



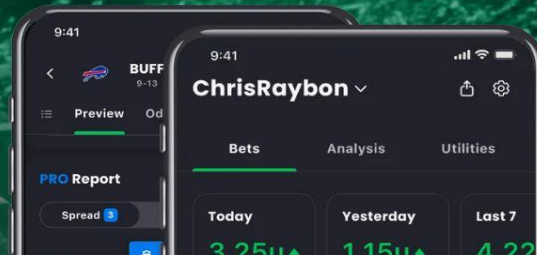
BETTER
COLLECTIVE

Q3 2021 webcast

17, November 2021



ACTION ✓



Forward looking statement



This presentation contains certain forward-looking statements and opinions. Forward-looking statements are statements that do not relate to historical facts and events and such statements and opinions pertaining to the future that, for example, contain wording such as “believes”, “deems”, “estimates”, “anticipates”, “aims”, “expects”, “assumes”, “forecasts”, “targets”, “intends”, “could”, “will”, “should”, “would”, “according to “estimates”, “is of the opinion”, “may”, “plans”, “potential”, “predicts”, “projects”, “to the knowledge of” or similar expressions, which are intended to identify a statement as forward-looking. This applies, in particular, to statements and opinions concerning the future financial returns, plans and expectations with respect to the business and management of the Company, future growth and profitability and general economic and regulatory environment and other matters affecting the Company.

Forward-looking statements are based on current estimates and assumptions made according to the best of the Company's knowledge. Forward-looking statements are inherently associated with both known and unknown risks, uncertainties, and other factors that could cause the actual results, including the Company's cash flow, financial condition and results of operations, to differ materially from the results, or fail to meet expectations expressly or implicitly assumed or described in those statements or to turn out to be less favourable than the results expressly or implicitly assumed or described in those statements. The Company can give no assurance regarding the future accuracy of the opinions set forth herein or as to the actual occurrence of any predicted developments.

In light of the risks, uncertainties and assumptions associated with forward-looking statements, it is possible that the future events may not occur. Moreover, the forward-looking estimates and forecasts derived from third-party studies may prove to be inaccurate. Actual results, performance or events may differ materially from those in such statements due to, without limitation: changes in general economic conditions, in particular economic conditions in the markets on which the Company operates, changes affecting interest rate levels, changes affecting currency exchange rates, changes in competition levels, changes in laws and regulations, and occurrence of accidents or environmental damages and systematic delivery failures.

Agenda

- 01 Business highlights
- 02 Financial performance
- 03 Key performance indicators
- 04 Business review
- 05 Key takeaways



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**Jesper
Søgaard**
Co-founder & CEO



