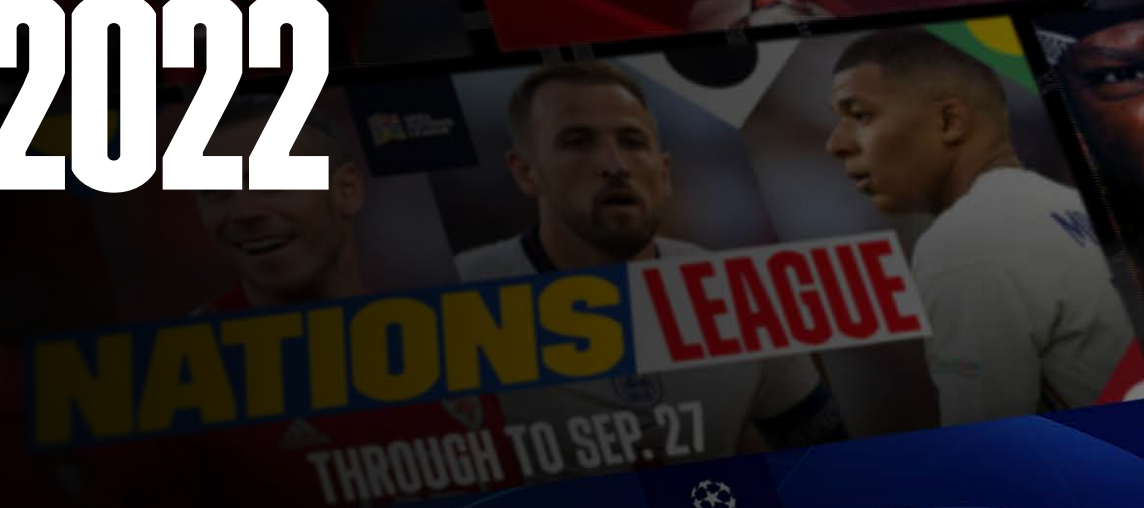




DAZN ORIGINALS
THE PHENOMENON
THE RISE, FALL & REDEMPTION OF RONALDO

ANNUAL REVIEW 2022



THE WORLD IS WATCHING



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THE ULTIMATE DESTINATION FOR SPORTS FANS

DAZN'S GLOBAL FOOTPRINT

CHANGING THE WAY THE WORLD WATCHES SPORTS

CANADA



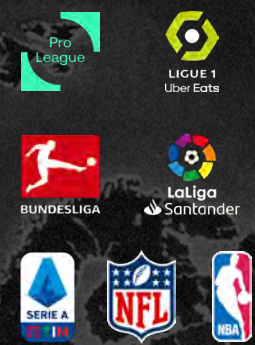
US



UK



BELGIUM



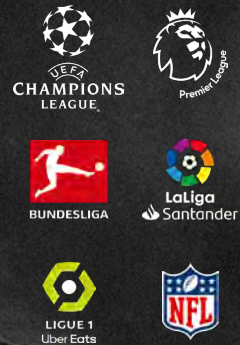
GERMANY



JAPAN



PORTUGAL



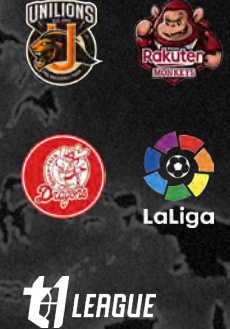
SPAIN



ITALY



TAIWAN



GLOBAL CONTENT



AVAILABLE IN 200 MARKETS

10 CORE MARKETS

2022 REVENUE \$2.3 BILLION

+70% YOY GROWTH

**15 MILLION PREMIUM
PAYING SUBSCRIBERS**

**HIGHEST GROSSING
SPORTS APP GLOBALLY**



130M+ CONNECTED DEVICES

1.2 BILLION HOURS STREAMED

**100M USERS WATCHING
DAZN ON YOUTUBE ACROSS
PORTFOLIO OF CHANNELS**

**8 BILLION SOCIAL
MEDIA IMPRESSIONS**



**GIVING THE CONSUMER A SINGLE,
FRICTIONLESS, INTERACTIVE
SPORTS EXPERIENCE THAT IS
RICHER AND MORE IMMERSIVE**



Before joining DAZN as Chairman in March 2021, I had been following the business closely for quite some time. I was very impressed by how quickly it had grown from a new entrant into an important player in key markets throughout the world.

Sports is the most coveted television genre for good reason. Billions of people across the globe enjoy watching sports every day. These televised events aggregate the largest audiences every year. For many, it is not a casual pastime but a life-long passion.

Despite the emergence of sophisticated digital mobile technologies and the migration of much entertainment and media online, traditional sports broadcasters have largely failed to modernise. The viewing experience remains linear and passive, and sports broadcasters are at risk of falling out of step with the increasingly advanced expectations of consumers.

With my background in media and entertainment - especially in sports and entertainment streaming - a passion for competitive sports, and a deep understanding of consumer businesses, it is clear to me that the potential for an innovative direct-to-consumer sports offering is phenomenal.

Distributing content over the internet, versus traditional linear broadcast, brings capabilities that are profound and benefit all stakeholders, the most important of which are today's generation of fans. The over-the-top (OTT) content delivery model allows for the convergence of consumers' favorite sports activities - betting and gaming, ecommerce and ticketing, news and analysis - in one place and on one device.

This serves both the consumer and the business; it engenders new revenue streams and presents a significant commercial opportunity while giving the consumer a single, frictionless, interactive sports experience that is richer and more immersive than anything they have seen before.

