BETTER COLLECTIVE

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Q2 2026 PRESENTATION

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.

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Agenda

I	Q2 highlights & business update
II	Financial performance
III	Concluding remarks

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Growth momentum continued in Q2, with EBITDA up 20% YoY

2026 Q2 highlights

- Revenue 89 mEUR (+9% YoY, c.c.); EBITDA bsi. 27 mEUR (30% margin; +20% YoY)
- Cash flow bsi. of 30 mEUR, corresponding to a cash conversion of 111%
- FIFA World Cup and prediction markets initiatives paying off in line with expectations
- NDCs grew 24% YoY, while Value of Deposits reached a record 836 mEUR, up 17%.
- Broad-based growth led by NA revenue share, talent-led media and prediction markets
- Guidance for the year remains unchanged

The FIFA World Cup delivered the expected boost across the business

Cross-functional readiness

12+ month company-wide preparation

Playbook by ACTION

Innovative tech expansion

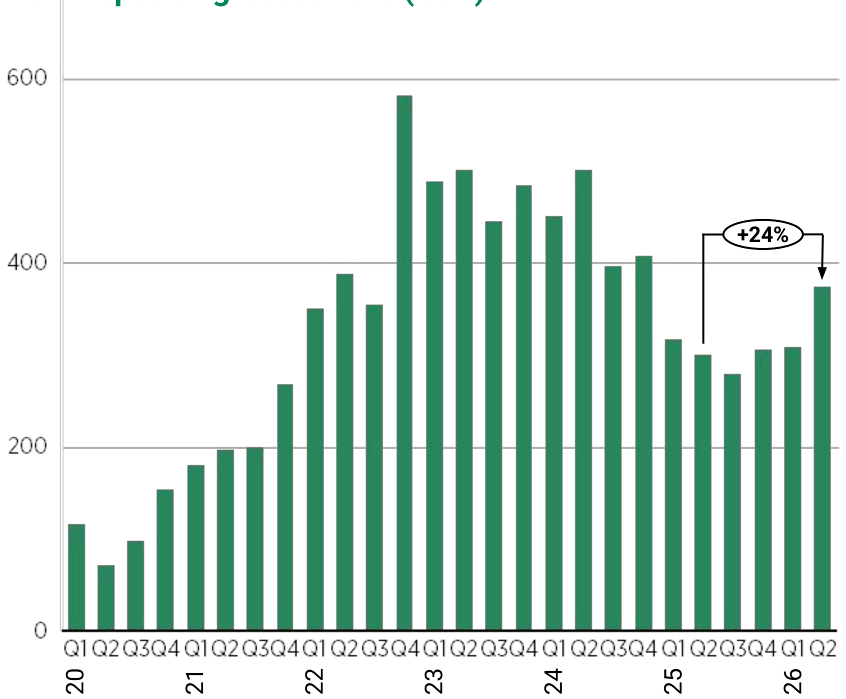
strategically launching Playbook™ in Brazil ahead of the games

Targeted commercial push

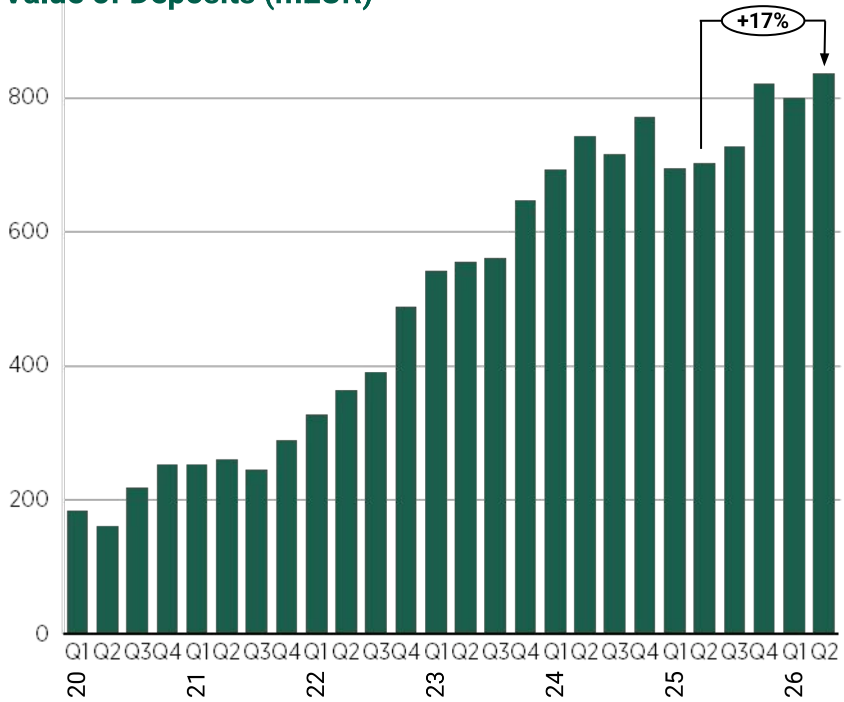
scaled Sports Media, Paid Media and Playmaker HQ activations to maximise tournament reach

