

4.1 – EXECUTIVE SUMMARY

Platform Provider and primary Applicant Sports Information Services LTD (“Kambi”), Operator Penn Sports Interactive, LLC, subsidiary of Penn National Gaming, Inc. and operator of the Barstool Sportsbook (“Penn”), and Operator FBG Enterprises, LLC, subsidiary of Fanatics, Inc. and operator of the Fanatics Sportsbook proudly submit this Application (“Bid” or “Application”) in response to the Request for Applications submitted by the New York State Gaming Commission (“Commission”).

Kambi, Penn, and Fanatics establish in this Application that Barstool Sportsbook and Fanatics Sportsbook, both supported by Kambi’s industry leading sports wagering platform, will uniquely carry the New York online sports wagering market to heights that cannot be reached in their absence. Kambi, Penn, and Fanatics will bring to New York a safe and responsible sports wagering market that provides its New York customers with an unmatched entertaining sports wagering experience. In so doing, Kambi, Penn and Fanatics will optimize the opportunity to generate significant revenue for the state on a long-term, sustainable basis.

This Application offers a unique opportunity for the Commission and the State of New York. Kambi, Penn and Fanatics possess multiple unique and valuable assets that other platforms and operators simply cannot replicate. The unrivalled New York customer databases developed by both Penn and Fanatics are crucial for the New York State mobile wagering market is to reach its full potential. As the Application demonstrates, including this Consortium in the New York will create nearly one billion dollars of *incremental* tax revenue for the State over the next ten years.

Consortium members

Kambi is the world’s preeminent Sports Wagering Platform and has been developing and providing legal and regulated sports wagering solutions for more than two decades. Kambi provides its odds making, risk management, compliance capability, and technical platform, among other services, to some of the world’s leading sports wagering brands, including the Barstool Sportsbook and Fanatics Sportsbook, and operates across six continents and more than 35 regulated markets, including 14 states in the United States.

Kambi’s offerings and wager catalog are broad and expansive, providing Operators with countless events and forms of wagers, subject to compliance with all applicable laws and regulations. Kambi was founded on the principles of fairness, compliance, and integrity, operating only in territories where sports betting is not prohibited and Kambi is able to act as a guard of the integrity of sports wagering operations. Kambi’s capabilities are crucial to creating a sustainable marketplace in New York State and without Kambi’s protections, which benefit all operators, New York risks losing the confidence of patrons across the state.

Penn is an industry leading, diversified, multi-jurisdictional owner and operator of casinos, race tracks, and interactive offerings, including sports betting, online casino, social casino, and online pari-mutuel horse wagering. Penn owns, operates, or has ownership interests in 42 gaming and racing properties in 20 states and features approximately 50,000 gaming machines, 1,300 table games, 22 retail and online sportsbooks and online casinos, and 8,800 hotel rooms. Penn has been operational in the regional gaming industry since 1972 and Penn’s interactive gaming division (Penn Interactive, LLC or “PI”) operates retail and online sportsbooks and online casinos through its real money gaming subsidiary, Penn Sports Interactive, LLC. By the

end of 2021, Penn anticipates that it will operate approximately 23 retail sportsbooks in 10 jurisdictions and online sportsbooks in at least 10 jurisdictions. Penn operates its sports wagering and online casino offerings under the brand “Barstool Sports”. In 2020, Penn acquired an equity stake in New York’s own Barstool Sports, Inc. (“Barstool”). Barstool, a leading digital sports, entertainment, lifestyle and media company headquarters in New York City, and Penn have created a strategic relationship where Barstool exclusively promotes Penn’s gaming offerings to its uniquely New York audience. In addition, Penn recently announced it will acquire theScore, a leading sports media app in Canada and the United States. This strategic acquisition reinforces Penn’s strategy of using media to drive organic customer acquisition, which will significantly grow the New York sports wagering market in a way no competitor can match.

Fanatics is building the leading global digital sports platform to serve the real-time expectations of fans living in today’s 24/7 mobile-first economy. Through vertical commerce, which combines cutting-edge technology, on-demand manufacturing, exclusive deals with leagues and teams, and an agile supply chain, Fanatics has revolutionized the way fan merchandise is distributed worldwide. Part of this success has seen Fanatics build a vast customer database and strong brand in the State of New York and Fanatics will leverage these valuable assets, in addition to others, to bring a market-leading sports wagering product to a wider audience. In launching the Fanatics Sportsbook, Fanatics has assembled a management team brimming with sports wagering industry experience.

Penn and Fanatics have also entered into a strategic alliance with the Saint Regis Mohawk Tribe, which includes not only a 5% revenue share but also a minimum guaranteed annual payment of \$2.5 million regardless of Penn and Fanatics performance in the New York market.

Expertise in the market

The combined expertise of, and experience within, the sports wagering vertical between Kambi, Penn and Fanatics is vast. The Kambi business is 100% focused on sports betting and will be the only true sports betting specialist to apply to become a Sports Wagering Platform provider through this RFA process (see 6.2.A. Expertise).

Since launch, the Barstool Sportsbook has proven its ability to grow market share rather than exclusively cannibalize the revenue through easily replicated media buys. The Barstool Sportsbook’s presence in New York will increase the size of New York’s sports wagering market. (see 6.2.B. Expertise).

The Fanatics sportsbook will apply Fanatics proven marketing acumen, coupled with the sports wagering industry knowledge of its leadership team, to the sports betting vertical. The Fanatics Sportsbook will be led by Matt King, who transformed FanDuel from a fantasy sports operator to an early leader in the nascent US sports wagering space. Fanatics has built a customer database of sports enthusiasts which exceeds the databases of DraftKings and FanDuel combined. This database, coupled with its marketing expertise, will enable Fanatics to realize lower customer acquisition costs, and these savings will be reinvested back into product and other areas to optimize revenue throughout the length of the license period.

Integrity, sustainability, and safety of the Mobile Sports Wagering Platform

Kambi is the leading Sports Wagering Provider in the industry, trusted by more top tier operators than any other to be their sports wagering partner. Kambi has been in operation since before the turn of the century, initially as an in-house sportsbook, and in 2010, as jurisdictions began to regulate sports betting on a local level, Kambi became a pure B2B Sports Wagering Platform provider, and is now active in more regulated markets than any other competitor. Kambi also operates to the highest security standards and has long been ISO27001 and WLA-SCS certified.

Kambi offers further safety in the measures it takes to minimize corruption and protect the integrity of sports. Kambi's vast player network means it is in a uniquely advantageous position in this regard, as Kambi is able to monitor betting patterns on a global level and is regularly first to raise alerts and remove betting markets under suspicion. As such, this consortium's presence in the New York State mobile wagering market would provide the entire market with a crucial early warning system that would minimize activity that could potentially damage the integrity of sport and the confidence of the public.

Past experience of the Applicant and the Applicant's proposed operators

Kambi's experience dates back to 1997 and now has more than 30 operator partners leveraging its high-performance and regulatory compliant sportsbook. In 2018, following the repeal of PASPA, Kambi was trusted by the New Jersey Division of Gaming Enforcement to process the first regulated online sports wager in the United States. To date, Kambi has amassed 10 market first launches across the 14 states in which it has launched, including in the State of New York. Of those 14 states, Kambi and Penn offer sports wagering in eight, with that number to increase to 11 ahead of the forthcoming football season.

Penn launched the inaugural online Barstool Sportsbook in Pennsylvania in September 2020, and has since launched in Michigan, Illinois, and Indiana, with an aim of adding six states by the end of 2021. During this time, Penn and the Barstool Sportsbook have proven their ability to drive incremental revenue, rather than simply cannibalizing competitors.

Fanatics has established a sportsbook leadership team with a wealth of experience in the sports wagering and igaming industry. In addition to Matt King, the company's management team also consists of Scot McClintic and Ari Borod. Scot served in senior roles at Paysafe and Barstool Sportsbook & Casino, where the Barstool Sportsbook app became the fastest downloaded sports betting app in US history at launch. Fanatics will also leverage the Strive Gaming Player Account Management (PAM) system, which brings years of gaming experience, including providing the PAM for the Belgian National Lottery's sportsbook product.

Advertising and promotional plans

If the New York State sports wagering market is to reach its full potential, it is crucial market participants can reach consumers in a variety of innovative methods. Penn and Fanatics, have the potential to grow the market in ways in which are unavailable to other operators.

To date, operators have been involved in an aggressive marketing battle for what are effectively the same cohort of bettors – those attracted by free bets and bonuses marketed in easily replicated 'spray and pray' fashion on billboards or in TV advertisements. While this advertising and promotional strategy has merit, it is a well-trodden path by most of the major

operators that fails to address the significantly large group that consume sports and sports betting in alternative ways.

The Barstool Sportsbook is the only United States operator that is fully integrated with an industry leading media company, Barstool Sports, Inc., which makes it uniquely positioned to grow the New York sports betting market. By leveraging the Barstool Sports media brand, the Barstool Sportsbook has a proven ability to acquire customers much more efficiently than its competitors and reach an audience that its competitors simply cannot reach.

Fanatics is also uniquely positioned to perform an efficient and successful roll out in New York, drive immediate growth through already existing channels and paid advertising, and sustain long-term performance through its loyalty and rewards programs. The use of Fanatics' advantages, which include a considerably large database of sports consumers and a well-established brand with far-reaching digital and retail assets, is essential for New York advertising. The existing Fanatics site and commerce platforms present real estate where Fanatics can target its customers for sports betting conversion without spending incremental dollars. In other words, Fanatics generates over 700 million annual site visits and 6.6 billion page views without having to spend extra dollars on sports betting acquisition. Accordingly, Fanatics can focus its spend on other channels, allowing it to reach more people than other operators for the same price (see 5.6, Advertising and Promotional Plans).

Applicant's efforts to foster racial, ethnic and gender diversity in applicant's workforce and each of the applicant's proposed operators' workforce

Kambi, Penn and Fanatics all operate robust diversity and inclusion policies aimed at fostering racial, ethnic and gender diversity. From Kambi's global presence, to Penn's Diversity Committee, to Fanatics' IDEA (Inclusion, Diversity, Equality and Advocacy) initiative and REFORM Alliance, the focus is on ensuring a culture and environment where all team members, regardless of their differences, feel like they truly belong.

Other factors impacting revenue of the state

The Barstool Sportsbook's and Fanatics Sportsbook's presence in New York will not only allow the State to reach its market potential, it will uniquely expand the sports wagering market in New York by bringing their incremental sports fans (and revenue) into the tax base. First and foremost, Barstool Sportsbook and Fanatics Sportsbook represent the only two operators that will grow the sports wagering market in New York rather than simply stealing competitor market share. Second, the Barstool Sportsbook and the Fanatics Sportsbook are uniquely New York - with Barstool and Fanatics both headquartered in New York. Third, Penn and Fanatics are extremely stable businesses with positive cash flows and a clear path to profitability, ensuring longevity and staying power in the State. Last, Penn and Fanatics are highly diversified businesses with large existing databases and multiple revenue streams, providing competitive advantages in user economics and the ability to leverage existing assets to complement their online sports betting businesses.

Kambi, Penn, and Fanatics respectfully present this Application to the Commission for consideration and are grateful for the efforts of the Commission to make the New York sports wagering market as successful as possible. Kambi, Penn and Fanatics look forward to operating in New York and welcome any questions the Commission may have in relation to this Application.

PLATFORM APPLICANT INFORMATION

4.2 NAME OF APPLICANT

The Applicant's full name as it appears on the Applicant's certificate of incorporation, charter or other official formation document (as amended), as well as any D/B/A or trade names.