The media consumption habits of the global population have changed drastically in the last decade. DAZN is building a product that is designed for the future; indeed, DAZN remains today the only truly global, digital-first, pureplay sports streaming company.

Despite the disruption presented by the global pandemic and current economic turbulence, these last couple of years have been pivotal for the business. We invested in our service, laid our path to profitability, and embarked on an aggressive recruitment initiative, bringing onboard the experience and talent needed to achieve our vast ambitions.

Some of the world's leading executives from across technology and innovation, telcos and entertainment, media and sports joined our exceptional team, highlighted by the recruitment of Shay Segev as DAZN Group CEO in July 2021. Shay's impeccable track record at digital transformation, betting and scaling mid-sized consumer companies into billion-dollar enterprises made him the clear front runner for the job. I am delighted that he joined us to lead the business on this journey.

Over the last eighteen months, DAZN has gone from strength to strength. I would like to take the opportunity to thank my fellow board members, the executive management and the entire team who have worked tirelessly, demonstrated remarkable resilience and resourcefulness and, as a result, we are in a fantastic position as we enter 2023.

KEVIN MAYER
CHAIRMAN, DAZN GROUP

STRATEGY & LONG-TERM VISION

IN 2023, DAZN WILL BECOME A ONE-STOP SHOP FOR EVERYTHING A SPORTS FAN WANTS



I joined DAZN in July 2021. The business had been on its journey for five years. It had invested heavily in its technology to build a unique platform that could not easily be replicated; it had a fantastic roster of top tier sports content; and the team had developed trusted relationships with rights holders.

The last eighteen months have been highly significant in our journey to become the ultimate daily destination for sports fans and our vision is clear. Put simply, DAZN is changing the way the world enjoys watching sports. Currently, the sports entertainment universe is too fragmented. Our ambition is to remove friction by creating a single place for fans to access everything they want.

Closely supported by our new and deeply experienced senior leadership team, we have seen healthy growth across our core markets, added over 75 rights to our platform, including the domestic broadcast rights for Serie A, Bundesliga, and La Liga. Over the course of the last year, we have substantially increased our revenues with a clear plan to drive us fast towards market-level profitability. Our value proposition has increased as well as our size.

We are proud to already be the first truly global sports streaming platform. We are available in over 200 countries and territories around the globe. We are the global home of boxing and a market leader in Italy, Japan, Germany, and Spain. Our acquisition of ELEVEN Sports will propel us into leading positions in Taiwan as well as Portugal and Belgium, making us Europe's largest sports rights holder.

Our vision today, however, goes much further than solely streaming over-the-top live sports content. In 2023, DAZN will become a one-stop shop for everything a sports fan wants – a place for them to access the largest library of live and on-demand content alongside analysis, highlights, merchandise, ticketing, gaming, and betting. Creating this platform will not only give our customers the best experience, it will open new revenue streams and attract new subscribers. It is a win, win, win: a win for our rights holders, a win for sports fans around the world, and a win for DAZN.

To achieve this vision, throughout 2022, we have focused on three core horizons.

HORIZON ONE: ENSURING MARKET-BY-MARKET SUCCESS

We are generating additional revenue from our core markets. To do this, we made a series of price adjustments to our core subscription offerings.

We also introduced new structures to take advantage of other commercial opportunities. This includes creating an option for customers to commit to a 12-month contract but pay monthly instalment plan, introducing tiering options to enable account sharing for a higher price, adding content packs that can be brought individually or bundled, and launching Pay-Per-View (PPV) as a new model to monetise content. Market CEOs have been installed in recognition of the fact that our core markets now need sustained local leadership.

HORIZON TWO: DELIVERING AN INTERACTIVE AND ENGAGING EXPERIENCE FOR OUR CUSTOMERS

We are building an interactive platform that takes fan engagement to new heights through a deeper and more personal user experience. The data we have collated over the past seven years means we now know the type of experience sports fans enjoy, and we are finding new ways to use that data to tailor live and on-demand content and deliver a wider range of products and services to our customers.

We have created several new interactive features such as 'Watch Party' – allowing groups of DAZN subscribers to watch live events together in a video-chat setting – and 'DAZN Picks', a free prediction game. We launched DAZN Moments in Japan, a series of J. League NFTs, and Boxing.IO, our NFT marketplace with limited edition boxing highlights. In DACH, we launched the DAZN Store as a proof-of-concept merchandise offering. DAZN Bet is now live in the UK, Spain, and Italy through a strategic partnership with B2B gaming tech provider Pragmatic Group, which is allowing us to explore how our customers interact with a betting and gaming offering directly adjacent to live sports content.

We are exploring new opportunities in advertising and content creation as well as gaming and sport-related commerce. Our new digital advertising and programmatic ad sales capabilities has allowed us to expand inventory. Our recent acquisition of US media entertainment company Team Whistle will mean DAZN has a highly creative in-house content studio and is able to drive advertising revenues through off-platform content.

HORIZON THREE: MAKING DAZN A DAILY DESTINATION FOR SPORTS FANS

Beyond our content library, becoming a daily destination requires us to heighten engagement and increase the frequency with which customers come to DAZN, and the reasons why they come. Research shows that media consumption habits have evolved significantly over the last decade, with consumers wanting a more interactive, casual, and personalised experience. DAZN is working to develop a more mass-market product to complement our existing, premium offer.

