-line Gaming & Betting Division increased by 17.6% from €110.6 million in 2020 to €130.0 million in 2021.

Net Operating Revenues. Net operating revenues from our On-line Gaming & Betting Division represent operating revenues after variable rent. Net operating revenues increased by 17.6% to €129.9 million in 2021 compared to €110.5 million in 2020. Revenues for our On-line Gaming & Betting business were positively impacted during 2021 as sports and other events resumed after temporary closure of activities during 2020 due to the COVID-19 pandemic.

Costs and Expenses. Costs and expenses from our On-line Gaming & Betting Division principally include personnel expenditures, depreciation, amortization and impairment expenses, taxes on gaming and other operating expenses.

Costs and expenses for the On-line Gaming & Betting Division increased by 19.3% from €105.6 million in 2020 to €125.9 million in 2021. The key changes in the components of segment operating expenses are as follows:

- *Consumption.* Consumption expense for our On-line Gaming & Betting Division primarily relate to ordinary course costs such as spare parts for machines. Consumption expense remained stable at €0.6 million in 2021 from €0.7 million in 2020.
- *Personnel Expenses.* Personnel expenses are primarily comprised of the wages and salaries and employee benefits of our sports betting and online staff. Personnel expenses increased by 6.3% from €19.0 million in 2020 to €20.2 million in 2021. As a percentage of segment net operating revenues, this expenses category decreased to 15.6% in 2021 from 17.2% in 2020.
- *Gaming Taxes.* Gaming taxes increased by 7.9% to €17.1 million in 2021 from €15.8 million in 2020.
- *External Supplies and Services.* External expenses increased by 22.8% to €69.0 million in 2021 from €56.2 million in 2020.
- *Depreciation, Amortization and Impairment Expenses.* Depreciation, amortization and impairment expenses increased from €13.8 million in 2020 to €19.1 million in 2021. This increase was primarily due to amortization of installation rights for the purchase of new companies including the acquisition of Marca Apuestas and Bet on Red Digital, S.A.

EBIT. EBIT from our On-line Gaming & Betting Division decreased from €4.9 million in 2020 to €3.9 million in 2021.

EBITDA. EBITDA for our On-line Gaming & Betting Division increased by 22.9% to €23.0 million in 2021 from €18.7 million in 2020. EBITDA margin (EBITDA as a percentage of net operating revenues) increased to 17.7% in 2021 compared to 16.9% in 2020.

Liquidity and Capital Resources

Historical Cash Flows. The following is a brief description of certain line items that are included in our consolidated statement of cash flows:

Purchase and development of intangibles. We capitalize those development costs which qualify for recognition as an asset pursuant to IAS 38 which, in any case, represent a minority portion of the total expenditures in research and development linked to our B2B Division. The total cash outflows associated with these expenditures are included in our statement of cash flows as “*Purchase and development of intangibles.*” Under IFRS, this line item also includes the amounts we pay to owners of the premises where we have our slot machines for exclusivity rights.

Interest received on loans granted & cash revenues from other financial assets. We have granted loans to the owners of hotels in the Dominican Republic where we have (or previously had) casinos. Payments of interest received with respect to these loans are recorded in “*Interest received on loans granted & cash revenues from other financial assets*” in our consolidated statement of cash flows.

Purchase of other financial assets. Variations in the amount of securities we own and variations in deposits and warranties primarily relating to deposits with casino site owners are recorded as “*Purchase of other financial assets.*” This line item also includes deposits with the Italian slots regulator, the ADM. See “*Regulation—Italy.*”

Capital lease payments. Our B2B Division sells slot machines to our Slots Division from time to time pursuant to capital leasing financing provided by financial institutions. Payments of attributable principal under such capital leases by our Slots Division are recorded in “*Capital lease payments*” in our consolidated statement of cash flows, and payments of attributable interest are recorded in “*Interest paid on financial debt.*” Sales of slot machines by our B2B Division to our Slots Division are treated as intra group sales which are eliminated upon consolidation and are not recorded as net operating revenues in our profit and loss accounts. The net cash effect of the transfer of slot machines from the B2B Division to the Slots Division is, therefore, (i) the receipt of cash by the B2B Division from a finance leasing company and (ii) the payment of cash from the Slots Division to the leasing company over time in an aggregate amount which approximates the initial amount received by the B2B Division upon transfer of the assets to the finance leasing company, plus an additional amount attributable to interest.

Net foreign exchange differences. This line item shows the effects of differences between initial and period-end exchange rates on balances of cash and cash equivalents in currencies other than the euro.

Consolidated Statement of Cash Flows

Year ended December 31, 2021 compared to the year ended December 31, 2020

(in € millions)	Year ended December 31,	
	2020	2021
	(audited)	
Cash flows from operating activities		
Profit before tax, as per the consolidated profit and loss accounts	(333.6)	(158.3)
Adjustments for non-cash revenues and expenses:		
Depreciation, amortization and impairment	326.5	305.7
Allowances for doubtful accounts and inventories	8.6	0.5
Other	4.4	7.6
Financial items included in profit before tax:		
Financial results	154.3	163.2
Foreign exchange results	(31.4)	18.2
Results on sale of non-current assets	1.7	2.3
Adjusted profit before tax from operations before changes in net operating assets.....	130.5	339.2
Variations in:		
Receivables	11.6	(9.7)
Inventories	1.0	(0.5)
Payables	(39.8)	42.9
Accruals, net	(4.0)	5.8
Cash generated from operations	99.3	377.7
Income taxes paid.....	(14.8)	(10.2)
Net cash flows from operating activities	84.5	367.5
Cash flows from (used in) investing activities		
Purchase and development of property, plant and equipment	(78.4)	(59.8)
Purchase and development of intangibles	(46.8)	(50.5)
Acquisition of participating companies, net of cash acquired	(26.9)	(21.2)
Proceeds from other financial assets	34.0	5.0

(in € millions)	Year ended December 31,	
	2020	2021
	(audited)	
Purchase of other financial assets.....	(0.2)	(9.0)
Interest received on loans granted and cash revenues from other financial assets.....	1.2	1.1
Net cash flows used in investing activities	(117.1)	(134.4)
Cash flows from (used in) financing activities		
Proceeds from bank borrowings.....	1,184.2	1,759.1
Repayment of bank borrowings	(925.7)	(1,823.3)
Issuance of bonds	—	615.0
Repayment of bonds.....	—	(530.3)
Deferred taxes, payable	80.2	(73.1)
Capital lease payments.....	(0.2)	(0.7)
Lease principal payments	(48.6)	(50.3)
Interest paid on financial debt	(122.8)	(125.8)
Dividends and other	(4.1)	(6.0)
Net cash flows from (used in) financing activities	163.0	(235.4)
Net variation in cash and cash equivalents.....	130.4	(2.2)
Net foreign exchange differences	(6.8)	(0.9)
Cash and cash equivalents at January 1.....	159.7	283.3
Cash and cash equivalents at December 31	283.3	280.2

Cash Flows from Operating Activities. Our net cash flow from operating activities was €367.5 million in 2021 and €84.5 million in 2020. The difference in our net cash flow from operating activities in 2021 compared to 2020 was primarily due to improvement in EBITDA and working capital movements linked to the re-opening of our operations globally.

Cash Flows used in Investing Activities. Our net cash flow used in investing activities was €134.4 million in 2021 and €117.1 million in 2020. The difference in our net cash flow used in investing activities in 2021 compared to 2020 was due to lower proceeds from sale of financial assets.

Cash Flows from (used in) Financing Activities. Our net cash outflow for financing activities was €235.4 million in 2021 compared to a net cash inflow of €163.0 million in 2020. The difference in our net cash flow from in financing activities in 2021 compared to 2020 was primarily due to the repayment of deferred gaming taxes in Spain and Italy in 2021 and the repayment of the Second Revolving Credit Facility.

Working Capital Requirements

The operation of our various businesses, in the aggregate, is not working capital intensive. Our working capital requirements largely arise in our B2B Division. We manage our working capital requirements on a centralized basis at the Group level rather than by business division or by geographic area. We have historically funded our operating cash flow requirements through funds generated from our operations, from borrowings under bank facilities and debt securities and through funds from other finance sources. Although our Casinos Division and Slots Division do have certain limited working capital requirements, particularly for cash, we believe that these divisions are cash-generative and fund a substantial portion of the working capital needs of the B2B Division.

We anticipate that our working capital requirements in the foreseeable future will generally be stable. However, these requirements can fluctuate for a variety of factors, including level of activity and our operations after the COVID-19 pandemic, acquisitions, changes in regulation and general economic environment.