**Flemming
Pedersen**
CFO



01

Business highlights Q3 2021



Financial highlights

Q3 2021



Revenue

148%

45 mEUR

EBITDA

62%

14 mEUR

Cash flow

26%

10 mEUR

NDCs

110%

>200,000

Business highlights

Q3 2021

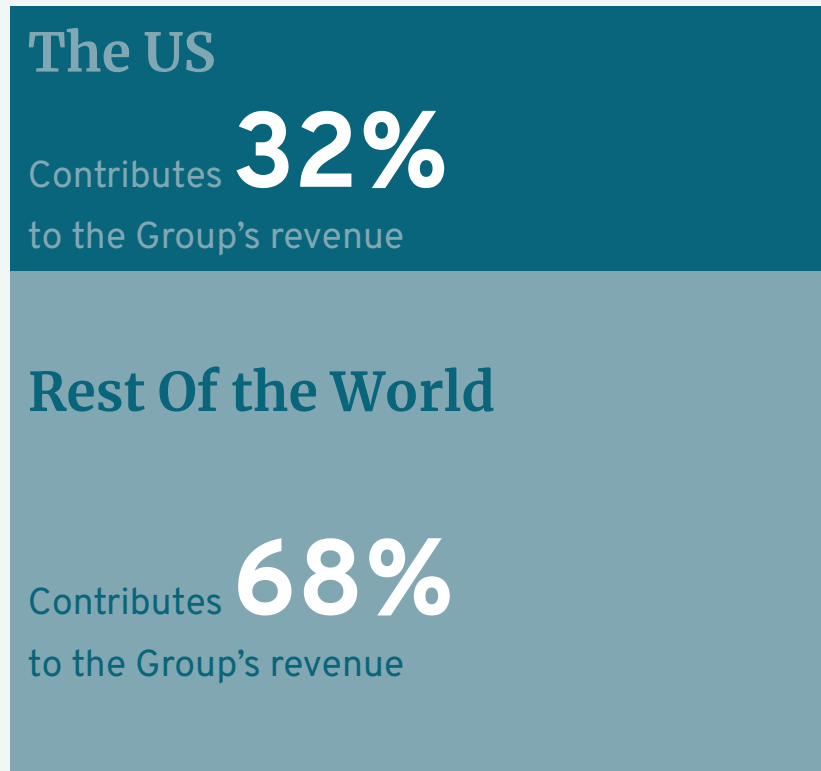
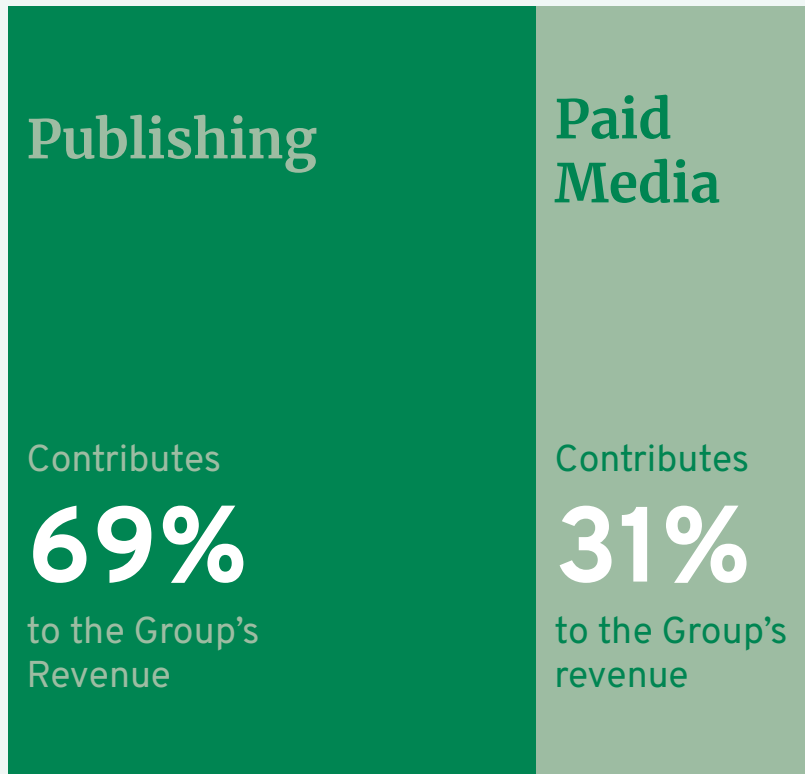
- ◇ September revenue reached 20 mEUR - new monthly record
- ◇ Strong underlying growth on all major KPIs
- ◇ >200,000 NDCs - new monthly record
- ◇ Media partnerships approx. 45,000 NDCs
- ◇ Strong US performance with revenue spiking to 8.9 mEUR
- ◇ Acquisition of the Dutch [Soccernews.nl](https://www.soccernews.nl) and [Voetbalwetten.net](https://www.voetbalwetten.nl)
- ◇ German market development has been as expected
- ◇ Revenue impacted downwards by low sports win margins in July and August



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Financial performance Q3 2021