Sports Information Services Limited D/B/A Kambi

4.3 CONTACT PERSON

The name, title, email address and telephone number of the individual to be contacted for the Applicant in reference to the Application.

Name: Sarah Robertson

Title: VP of Sales

Email: [Confidential Information - Redacted]

Tel: +[Confidential Information - Redacted]

4.4 LOCATION OF THE APPLICANT'S PRINCIPAL PLACE OF BUSINESS

The street address, city, state, zip code and telephone number for the Applicant's principal place of business, as well as the URL for any website maintained by or for the Applicant.

Address:

Level 3, Quantum House

Abate Rigord Street

Ta' Xbiex

Malta

XBX1120

TEL: +356 2131 5514

Website: www.kambi.com

4.5 TYPE OF BUSINESS FORMATION

The type of business entity under which the Applicant is formed (e.g., corporation, limited liability company, partnership), the state (or other jurisdiction) of formation and the Federal Tax Identification Number (also known as the Federal Employer Identification Number). Attach evidence of the entity's current ability to conduct business (e.g., certificate of good standing, certificate of status) from the state (or other jurisdiction) of formation as of a date not earlier than 10 days prior to the submission of the Application.

Sports Information Services Limited

- Sports Information Services Limited is a limited liability company incorporated under the laws of Malta (Companies Act 1995).
- Sports Information Services Limited is owned by Kambi Group Plc which is listed on the First North at Nasdaq Stockholm Sweden.
- Federal Employer Identification Number – [Confidential Information - Redacted]
- Certificate of Good Standing – **please see Exhibit A**

4.6 TABLE OF OWNERSHIP

A full and complete ownership chart for the Applicant and its affiliates including percentage ownership interests in the Applicant by its respective direct and indirect owners, illustrating the ultimate beneficial owners. For a publicly held company, disclosure of owners may be limited to owners owning five percent or more of the publicly held company.

Sports Information Services Limited

Shareholder	Percentage Held	Description of ownership/rights
Kambi Group PLC	[Confidential Information - Redacted]	[Confidential Information - Redacted]
[Confidential Information - Redacted]	[Confidential Information - Redacted]	[Confidential Information - Redacted]

Owners with a 3% or more shareholding in Kambi Group PLC

Name	Number of Shares	Capital Share
Veralda Investment Ltd	5,428,564	17.53%
Avanza Pension	1,297,185	4.20%
Keel Capital	1,216,743	3.94%
Second Swedish National Pension Fund	1,042,817	3.37%
Norges Bank	935,726	3.03%

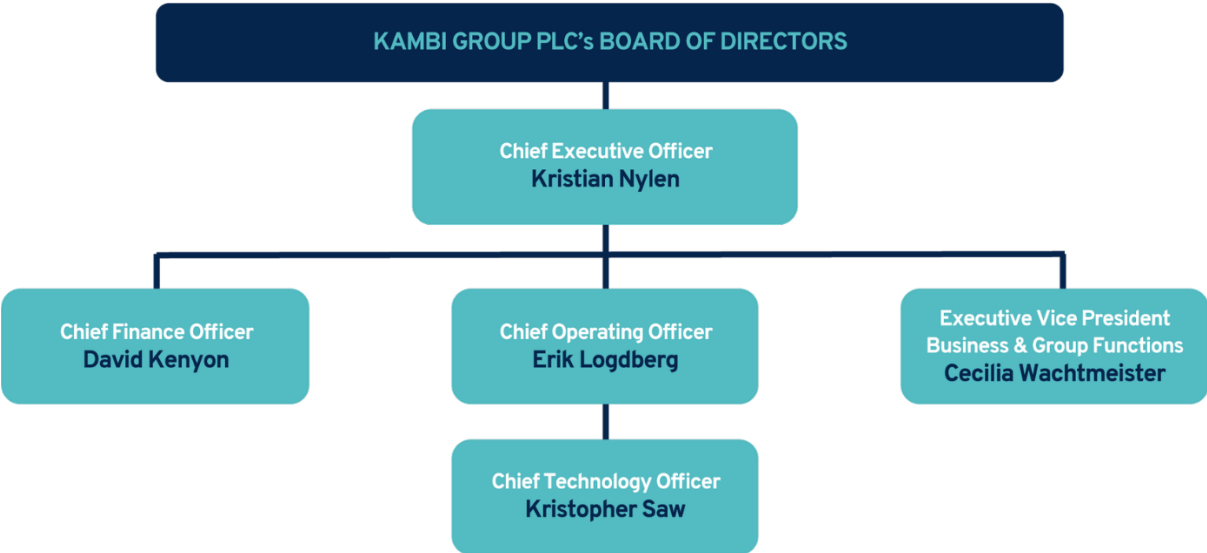
The table of information above is correct as of August 5th, 2021. The up-to-date ownership structure of Kambi can be found on Kambi's Investor Relations page.

4.7 ORGANIZATIONAL CHART

An organizational chart of the Applicant including all key employees anticipated to be licensed as such pursuant to Appendix A: Draft Regulation Part 5330 of the Commission’s regulations, when adopted.

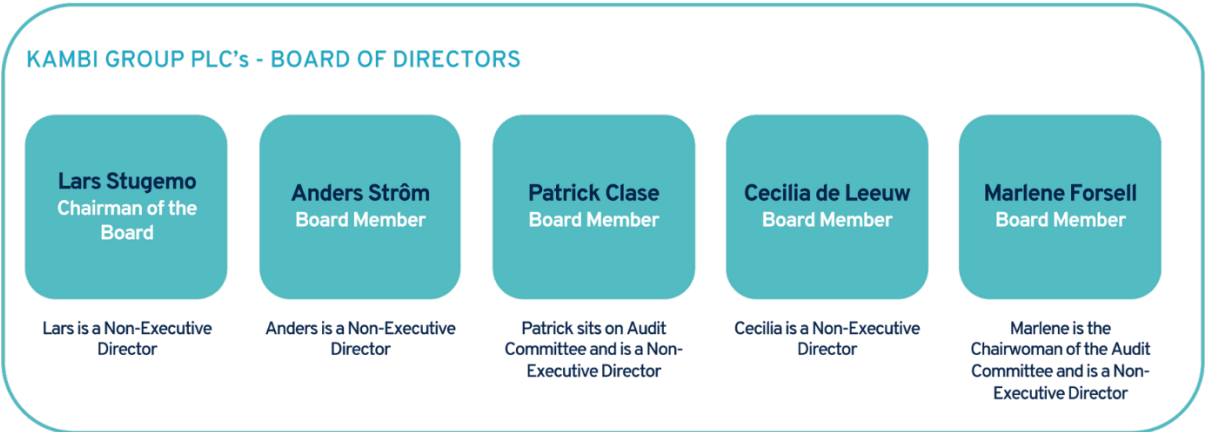
Please see below:

Organisational Structure – Kambi - Officers



* Organisational structure applicable to all subsidiaries of the Kambi Group

Organisational Structure – Kambi - Directors



* Organisational structure applicable to all subsidiaries of the Kambi Group

4.8 NAMES, ADDRESSES AND EXPERIENCE OF DIRECTORS AND OFFICERS

The name, address, and title of each Director or General Partner of the Applicant and each officer and proposed key employee of the Applicant, within the meaning of Appendix A: Draft Regulation Part 5330 and resumes or C.V.s of all principals and known individuals who will perform executive management duties or oversight of the Applicant.

	Name	Address	Title
1.	Anders Strom	[Confidential Information - Redacted]	Board Member
2.	Cecilia Wachtmeister	[Confidential Information - Redacted]	Executive Vice President Business & Group Functions
3.	David Kenyon	[Confidential Information - Redacted]	Chief Financial Officer
4.	Erik Logdberg	[Confidential Information - Redacted]	Chief Operating Officer
5.	Kristian Nylen	[Confidential Information - Redacted]	Chief Executive Officer
6.	Kris Saw	[Confidential Information - Redacted]	Chief Technology Officer
7.	Lars Stugemo	[Confidential Information - Redacted]	Chairman of the Board
8.	Marlene Forsell	[Confidential Information - Redacted]	Board Member / Chairman of the Audit Committee
9.	Patrick Clase	[Confidential Information - Redacted]	Board Member

Please find C.V.s enclosed for each of the above individuals at **Exhibit B**.

4.9 LOBBYIST REGISTRATION REQUIREMENT

PML Section 1329 requires each lobbyist seeking to engage in lobbying activity on behalf of a client or a client's interest before the Commission to first register with the secretary of the Commission. While this obligation falls to the lobbyist, Applicant identification of its lobbyists is requested.

[Confidential Information - Redacted]

[Confidential Information - Redacted]

PLATFORM APPLICANT INFORMATION

4.10 NAMES, ADDRESSES AND OWNERSHIP AND OTHER INTERESTS

The name and business address of each person or entity who or that has a direct or indirect ownership or other proprietary interest (financial, voting or otherwise) in five percent or more in the Applicant.

Name	Address	Number of Shares	Capital Share
Veralda Investment Ltd	[Confidential Information - Redacted]	5,428,564	17.53%

The information above is correct as of August 5th, 2021.

4.11 CONFLICTS OF INTEREST

A description of any relationship or affiliation of the Applicant or any of the Applicant's affiliates that currently exists or existed in the past five years with any member, employee, consultant or agent of the Commission that is a conflict of interest or may be perceived as a conflict of interest during the RFA process. Further, if any such conflict should arise during the term of the RFA process, the Applicant shall notify immediately the Commission, in writing, of such conflict. The Commission shall make the final determination as to whether any activity constitutes a conflict of interest pursuant to this provision. The Commission's decision shall be final; however, the Commission will not make any such decision without providing the Applicant with an opportunity to present comments. If an Applicant does not identify any direct or indirect conflict of interest, or perceived conflict of interest, at the time the Applicant submits the Applicant's Application, the Applicant shall state that no conflict or perceived conflict of interest exists with respect to such Application. If the Applicant identifies a conflict of interest or perceived conflict of interest, the Applicant shall disclose the conflict and the steps the Applicant will take to resolve such conflict.

On behalf of Sports Information Services Limited

We confirm, to the best of our knowledge, that neither Sports Information Services Limited nor any of its affiliates are presently (or within the past five years) engaged in any relationship or affiliation with any member, employee, consultant or agent of the Commission that may constitute a conflict of interest or may be perceived as a conflict of interest during the RFA process.

4.12 PUBLIC OFFICIALS

Submit a list of names, titles, addresses and telephone numbers of any public officials or officers or employees of any governmental entity, and immediate family members of any such public officials, officers or employees, to the extent known, who, directly or indirectly, own any financial interest in, have any beneficial interest in, are the creditors of, hold any debt instrument issued by, or hold or have an interest, direct or indirect, in any contractual or service relationship with the Applicant or their Affiliates. Also submit a statement listing all persons and entities not listed in the immediately preceding sentence who or that have any arrangement, written or oral, to receive any compensation from anyone in connection with the Application, the RFA process or the process of obtaining of a License from the State, describing the nature of the arrangement, the service to be provided and the amount of such compensation, whether actual or contingent.

On behalf of Sports Information Services Limited

(i) Public Officials

We confirm, that to the best of our knowledge, there are no public officials (or officers or employees of any governmental entity, and immediate family members of any such public officials, officers or employees) who directly or indirectly own any financial interest (or have any beneficial interest in, are the creditors of, hold any debt instrument issued by, or hold or have an interest, direct or indirect, in any contractual or service relationship) with/in Sports Information Services Limited nor any of its affiliates.