NDCs grew 24% and Value of Deposits reached a record 836 mEUR

New Depositing Customers ('000)

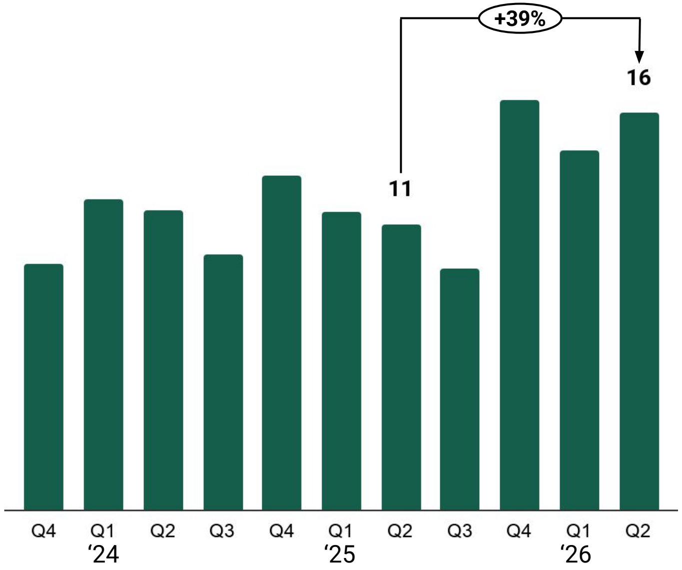


Value of Deposits (mEUR)



Playmaker HQ and HLTV continues to scale talent, engagement and advertising revenue

Group sponsorship revenue (mEUR)