Year ended December 31, 2021 compared to the year ended December 31, 2020

The following table, which is derived from our consolidated statement of cash flows, sets forth movements in our working capital for the periods indicated:

(in € millions)	Year ended December 31,	
	2020	2021
Variations in:		
Receivables.....	11.6	(9.7)

Inventories	1.0	(0.5)
Payables	(39.8)	42.9
Accruals, net	(4.1)	5.8
Total	(31.2)	38.5

Our results of operations can be impacted by the level of allowances for doubtful accounts. Movements in these allowances are recorded in “*Change in trade provisions*” in our profit and loss account. Changes in trade provisions changed from €8.6 million in 2020 to €0.5 million in 2021.

The total variation in working capital changed to positive €38.5 million in 2021 from negative €(31.2) million in 2020. The change in working capital was primarily attributable to variation in payables due to the COVID-19 pandemic such as gaming taxes which were not payable during 2020 but became payable in 2021 once operations resumed.

Capital Expenditures

We define capital expenditures to include the following items of our consolidated statement of cash flows: “*Purchase and development of property, plant and equipment*” and “*Purchase and development of intangibles.*”

(in € millions)	Year ended December 31,	
	2020	2021
Purchase and development of property, plant and equipment	(78.4)	(59.8)
Purchase and development of intangibles	(46.8)	(50.5)
Total Capital Expenditures	(125.2)	(110.3)

Our capital expenditures primarily consist of investments to maintain the quality of our facilities, to expand our capacity in our Slots, Bingos and Casinos Divisions and to fund research and development expenditures made by our B2B Division. The following table sets forth our capital expenditures by business division:

(in € millions)	Year ended December 31,	
	2020	2021
Capital expenditures by business division		
Slots	60.1	60.4
Casinos	40.2	32.3
Bingo	14.4	8.0
B2B	3.0	2.6
On-line Gaming & Betting	6.3	6.8
Structure	1.2	0.2
Total Capital Expenditures	125.2	110.3

Our total capital expenditures for 2021 were €110.3 million. Our major capital expenditures in 2021 included:

- €92.7 million of maintenance expenditures; and
- €17.6 million on the other expansion of our business.

Our total capital expenditures for 2020 were €125.2 million. Our major capital expenditures in 2020 included:

- €105.2 million of maintenance expenditures; and
- €20.0 million on the other expansion of our business.

Contractual Obligations

We have numerous contractual commitments providing for payments pursuant to, among other things, leases for casinos, production plants, warehouses and office facilities, equipment leases, automobile leases and payments to site owners and sub-operators in our slots businesses. We also have payment obligations pursuant to our outstanding borrowings, including the financial obligations arising from the Notes.

Our consolidated contractual obligations as of December 31, 2021 were as follows:

(in € millions) Contractual Obligations	Payments due by period			
	Total	Less than 1 year	1-3 years	After 4 years
Long term debt	2,326.4	—	1,579.8	746.6
Promissory notes	27.0	19.0	2.8	5.2
Capital lease agreements (short term)	0.4	0.4	—	—
Other obligations (short term)	288.3	288.3	—	—
Multigroup and affiliated companies.....	2.6	1.0	1.6	—
Total contractual obligations	2,644.7	308.7	1,584.2	751.8

Off-Balance Sheet Arrangements

We generally do not utilize off-balance sheet arrangements, other than performance bonds for obligations for gaming taxes and prizes and other obligations. See note 15 to our consolidated financial statements as of and for the year ended December 31, 2021.

Liquidity

Intra Group Funding for the Group

The liquidity needs of the Group are met through a combination of internally generated cash flow, dividends, intercompany loans, capital contributions, intra-Group payment obligations and payments under management services agreements and other arrangements.

Our subsidiaries may be restricted from providing funds to us and our other subsidiaries under some circumstances. Certain subsidiaries are subject to corporate law and contractual restrictions, including restrictions under debt instruments, that limit their ability to pay dividends or make other payments.

A significant portion of our revenues and EBITDA is generated by our Latin American businesses. If we were unable to repatriate some or all of our profits from our Latin American businesses, we would not be able to use the cash flow from these businesses to fund the liquidity needs of the other members of the Group.

External Sources of Liquidity

Our principal external sources of liquidity during the periods under review have been the issuance of debt securities, borrowings under long-term and short-term credit facilities, gaming tax deferrals, local lines of credit and overdraft facilities, as well as capital leases. In addition, we expect that as in the past, certain of our partners in joint ventures and companies in which we hold a minority interest will provide funding for these joint ventures and companies. Following the Original Acquisition, our principal external sources of liquidity have been debt securities, the Revolving Credit Facility, the Second Revolving Credit Facility, the Term Loan Facility and the other sources of liquidity such as local lines of debt for the Group as summarized in “*Description of Certain Indebtedness.*” We used a portion of the proceeds from the issuance of the €390 million aggregate principal amount of the 2025 Fixed Rate Notes in May 2019 to fund the Giga Game Acquisition. We have utilized the remaining proceeds for general corporate purposes, including acquisitions. The proceeds from the issuance of the €490 million aggregate principal amount of the 2025 Floating Rate Notes in August 2019 were used to redeem in full the 2023 Floating Rate Notes and a portion of the 2023 Dollar Notes. The proceeds from the issuance of the €615 million aggregate principal amount of the 2027 Senior Secured Notes in September 2021 were used to redeem in full the 2023 Dollar Notes, to redeem a portion of the 2023 Fixed Rate Notes and to repay and cancel the Second Revolving Credit Facility.

We continue to monitor and limit our exposure to short-term borrowings in Spain and Italy given the restrictions on liquidity that the Spanish banking and Italian systems have been experiencing, particularly due to the COVID-19 pandemic. We also seek to limit our exposure to cross-border risk in our financings. In furtherance of these objectives, we are seeking to improve our debt maturity profile. We also have been exploring opportunities to obtain local financings in certain jurisdictions in which we operate, in addition to our bank facilities in Colombia, Panama and Italy.

We have substantial debt and debt service obligations. As of December 31, 2021, we had approximately €2,644.7 million of total debt. Our level of debt has increased during the last five years, particularly due to the COVID-19 pandemic. In addition, we may incur substantial additional debt in the future.

We will continue to need significant cash resources to, among other things:

- meet our debt service requirements under the Notes and our other indebtedness;
- fund our working capital requirements, particularly for our B2B Division;
- make capital investments to comply with our existing contractual obligations and the terms of our licenses, to acquire new slot machines and to maintain and to expand our slots business in Spain and adjacent markets, our slots business in Italy, our casino operations in Latin America and our bingo hall business in Mexico;
- make other investments in the gaming business, including joint ventures and minority investments, and acquiring majority control of existing joint ventures and investments;
- fund our research and development activities;
- defer lease payments; and
- gaming taxes.

We believe that our cash flow from operations and available cash and our other available external financing sources will be adequate to meet our future liquidity needs for the foreseeable future, although we cannot assure you that this will be the case.

If we are required to borrow additional amounts, our ability to do so could be restricted by the terms of the Indenture and the terms of our bank indebtedness.

Our future operating performance and our ability to service or refinance the Notes are subject to future economic conditions, financial, business and other factors, many of which are beyond our control.

As part of our ongoing efforts to manage our debt profile, we may from time to time repay, prepay or repurchase our existing indebtedness prior to its scheduled maturity.

Effects of Inflation

Our performance is affected by inflation to a limited extent. In recent years, the impact of inflation on our operations in Spain has not been material. However, our international operations, particularly those in some countries in Latin America, are subject to relatively high inflation rates.

Effects of Related Party Transactions

We have engaged in a significant number and variety of transactions with Blackstone and our management, and certain other companies associated with Blackstone and our management. See “*Certain Relationships and Related Party Transactions.*”

The Company has not paid a dividend to its shareholders during the period under review.

Employee Benefit Plans

We maintain employee benefit plans for certain employees in our Bingo Division. Additionally, we have approved an Incentive Plan designed to retain strategic senior managers and optimize their results (the “*Plan de Incentivo Dinerario Plurianual 2019-2023*” or “*Multiyear Incentive Plan 2019-2023*”). We do not have any material pension commitments or other similar obligations.

Critical Accounting Policies

For a discussion of our critical accounting policies and changes in our accounting policies we refer to note 2 to our consolidated financial statements as of and for the year ended December 31, 2021.

RISK FACTORS

You should carefully consider the risk factors described below and all other information contained in this annual report. These risks and uncertainties are not the only ones we face. We also face additional risks and uncertainties that are not currently known to us or that we currently consider immaterial. The occurrence of the risks described below or such additional risks could have a material adverse impact on our business, financial condition and results of operations. This annual report contains “forward-looking” statements that involve risks and uncertainties. Our actual results may differ significantly from the results discussed in the forward looking statements. Factors that might cause such differences are discussed below and elsewhere in this annual report. See “Forward Looking Statements.”

Risks Relating to the Gaming Industry and Our Business

Public health outbreaks, epidemics or pandemics, such as the coronavirus, could have a material adverse effect on our business, financial position, results of operations and cash flows.