In early 2023, we will be launching a freemium model, whereby we expand our customer base to cohorts of more casual sports fans who either pay a lower monthly subscription or have free access to limited content. Access to premium content will be restricted, with the option to make one-time purchases (such as add-ons, weekend passes, game passes and championship passes) or upgrade to a higher tier subscription. This larger, lower tier customer base will be monetised by being served higher rates of advertising and a greater frequency of micro-transactions, increasing individual ARPU.

LOOKING AHEAD

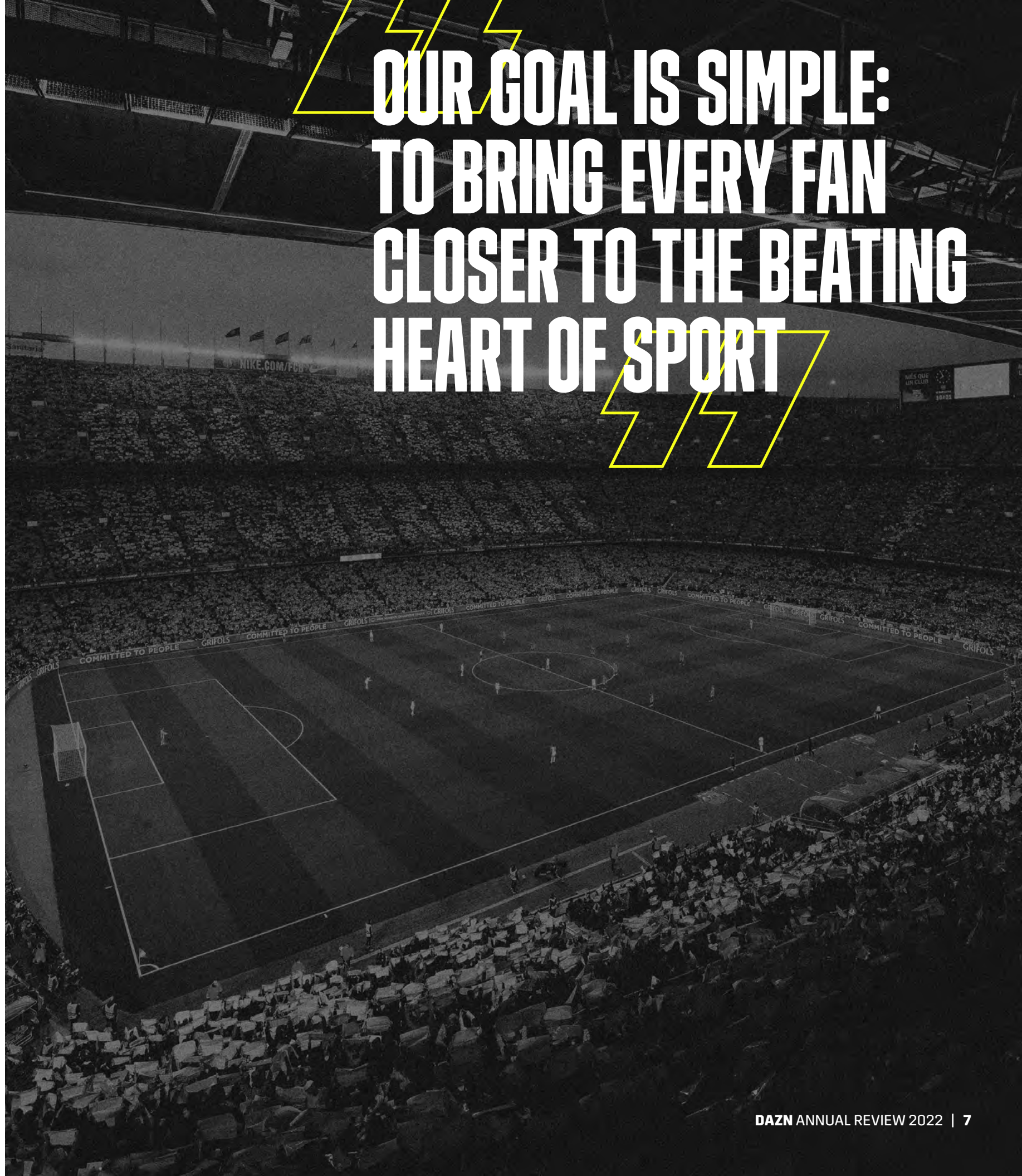
We know that the love of sport is truly global and diverse. Our goal is simple: to bring every fan closer to the beating heart of sport by creating a platform where all fans can come every day for sporting entertainment, regardless of where they are in the world. We have started to add significant volumes of content to our global catalogue, focusing on smaller non-domestic sports brands with hugely engaged followings that have generally been overlooked by traditional broadcasters.

2023 will see DAZN reaching more people as we make the product more accessible, remove friction, and improve customer engagement. We have made major steps forward since I joined the business in 2021 and I look forward to working the team and our partners to deliver the next phase of DAZN's progress.