However, we note that the parent company Kambi Group Plc is a publicly traded company, listed on First North at Nasdaq Stockholm under the symbol "KAMBI". Accordingly, it is not possible to exclude with 100% certainty the possibility that any such person outlined above might have shares in Kambi Group Plc, whether directly or indirectly, particularly as Kambi Group Plc shares can be owned through a custody account and those will not be visible to anyone (except the custodian). However, we can confirm that no such person directly owns >1% of Kambi Group Plc shares.

(ii) Other Entities

As noted in response to Part 4.9 we have engaged [Confidential Information - Redacted]

[Confidential Information - Redacted]

4.13 CONTRACTS WITH THE STATE OF NEW YORK

Submit a list of any current or previous contracts that the Applicant or its affiliates has had with, and any current or previous licenses that the Applicant has been issued by or under, any department or agency of the State. Include the contract or license name and number and a concise explanation of the nature of the contract or license.

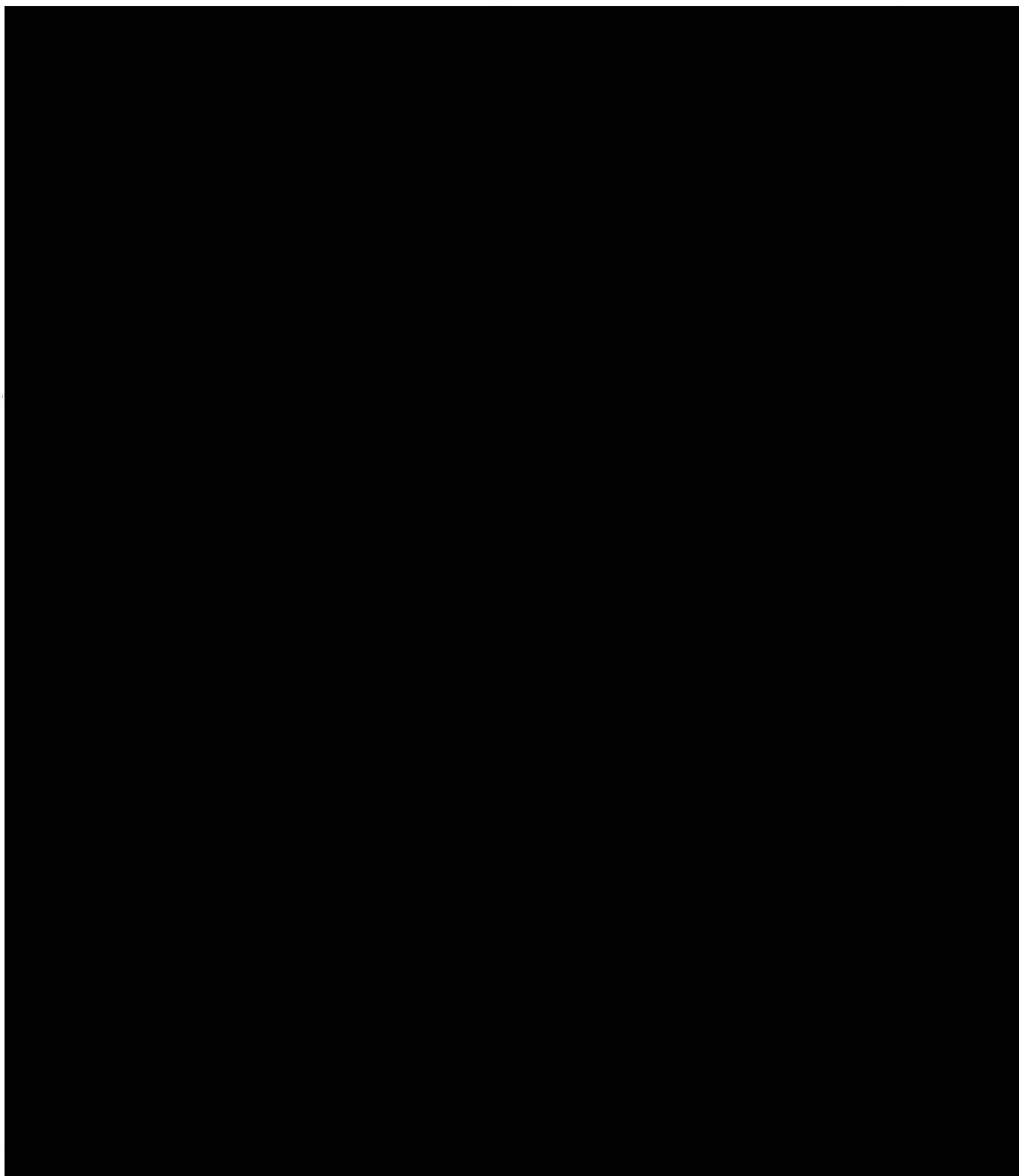
Sports Information Services Limited holds a Casino Vendor Temporary Licence (G3009) from the New York State Gaming Commission – granted on June 28th, 2019.

4.14 ORGANIZATIONAL DOCUMENTS

Submit, as applicable, copies of the following documents that apply to the Applicant or the Applicant's owners:

- A. certified copy of each relevant certificate of incorporation, articles of incorporation or corporate charter; **please see enclosed at Exhibit C**
- B. by-laws as amended through the date of the Application; **N/A**
- C. certified copy of its certificate of formation or articles of organization of a limited liability company; **please see enclosed at Exhibit C (as above for A.)**
- D. limited liability company agreement or operating agreement as amended through the date of the Application; **N/A**
- E. certified copy of each relevant certificate of partnership; **N/A**
- F. partnership agreement as amended through the date of the Application; **N/A**
- G. certified copy of each relevant certificate of limited partnership; **N/A**
- H. limited partnership agreement as amended through the date of the Application; **N/A**
- I. other legal instruments of organization; **N/A**
- J. joint venture agreement; **N/A**
- K. trust agreement or instrument, each as amended through the date of the Application; **N/A**
- L. voting trust or similar agreement; and **N/A**
- M. stockholder, member or similar agreement. **N/A**

Part 4 – Exhibit A



Malta Business Registry

AM Business Centre, Triq il-Labour, Żejtun, ZTN 2401, Malta
(+356) 22582300 | info@mbr.mt | www.mbr.mt

Part 4 – Exhibit B

Contact

www.linkedin.com/in/anders-strom-29a6818 (LinkedIn)

Top Skills

Business Development
Mobile Internet
E-commerce

Languages

Swedish (Native or Bilingual)
English (Native or Bilingual)
French (Elementary)

Anders Strom

Founder & Chairman of the Board at Veralda
London

Summary

Specialties: Strategy, business development, leadership & corporate governance.

Experience

Veralda AB

Chairman of the Board

December 2008 - Present (12 years 8 months)

Kambi Sports Solutions

Co-Founder & Director

January 2010 - Present (11 years 7 months)

Co-Founded Kambi with Kristian Nylén in January 2010 after developing the idea together during 2009. Member of the advisory committee from inception until the Initial Public Offering at Nasdaq OMX First North in June 2014. Since then a member of the Board of Directors.

Kindred Group PLC

23 years 8 months

Founder & Chairman of the Board

December 2016 - May 2021 (4 years 6 months)

Unibet Group plc changed name to Kindred Group plc on 6 December 2016.

Founder & Chairman of the Board

October 1997 - December 2016 (19 years 3 months)

In October 1997 Anders Ström founded what today is Unibet Group plc. He has held various positions during this time, as Managing Director, CEO, Business Development Director, Chairman and Director. Unibet Group plc changed name to Kindred Group plc on 6 December 2016.

Hattrick

Advisory Board Member

February 2008 - April 2012 (4 years 3 months)

Partner and member of Advisory Board with focus on Business Development of www.hattrick.org and www.popmundo.com, two of the world's most popular online games with a total of more than 5.6 million registered users of which 1.3 million active users. Hattrick was sold to Zattikka PLC in the UK in April 2012.

Trav- och Sporttjänst AB

Founder & Chief Executive Officer

August 1993 - September 1997 (4 years 2 months)

In 1993, Anders Ström founded what became the Trav- och Sporttjänsten group of companies. He was also the CEO of the group until 1997 when he decided to quit to set up a new company in the online gaming business.

Education

Karlstad University

Mathematics, Statistics & Economics · (1991 - 1993)

Contact

www.linkedin.com/in/cecilia-wachtmeister-8024b413 (LinkedIn)

Top Skills

Mobile Broadband

4G

3G

Languages

Swedish

English

Spanish

Cecilia Wachtmeister

Executive Vice President Business & Group Functions at Kambi
Stockholm Metropolitan Area

Summary

Experienced Head Of Global Sales with a demonstrated history of working in the information technology and services industry. Strong sales professional skilled in 4G, Universal Mobile Telecommunications System (UMTS), Go-to-market Strategy, Mobile Broadband, and Telco.

Experience

Smart Eye

Board Member

April 2019 - Present (2 years 4 months)

Gothenburg, Sweden

Kambi

Executive Vice President Business & Group Functions

January 2019 - Present (2 years 7 months)

Stockholm, Sweden and London, UK

HMS Networks

Board Member

April 2018 - Present (3 years 4 months)

Halmstad, Sweden

Ericsson

11 years

Vice President, Head of Group Sourcing

May 2017 - 2018 (1 year)

Stockholm, Sweden

Vice President, Head of Global Sales Industry & Society

July 2016 - April 2017 (10 months)

Stockholm, Sweden

Globally responsible (P&L) for all sales towards all non-telco operator customers. Including but not limited to all sales towards the energy, transport, public safety, automotive and maritime sectors.

VP Head of Global Customer Account Deutsche Telekom
June 2014 - June 2016 (2 years 1 month)

Globally responsible for all engagements and sales (P&L) towards Deutsche Telekom, with sales operations in 16 countries.

Vice President, Global Customer Accounts
June 2010 - June 2014 (4 years 1 month)

Member of the Sales & Marketing Leadership team and responsible for the governance, strategies and overall sales towards Ericsson's major Global Customer Accounts.

Director International Accounts
November 2007 - June 2010 (2 years 8 months)

Long term business development with special focus on business and marketing strategies. In addition focusing on tactical support where needed on key deals, performance management as well as continuous improved and simplified operational development

Sony Mobile Communications
VP Global Account Manager
May 2002 - September 2007 (5 years 5 months)

Global account responsible (P&L) for the international telecommunications operators France Telecom and Hutchison Wampoa. Responsibility including securing yearly sales of ordinary products as well as securing large frame agreements of customized and specifically developed handsets for each operator.

Clavister AB
VP Global Sales
May 2001 - April 2002 (1 year)

SW Company developing IT security technology. Responsible for the Sales department and its international expansion, setting up sales channels (distributors & resellers) in selected European markets.

Ericsson
10 years 5 months
VP Sales, Ericsson Sweden

June 2000 - May 2001 (1 year)

Sales responsible (KAM) towards the Swedish operator Europolitan (Vodafone),

Vice President

April 1997 - May 2000 (3 years 2 months)

Global Customer Account responsible (P&L) for Mexicos and Latin Americas largest telecom operator, America Movil. Managed to grow the business with sever 100% into one of Ericssons largest csutomers.

Various

January 1991 - March 1997 (6 years 3 months)

Various positions, including several managerial positions, in Ericsson.