Better Collective's business

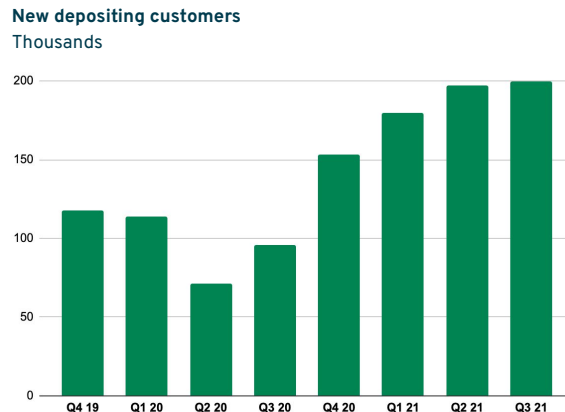
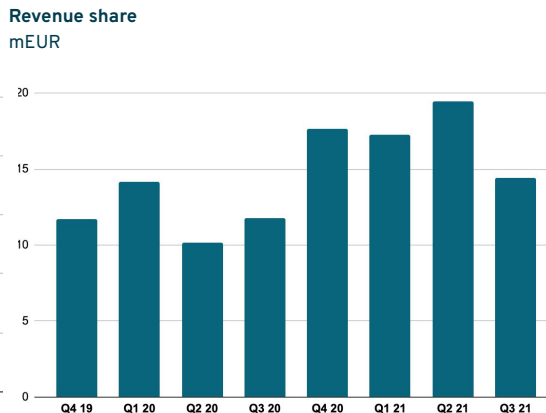
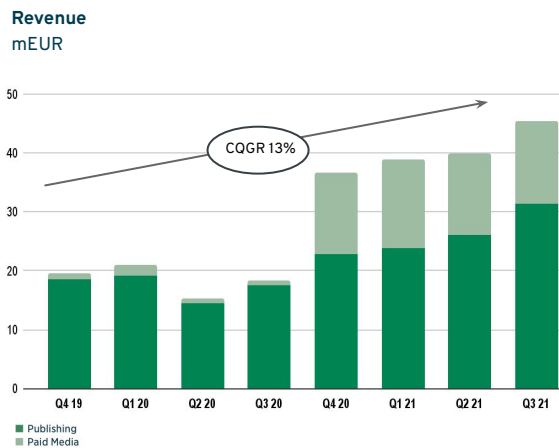


Revenue and NDCs



Revenue

- ◇ 45 mEUR: 148% increase y-o-y, organic growth 29%
- ◇ Revenue split: 69% from Publishing and 31% from Paid Media
- ◇ Revenue share 32% (35% of player-related revenue), with 51% from CPA, subscription 7%, other 10%



Earnings



Operations Earnings (EBITDA before special items)

- ◇ 13.6 mEUR growth of 62%
- ◇ Group EBITDA-margin 30%
- ◇ EBITDA-margin 40% in Publishing and 9% in Paid Media

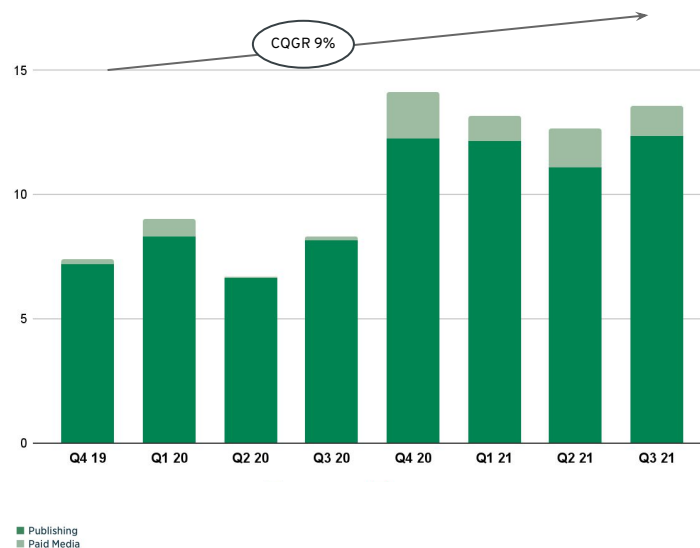
Cost

- ◇ Total cost base impacted due to acquisition of Mindway AI and Action
- ◇ Total cost 31.8 tEUR
- ◇ Publishing cost 18.9 tEUR
- ◇ Paid Media cost 12.9 tEUR