Growth mainly driven by Playmaker HQ and HLTV

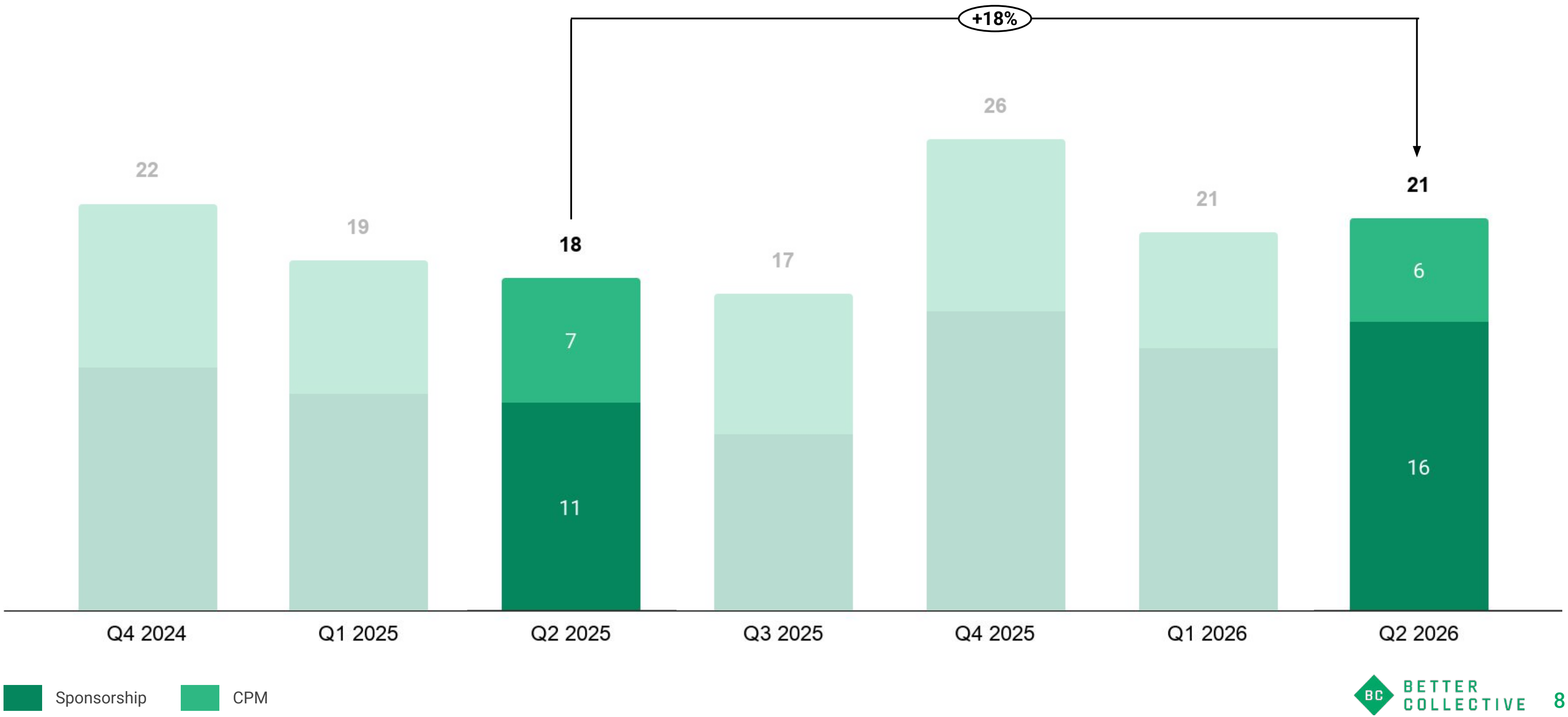
Premium talent expansion

High-impact live events

HLTV reach record audience

AdVantage: Turning audience scale into higher-value monetization

Revenue from advertising (mEUR)

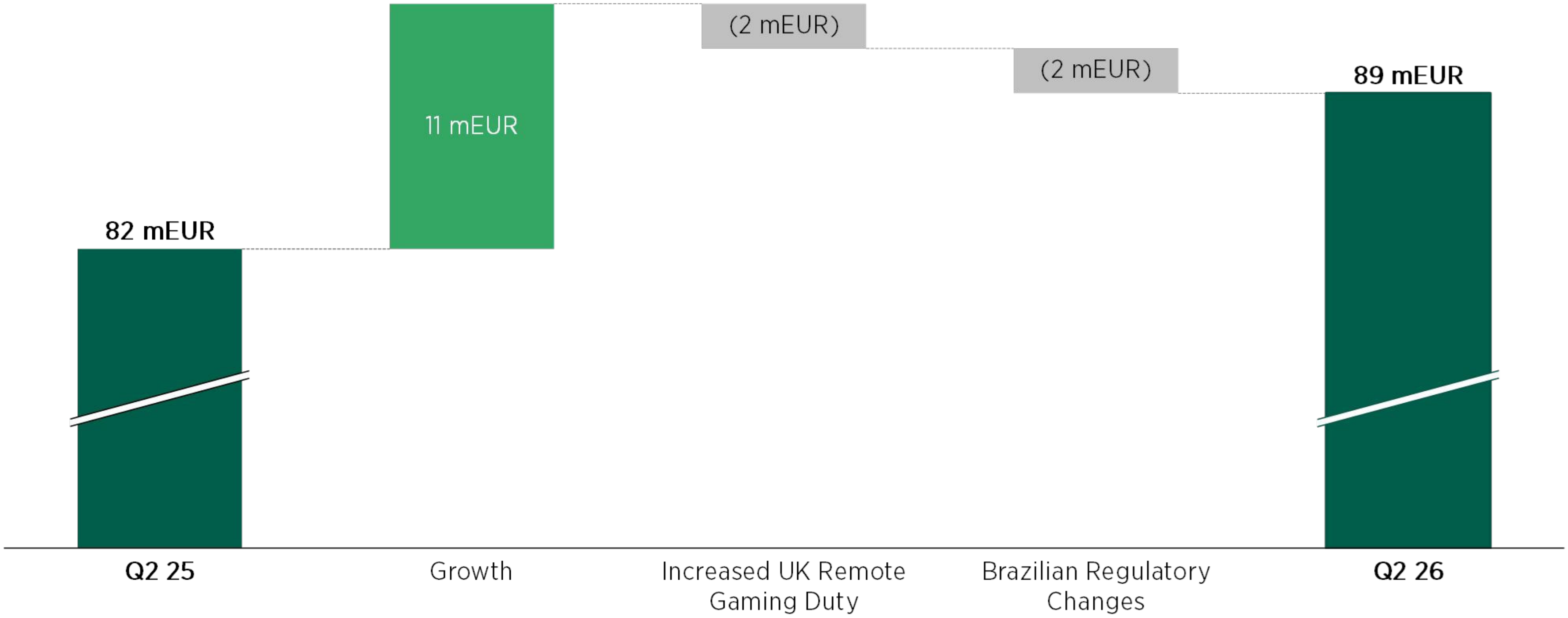


Prediction markets were the main driver of 50% North American CPA growth

Immediate contribution	Expanding opportunity	Scalable execution
Total North American CPA revenue increased 50% to 5 mEUR	Greater operator competition supports stronger audience monetization	Multi-channel rollout across content, products, social formats, and Paid Media