Public health outbreaks, epidemics or pandemics, such as the coronavirus, could have a material adverse effect on our business, financial position, results of operations and cash flows. In December 2019, a novel strain of coronavirus (COVID-19) was identified in Wuhan (China), rapidly spreading to nearly all regions around the world, including Spain and Italy, which caused the World Health Organization to declare COVID-19 a pandemic on March 11, 2020. In order to prevent the spread of the virus, governments around the world have implemented travel restrictions, mandatory quarantines and self-isolations for infected people, business slowdowns or shutdowns, encouraging or requiring people to avoid large gatherings. As a result of COVID-19, the measures taken to prevent a further spread and the guidelines given by the respective governments of the countries where we operate, our business has been adversely impacted globally by the temporary closure and restrictions on opening hours and capacity of bars, casinos, arcades, bingo halls, sports betting and manufacturing facilities. As there can be no assurance as to how long these temporary closures and restrictions may remain in effect, we are currently unable to estimate the magnitude of the impact on our business. Furthermore, even after our operations will have reopened, there can be no assurance as to the time that will be required to regain business operations, visits, amounts wagered and gaming activity at prior levels and how quickly and to what extent normal economic and operating conditions can resume, especially given the severe impact of COVID-19 in Spain and Italy. See also “—Our business may be negatively impacted by the economic volatility and political conditions in Spain and other markets in which we operate.”

Our business is sensitive to reductions in discretionary spending by consumers. The outbreak of COVID-19 has caused, and is continuing to cause, significant disruption in the global and domestic financial markets, which could lead to a decline in discretionary spending by consumers, and which could in turn impact our business, financial condition and results of operations. We cannot predict the degree to, or the time period over, which our operations will be affected by this outbreak, and the effects could be material. Furthermore, the disruption of the global and domestic financial markets, could also have a negative impact on our ability to access capital in the future. While we have taken several measures to ensure our liquidity position, including the drawing of our Revolving Credit Facility in full on March 13, 2020, we cannot assure you that such measures will provide the required results and effectively mitigate the disruption and cost to our business and that no further liquidity solutions will be necessary.

In addition, COVID-19 has also impacted, and will further impact, our slot machine manufacturing operations, the operations of our third-party suppliers of components and our slot machine distributors through the effects of facility closures, reductions in operating hours, labor shortages, and real time changes in operating procedures to accommodate social distancing guidelines. Additionally, this outbreak may impact distribution and logistics providers’ ability to operate or may increase their operating costs. These and other disruptions may have a material adverse effect on the costs that we incur to produce slot machines and on the revenues that we generate from selling such slot machines to third parties, as well as on the results of our Slots Division which purchases many of its products from our B2B Division. See also “—Our results of operations could be adversely affected by a disruption of operations at our manufacturing facilities.”

We have been following, and will continue to follow, WHO and CDC guidance as a global organization as well as any particular guidance or directive given by the countries in which we operate and may take additional actions based on their recommendations. In these circumstances, there may be developments outside our control requiring us to adjust our operations, which may further impact our ability to carry out our business as usual and may materially adversely impact global economic conditions, our business, results of operations and financial condition.

We believe the adverse impact of COVID-19 on our businesses, operating results, cash flows and/or financial condition will primarily be driven by the severity and duration of the pandemic’s long-term impact on the markets in which we are active and the global economy and the timing, scope and effectiveness of government responses to the pandemic, which

are all beyond our knowledge and control. At this time we cannot reasonably estimate the long-term adverse impact COVID-19 will have on our businesses, operating results, cash flows and/or financial condition, but the adverse impact could be material.

To the extent the COVID-19 pandemic continues to adversely affect our business and financial results, it may also have the effect of heightening many of the other risks described in this “*Risk Factors*” section, such as those relating to our significant leverage, our need to generate sufficient cash flows to service our indebtedness and our ability to comply with the covenants contained in the agreements that govern our indebtedness.

Our business may be negatively impacted by the economic volatility and political conditions in Spain and other markets in which we operate.

For the year ended December 31, 2021, our operations in Spain accounted for 57.1% of our consolidated net operating revenues and 62.0% of our consolidated EBITDA. While Spain’s economy has been gradually improving since 2013, Spain experienced a significant economic downturn between 2008 and 2012 and was impacted by the credit crisis. The unemployment rate, while improving in relative terms, was reported to be 13.8% and 15.3% in December 2019 and June 2021, respectively. The gross domestic product, which contracted in 2012 and 2013, began a modest recovery in 2014 and has been growing at a rate of 3.4% in 2015, 3.2% in 2016, 3.1% in 2017, 2.5% in 2018, 1.8% in 2019, negative (10.8)% in 2020 and positive 5.5% in 2021. The economic downturn has had a number of negative impacts on our operations in Spain. For example, the aggregate number of visitors to our slots arcades and bingo and casino halls in Spain as well as their average visit length and amount wagered decreased commencing in 2009, and, while increasing in recent years, have not yet recovered to the pre-downturn levels. The decrease in visitors and length of visit have, in turn, adversely affected our results of operations since 2009 and have only shown signs of recovery since 2015. The economic downturn in Spain and the effects of the credit crisis also adversely impacted the availability and cost of our bank financing in Spain. While the Spanish economy has been experiencing a modest recovery in recent years, continued concerns about the political uncertainty, unemployment and the availability and cost of credit pose risks for the full recovery of the Spanish economy. In addition, political events have occurred in the Autonomous Region of Catalonia (*Comunidad Autónoma de Cataluña*) related to the ongoing independence movement in that region. Any continued uncertainty in the region may have a negative impact on the region’s economy and potentially on the economy of Spain. As a result, any new significant economic downturn or change in political conditions could have a material adverse effect on our results of operations and financial condition.

Our operations in Italy accounted for 13.8% of our consolidated net operating revenues and 0.8% of our consolidated EBITDA for the year ended December 31, 2021. Italy was in an economic downturn from 2011 to 2014 and recorded relatively flat GDP growth between 2015 and 2019 and negative in 2020 due to the COVID-19 pandemic. Following the outbreak of the COVID-19 pandemic, the Italian economy contracted sharply during the first half and second half of 2020, thus entering a new recession as the country was one of the hardest hit by the COVID-19 pandemic. In April 2020, Fitch Ratings downgraded Italy’s sovereign credit rating to BBB- from BBB while indicating a stable outlook, and affirmed such rating and outlook on July 10, 2020. In December 2021, Fitch Ratings further updated Italy’s sovereign credit rating to BBB stable. Since the beginning of the COVID-19 pandemic, Moody’s Investors Service has not changed Italy’s sovereign credit rating which remains at Baa3 with a stable outlook. In October 2020, S&P Global Ratings set Italy’s sovereign credit rating at BBB/A-2 indicating a stable outlook, which was further updated to positive in October 2021. Continuing economic stagnation or renewed deterioration of the Italian economy, including as a result of the impact of the COVID-19 pandemic, could result in reduced capacity for investments in the gaming sector, reducing in turn demand for our products and services. In addition, in a strong recessionary environment our access to financing could deteriorate and we might be unable to obtain additional financing on favorable terms or at all. Any of the foregoing, individually or in the aggregate, could have a material adverse effect on our business (including Spain), results of operations and financial condition.

Our results of operations are also dependent on the economic and political conditions of other markets in which we operate, including Panama, Colombia, Mexico and other parts of Latin America, some of which have experienced economic declines recently, including in particular, due to the COVID-19 pandemic, and during various periods in the past decade. Furthermore, our business is particularly sensitive to reductions in discretionary consumer spending, which may be affected by negative economic and political conditions. Economic contraction, economic and political uncertainty and the perception by our customers of weak or weakening economic conditions may cause a decline in demand for entertainment in the forms of the gaming services that we offer. In addition, changes in discretionary consumer spending or consumer preferences could be driven by factors such as an unstable job market or perceived or actual disposable consumer income and wealth. Economic downturns and economic and political volatility in the various markets in which we operate may adversely affect our results of operations and financial condition. See also “—*Public health outbreaks, epidemics or pandemics, such as the coronavirus, could materially adversely impact our business, financial position, results of operations and cash flows.*”

There are risks associated with our operations outside of Spain.