Tax and Earnings per Share

- ◇ Effective Tax Rate 53.5 % (YTD 2020: 23.9%)

EBITDA before special items
mEUR



Cash flow & balance sheet

Cash flow

- ◇ Operating cash flow Q3 2021: 10 mEUR
- ◇ Q3 cash conversion rate 76% (y-t-d: 97%)

Balance Sheet

- ◇ 64.1 mEUR capital reserves including cash 35.4 mEUR and unused bank credit facilities 28.7 mEUR
- ◇ Net debt/EBITDA: 0.86 (Q3 2020: 0.94)
- ◇ Equity ratio: 60% (Q3 2020: 52%)

BC

76%

Q3
cash conversion

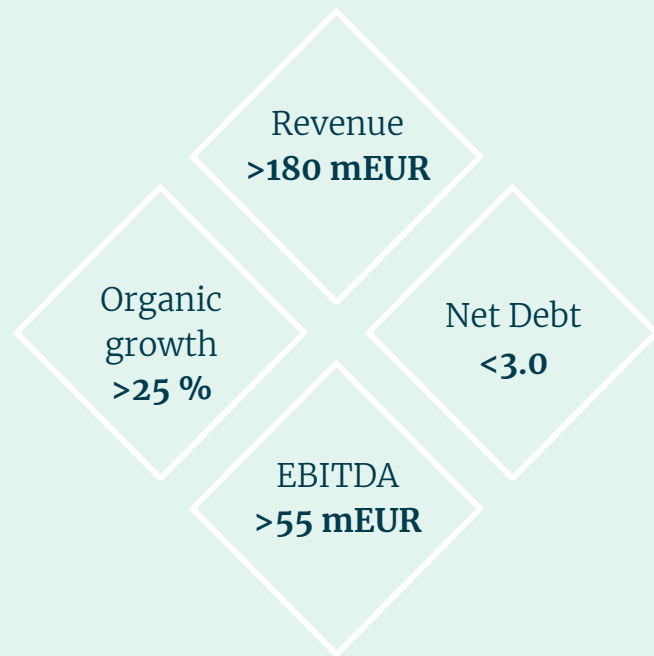
64.1

mEUR in capital reserves

Financial targets 2021

- ◇ Revenue target 2021: >180 mEUR - implied growth rate >100%
- ◇ Operational profit > 55 mEUR
- ◇ Earnings margins combined >30%
 - ◇ Continued high earning margin in Publishing segment
 - ◇ Paid Media segment affected by changing the business model towards revenue share rather than CPA

Financial Targets for 2021	Target total	Actual 2020	Target Publishing	Target Paid Media
Revenue/revenue growth	>180 mEUR	91 mEUR	>40%	Full year effect +organic growth
Organic growth	>25%	8%	>25%	>30%
EBITDA/EBITDA margin	>55 mEUR	38 mEUR	>40%	>10%
Net Interest Bearing Debt/EBITDA	< 3.0	1.66	-	-