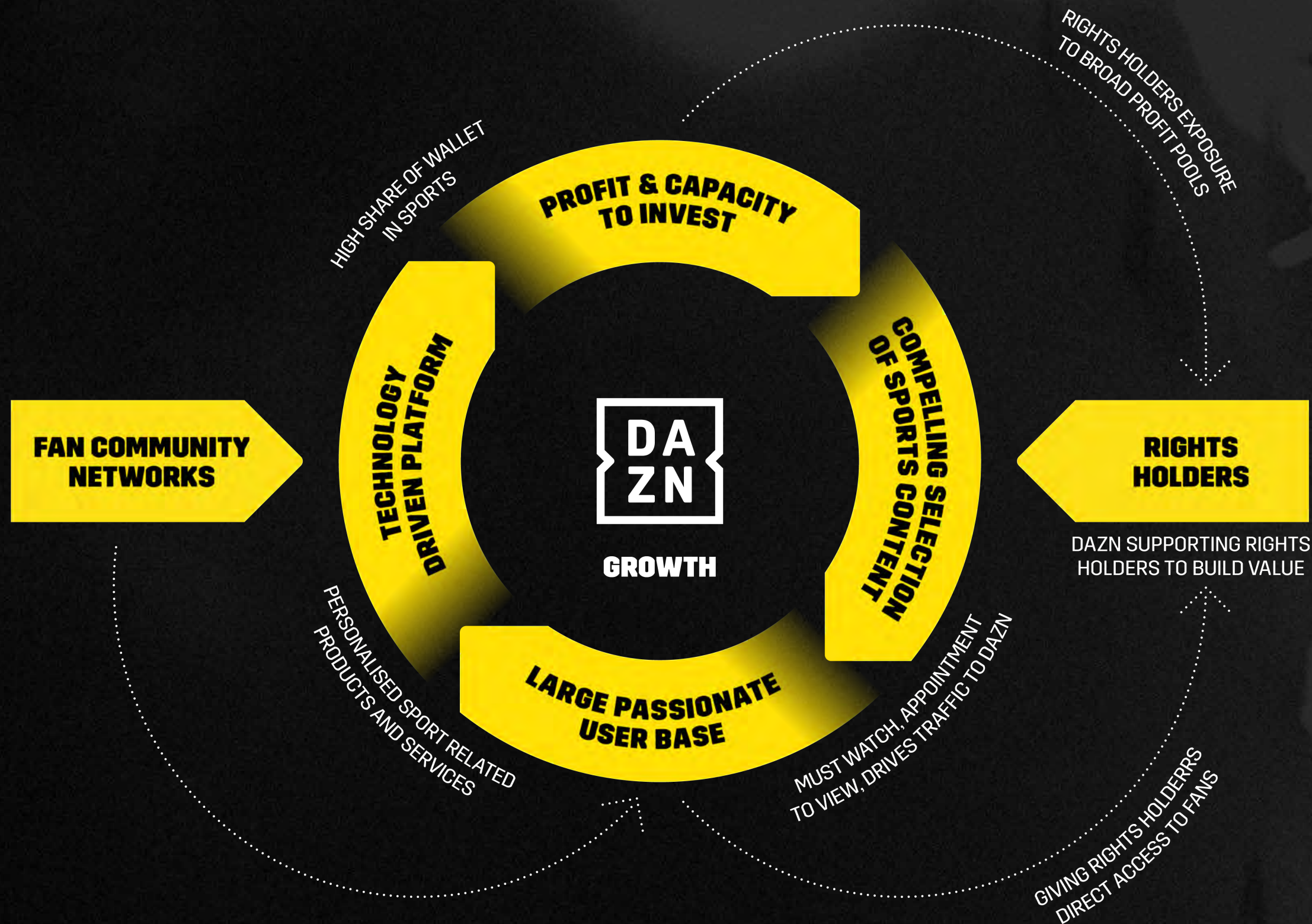
SHAY SEGEV
CEO, DAZN GROUP

**WE ARE EXPLORING NEW OPPORTUNITIES
IN ADVERTISING AND CONTENT
CREATION AS WELL AS GAMING AND
SPORT-RELATED COMMERCE**

**OUR GOAL IS SIMPLE:
TO BRING EVERY FAN
CLOSER TO THE BEATING
HEART OF SPORT**



BUSINESS MODEL AND FINANCIAL OBJECTIVES



I am hugely excited by the opportunity in front of DAZN.

DAZN operates in the vast and growing sports entertainment space, which – in addition to broadcast subscriptions – encompasses on-and-off-platform advertising, betting and gaming, and a range of e-commerce opportunities. This is an addressable market for DAZN of \$400 billion by 2027.

There is so much to play for – both in terms of expanding into new geographical markets and in broadening our offering to provide the services and products fans want to spend their time and money on alongside our live sports streaming service.

DAZN has made significant investments in the business in recent years – acquiring content, building our global technology platform, and developing our growth proposition, or flywheel. In our existing core markets, we are already seeing this flywheel delivering.

Our broad selection of sporting content, which includes some of the most popular local and global sports, is very effective at bringing customers to DAZN. There is no doubt that sport is one of the biggest passions of billions of people around the world; something in which they are prepared to invest significant time and money in to enjoy, share and transact.

Sports fans have a high willingness to pay and, in 2022, DAZN was successful in growing revenue through improving the monetisation from our customer base. We introduced different plans around our core subscription model with content tiering, multiple device access and pay-per-view at price points that better reflect the premium nature of our offer. In 2023 we will continue optimising our proposition creating different price points, and options to extend or upgrade the experience and content.

Sports fans are also one of the most sought-after demographics for advertisers. In 2022, DAZN created more ways for brands to reach our customers, both on and off our platform. We achieved this by continuing to integrate more sophisticated advertising technology and using greater automation.