Education

Linköping University

Msc, Industrial Engineering · (1987 - 1991)

Contact

www.linkedin.com/in/david-kenyon-2202ba35 (LinkedIn)

David Kenyon

CFO at Kambi Sports Solutions
London

Experience

Kambi Sports Solutions

CFO

July 2011 - Present (10 years 1 month)

Unibet

Head of Commercial Finance

October 2008 - June 2010 (1 year 9 months)

Contact

www.linkedin.com/in/erik-lögberg-4529893 (LinkedIn)

Top Skills

Online Gambling

Online Gaming

Erik Lögberg

COO på Kambi
London

Experience

Kambi

11 years

COO

March 2021 - Present (5 months)

Stockholm, Stockholm, Sverige

Deputy CEO

2010 - March 2021 (11 years)

Unibet Group

5 years 11 months

Head of Livebetting

July 2006 - December 2010 (4 years 6 months)

Trader

February 2005 - July 2006 (1 year 6 months)

Education

KTH Royal Institute of Technology

Master of Science (M.Sc.), Electrical and Electronics

Engineering · (1999 - 2004)

Contact

www.linkedin.com/in/k-nylen-kambi
(LinkedIn)

Kristian Nylén

CEO at Kambi
London

Summary

I joined Unibet in 2000 and by 2003 had assumed responsibility for Sportsbook operation, joining the management team.

In 2009 I worked with some of the current Kambi management team on a business plan to launch an outsourced sportsbook and upon the formation of Kambi in 2010 became CEO. We are now the leading Sportsbook supplier in the industry with operators across the globe and listed in 2014 on First North at Nasdaq Stockholm.

Experience

Kambi
Co-Founder and CEO
2010 - Present (11 years)

Kambi is a leading B2B provider of premium sports betting services to licensed B2C gaming operators. Our services provide an end-to-end solution for operators wanting to upgrade their existing Sportsbook operations and those looking to launch an innovative sports betting product for the first time.

Our services encompass a broad offering from a fully adaptable front-end user interface through to customer intelligence, risk management and odds compiling, all built on our in-house developed software

Contact

www.linkedin.com/in/kjsaw
(LinkedIn)

Top Skills

Agile Methodologies
Project Management
Business Development

Kris Saw

Chief Technology Officer at Kambi
Stockholm Metropolitan Area

Summary

I am entrepreneurial in spirit and this has led to me assume many roles thus far in my career, from hands on system integration, to suit wearing salesman. I thrive on challenges and enjoy the learning process these bring.

My core competence is technical architecture, building and scaling software systems. I have a track record of understanding the needs of a business model, and building a technical solution to support it.

I have worked with and lead multicultural teams across the world (Europe, USA, India, China) ranging in size from 2 to 50. I am skilled communicator and leverage this to share my passion for delivering great products.

Specialties: System Architecture and Integration, Project Management, Business Development.

Experience

Kambi

10 years 8 months

Chief Technology Officer

April 2020 - Present (1 year 4 months)

Head of IT Operations

December 2010 - April 2020 (9 years 5 months)

Freelance

Consultant

April 2008 - October 2011 (3 years 7 months)

Freelance consultant working on a variety of projects;

- Online Games / Communities: Infrastructure and Operations, Platform Development, Business Development and Strategy
- Mobile software: Client and Platform Development
- IPTV: Onsite Installation, Support and Training with Tier 1 Telco.
- Cloud Computing: Application deployment and cloud management.

BWIN Games AB

Operations Architect

October 2009 - November 2010 (1 year 2 months)

Gamefederation AB

3 years 7 months

Business Development

December 2005 - March 2008 (2 years 4 months)

- Product management of mobile platform.
- B2B licensing deals for our mobile platform in North America and Asia.
- Due diligence and integration of the mobile games studio Daydream.
- EP work on development of mobile titles for Konami (Silent Hill Mobile 1 & 2) and SEMC.

Solutions Architect

September 2004 - December 2005 (1 year 4 months)

- Product management
- System Integration

ESN AB

Technical Architect

May 2003 - September 2004 (1 year 5 months)

Architecture and Product Management of ECP Online Gaming Platform from concept to market.

MGON International AB

Technical Operations Manager

May 2000 - January 2003 (2 years 9 months)

IT Basecamp

Consultant

February 1999 - May 2000 (1 year 4 months)

Education

Curtin University

· (1997 - 1997)

Contact

www.linkedin.com/in/lars-stugemo-0846275 (LinkedIn)
www.hiq.se (Company)

Lars Stugemo

Board professional. advisor, leadership and management consulting.
Happy.

Stockholm Metropolitan Area

Summary

25+ years of Tech. 20 years as CEO of HiQ on the Nasdaq. Co-founding HiQ back in the days.

Tech, people and business - that's where the magic happens. And. The future will be great.

Experience

Lime Technologies

Board Member

April 2021 - Present (4 months)

Camfil AB

Board Member

March 2017 - Present (4 years 5 months)

Stockholm, Stockholm County, Sweden

Swedish Automobile Sports Federation (SBF)

Board Member

April 2021 - Present (4 months)

Stockholm County, Sweden

HiQ

26 years 5 months

Senior Advisor

November 2020 - Present (9 months)

Stockholm, Stockholm County, Sweden

CEO

February 2000 - November 2020 (20 years 10 months)

Chief Executive Officer

February 2000 - November 2020 (20 years 10 months)

20+ years as CEO of HiQ - listed on Nasdaq Stockholm. Good times.

Sälj/Ledning/VD HiQ Stockholm
March 1995 - February 2000 (5 years)

Kambi Sports Solutions
COB
June 2014 - Present (7 years 2 months)

TietoEnator
Various
1987 - 1994 (7 years)

Education

KTH Royal Institute of Technology
Msc Electronics Engineering Computer Science, Electro & Computer
Science · (1982 - 1986)

Forsell Marlene

Member of the Board and Chairman of the Audit Committee på
Nobia AB
Stockholm

Erfarenhet

AddSecure

Member of the Board
mars 2021 - Present (5 månader)
Stockholm, Sverige

InDex Pharmaceuticals AB

Member of the Board
april 2020 - Present (1 år 4 månader)
Stockholm, Sverige

Nobia AB

Member of the Board and Chairman of the Audit Committee
maj 2019 - Present (2 år 3 månader)
Stockholm, Sverige

Scandinavian Tobacco Group

Member of the Board and Chairman of the Audit Committee
april 2019 - Present (2 år 4 månader)
Copenhagen

Kambi Group plc

Member of the Board and Chairman of the Audit Committee
november 2018 - Present (2 år 9 månader)

Lime Technologies

Member of the Board and Chairman of the Audit Committee
mars 2018 - Present (3 år 5 månader)
Stockholm, Sweden

Swedish Match

4 år 7 månader

CFO

september 2013 - mars 2018 (4 år 7 månader)
Stockholm, Sweden

Appointed CFO of Swedish Match in Sep 2013 when going on parental leave. Assumed the CFO position in Jun 2014 when back from parental leave. Swedish Match had a net sales of 15.6 billion SEK and operating income of 4.0 billion SEK for the full year 2016. The treasury department which reports directly to the CFO manages a cash of approximately 3 billion SEK and a debt portfolio of more than 10 billion SEK. Responsible for the financial strategy of the Group. Management representative at all Board meetings regularly presenting the financial performance, share repurchase plans, investment requests and risk assessments. Management representative at all Audit Committee meetings preparing the agenda and presenting the relevant matters. Member of the Group Management Team supporting the CEO in setting the strategic direction of the Group. Financial spokesperson for the Group presenting the Company for analysts, investors and rating agencies. The functions reporting to the CFO are Financial services, Treasury, Group tax, Internal Audit, Corporate control and Accounting & Reporting. In April 2017, Group Business Control was added and in October 2017, Group IT and Corporate Procurement were added. Resignerad from CFO position due to family needs. Plan is to be more available for the three kids a couple of years while they are still very young.

Parental leave for third child
september 2013 - maj 2014 (9 månader)
Stockholm, Sweden

Arnold Andre Gmbh
Member of the Board (incl audit committee)
juni 2015 - oktober 2017 (2 år 5 månader)
Bunde, Germany

Scandinavian Tobacco Group
Member of the Board (incl audit committee)
juni 2014 - april 2017 (2 år 11 månader)
Copenhagen, Denmark

Scandinavian Tobacco Group is listed on the Danish stock exchange and had an annual turnover of approximately 6.7 billion DKK and EBITDA of approximately 1.2 billion DKK in 2016. Joined the Board (incl audit committee) as representative from Swedish Match while the company was private and owned 49% by Swedish Match. In February 2016, we listed the Company on the Danish stock exchange. Myself and the chairman of Swedish Match continued on the Board after the listing while the other two Swedish Match

representatives resigned. At the AGM in 2017, when Swedish Match had reduced its shareholding to 9% I also resigned from the Board.

Swedish Match (headquarter)

Vice President Group Reporting

januari 2013 - september 2013 (9 månader)

Stockholm, Sweden

Vice President Group reporting leading group consolidation, accounting service center and related system support for a group with a market cap of 46 billion SEK, net sales of 12.5 billion SEK and an operating income of 4.1 billion SEK, reporting to the group CFO. Responsible for the accounting standard setting and reporting processes for the Group, the external financial reporting of Swedish Match including interim and annual reports, ad-hoc analysis for the Group management, supporting systems and general ledger reporting. Part of Swedish Match Group Finance management team and representative in the audit committee of the Swedish Match board. Managing two sub groups, Swedish Match Corporate Control and Swedish Match service center Accounting and Reporting. Each group with its own director and in total an equivalent of 12 employees. Driving the implementation of a new group consolidation system. Working closely together with the CFO, CFOs of divisions, Vice President Group Treasury, Vice President Group Taxation, Vice President Business Control and auditors.

Swedish Match

Parental leave for second child

september 2011 - december 2012 (1 år 4 månader)

Stockholm, Sweden

Swedish Match (Smokefree Products Division)

Head of business control (CFO of division)

februari 2011 - augusti 2011 (7 månader)

Stockholm, Sweden

Head of business control/Division CFO of the Smokefree Products Division (primarily managing the manufacturing of the Swedish Match smokefree products with factories in Sweden and the US). Member of the Division management team. Responsibilities similar to prior position but with focus on the manufacturing business. A lot of focus on setting the strategic plan for the new division and structure of financial follow-up. Took an active role in setting the agenda for the division management team. This position was an interim solution as the position was located in Gothenburg which was hard to

administer with a family with small children in Stockholm. At reorganization it was therefore decided that I would transfer to the headquarter after my parental leave of my second child. My primary objective during this period was to employ my successor at this position.

Swedish Match (Smokefree Division)

Head of Business Control (Division CFO)

september 2009 - februari 2011 (1 år 6 månader)

Stockholm, Sweden

Head of business control/Division CFO of division with responsibility of Swedish Match smokefree business (primarily snus, snuff and chewing product areas) reporting to the division President. The Smokefree business is Swedish Match's main strategic focus and the Smokefree Division was responsible of a net sales of 4.5 billion SEK and an operating income of 2.1 SEK. The division was directly responsible for manufacturing, marketing and research and development of the smokefree business and the center in a matrix organization with two regional sales divisions for the Scandinavian and US markets respectively. Responsibilities included driving the division strategic plan (both operationally and financially) and financial processes within the division including among others financial follow-up and planning, investment request and analysis, project evaluation. Actively participating in setting the processes of marketing investment and innovation initiative prioritizations. Also acting as the financial advisor in division internal discussions and participating in decisions and negotiations in strategic projects. Member of the Division management team. Active together with Division President in all internal business reviews in order to challenge the organization and the strategic plan. Working closely with primarily the finance team including the division's and factories' (US and Sweden) business control, the Division president, the head of marketing, manufacturing and research and development. Position involved frequent US business visits.