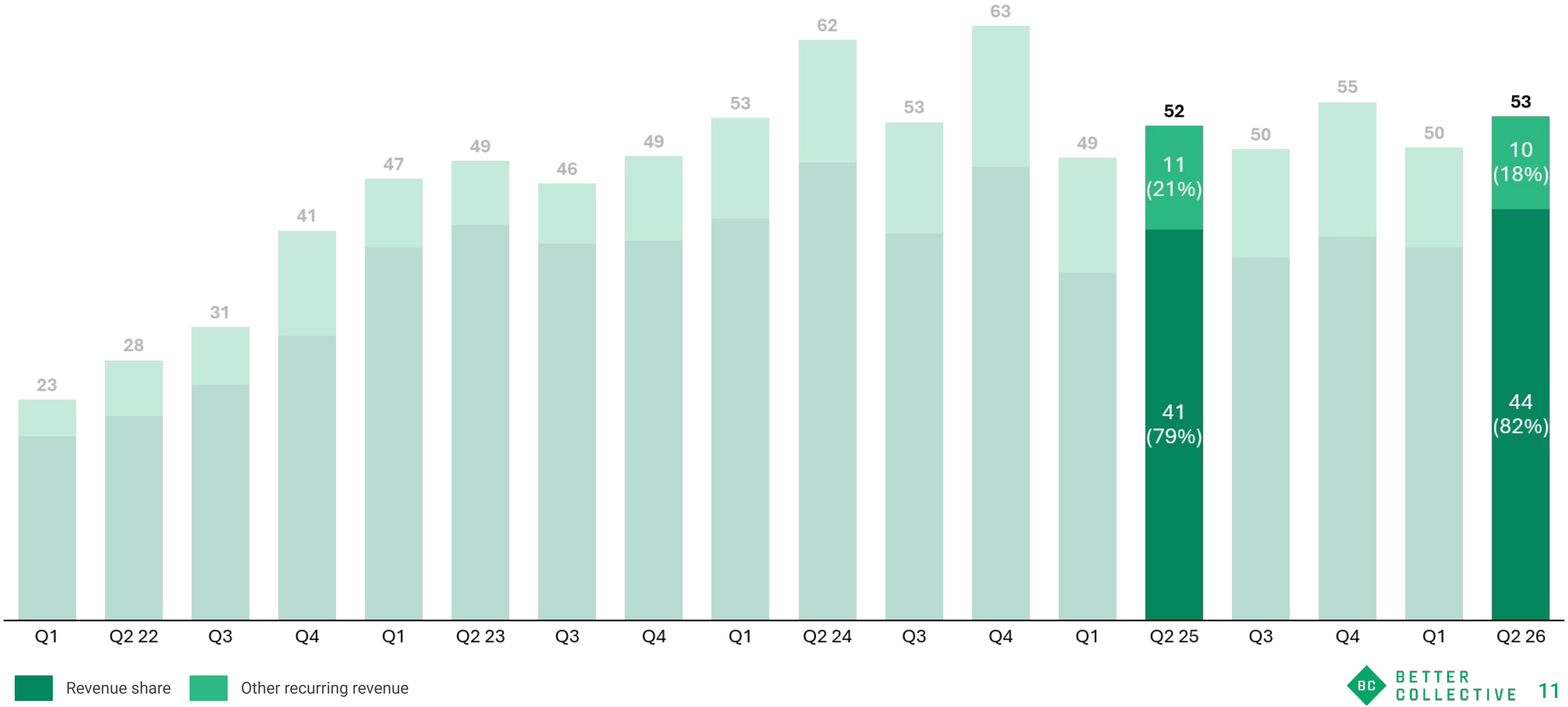
Strong growth more than offset regulatory headwinds

Revenue development (YoY)