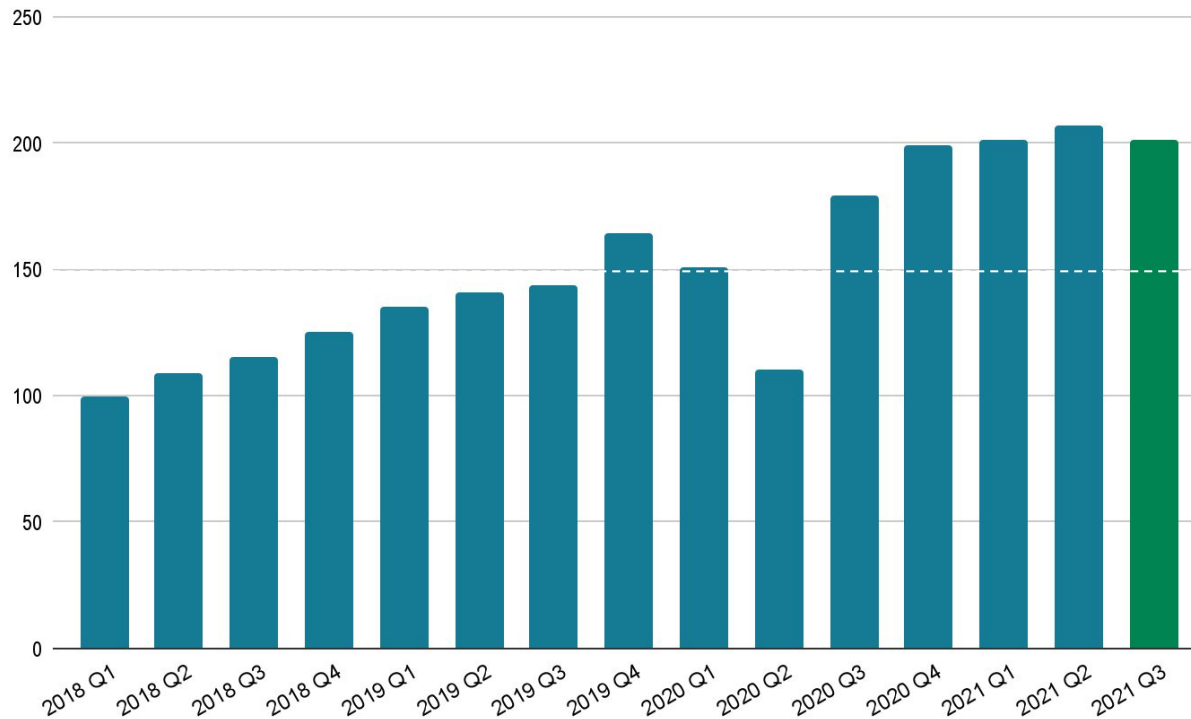


03

Key Performance Indicators



Better Collective's sport wagering

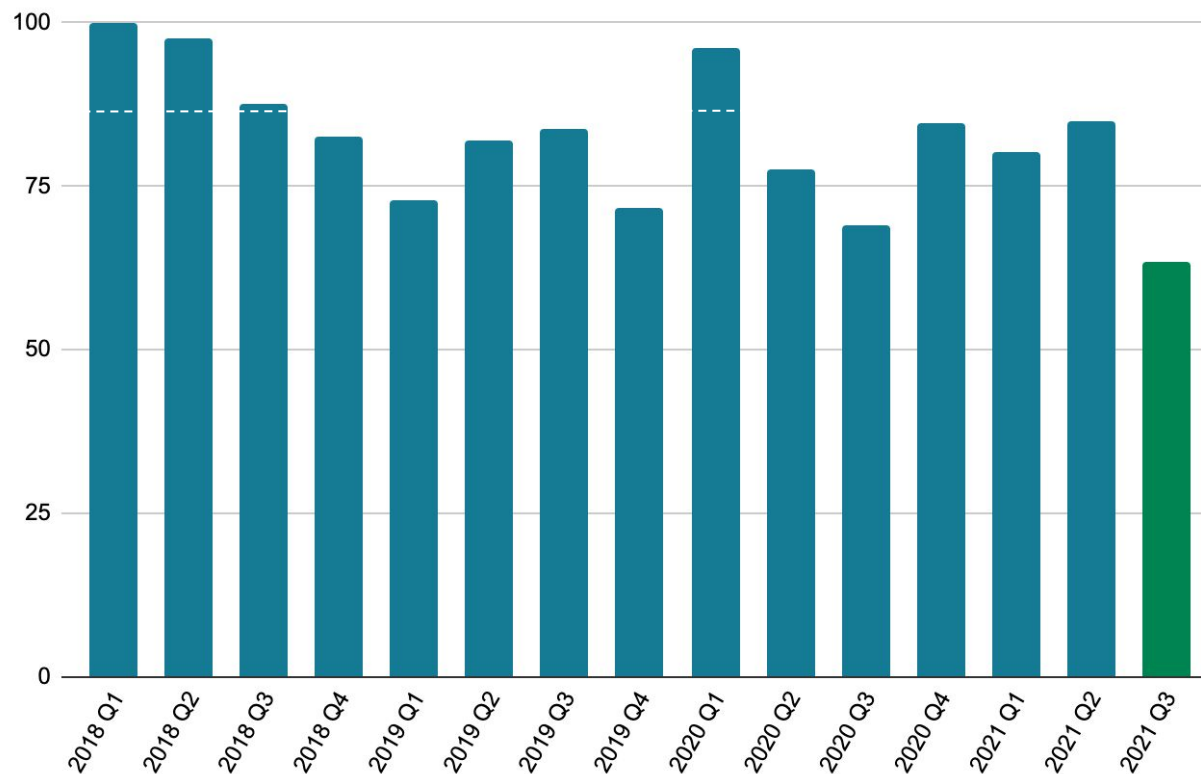


Q3 2021 index: 201

Average index in period shown: 152

Please note that the figures represent Better Collective's aggregated data sources accounting historically for a certain percentage of Better Collective's annual commission earnings.

Better Collective's sports win margin



Q3 2021 index: 63.3
Average index in period shown: 82.3

Please note that the figures represent Better Collective's aggregated data sources accounting historically for a certain percentage of Better Collective's annual commission earnings.



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Business review

BC

The US business

- ◇ Strong performance across US assets (outperformed expectations)
- ◇ US high season kicked off by the NFL
- ◇ Revenue of 14 mEUR (five times the revenue Q3, 2020)
- ◇ EBITDA-margin of 37%
- ◇ Live in 13 states - several new states expected in 2021/22

Regulatory updates

- ◇ New York state: competitive market with opportunity to generate significant revenues
- ◇ Arizona: user-friendly market and important state moving forward
- ◇ Connecticut: 27 state to launch legal sports betting