Thanks to these efforts, in 2022 our revenue reached \$2.3 billion, ~70% growth YoY using like-for-like exchange rates. There is much more upside to realise. We will continue to develop our revenue model and build an increasingly comprehensive set of sport related experiences, products and services that will help us further expand our customer base, increase our revenue and progress to profitability. In late 2022, we began this journey by launching betting in UK, Spain and Italy and we expect to continue adding a broader set of services for customers through 2023.

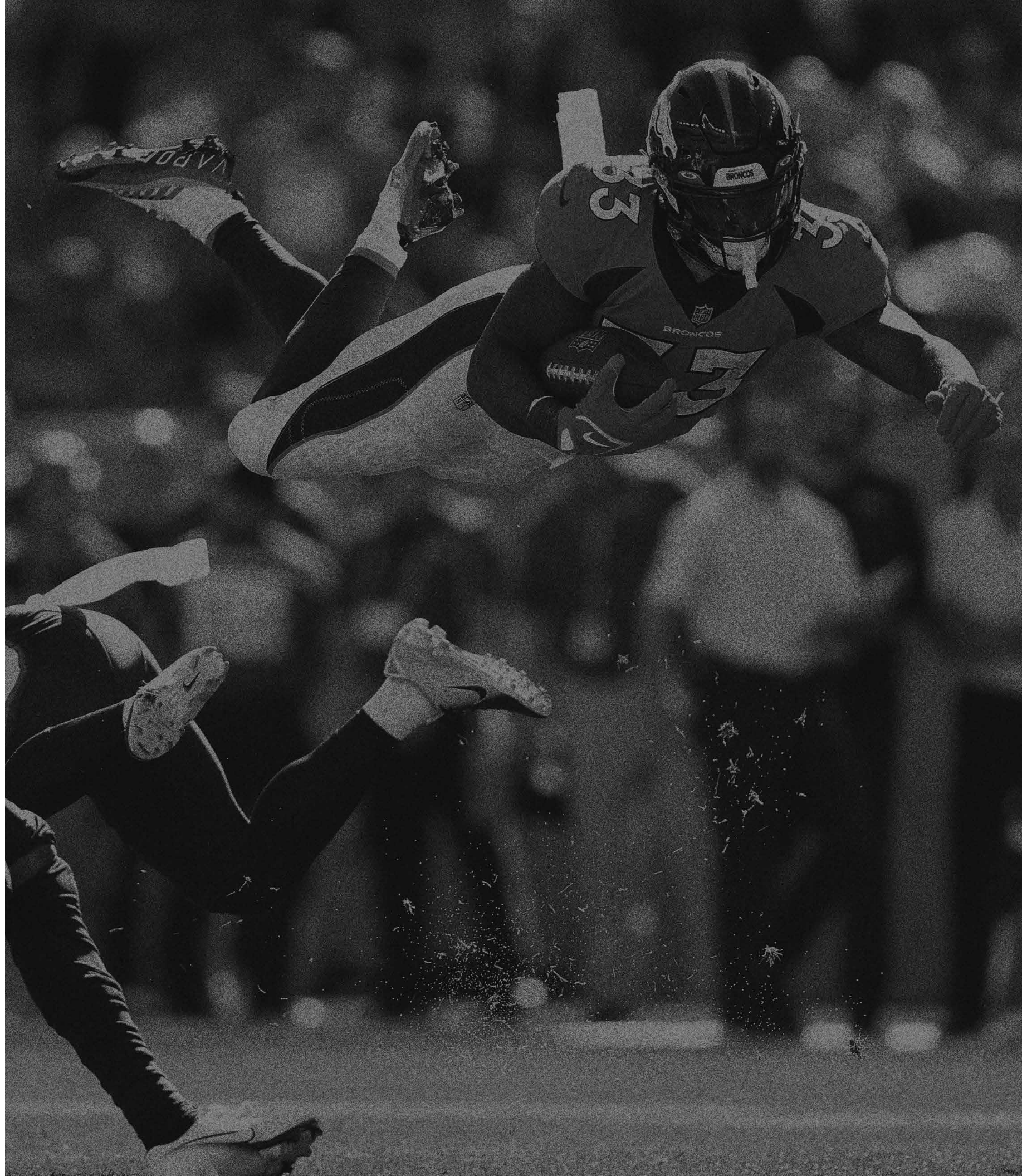
By aggregating more sports experience and services together for customers we aim to deliver more value for sports fans that we know they are willing to pay a premium for. This is important for our long-term success. As a platform with a high degree of operational leverage, with fixed costs on content in each market, and a global technology platform supporting each market, this growth in monetisation has a high contribution to the business. This will accelerate our capacity to generate cash and further invest in the business. That investment will be used to deliver more content in more markets, and accelerate the pace of our growth, reach and ability to create the products and services consumers want.

As CFO, over the last 12 months I have been focused on driving the business to achieve profitability both in our markets and at a group level, while ensuring we are also progressing our longer-term goal of building a global destination for sports fans.

Our aim as a business is to be on a profitable run-rate by the beginning of 2024, which is both exciting and achievable. At that point we will be delivering a sustainable business that is still primarily driven by subscription and advertising in our current markets, meaning there is a significant amount of upside potential. We will be in position to deliver more value to customers in each of our markets through our aggregation of products and services, while also having the capabilities to expand and deepen our global presence.