For the year ended December 31, 2021, our operations outside of Spain accounted for 42.9% of our consolidated net operating revenues and 38.0% of our consolidated EBITDA, respectively. We have operations in eight countries outside of Spain, including Italy and Morocco and six countries in Latin America. Over the past ten years, we have expanded our operations into Latin America and Italy and we may continue to expand selectively into new geographic markets. Pursuing this strategy has placed and may continue to place us in new markets and businesses in which the gaming industry and taxation and related regulatory environment are, in many cases, less developed than in Spain. See “*Regulation.*” Taxes on slot machines or other gaming activities may be created or increased or new and more detailed regulations may be enacted. These tax increases or regulatory changes could increase our cost of regulatory or tax compliance and could have a material adverse effect on our operations. For example, effective January 1, 2019, gaming tax rates in Peru have increased from 12% to 17% and, if we are unable to effectively mitigate the impact of such tax increases, it could have a significant impact on our results of operations in Peru. As a further example, the profitability of the Italian VLT sector has declined since 2012, after the Italian government has increased taxation on VLTs in a series of hikes of the gaming turnover tax taking it from 2% to 8.6% (effective January 1, 2021). See “*Regulation.*” Our Italian slots and VLT businesses have also been adversely impacted by other tax increases and are subject to unpredictable regulatory developments. For example, starting from January 1, 2017, only authorizations for remote AWP slots (those slots with an online link which allows remote monitoring by the Italian gaming regulator) can be granted. The release of authorizations for non-remote AWP slots (traditional coin or electric operated slot machines) was prohibited 15 months after the date of publication of the Ministerial Decree containing the technical rules for the production of the new machines (the “*Ministerial Decree*”) and non-remote AWP slots were required to be disposed of within 18 months after the date of publication of the Ministerial Decree. See “*Regulation.*” While we regularly work to reassess and renegotiate the terms of our slot machine and VLT service contracts with site operators in order to mitigate the impact of tax and regulatory changes on our operations, there can be no guarantee that we will be successful in fully offsetting the impact of such changes on our financial results.

In addition, in many international markets in which we operate, we invest in or enter into partnership arrangements with local gaming market operators. These investments and arrangements are subject to a number of risks.

A significant portion of our international presence, representing 29.1% of our consolidated net operating revenues and 37.8% of our consolidated EBITDA for the year ended December 31, 2021, is in Latin America, including Panama, Colombia, Mexico, Costa Rica, Dominican Republic and Peru. In these markets, we are often exposed to substantial political, economic and currency risks because the governments, economies and currencies of many of these countries are more volatile than the countries of the European Union. Recent developments in global commodities markets (in particular with respect to oil) and slowing Chinese demand for unfinished goods from the region has significantly impacted the local economies in Latin America. In the past, governments in Latin America have frequently intervened in the economies of their respective countries and have occasionally made significant changes in policy and regulations as a result of political changes or economic declines. In November 2019, a national protest movement in Colombia demanded that the Colombian government invest in expanded social welfare programs and restrict the expansion of big businesses. In April 2021, the Colombian Government proposed a tax reform, but it was not supported by opposition political parties and protests resumed sporadically until June 2021. The tax reform was withdrawn by the government and a revised tax reform was proposed in August 2021. The process for the approval is expected to have four debates in the Colombian Congress, once this process is completed, the law will be submitted for presidential approval; on September 8, 2021, the tax reform was approved in the fourth debate in the Colombian Congress; however, a conciliation procedure against the legislative chambers (Senate and House of Representatives) is required before the presidential approval. Although the revised proposal has not led to public protests so far, we cannot predict the policies that the Colombian government may adopt in the future and the impact that such policies may have on the Colombian economy or on our business and financial performance.

In addition, the costs and revenues of our operations outside the European Union are denominated in currencies other than the euro. Because our financial statements are denominated in euro, exchange rate movements between the euro and the other relevant currencies have in the past adversely impacted, and may continue to adversely impact, our results of operations. For example, a decline in the U.S. dollar, which is a *de facto* functional currency for certain of our Latin American operations and which depreciated against the euro in 2020 and 2021, but which strengthened against the euro in 2019, could adversely impact our results of operations. Our results of operations and financial position have also been adversely affected by the depreciation of the Mexican and Colombian peso against the euro at different times in recent years, as well as in earlier historical periods. We expect that our results of operations and financial condition will continue to be impacted by the effect of currency fluctuations in the future, particularly as we generally do not engage in, or have immediate plans to enter into, any currency hedging transactions. Moreover, these currency fluctuations may make period-to-period comparisons of our results from operations difficult to evaluate.

We do not control certain of our joint venture businesses.

We operate a number of our businesses through strategic partnerships, joint ventures and alliances. We have a 50% interest in *Majestic Casino* in Panama. We are also operating a significant portion of our VLT business in Italy through a 50:50 joint venture arrangement. Although we do not hold a majority interest in the *Majestic Casino* in Panama or the VLT joint venture in Italy, due to the requirements of IFRS 11, we fully consolidate the results of operations, cash flows and balance sheets (including cash and indebtedness) of these businesses in our consolidated financial statements. The performance of all such operations in which we do not have a controlling interest will depend on the financial and strategic support of the other shareholders. Such other shareholders may make ill-informed or inadequate management decisions, or may fail to supply or be unwilling to supply the required operational, strategic and financial resources, which could materially adversely affect these operations. If any of our strategic partners were to encounter financial difficulties, change their business strategies or no longer be willing to participate in these strategic partnerships, joint ventures and alliances, our business, financial condition and results of operations could be materially adversely affected. Moreover, in a number of these businesses, we do not have the power to control the payment of dividends or other distributions, so even if the business is performing well, we may not be able to receive payment of our share of any profits. Finally, there could be circumstances in which we may wish or be required to acquire the ownership interests of our partners, and there can be no assurance that we will have access to the funds necessary to do so, on commercially reasonable terms or at all. For example, under the Spanish Capital Companies Act (*Real Decreto Legislativo 1/2010, de 2 de julio, por el que se aprueba el texto refundido de la Ley de Sociedades de Capital*) (the “*Spanish Capital Companies Act*”) and pursuant to the provisions applicable to unlisted companies, unless otherwise agreed in the bylaws, from the fifth financial year following registration of a Spanish company in the Commercial Registry, a shareholder who has stated in the act of the general meeting of shareholders its objection regarding the insufficient amount of dividends to be distributed will be entitled to withdraw ownership if the general meeting of shareholders does not resolve to distribute at least 25% of legally distributable profits obtained during the prior financial year, provided that profits have been obtained in the previous three financial years and that the total dividends distributed in the previous five financial years does not equal at least 25% of the legally distributable profits of such period. This right to withdraw is also recognized to the shareholders of the parent company of a group legally required to prepare consolidated annual accounts, if the general meeting of shareholders of such parent company does not resolve to distribute at least 25% of the consolidated profits attributable to the parent company obtained during the previous financial year, provided that they can be legally distributed and that profits attributable to the parent company have been obtained during the previous three financial years. Under such circumstances, we might seek or be required to acquire the ownership interests of our partners.

We may experience significant losses with respect to individual events or betting outcomes and the failure to determine accurately the odds at which we will accept bets in relation to any particular event or any failure of our risk management processes may adversely affect our results.

In our Casinos Division, some of our products involve betting where winnings are paid on the basis of the stake placed and the odds quoted, rather than derived from a pool of stake money received from all customers. Such products give rise to either a liability to make a certain payment to a customer, or the retention by us of the stake placed by such customer. However, as a result of significant winnings or losses event by event and day by day, the earnings in our business can be volatile and we cannot guarantee positive returns. In exceptional circumstances, the payout ratio could even exceed 100%. As a result, in the short term, there is less certainty of generating a positive result, and we may experience, and have from time to time experienced, significant losses with respect to individual events or betting outcomes. Any significant losses due to a high payout could have a material adverse effect on our cash flow and therefore an adverse effect on our business, results of operations, and financial condition.

In *Sportium*, our odds as bookmaker are determined so as to provide an average return to us over a large number of events and therefore, over the long term, to maintain payout percentage fairly constant. Notwithstanding this, there is an inherently high level of variation in payout percentage event by event and day by day. Although *Sportium* has systems and controls in place that seek to reduce the risk of daily losses occurring due to high payout, there can be no assurance that these will be effective in reducing our exposure to this risk. There also can be no assurance that errors of judgment or other mistakes will not be made in relation to the compilation of odds or that the systems that *Sportium* has in place to limit risk will be consistently successful.

The technological solutions we have in place to block access to our online services by players in certain jurisdictions may prove inadequate, which may harm our business and expose us to liability.

Historically, the regulation of the gaming industry has been enacted and enforced at national and state levels and, currently, there is no international gaming regulatory regime. Although we seek to comply with and monitor the relevant laws and regulations, we are exposed to the risk that jurisdictions from which our advertisements may be accessed through the

internet may have conflicting laws and regulations (or interpretations of such laws and regulations) with regard to the legality or appropriate regulatory compliance of our activities. Accordingly, we may be subject to the application of existing or potential laws and regulations, and fees or levies in jurisdictions in which our advertisements can be accessed through the internet. Any such laws, regulations, fees or levies may have an adverse effect on our business, financial condition and results of operations. Our exposure to this risk will increase with the expected growth of our online operations.