- ◇ Maryland: expected late fall launch

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Revenue

14 mEUR

>5x Q3 2020

US market contributes

32%

Group's revenue

The RoW business

- ◇ Revenue of 30 mEUR (doubling Q3 2020 15 mEUR)
- ◇ Cost tripled to 23 mEUR from 7 mEUR Q3 2020
- ◇ EBITDA margin 27% (51% Q3 2020)

Regulatory updates

- ◇ Germany: Player behaviour not notably affected by new regulation
- ◇ The Netherlands: fully regulated market - acquisition of [Soccernews.nl](https://www.soccernews.nl) and [Voetbalwedden.net](https://www.voetbalwedden.net)
- ◇ Canada: Ontario expected to allow online betting from end 2021
- ◇ Sweden: Restrictions lifted on November 14

BC

Revenue

30 mEUR

RoW market contributes

68%

Group's revenue

05

Key takeaways Q/A



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Key takeaways

BC

Record
performance
for media
partnerships

Regulations
open new
business
opportunities

Solid quarter
in spite of
seasonality

The US business
outperformed
expectations

>700 employees
in the Better
Collective Group

Thank you for your attention



Upcoming events

24/02/2022
Interim financial report Q4, 2021

23/03/2022
Annual report 2021

18/05/2022
Interim financial report Q1, 2022

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