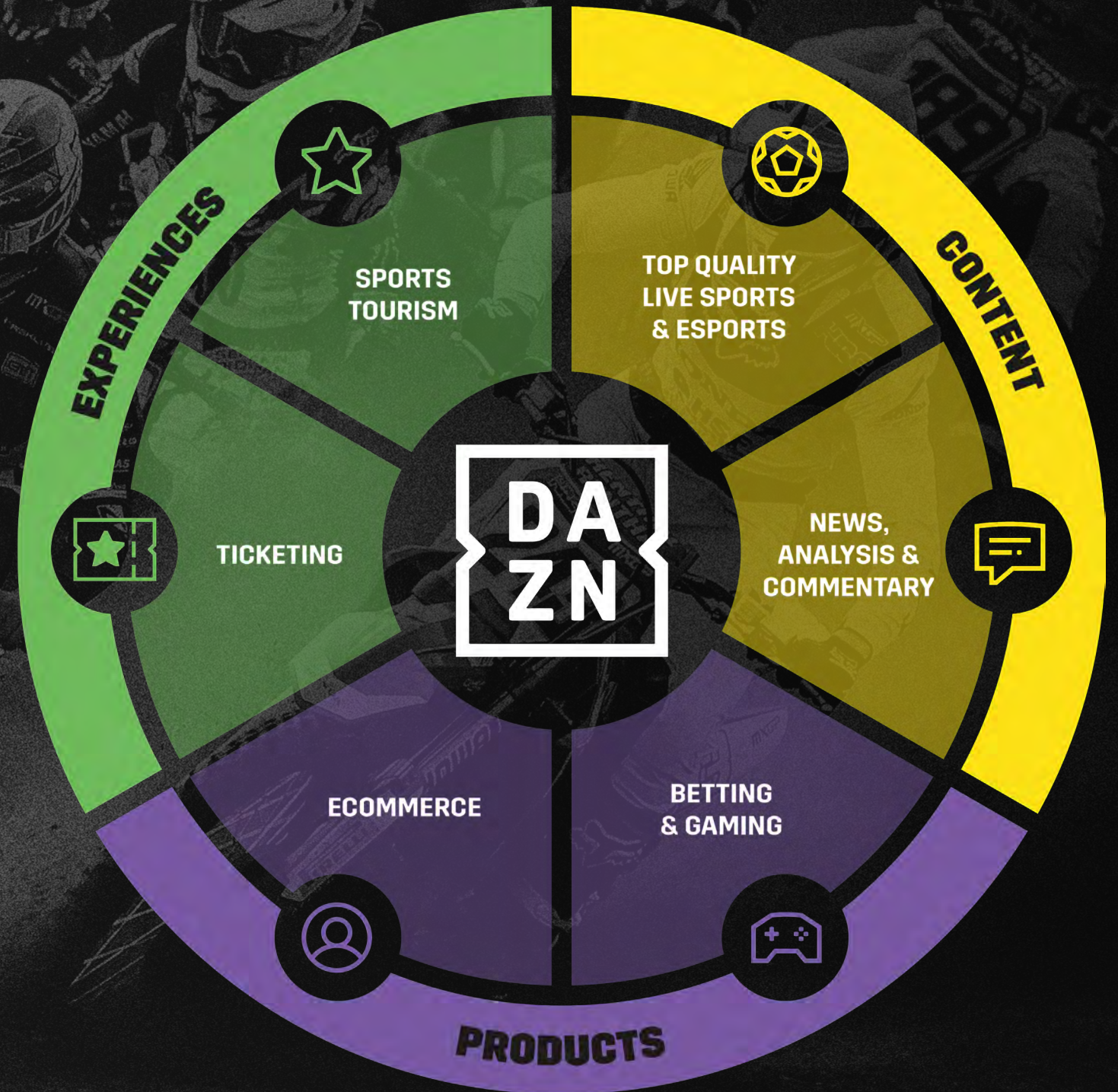
We are optimistic about what DAZN will achieve in 2023 - we have invested in our fundamentals of content and technology, built strong foundations, are delivering a service that our customers are passionate about and value, and we have a clear plan to innovate, scale and execute.

DARREN WATERMAN
CFO, DAZN GROUP



**A VALUE PROPOSITION FOR FANS,
RIGHTS HOLDERS, AND THE BUSINESS**

**DAZN IS A LEADING DISRUPTOR IN THE
INDUSTRY, BUILDING A GLOBAL PLATFORM
FOR SPORTS FANS – COMBINING SPORTS
CONTENT, PRODUCTS AND EXPERIENCES.**



OUR TECHNOLOGY



**THE ONLY
LIMIT IS OUR
IMAGINATION**



DAZN's continued investment in products and services is underpinned by our world-leading technology. Our OTT, app-based delivery marks us out as having the scale and capability to meet the demands of a new generation of sports entertainment consumers as well as being able to forge meaningful and long-term partnerships with rights holders. This allows for a whole new way of interacting with their fans, capturing their love for sport, and serving more of what they want. It opens up endless possibilities and opportunities.

DAZN's platform can integrate new trends and technologies as they evolve – making us far more agile and future proof. But also, able to deliver at scale. We now have over 130 million devices connected, and that gives us not only the capability to deliver fantastic sports content to our customers in the ways they want, but also to learn from how they are consuming it, so we can constantly refine and create better products and services.

Mercury, our video player has been released across all devices and geographies, has brought a more consistently delivered and vibrant experience to fans around the world. Our continued investment, while maintaining legacy functionality, creates the ideal player experience for core and growth markets alike.