Although the regulatory regime for offline gaming operations is well established in many countries, the gaming laws in such countries may not necessarily have been amended to take account of the internet and the ability to offer gaming and services online. As a result, there is uncertainty as to the legality of online gaming in a number of countries. In the United States, the offer of gaming products and services online is illegal in most states. Through *Sportium*, we have systems and controls in place seeking to ensure that we offer gaming products through the internet to residents in the countries in which we operate only and that we exclude access to our system from certain jurisdictions (such as the United States). The systems and controls include monitoring and analyzing information provided by potential customers' registered addresses methods and of customers' payment, specific registration procedures (for example, access to our online betting system is permitted only to customers who have completed a registration process and can provide a valid residence address and a fiscal code of the relevant country), as well as a geo-locator filtering technology that identifies the location of users logging onto our website. In addition, we do not currently accept bets or wagers from customers that we determine are located in the United States.

Despite the adoption of these measures, our procedures may not be effective. A court or other governmental authority in any jurisdiction could take the position that our systems and controls are inadequate, either currently or as the result of technological developments affecting the internet, or that our current or past business practices in relation to such jurisdiction violated applicable law. If any such actions were brought against us, whether successful or not, we may incur considerable legal and other costs, management's time and resources may be diverted, and any resulting dispute may damage our reputation and brand image and have an adverse effect on our business, financial condition and results of operations.

The gaming industry is subject to extensive regulation (including applicable anti-corruption and economic sanctions laws) and licensing requirements and our business may be adversely affected by our inability to comply with these extensive regulation and licensing requirements, regulatory changes and increases in the taxation of gaming, which could result in litigation.

Our operations, including our online businesses, are subject to significant regulation and oversight and require licenses from gaming authorities and other governmental or regulatory bodies. These regulations, among other things, govern payouts and wagers for slot machines, the types of gaming tables and slot machines permitted at casinos and bingo halls and permissible forms of bingo. In addition to limiting the scope of our permitted activities, these regulations may limit the number of slot machines, casinos or bingo halls we may operate and some of them may restrict the future number of gaming facilities that may be operated in the same city or location. For example, the Spanish region of Castilla La Mancha has passed a regional regulation that will be in force from January 30, 2022 to limit the concentration of new gaming facilities within the same area (provided the certain requirements are fulfilled). Gaming authorities, governments or other regulatory bodies may deny, revoke or suspend our licenses and impose fines or seize our assets if we are found to be in violation of any of these regulations. For example, we were involved in protracted litigation since 2007 with respect to the conduct of our Italian slot network operations with the Italian Corte dei Conti ("CdC") and the *Amministrazione Autonoma Monopoli di Stato* (the Italian gaming regulator, now replaced by *Agenzia delle Dogane e dei Monopoli*) (the "ADM").

In 2013, we resolved the CdC litigation by paying €37.5 million (final settlement payment of €36.0 million plus €1.5 million of interest) and the presiding court in the ADM litigation ruled in our favor rejecting the ADM claims (which ruling was appealed but upheld). In 2015, the ADM assessed additional fees of €19.8 million (which were to be collected by Cirsa Gaming and on behalf of Cirsa Gaming and certain of our operating partners) (the "*ADM Determination*"). We have paid a total of €18.2 million of this amount. There is an additional €1.6 million of the ADM Determination left to be paid, which is owed by certain of our partner operators. On June 24, 2019, the Regional Administrative Court of Lazio issued judgment No. 8204/2019, stating, among other things, that the payment obligation set forth by the ADM Determination shall be borne not only by the concessionaires, but shall be split between all operators in the gaming sector (including site operators and partners) proportionally to the payment of the ADM assessed obligations on the basis of the relevant contractual agreements. As the Regional Administrative Court of Lazio judgment No. 8204/2019 has not explicitly stated whether the concessionaires and the other operators are liable for the payment separately or on a joint and several basis, Cirsa Italia filed an appeal against such decision in the Consiglio di Stato Court in February 2020 based on a decision of the Italian Constitutional Court that each party (concessionaires, site operators and partners) is entitled directly by law to pay only its part of the tax amount due to ADM and that there should be no joint and several liability. See "*Regulation.*" While we take certain actions in order to attempt to mitigate the impact of additional fees when they arise, there can be no assurance that we will be successful in doing so. In addition, a number of local authorities in Italy have issued orders and enacted regulations that purport to place further

restrictions on where slot machines and VLTs can be located. The 2016 Italian Stability Law directed the Italian Treasury to issue new regulations aimed at—*inter alia*—reducing by 30% the number of slot machines that were in operation on July 31, 2015 in the context of a broader process of technical improvement and modernization of the existing slot machines (in such context, new technical requirements were introduced also by Decree 94934/RU published by the ADM on July 31, 2019). We may incur additional expenses in order to comply with these new requirements which may impact the financial results of our Italian operations. See “*Regulation.*”

We also from time to time experience delays in the renewal of our gaming licenses, which can result in us operating our businesses without valid licenses and could subject us to fines and penalties, including the temporary or final closure of our facilities. Upon the expiration of a license, a regulator could decide that in the future a given license will be available to multiple licensees, even if the previous license was exclusively granted to only one licensee. Renewing a license can be costly and time consuming, and our current license may not be renewed upon its expiration on favorable terms or at all. For example, the 2018 Italian Stability Law called for Italy’s 210 existing bingo concessions to be reviewed by the ADM throughout the year and to be awarded by means of a public tender process, which renewal process could adversely impact our Italian bingo hall joint venture. In addition, some regions of Spain have imposed restrictions or limitations on the renewal of the gaming licenses. For example, several regulations have imposed restrictions on the minimum distances that gaming halls locations should maintain, *inter alia*, from educational establishments in the respective cities, or from other gaming halls, bingo halls or gaming arcades, which may condition or limit the renewal of the corresponding licenses (for example, (i) in the Region of Valencia, the recently passed new Law 1/2020, of June 11, 2020 of the Generalitat on the regulation of gambling and the prevention of pathological gambling, prohibits the renewal of licenses for premises where gambling activities are carried out within 850 meters of an educational institution or 500 meters of another gaming premises; (ii) in the Principality of Asturias, the recently passed new Decree 5/2021, of February 12, 2021, provides restrictions and criteria governing the granting of authorizations for gaming and betting which restrict and, in some cases, prohibit the renewal of licenses for premises where gambling activities are carried out within 100 meters of an educational institution; and (iii) in the region of Andalusia, the recently passed new regional Decree 161/2021 of May 11, 2021 amends the regulations applicable to gambling and betting and adopts gambling and betting regulations and measures to implement Decree-Law 6/2019 of December 17, 2019, amending Law 2/1986 of April 19, 1986 on Gambling and Betting of the Autonomous Community of Andalusia, by preventing the granting of new gaming licenses for premises where gambling activities are carried out within 150 meters of an educational institution or 100 meters of another gaming premises). More generally, any failure to renew or obtain any material licenses could have a material adverse effect on our business or results of operations and financial condition. Furthermore, our licenses are subject to revocation upon the occurrence of certain events, which are different for each license. Under certain circumstances, a license could be revoked if determined to be against the public interest or, for example in Panama, upon a change of control. For example, our license may be revoked if we fail to pay the applicable fees to the regulatory authority or, in certain cases, if we fail to communicate to the regulatory authority certain changes in our corporate structure. Under several of our licenses the transfer of the ownership of the license agreement is prohibited or restricted. In addition, under our licenses we are not entitled to compensation for our initial investment or loss of anticipated profits in case of early termination as a result of a breach of terms.

Furthermore, we also face risks in relation to properties that we lease in order to operate our casinos and licenses required in relation to these leases. For example, in Colombia we operate casinos under lease agreements, and under certain lease agreements for property in Medellin we have been subject to demands by landlords to vacate premises. In one case with respect to lease agreements governing the lease of one casino in Medellin, we have received a court ruling in our favor, which the landlord has appealed. In another case, the court ruling was in favor of the landlord, and we have appealed this decision and are awaiting a ruling. If any of the appeal proceedings are decided in favor of the landlords, we may have to vacate these casino premises and will be unable to open new casinos in Medellin due to local regulations which prohibit the opening of new casinos in the city. Potential premises closures or relocations could have an adverse effect on our business or results of operations and financial condition.

Moreover, we also will face substantial risks in the future in order to implement new measures that are foreseen in the current applicable law and that will be developed further in the future. For example, the several regions in which our Spanish operations are carried out are either currently developing or will develop future regulations that are expected to require the installation and/or modification of access control systems at gaming locations (such as gaming halls). In addition, pursuant to the recently passed Royal Decree 958/2020 of November 3, 2020, which regulates the commercial communications for gambling activities in the online gaming sector and which applies at the national level, several regions in Spain are currently developing or will be developing future regulations in relation to the prohibition or limitation of physical publicity displayed in the locations where the gaming activities are carried out, the sponsorship of discounts for new players, the adaptation Type B and Type C slot machines to activity registry systems or the prohibition of financial assistance, money lending and installing ATMs located within the premises where the gaming activities are carried out; all of them aimed to prevent players’ disruptive behavior related to gaming. Failure to implement any such new measures may have an adverse impact on the financial results

of our Spanish operations as these measures will entail expenses and revenue reductions that cannot be estimated with certainty as of the date of this Offering Memorandum. See “*Regulation.*”

We have implemented policies and procedures designed to prevent and detect violations of applicable anti-corruption and sanctions laws. It is possible that allegations of corrupt conduct may arise in the future, irrespective of these policies, given that we frequently conduct business with governmental or quasigovernmental entities and work in countries and regions that have a reputation for heightened corruption risk.