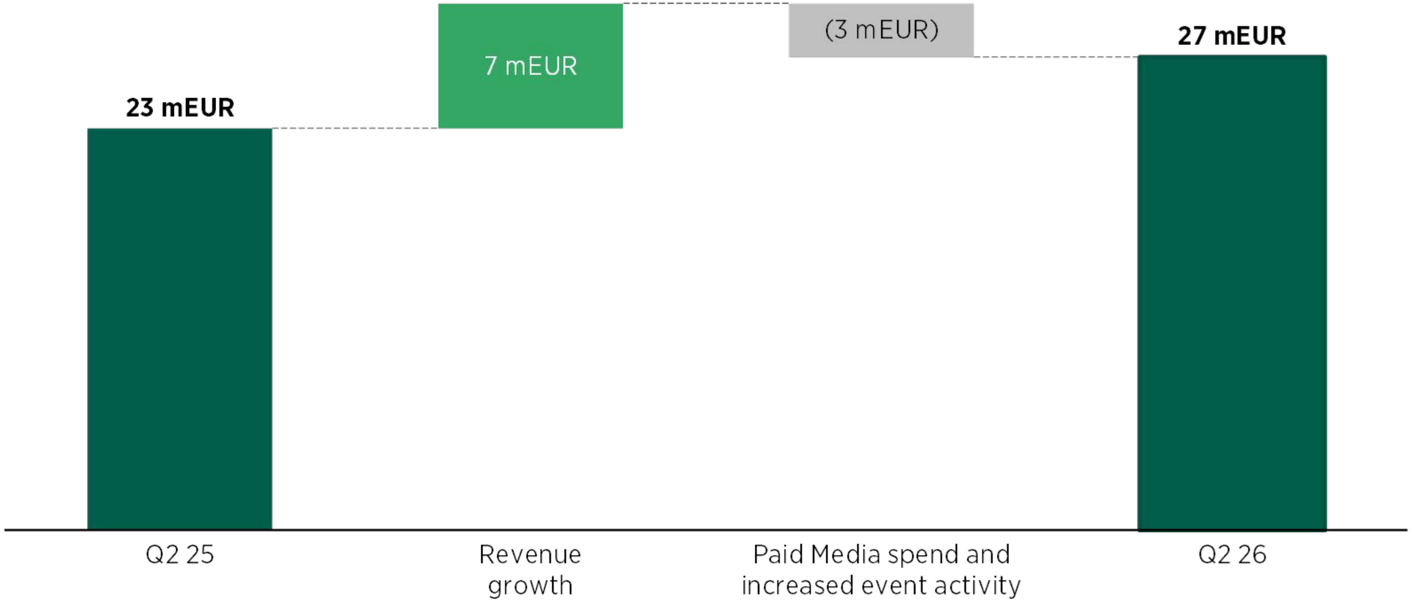
Revenue share growth lifted recurring revenue to 53 mEUR

Recurring revenue development (mEUR)



EBITDA grew 20% to 27 mEUR as the margin expanded to 30%

EBITDA development[1] (YoY)



1. Before special items

Strong cash generation supports buybacks and continued financial flexibility

Financial flexibility and capital allocation priorities

- Cash flow from operations before special items increased 59% to 30 mEUR, corresponding to 111% cash conversion
- 8 mEUR of shares repurchased in Q2, bringing H1 buybacks to 14 mEUR against the annual target of 40 mEUR
- Capital reserves of 80 mEUR at quarter-end, comprising 25 mEUR of cash and 55 mEUR of unused bank facilities

Capital Allocation Policy

- Delever when net debt to EBITDA exceeds 3x
- Invest in high return organic growth and selective accretive M&A
- Return excess capital via buybacks, and secondarily dividends

1) Before special items

Strong H1 performance supports the 2026 guidance

2026 guidance and 2027-2028 targets

	H1 2026 performance	FY 2026 guidance	2027-2028 targets
Revenue	9% organic growth (c.c.)	7-12% organic growth	Positive organic growth
EBITDA[1]	14% growth (c.c.)	8-18% growth	Margin of 35-40%
Annual SBB	14 mEUR	40 mEUR	–
Cash flow	106% cash conversion	–	Continued strong cash conversion
Net Debt / EBITDA	2.3x	< 3x	< 3x

1. Before special items

Q2 demonstrated the earnings power and broader momentum of our business

2026 Q2 highlights

Growth with operating leverage	Momentum across a broader growth platform	Building a simpler, more scalable business
9% organic **revenue growth**, 20% **EBITDA growth** and a 30% **margin**	**North America, talent-led media, sponsorships** and **prediction markets**	**Integrated technology**, **AI-enabled** workflows and tighter **execution**

Q&A

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