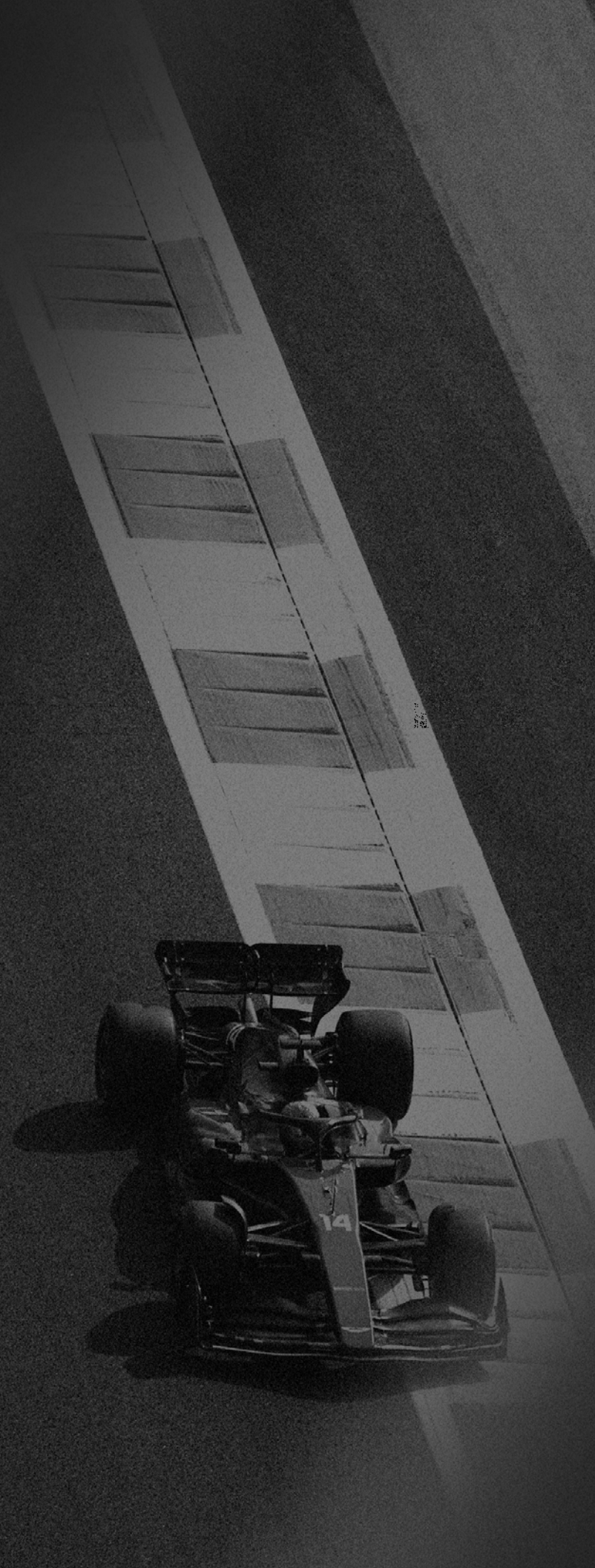
Our dedicated innovation Lab, DAZN X, has been launching next generation features to take customer engagement to new heights. We are developing technology that will deliver watch parties at scale, an in-app second screen experience, fun with influencers, multiple commentary options, and enhanced social and sharing functions.

We use these insights and our self-learning algorithms to make informed product decisions and deliver a hyper-personalised customer experience. This will also further enhance our offer to our rights holders, partners and advertisers, as we roll out programmatic advertising and develop more and deeper technology and distribution partnerships.

We continue to build our technical teams across all our development hubs in Poland, Holland and the UK, and have set up a dedicated centre in Hyderabad to build in additional capacity, which will enable us to deliver more and faster.

SANDEEP TIKU
CTO, DAZN GROUP

KEY EVENTS IN 2022



JAN

DARREN WATERMAN APPOINTED AS CHIEF FINANCIAL OFFICER

Darren Waterman joins DAZN from Amazon Prime Video as Chief Financial Officer.



ACCESS INDUSTRIES BACKS DAZN GROUP TO CONTINUE GROWTH

DAZN Group announces recapitalization worth \$4.3bn. Investment by Access Industries follows a strong year which saw DAZN broadcast an increasing number of tier-1 domestic rights in Europe.



FEB

DAZN MOMENTS: NFT LAUNCH IN JAPAN

DAZN began a foray into non-fungible tokens (NFTs) in partnership with MIXI, known as “DAZN Moments”, in partnership with the J League.



NEW PRICING INTRODUCED IN JAPAN

12 month contracts and new pricing introduced in Japan.



FRANCO BERNABE APPOINTED SENIOR SPECIAL ADVISOR

Distinguished Italian businessman Dr Franco Bernabe joins DAZN as a Senior Special Advisor



DAZN APPOINTS STEFANO AZZI AS CEO OF ITALIAN OPERATIONS

Stefano Azzi joins DAZN as the first dedicated CEO of its Italian business.



MAR

DAZN AND MOVISTAR PLUS REACH DISTRIBUTION AGREEMENT FOR LALIGA

Following DAZN and Telefonica confirming a sub-licensing agreement for domestic rights to LaLiga, DAZN closes a non-exclusive distribution deal with Movistar Plus+, making the LaLiga package available for Movistar Plus+ customers.



BOSCO ARANGUREN HIRED AS GENERAL MANAGER, SPAIN

Bosco Aranguren joins from Vodafone as General Manager, Spain ahead of the launch of LaLiga.