Any investigation, enforcement action and/or judgment under the FCPA, Bribery Act or other anti-corruption laws or economic sanctions laws and regulations may carry high financial and reputational costs and could result in severe criminal or civil sanctions and penalties, including fines, loss of authorizations needed to conduct aspects of our international business. A violation of the laws and regulations set out above could have a material adverse effect on our cash flows, financial condition and results of operations.

In addition, changes in existing regulations, including regulations not relating to the gaming industry, such as anti-money laundering and labor laws, could impair our profitability and restrict our ability to expand our business. If we fail to comply with new anti-money laundering laws in certain jurisdictions, then we could be subject to financial penalties or prohibited from operating in such jurisdictions, which could have a material adverse effect on our business, financial condition and results of operations. Applicable law and any other rules or customary practice relating to or affecting tax, or the interpretation of these in relation to the investors, the Group and its investments may also change during the life of the Group, possibly with retroactive effect. In particular, both the level and the basis of taxation may change. Additionally, the interpretation and application of tax law, rules and customary practice by any taxation authority or court may differ from that anticipated by us and our advisors. This could significantly affect returns to the Group and the investors. Future increases in national or regional taxation of slot machines, casinos and bingo halls could also affect our profitability. See “*Regulation.*”

Failure to maintain our online gaming licenses or comply with online gaming rules and regulations could adversely affect our business.

We entered the online gaming business in Spain and Italy (our Italian online gaming operations have since been terminated) during 2012, and in Mexico in 2015 (although this operation was also terminated at the end of 2016) and in Colombia during 2018, after obtaining the necessary permissions and licenses. Our online operations are now conducted through *Sportium*. Failure to maintain these licenses could negatively impact our financial condition and results of operations. We are working together with third-party advisors and service providers to establish the necessary systems, controls and procedures to ensure that we are, or will be in compliance with applicable rules, laws and regulations in our Spanish operations and have technical systems and controls in place which seek to ensure that we do not offer our gaming products and services into certain restricted jurisdictions. However, the systems, controls and procedures adopted by us may not be sufficient to comply with all applicable online gaming rules, laws and regulations or we may not be able to successfully block users resident in countries which restrict or prohibit online gaming or in which we are not licensed to conduct online gaming operations, such as the United States, from accessing our online gaming sites. Failure to comply with such rules, laws and regulations or block such users could place us in breach of licenses or key contracts or result in civil, criminal or administrative proceedings, injunctions, fines and penalties and substantial litigation expenses that could strain our management resources and may adversely affect our results of operations and financial condition.

Our failure to keep up with technological developments in the online gaming market could negatively impact our business, results of operations and financial condition.

The market for online gaming products and services is characterized by rapid technological developments, frequent new product and service offerings and evolving industry standards. The emerging character of these products and services and their evolution requires us to use technologies effectively, enhance our current products and services and continue to improve the performance, features and reliability of our technology and information systems. In addition, the widespread adoption of new internet technologies or standards could require substantial expenditure to replace, upgrade, modify or adapt our technology and systems, which could negatively impact our business, results of operations and financial condition.

There can be no assurance that the technology we are currently using through *Sportium* will be successful, or that it will not be rendered obsolete by new technologies and more advanced systems introduced in the industry. In addition, new technology we use may contain design flaws or other defects and require modifications and/or result in a loss of confidence in our products and services by our customers. Moreover, we depend on third-party technology providers for the development and maintenance of our systems, and any failure to maintain relationships with such providers would negatively impact our business, financial condition and results of operations.

We may not be able to manage growth in our business.

We intend to continue to make selective investments and acquisitions in the gaming industry in Spain, Latin America and adjacent markets as a part of our business plan and may expand our existing businesses on a selective basis into new gaming products and new geographic markets. We expanded our business into online gaming in Spain and Italy (our Italian online gaming operations have since been terminated) during 2012. Growth can place significant strain on our management resources and financial and accounting control systems as it requires that management identify and execute upon appropriate investments and subsequently integrate, train and manage increased numbers of employees. Unprofitable investments or expansions or an inability to integrate or manage new investments or expansions could adversely affect our operating results. In 2015, we completed the purchase of a majority stake in one casino in Morocco for approximately €22.0 million; in 2017, we acquired additional casinos in Peru for \$26 million; in 2018, we acquired a 100% interest in a casino in the Dominican Republic for \$14 million and we acquired a bingo hall in Guadalajara (Mexico) for €16 million; in 2019, we acquired the Giga Game Group, the remaining 50% interests in *Sportium* and seven additional bingo halls in Mexico; in 2021, we acquired a 100% interest in Bet on Red Digital, S.A. (which had a gross gaming revenue (“GGR”) of €8.7 million during the year 2020), the remaining 50% interests in Bingos Andaluces, S.A., Bingos Benidorm, S.A., La Cafetería del Bingo, S.L. and Sala Valencia, S.A. and one bingo hall in Madrid. We may be unable to recoup our investment or achieve positive EBITDA within the expected timeframe or at all. We may experience cost overruns, delays and operational difficulties with respect to these and other future projects, which could have an adverse effect on our business and results of operation. Likewise, any future acquisitions, investments or expansion also will involve risks regarding the potential inability to raise the required capital, difficulties in obtaining regulatory approvals and the lack of the necessary experience to enter new markets. We may not successfully overcome problems encountered in connection with potential acquisitions, completed acquisitions or other expansion or investments, and such problems could have a material adverse effect on our operating results.

We are dependent upon our ability to provide secure gaming products and maintain the integrity of our employees in order to attract customers, and any event damaging our reputation could adversely affect our business.

The real and perceived integrity and security of a gaming operation is critical to attracting gaming customers. We strive to set exacting standards of personal integrity for our employees and security for the gaming systems and devices that we provide to our customers, and our reputation in this regard is an important factor in our business dealings with customers and governmental authorities. For this reason, an allegation or a finding of improper conduct on our part, or on the part of one or more of our employees, or an actual or alleged system security defect or failure, could materially adversely affect our business and financial condition.

We are in a competitive business environment and, as a result, our market share and business position may be adversely affected by factors beyond our control.

Each of our divisions faces intense competition from other industry participants.

Slots Division. Due to the fragmentation of the slot machine segment in Spain, we compete with a large number of regional and, generally, much smaller slot machine operators. There are, however, several significant competitors, including Egasa, Codere and Orenes. As the market for slot machines is consolidating, we may compete with these companies to acquire new or existing slot machine sites. This competition is based on providing site operators with the best service and most attractive revenue sharing arrangements, and could adversely impact our strategy for optimizing our slot machine operations in Spain and reduce our future profit margins. In Italy, we compete with a number of other slot and VLT operators, some of which have Italian businesses that are substantially larger than our Italian operations.

Casinos Division. Although casino owners have had limited direct competition from other casinos due to the relatively limited number of licensed casinos in Spain and Latin American markets and adjacent geographic areas, we may face competition from other forms of gaming, such as bingo halls, lotteries and online gaming. In Spain and other markets, the number of casino licenses issued may increase and, as a result, there may be an increase in direct competition between casinos. The principal competitive factors in the industry include the quality and location of the facility, the nature and quality of the amenities offered and the implementation of successful marketing programs. We cannot assure you that new licenses will not be issued to competitors, thus increasing our competition in that area.

Bingo Division. Although the domestic market in Spain is characterized by a few large companies, we compete with a large number of regional bingo hall operators. Our principal competitors, each of which is substantially smaller than us, are Grupo Bingo Reunidos, Grupo Ballesteros, Grupo Rank and Grupo Orenes Franco. In addition, we estimate that independent owners operate several hundred bingo halls throughout the country. In Mexico, we compete with other licensed and unlicensed bingo hall operators. Operators of bingo halls also face competition from other forms of gaming.

B2B Division. In the manufacturing of slot machines for Spain, there is a high level of competition between a small number of manufacturers. We believe that the Spanish slot machine market is a separate market from the international slot machine market due to consumer preferences and Spanish regulations which impose, among other matters, specific design requirements on slot machines that are not placed in casinos. In slot machine manufacturing, our main competitors in Spain are Recreativos Franco and Novomatic.

Manufacturers of slot machines can be expected to continue to improve the design and performance of their slot machines and to introduce new popular games with greater revenue producing potential and more competitive prices. From time to time, one or more of our new games may prove unsuccessful, which may erode our market share and decrease our profitability. Although we have been successful in introducing popular new games in the past, we cannot assure you that we will continue to produce popular new games in the future.