Swedish Match (headquarter)

3 år 8 månader

Vice President Corporate Control

februari 2007 - september 2009 (2 år 8 månader)

Stockholm, Sweden

Vice President Corporate Control leading group consolidation, business control and related system support at the Swedish Match headquarter and reporting to the group CFO. Responsible for the external financial reporting of Swedish Match including interim and annual reports and underlying analysis for external

performance communication. Also responsible for providing CFO and CEO with required analysis for strategic decisions. Deeply involved in numerous strategic projects including, among others, a reporting and accounting initiative resulting in a service center, the merger of the main part of Swedish Match cigar business and Scandinavia Tobacco Group (creating a group with Net Sales of approx. 690 MEUR), the sale of the South African business (a 1.75 MZAR transaction), the purchase and sale of the Stockholm headquarter building (a 1.2 billion SEK transaction) and various strategic taxation projects. Managing a group of eight employees whereof three reporting directly to me and working closely together with the CFO and Group Legal Conuncel as well as CFOs of divisions, Vice President Group Treasury, Vice President Group Taxation, auditors and other financial advisors. Participating in the meetings of the audit committee of the Swedish Match board. Period includes a job active maternity leave for my first child for 9 months.

Director Corporate Control

februari 2006 - februari 2007 (1 år 1 månad)

Stockholm, Sweden

Director Corporate Control with overall responsibility of group consolidation and business control while reporting to the Vice President of Corporate Control. Besides working with recurring reporting activities, also involved, among others, in the implementation of Sarbanes Oxley Act, preparation of board materials, analyzing technical reporting issues etc.

Swedish Match (corporate headquarter)

Business Controller

juni 2004 - februari 2006 (1 år 9 månader)

Stockholm, Sweden

Business Controller working with group consolidation and business control reporting to the Vice President of Corporate Control. Also worked with numerous projects of various character including, among others, divestments, new market analysis, close down analysis, implementation of consolidation system, etc.

Ernst & Young Transaction Advisory Services

Analyst and Senior Analyst

februari 2001 - januari 2004 (3 år)

Stockholm, Sweden

Worked as analyst and senior analyst with strategic and financial consultancy primarily within the field of mergers and acquisitions. Developed good

understanding of financial relationships and factors affecting the value of firms and investments.

Utbildning

Handelshögskolan i Stockholm (Stockholm School of Economics)

Civilekonom (Master of Science in Business Administration and Economics), Företagsekonomi (Business Administration, Economics) · (1996 - 2000)

Contact

www.linkedin.com/in/patrick-clase-17455362 (LinkedIn)

Patrick Clase

Board Member at Kambi
Stockholm Metropolitan Area

Experience

Kambi
Board Member
May 2014 - Present (7 years 3 months)
Malta

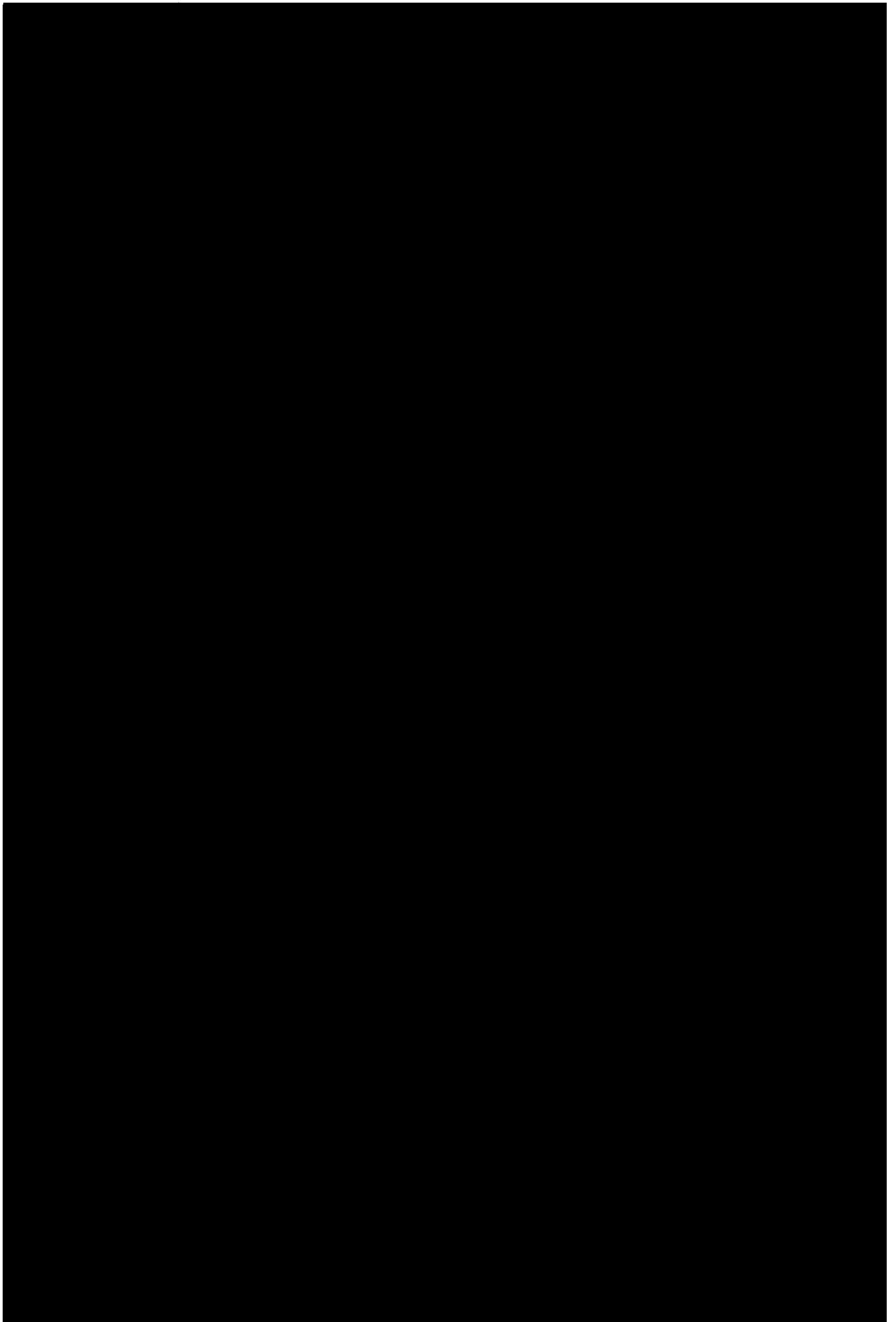
Veralda AB
Chief Investment Officer
December 2009 - Present (11 years 8 months)
Stockholm, Sweden

Education

Stockholm School of Economics
Certified European Financial Analyst (CEFA) · (2000 - 2001)

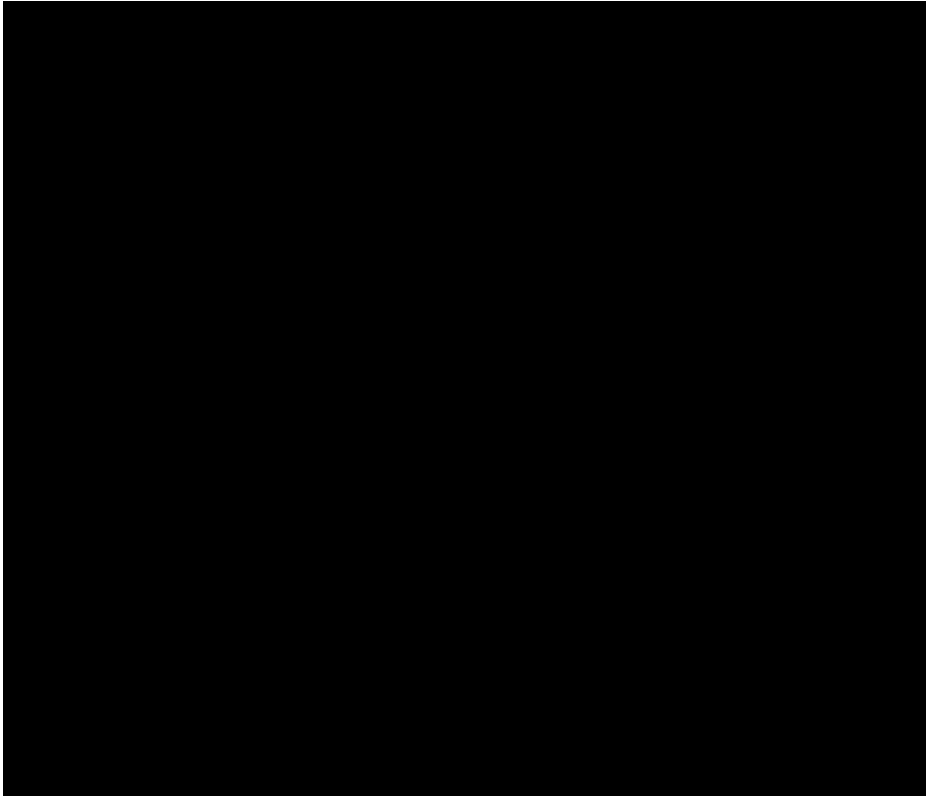
Lund University
Bachelor's Degree, Economics · (1992 - 1996)