APR

DAZN ESTABLISHES PARTNERSHIP WITH PRAGMATIC GROUP

DAZN continues its mission to diversify the platform, establishing a partnership with Pragmatic Group.



ALICE MASCIA JOINS DAZN AS CEO, DACH

Alice Mascia appointed as CEO of DACH (Germany, Austria and Switzerland) to lead its operations, after holding senior roles at Foxtel and Sky Deutschland.



SANDEEP JOINS AS CHIEF TECHNOLOGY OFFICER

Sandeep joins from FTSE 100 company Entain as Chief Technology Officer to drive innovation and lead the next phase of platform development.



RECORD BREAKING WOMEN'S BOXING MATCH AT MADISON SQUARE GARDEN

Taylor vs Serrano becomes the most watched female boxing event broadcast ever in history. It sees an unprecedented audience, with 1.5 million people tuning in globally on DAZN across 170+ markets, setting a new women's boxing viewership record.



MAY

DAZN LAUNCHES PPV OFFERING GLOBALLY

Canelo vs Bivol billed as the 'Legacy is Earned' fight, an epic clash between 4-division world champion, Canelo Álvarez, and defending WBA light heavyweight champion, Dmitry Bivol, with Bivol prevailing as the winner by unanimous decision.



WOMEN'S CHAMPIONS LEAGUE FINAL

The UWCL final sees a record setting live cumulative viewership of 4.1 million globally across DAZN, DAZN's UWCL YouTube channel, and 11 free-to-air channels in Europe. This marks a 56% increase in audience compared to last season's final.



JUN

ANTHONY JOSHUA BECOMES A DAZN BRAND AMBASSADOR

Ground-breaking deal struck with Anthony Joshua, seeing the two-time former unified world heavyweight champion join DAZN as a brand ambassador and all his future fights broadcast on DAZN's sport entertainment platform to customers worldwide.



JUL

PETE OLIVER JOINS DAZN AS CHIEF MARKETING OFFICER

Pete Oliver joins DAZN as Chief Marketing Officer from BT Sport, to lead the group's global marketing activities and teams, and its distribution partnerships.



NEW PROPOSITION LAUNCHES IN ITALY GERMANY AND SPAIN

Ahead of the start of the football season in Italy, Germany and Spain, new proposition launches are introduced.



AUG

LALIGA LAUNCHED ON DAZN

DAZN consolidates its position in the Spanish market, launching LaLiga on the platform and broadcasting 175 LaLiga matches per season over the next five seasons.



DAZN LAUNCHES MF & DAZN: X SERIES WITH MISFITS BOXING

DAZN launches an innovative crossover boxing series, in partnership with KSI and his promotional company Misfits Boxing under the billing “MF & DAZN: X Series”. KSI vs Swarmz/Pineda was the first fight as part of this series.



DAZN BET LAUNCHES IN THE UK

DAZN cements its mission of the diversification of the platform, launching a sports betting service in the UK under the DAZN Bet banner, with Mark Kemp as CEO.

SEP

DAZN STRIKES AGREEMENT TO ACQUIRE ELEVEN SPORTS AND TEAM WHISTLE

DAZN strikes agreement to acquire ELEVEN Sports and Team Whistle, expanding its position in parts of Asia and Europe, and in global sports streaming rights and technologies, building bigger and younger audiences through its short-form content.



DAZN BUILDS ITS WOMEN'S SPORT PORTFOLIO IN KEY MARKETS

DAZN acquires global broadcasting rights to Finetwork Liga F, adding to its growing repertoire of women's football offering.



DAZN LAUNCHES MERCH STORE IN DACH

DAZN launches its first e-commerce offering with the DAZN Store in DACH, where fans can purchase exclusive DAZN branded collections and fan merchandise from the world of sports and entertainment via the DAZN Store.



FIRST FIGHT ATTRACTING AN AUDIENCE OF 2M GLOBALLY

Highly anticipated trilogy fight takes place between Canelo Alvarez and Gennady “GGG” Golovkin takes place, which is the biggest PPV event to date, attracting an audience of 2m globally.



OCT

DAZN PARTNERS WITH PROFESSIONAL FIGHTERS LEAGUE

DAZN and Professional Fighters League agree to a joint venture to create PFL Europe, which when launched in 2023, will be the first regional league ever from a global provider of MMA.



RONALDO 'EL PHENOMENON' PREMIERE

DAZN host the Ronaldo 'El Phenomenon' Premier in Madrid accompanied by stars including Vinicius Jr. Rodrygo, Militao, Carlo Ancelotti, Florentino Pérez and legends David Villa and José María Gutiérrez 'Guti'.



DAZN BET LAUNCHES IN SPAIN

Following the launch of DAZN Bet in the UK in August, DAZN launches in Spain.



NOV

DAZN STRIKES KEY PARTNERSHIP DEALS

DAZN strikes partnership deals with Foxxum OS, Hisense TVs and Philips TV and Sound.



TECH SOLUTION OF THE YEAR

DAZN wins Tech Solution of the Year at Sports Pro OTT Summit in Madrid.



DEC

DAZN BET SOFT LAUNCHES IN ITALY

Following the launch of DAZN Bet in the UK and Spain, DAZN soft launches in Italy.



DAZN LAUNCHES DAZN FAST CHANNELS IN GERMANY

DAZN launches its first free-to-air linear streaming channels DAZN FAST+ and DAZN FAST. They are the first premium sports FAST channels in Europe and initially are available in Germany respectively on Samsung TV Plus and on waipu.tv.