On-line Gaming & Betting. The retail sports betting market in Spain comprises a few players that operate at multi-regional levels. *Sportium* is the largest operator followed by Codere. Other relevant competitors are Orenes, Luckia, Reta and Kirol. The last two competitors combine the B2C business with B2B operations, providing their proprietary platform and related services to smaller local operators.

The online betting and gaming market comprises several market players with more than 75 licensees, including well-known international players. The leading player in the market is Bet365, followed by the new Flutter&Stars conglomerate (PokerStars / Betfair), followed by other companies such as 888, William Hill (which has been acquired by Caesars Entertainment), *Sportium*, Bwin and Entain.

Technological Change. Constant innovation is particularly important in the manufacture of slot machines, because they have a short commercial life. For instance, we believe that the average commercial life of an installed slot machine (before a replacement or refurbishment is made) is approximately four to five years in Spain. In addition, because of a possible novelty effect whereby customers are initially more attracted to new slot machines, initial results from these machines may be higher than expected, but may not be sustained throughout the life of the machine. Moreover, existing technology (such as online gaming), as well as proposed or as yet undeveloped technologies may become more popular in the future and render our products less profitable or even obsolete. We cannot assure you that the technology we currently possess and the technology we may develop in the future will allow us to continue to innovate and compete effectively.

Other Factors. We believe that operators in each of the principal Spanish gaming markets (slot machine operators, casinos and bingo halls) are consolidating into larger diversified gaming companies and that this could lead to increased competition at the national and international levels. Some competitors, particularly potential foreign competitors, have greater financial and other resources than we do, especially with respect to a particular region or gaming activity, and we may not be able to compete successfully with them.

We compete to a limited extent with lotteries (the public gaming market), which comprise national (*Lotería Nacional*), regional (*Entitat Autònoma de Jocs i Apostes* which operates only in Catalonia) and charitable lotteries (ONCE).

Changes in consumer preferences could also harm our business.

Our business is dependent on the appeal of our gaming offering to our customers. Our gaming offerings compete with various other forms of gaming venues and opportunities. For example, the rapid expansion of online gaming may render the products of our divisions obsolete or oblige us to incur significant capital expenditures to meet customer demand. Changes in consumer preferences and any inability on our part to anticipate and react to such changes could result in reduced demand for our offerings and erosion of our competitive and financial position. Gaming competes with other leisure activities as a form of consumer entertainment, and may lose popularity as new leisure activities arise or as other leisure activities become more popular. The popularity and acceptance of gaming is also influenced by the prevailing social mores, and changes in social mores could result in reduced acceptance of gaming as a leisure activity. To the extent that the popularity of gaming in traditional gaming establishments declines as a result of either of these factors, the demand for our gaming offerings may decline and our business may be adversely affected.

Our success is dependent on maintaining and enhancing our brand.

Our success is dependent in part on the strength of our brand. We believe that we have a long-established, trusted, and widely recognized brand and reputation in the markets in which we operate and that our brand represents a competitive advantage in the development of our activities. We also believe that, as the gaming industry becomes increasingly competitive, our success will be dependent on maintaining and enhancing our brand strength.

There is no assurance that any of our other marketing initiatives will be successful. If we are unable to maintain and enhance the strength of our brand, then our ability to retain and expand our customer base may be impaired, and our business, results of operations, and financial condition may be adversely affected. Additionally, to the extent we get associated with, in the press or otherwise, criminal or civil allegations or charges made against persons we have conducted business with in the past, our reputation in that jurisdiction and globally may be adversely affected, despite the fact that we do not bear responsibility or liability for the alleged behavior or actions. If we fail to maintain and enhance our brand successfully, our business, results of operations, and financial condition may be adversely affected.

We may fail to detect money laundering or fraudulent activities of our customers or third parties.

We are exposed to the risk of money laundering and fraudulent activities by our customers and third parties, including collusion between online customers and the use of sophisticated computer programs that play poker and other skill games automatically in our online gaming platform. In connection with our online betting activities, we have implemented internal control systems that monitor unusual transaction volumes or unusual transaction patterns and screen the personal details of the customer, in order to minimize opportunities for money laundering and fraud, but may not always be successful in protecting ourselves and our customers from such activities. In addition, we could be targeted by third parties, including criminal organizations, for fraudulent activities, such as attempts to compromise our system that processes and collects payment information or attempts to use our betting services to engage in money laundering.

Our distribution network partners are required to abide by applicable laws, including by identifying customers placing bets. Though we have controls in place, we may fail to detect non-compliance with applicable laws or with our policies by our distribution network partners. To the extent we are not successful in protecting ourselves or our customers from money laundering and fraud activities, we could be subject to criminal sanctions and administrative fines and could directly suffer loss or lose the confidence of our customer base, which could have a material adverse effect on our business, results of operations, and financial condition. Failure by us to comply with such provisions could result in the imposition of criminal sanctions on our directors and/or administrative and civil fines on us, penalties, revocation of concessions and licenses and operational bans, and therefore have a material adverse effect on our financial condition and results of operations.

Furthermore, illegal gaming may drain significant portions of gaming volumes away from the regulated industry and adversely affect our business. A significant threat for the entire gaming industry arises from illegal activities such as illegal slot machines and, more generally, all forms of gaming that circumvent public regulation, including offshore gaming. Such illegal activities drain gaming volumes away from the regulated industry. The loss of such volumes could have an adverse effect on our business, results of operations and financial condition.

Our results of operations could be adversely affected by a disruption of operations at our manufacturing facilities.

We conduct all of our slot machine manufacturing operations at facilities in Terrassa, Spain. Operations at these facilities are subject to a variety of risks, including:

- equipment failure;
- failure to comply with applicable regulations, including environmental regulations, and to maintain necessary permits and approvals;
- labor force shortages or work stoppages; and
- natural disasters. See also “—*Public health outbreaks, epidemics or pandemics, such as the coronavirus, could materially adversely impact our business, financial position, results of operations and cash flows.*”

Besides the revenues that we generate from selling the slot machines that we produce for third parties, our Slots Division purchases many of its products from our B2B Division. A disruption of operations at our manufacturing facilities could consequently adversely impact the results of operations of the Slots Division. Any significant disruptions in operations resulting from such events or other events may adversely affect our results of operations.

We are exposed to the risk of strikes, work stoppages and other industrial actions. Our employees are not under any obligation to report their membership with a trade union. Based on a rough estimate, we believe that approximately 15% of our employees are members of labor unions. Nevertheless, in the future we may experience lengthy consultations with labor unions or strikes, work stoppages or other industrial actions. We are subject to different national and regional industry-wide collective

bargaining agreements in each of the respective sectors in which we operate, except for our casinos in Marbella, Valencia, and La Toja, whose employees are party to collective bargaining agreements directly with us. In addition, we are a party to a collective bargaining agreement with the employees of Universal de Desarrollos Electronicos, S.A., a slot machine manufacturing subsidiary, concerning hours of employment. Although we believe that we have good relations with our employees, strikes called by employees or unions could disrupt our operations. Strikes and other industrial actions, as well as the negotiation of new collective bargaining agreements or salary increases in the future, could disrupt our operations and make it more costly to operate our facilities, which in turn could have a material adverse effect on our business, financial condition and results of operations.

Certain countries in which we operate have been subject to significant security issues in the past several years, and if such issues continue or worsen, our operations could be materially adversely affected.

Certain countries in which we operate have been subject to significant security issues in the past several years, and if such issues continue or worsen, our operations and proposed expansion plans in such countries could be materially adversely affected. For example, in the past several years, Mexico has experienced increased criminal violence, primarily due to the activities of organized crime. High crime rates and violence resulting from organized crime are particularly acute in several areas of Mexico in which we operate. The gaming hall of an illegal bingo hall operator in Monterrey, Mexico, was the subject of organized-crime-related arson. This event negatively affected our operations in Mexico through reduced attendance at our gaming halls as well as through the temporary closure of certain other halls as a result of widespread government inspections. In response to the surge in criminal activity, the Mexican government has implemented various security measures and strengthened its military and police forces. Despite these efforts, crime rates remain high. In 2015, we acquired one casino in the resort town of Agadir, Morocco. There is a significant terrorism threat in Morocco and there have been terrorist attacks in other parts of Morocco (and in neighboring countries such as Algeria) in the recent past, which may have an impact on tourism and hence reduce the attendance of tourists in our casino in Agadir. Any increase in violence in the countries in which we operate could have a material adverse effect on our operations.

Risks Related to our Structure

The Group's significant leverage and debt service obligations could materially adversely affect its business.

The Group currently has a significant amount of outstanding debt and debt service requirements. As of December 31, 2021 the Group's total debt was €2,642.1 million, which reflects the Notes and other borrowings.