Part 4 – Exhibit C



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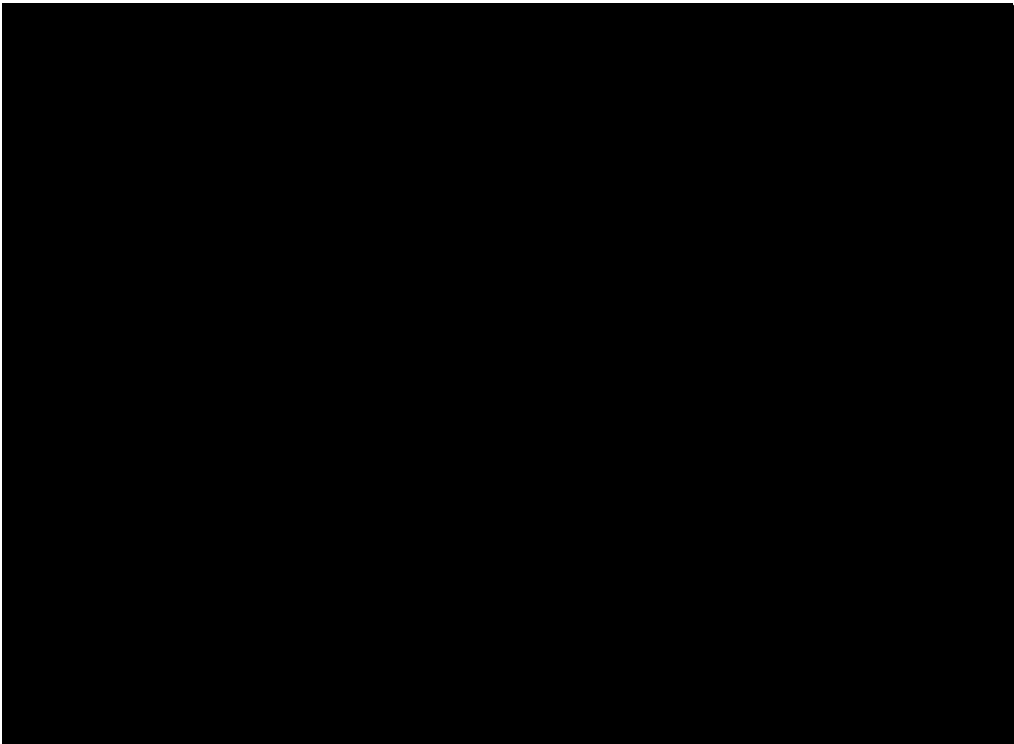
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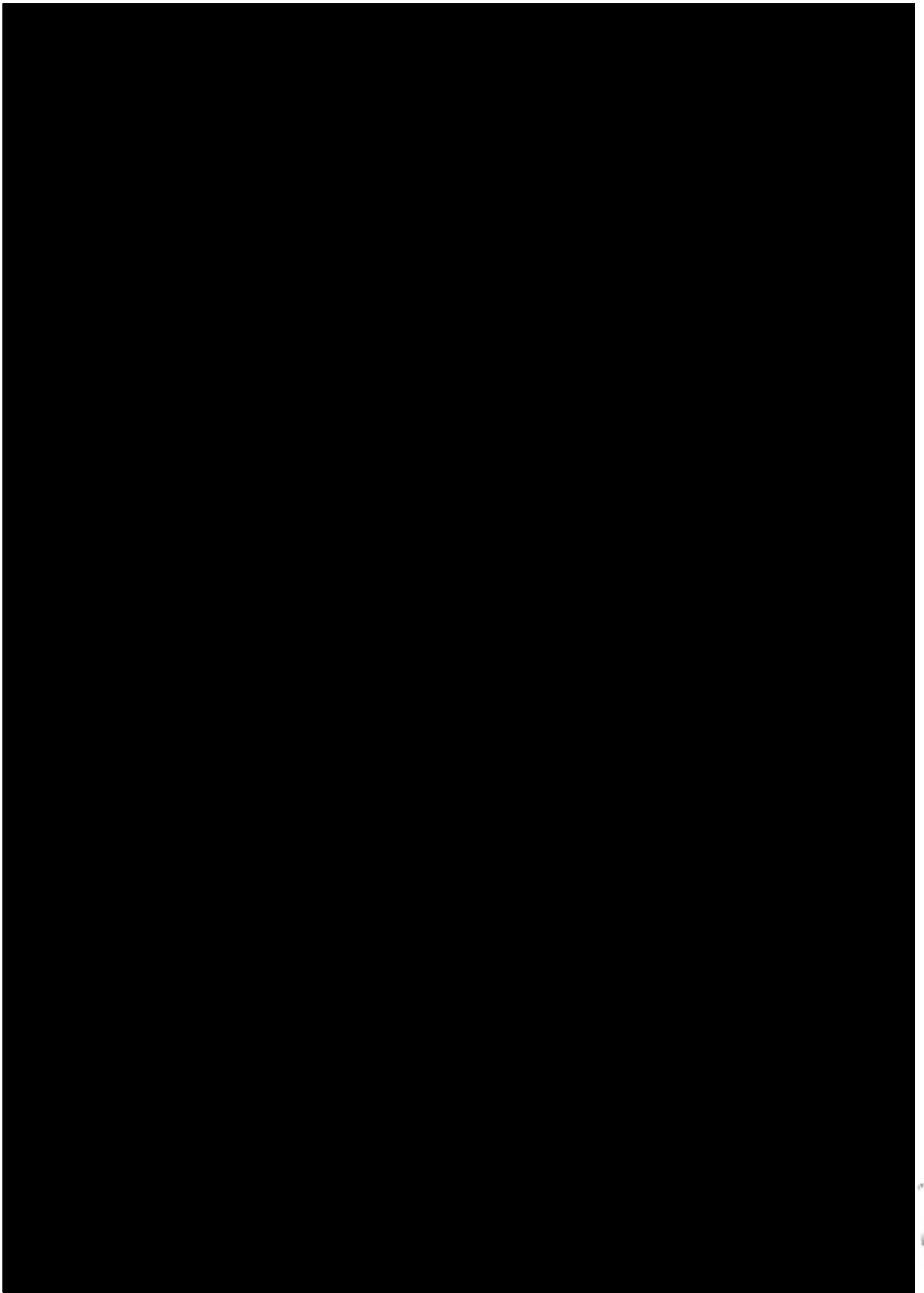
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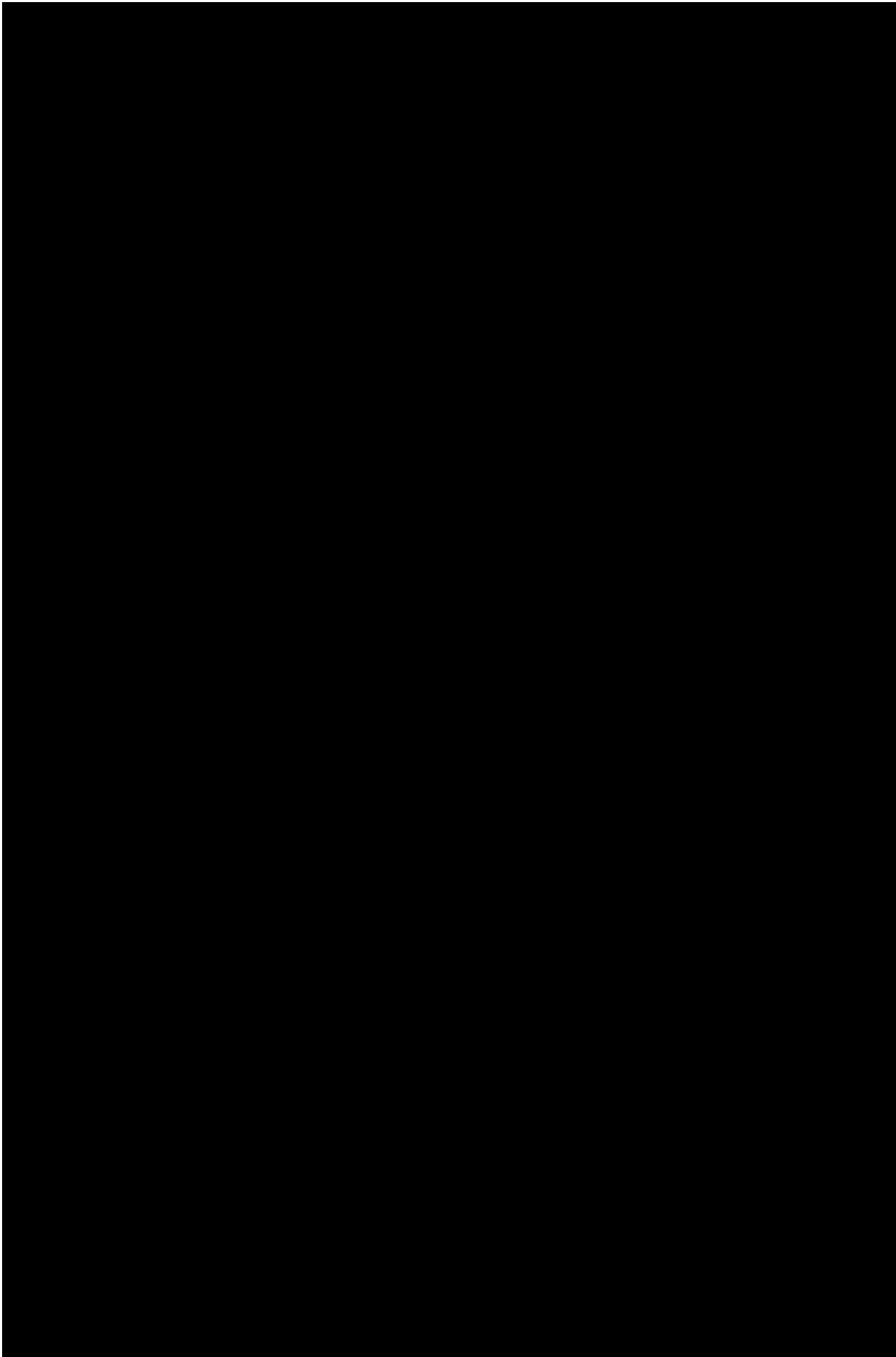
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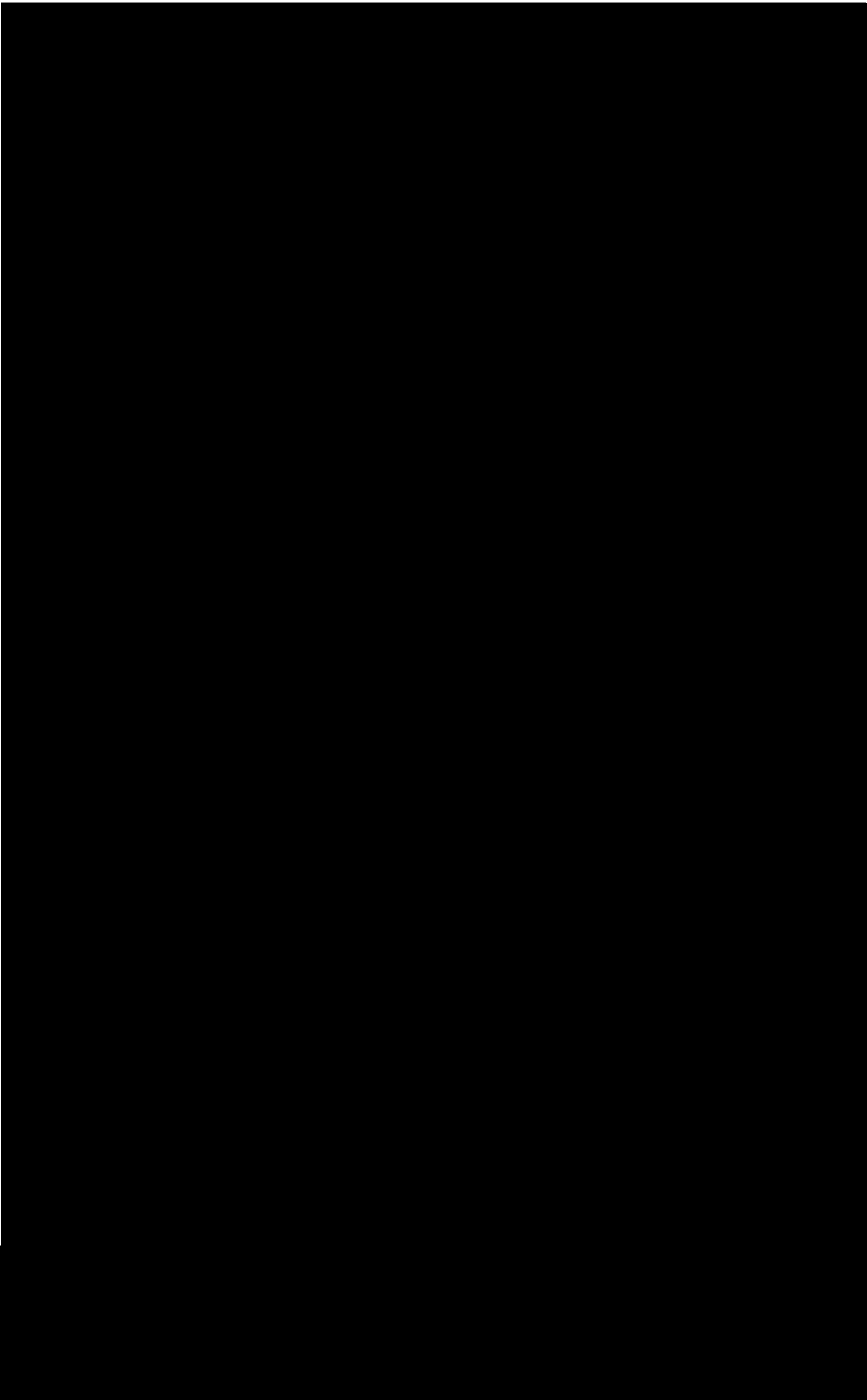
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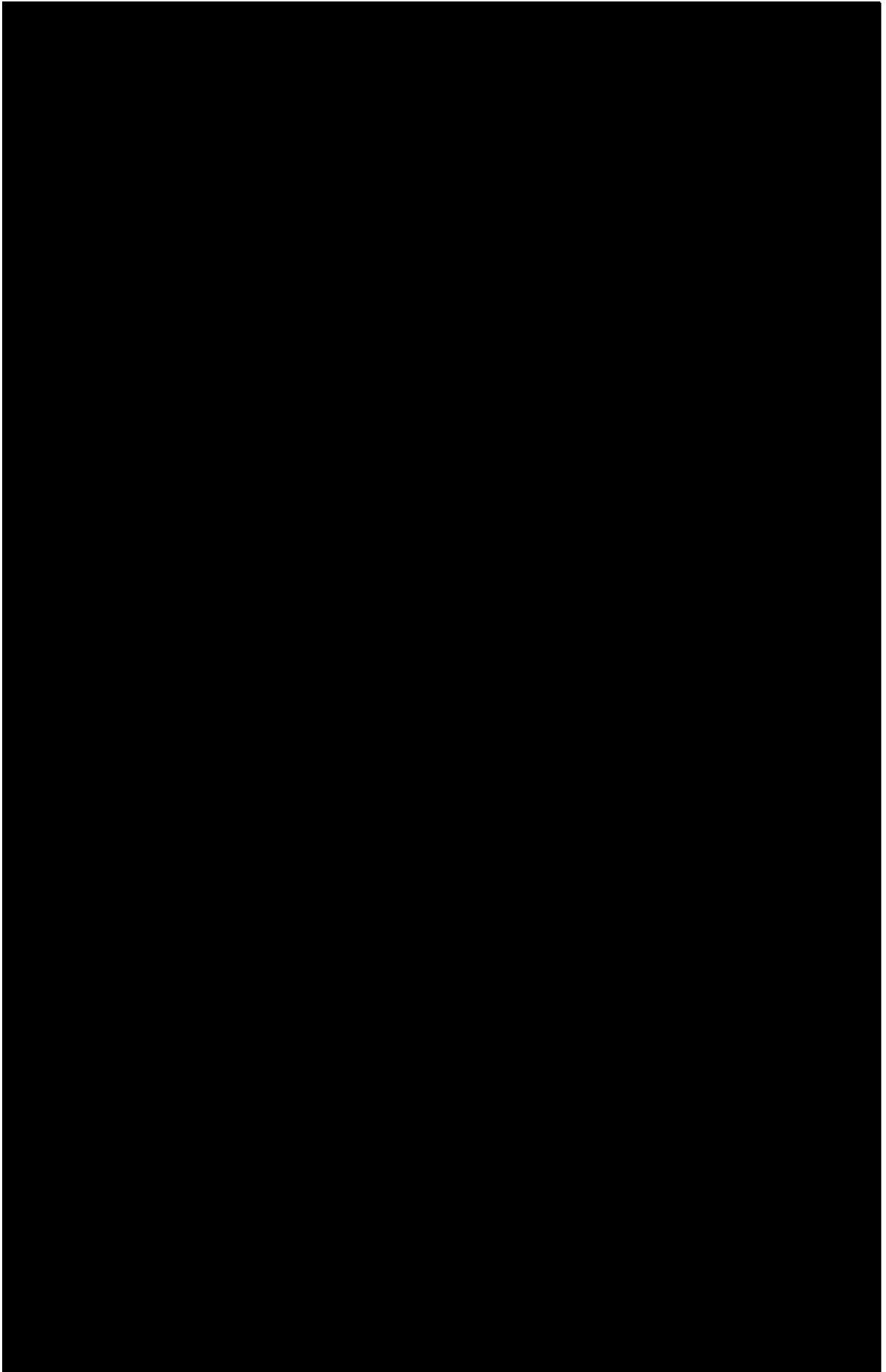
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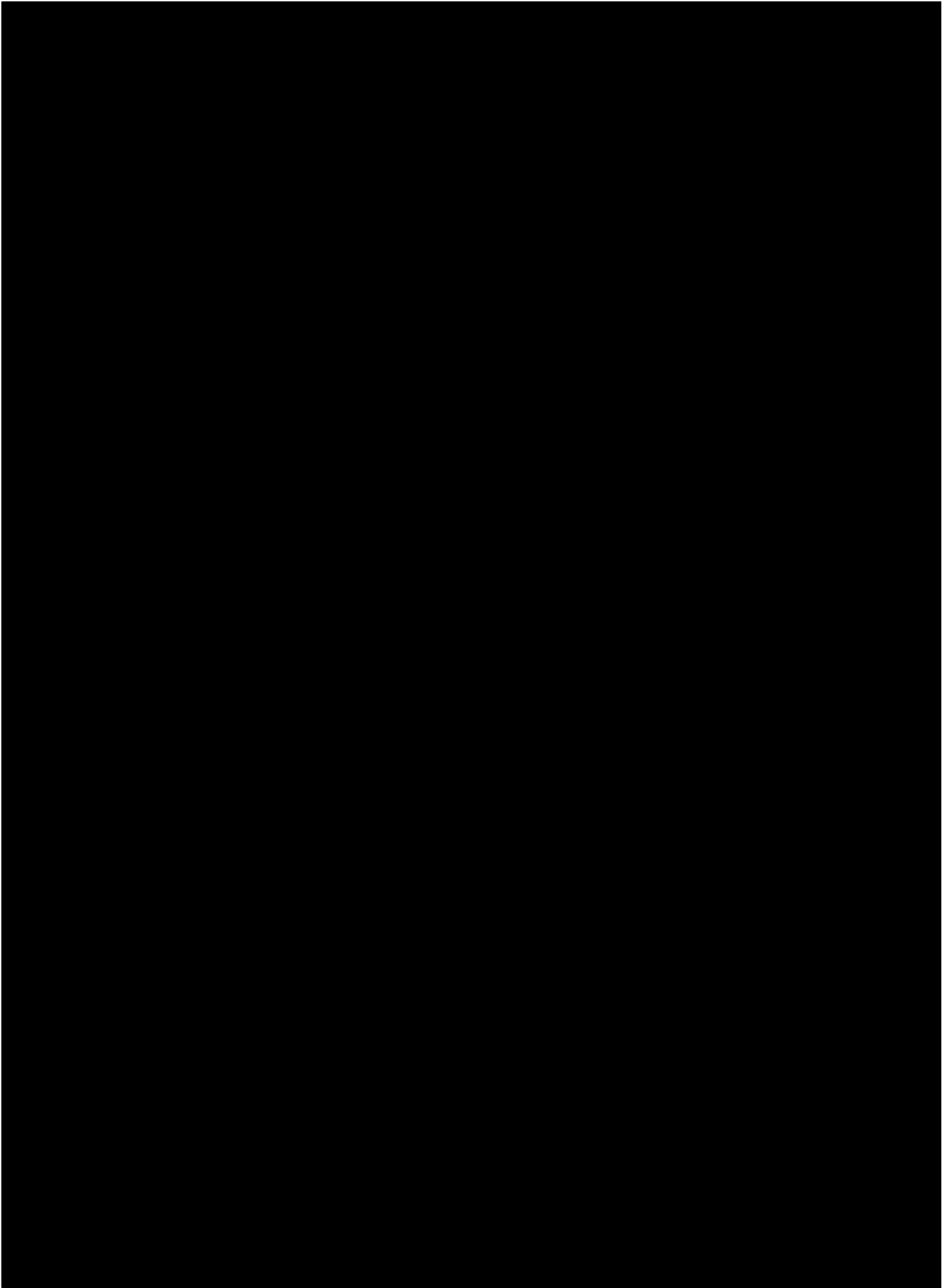


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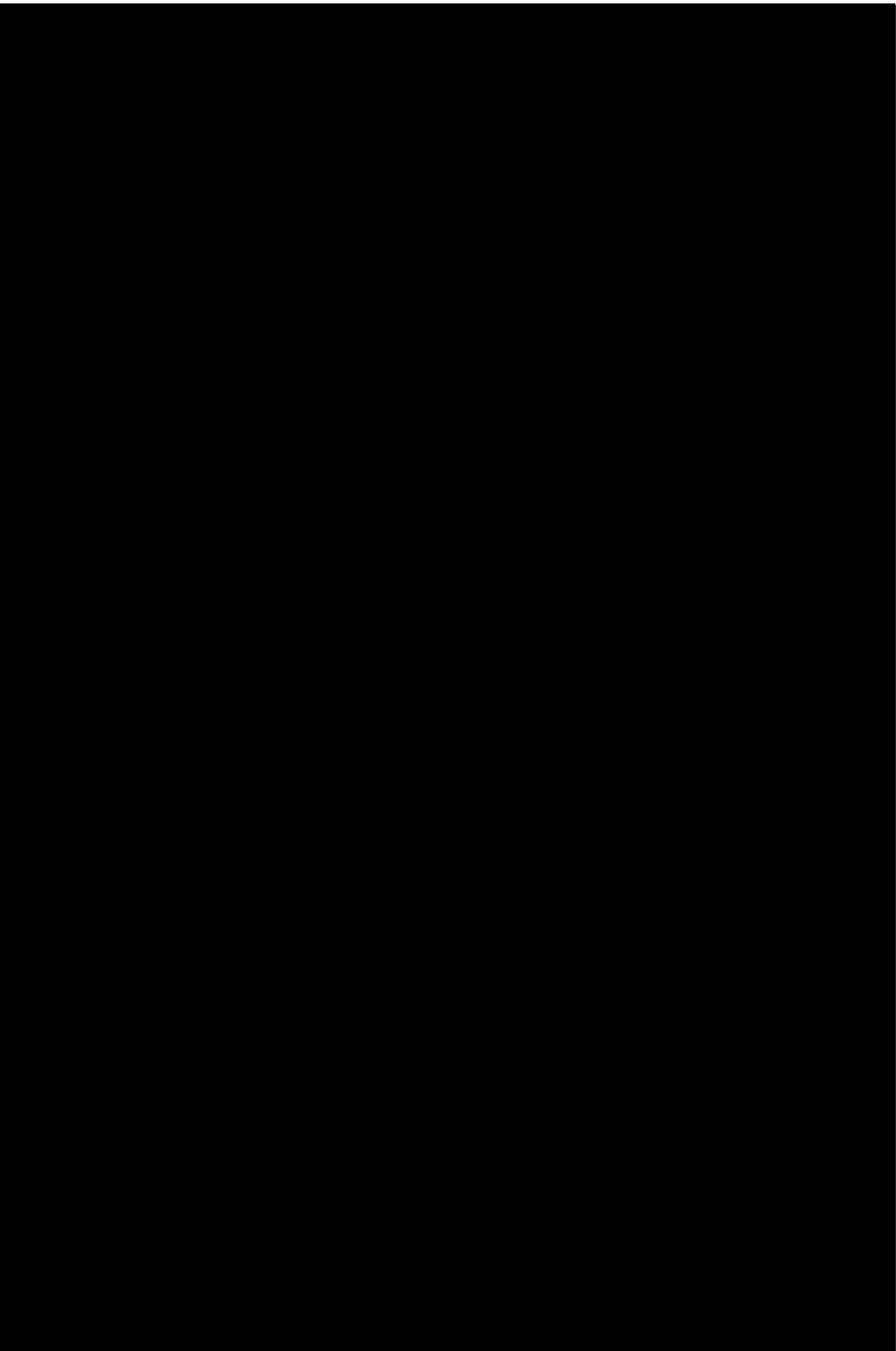