The Group's significant leverage could have important consequences for its business and for holders of the Notes, including, but not limited to:

- making it difficult to satisfy its obligations with respect to its debts and liabilities;
- increasing vulnerability to, and reducing its flexibility to respond to, general adverse economic and industry conditions;
- requiring the dedication of a substantial portion of its cash flow from operations to the payment of principal of, and interest on, indebtedness, thereby reducing the availability of such cash flow to fund working capital, capital expenditures (including the development of the Group's renewables businesses), acquisitions, joint ventures, product research and development or other general corporate purposes;
- limiting its flexibility in planning for, or reacting to, changes in its business and the competitive environment and the industry in which the Group operates;
- placing the Group at a disadvantage to its competitors, to the extent that they are not as highly leveraged;
- restricting us from pursuing strategic acquisitions or exploiting certain business opportunities; and
- limiting its ability to borrow additional funds and increasing the cost of any such borrowing.

Any of the foregoing or other consequences or events could have a material adverse effect on the Group's ability to satisfy its debt obligations. The Group's ability to make payments on and refinance its debt and to fund acquisitions, working capital, capital expenditures and other expenses will depend on its future operating performance and ability to generate cash

from operations. The Group's ability to generate cash from operations is subject, in large part, to general economic, competitive, legislative, regulatory factors and other factors that are beyond its control. Therefore, the Group may not be able to generate sufficient cash flow from operations or obtain enough capital to service its debt, or to fund its working capital needs, or capital expenditure. For a discussion of our cash flows and liquidity, see "*Operating and Financial Review and Prospects—Liquidity and Capital Resources.*"

We are subject to restrictive covenants under our Revolving Credit Facility Agreement, the Term Loan Facility, Indentures and the PIK Indenture, which may limit our ability to operate our business, finance our future operations and capital needs and to pursue business opportunities and activities.

Restrictive covenants under the Revolving Credit Facility Agreement, the Term Loan Facility Agreement, the Indentures and the PIK Indenture may restrict our ability to operate our business. Our failure to comply with these covenants, including as a result of events beyond our control, could result in an event of default that could materially adversely affect our financial condition and results of operations.

The Revolving Credit Facility Agreement, the Term Loan Facility Agreement, the Indentures and the PIK Indenture contain negative covenants restricting, among other things, our ability to:

- make certain loans or investments;
- incur indebtedness or issue guarantees;
- sell, lease, transfer or dispose of assets and subsidiary stock;
- merge or consolidate with other companies;
- transfer all or substantially all of our assets;
- pay dividends and make other restricted payments;
- create or incur liens;
- agree to limitations on the ability of our subsidiaries to pay dividends or make other distributions; and
- enter into transactions with affiliates.

The restrictions contained in the Revolving Credit Facility Agreement, the Term Loan Facility Agreement, the Indentures and the PIK Indenture could affect our ability to operate our business and may limit our ability to react to market conditions or take advantage of potential business opportunities as they arise. For example, such restrictions could adversely affect our ability to finance our operations, make strategic acquisitions, investments or alliances, restructure our organization or finance our capital needs. Additionally, our ability to comply with these covenants and restrictions may be affected by events beyond our control. These include prevailing economic, financial and industry conditions. If we breach any of these covenants or restrictions, we could be in default under the Revolving Credit Facility Agreement, the Term Loan Facility Agreement, the Indentures or the PIK Indenture.

If there were an event of default under any of our debt instruments that is not cured or waived, the holders of the defaulted debt could terminate their commitments thereunder and cause all amounts outstanding with respect to such indebtedness to be due and payable immediately, which in turn could result in cross defaults under our other debt instruments, including the Notes. Any such actions could force us into bankruptcy or liquidation, and we may not be able to repay our obligations under the Notes in such an event.

In addition to the risk factors set out above, we are also subject to the following risks:

- Our failure to comply with regulations regarding the use of personal customer data could subject us to lawsuits, administrative fines or result in the loss of goodwill of our customers.
- Our systems may be vulnerable to hacker intrusion, distributed denial of service attack, malicious viruses and other cybercrime attacks.

- We are subject to taxation which is complex and often requires us to make subjective determinations.
- We are subject to exchange of information requirements on reportable cross-border arrangements.
- Our results of operations are impacted by fluctuations in foreign currency exchange rates.
- Terrorist attacks and other acts of violence or war may affect our business and results of operations.
- Negative perceptions and negative publicity surrounding the gaming industry could damage our reputation or lead to increased regulation or taxation, which could adversely affect our business.

MANAGEMENT

There have been no changes to our management during 2021.

PRINCIPAL SHAREHOLDERS

The Company is indirectly controlled by Blackstone. As of the date of this annual report, Blackstone beneficially owned 96.9% of the equity of the Company, and 3.1% is beneficially owned by certain members of the Group's management team.

Blackstone Inc. (NYSE: BX) is one of the world's leading investment firms. Blackstone's alternative asset management businesses include investment vehicles focused on private equity, real estate, public debt and equity, non-investment grade credit, real assets and secondary funds, all on a global basis.

Through its different investment businesses, as of December 31, 2021, Blackstone had total assets under management of over \$880 billion. This is comprised of \$261 billion in private equity funds, \$279 billion in real estate funds, \$81 billion in hedge fund solutions and \$259 billion in credit and insurance businesses.

Blackstone has a strong track record in owning leading companies in the gaming sector both in online gaming and casinos, as evidenced by its investments in JOA (the French casino group) and the Cosmopolitan Hotel in Las Vegas, USA.

CERTAIN RELATIONSHIPS AND RELATED PARTY TRANSACTIONS

Transactions with Management

Remuneration of Key Executives

Certain members of the managing board and other selected executives have received certain short-term employee benefits, such as wages and salaries, in the amounts of €4.2 million and €4.4 million in 2020 and 2021, respectively, and certain other long-term benefits, such as bonuses and multi-year incentive plans, in the amounts of €3.2 million and €3.2 million in 2020 and 2021, respectively.

DESCRIPTION OF CERTAIN INDEBTEDNESS

The following is a summary chart of our material indebtedness as of December 31, 2021. For a description of all the applicable terms and conditions of such arrangements we refer to the offering memorandum of September 27, 2021 issued by the Company in relation to the offering of the 2027 Senior Secured Notes and the actual agreements.

(in € millions)	Payments due by period ending December 31,					After	Total
	2022	2023	2024	2025	2026	December 31, 2026	
Bank loan agreement ⁽¹⁾	20.4	17.6	10.3	7.9	5.3	2.1	63.7
Revolving Credit Facility (including loan) ⁽²⁾	200.0	—	—	20.0	—	—	220.0
Local revolving facilities.....	6.1	—	—	—	—	—	6.1
Receivables financing	0.0	—	—	—	—	—	0.0
Total bank debt	226.5	17.6	10.3	27.9	5.3	2.1	289.8
Capital leasing agreements ⁽³⁾	0.4	0.3	0.3	0.1	—	—	1.1
Senior Notes ⁽⁴⁾	9.2	538.6	—	880.0	—	615.0	2,042.7
Gaming tax deferrals ⁽⁵⁾	7.1	—	—	—	—	—	7.1
Capitalization of Operating leases ⁽⁶⁾	45.5	41.5	34.3	28.8	25.7	98.5	274.3
Other loans ⁽⁷⁾	19.0	0.6	1.8	0.3	1.6	3.7	27.0
Total	307.7	598.6	46.7	937.2	32.6	719.3	2,642.1

- (1) Represents bank debt recorded under “Credit institutions” as non-current liabilities and current liabilities.
- (2) Represents the Revolving Credit Facility available to the Group pursuant to the Revolving Credit Facility Agreement entered into by the Group on June 22, 2018. The Revolving Credit Facility provides for revolving commitments of up to €200 million. The Revolving Credit Facility may be used for general corporate purposes, to fund acquisitions and to fund working capital of the Group. Additionally, in June 2020, we secured two new senior credit facilities: (i) the €55.0 million Second Revolving Credit Facility, which was maturing in December 2021 and (2) the €20.0 million Term Loan Facility maturing in September 2025. As of December 31, 2021, the Second Revolving Credit Facility was fully repaid and cancelled, and the Term Loan Facility was fully funded.
- (3) Represents capital lease obligations recorded under “Credit institutions” as non-current liabilities and current liabilities.
- (4) Represents the aggregate outstanding principal amount of the Notes as of December 31, 2021, including accrued but unpaid interest. As of December 31, 2021, the aggregate outstanding principal amount of the euro-denominated Notes was €2,058.0 million.
- (5) Represents tax deferrals of recorded under “Tax authorities” as non-current liabilities and under “Other creditors” as current liabilities.
- (6) Represents capitalization of operational leases recorded under “Finance lease liabilities” as non-current liabilities and current liabilities.
- (7) Represents promissory notes and other loans recorded under “Other creditors” as non-current liabilities and current liabilities.

Cirsa and any of its subsidiaries, as well as its direct and indirect equity holders, and their respective affiliates (or funds managed or advised by such persons), and members of Cirsa’s management may continue to trade in the notes of any series issued by Cirsa or any of its subsidiaries or affiliates at any time and from time to time in the open market or otherwise.