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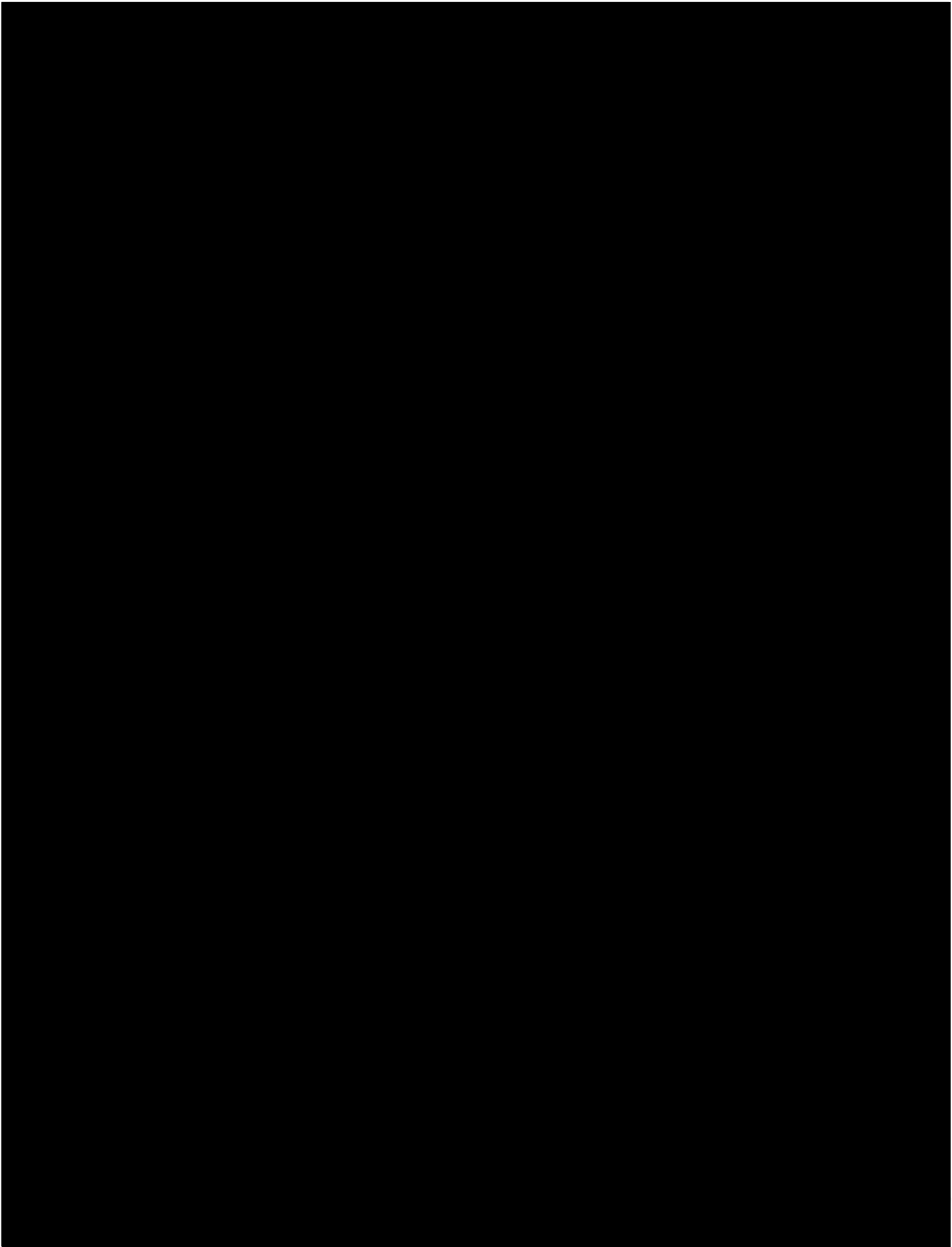
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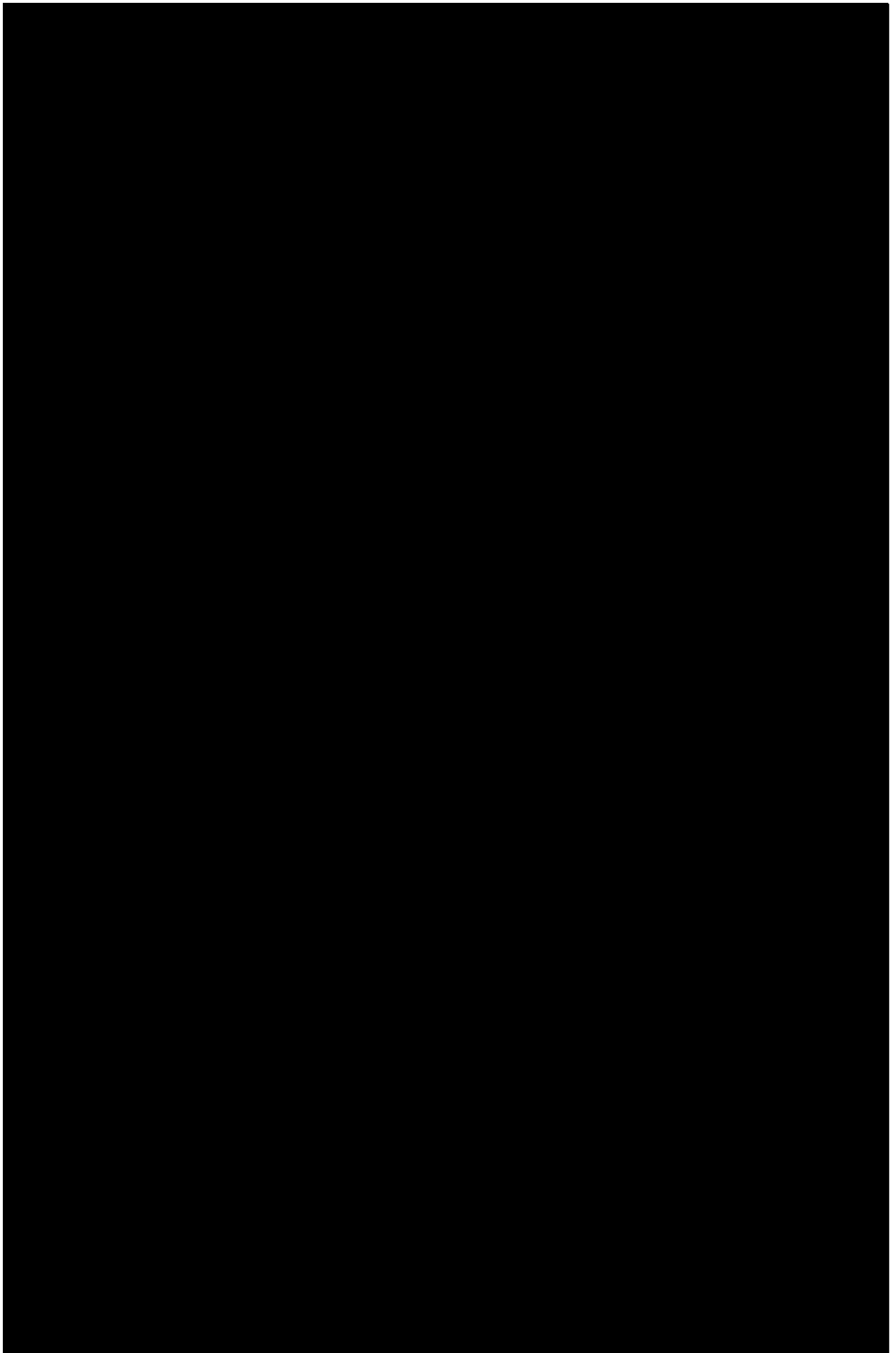
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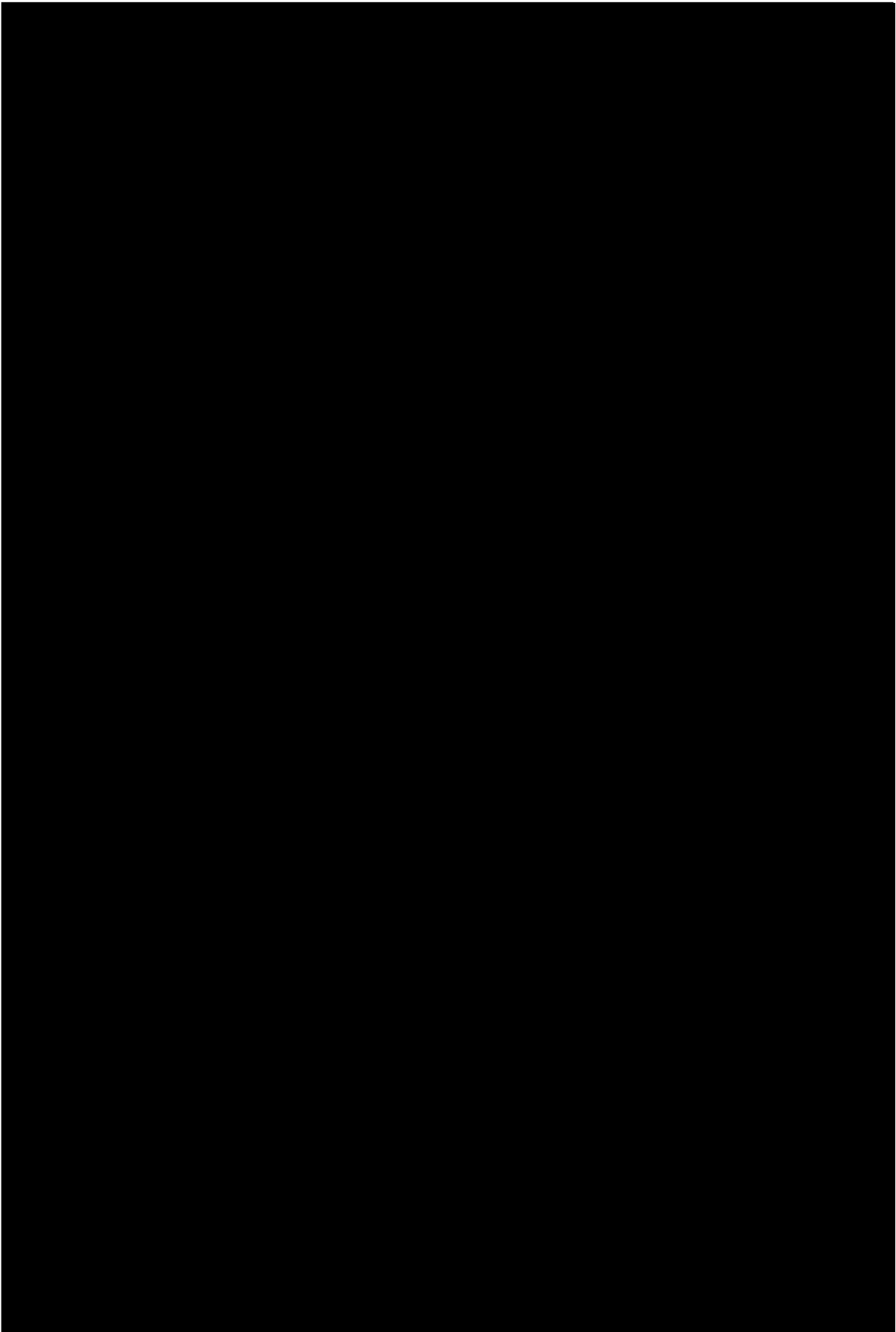


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