HUIGE FY 2022 Presentation

MARCH 2023

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Today's Presenters





2022 at a Glance

HC & BC exceeded \$1.5bn in lifetime revenue

\$319m in Revenue (-15% YoY), despite challenging conditions in the mobile gaming market

Robust cash position of \$222 m

as of 31st December 2022

Record high Adjusted EBITDA and a 26% profit margin

Delivering on our operational shift & focus on cash flows

~\$150m Share Buyback Program

Planned for 1H 2023

Webshop - new channel improving player experience

Enthusiastic response from our players & better engagement, in addition to a positive contribution to our margins

\$71m NET OPERATING CASH FLOW

vs. **\$30m** 12M'21

\$319m

vs. **\$374m** 12M'21

\$82.3m Adj. EBITDA

vs. **\$64.4m** 12M'21

25.8% Adj. EBITDA MARGIN

vs. **17.2%** 12M '21



BUSINESS UPDATE





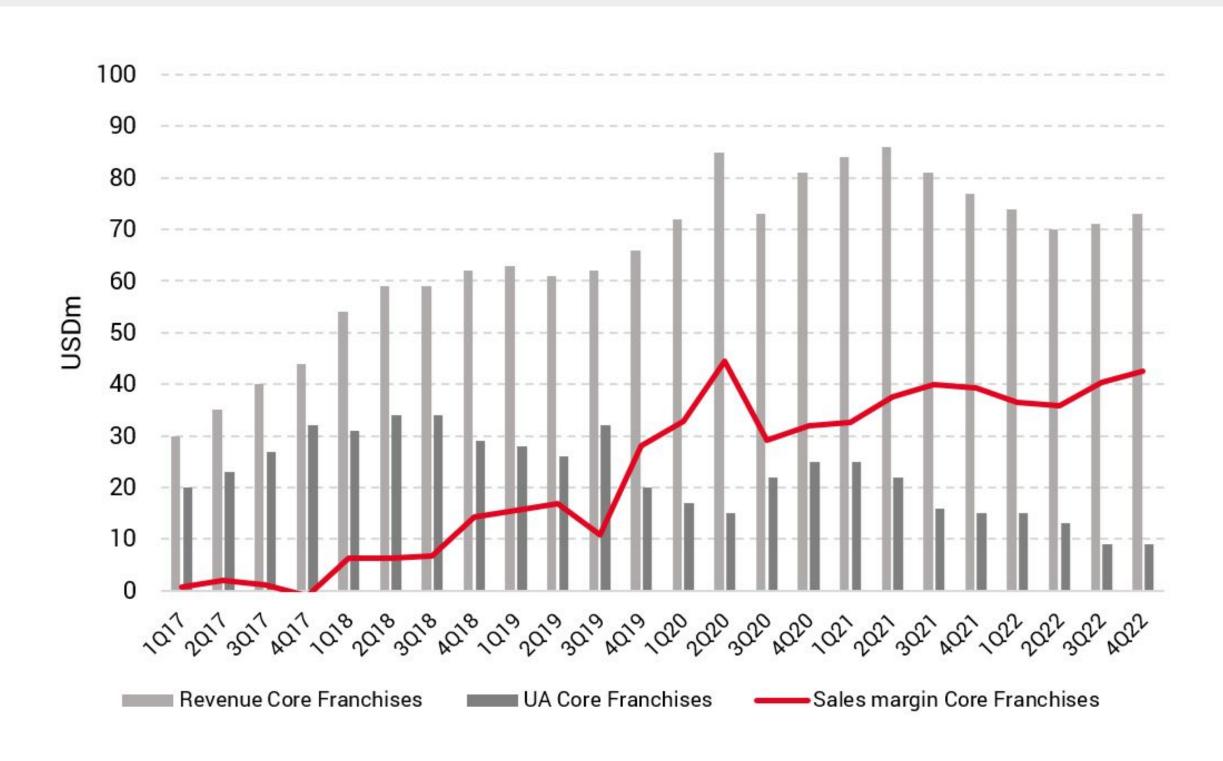




Core Franchises in FY



Harvesting long-term profits



- Harvesting strategy continued. We are careful with marketing investments, which results in growing sales margin and freeing up focus and resources
- Successful game economy upgrade drove stabilization and a reversal uplift in Q4
- Best in class monetization metrics (conversion, ARPDAU and ARPPU) vs peers
 driven by our clubs and social features
- Highly profitable with predictable long-term revenue
- Extraordinary retention of our most valuable players
- Focus going forward on profitability and longevity: quality vs quantity

Core Franchises: Live Projects

More upside from everlasting player relationships

Extension of Huuuge's VIP Program

Generating an uplift in engagement, retention and monetization of our most valuable players

Webshop for HC & BC - improving player experience

With an enthusiastic response from our players, we have expanded beyond the US to new geographies (EU, Canada, Australia). Further expansion through a **playable PC version** of HC and BC in 2H 2023

Introduction of a more balanced and segmented game economy

Providing more reasons for all players to stay, play & pay



Creation of Pods

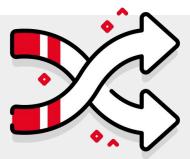


REFOCUSING OUR EFFORTS ON BUILDING GAMES



What are Pods?

- Small agile units with a startup mentality and full creative freedom, operating as independent "innovation studios"
- We will not be afraid to iterate and to kill games
- We aim to establish at least 5 pods in 2023,
 3 are already operational



Why?

- The market landscape is constantly changing and we need to adapt
- Post-IDFA environment makes paid User Acquisition very difficult. We need to focus more on organic discovery and community building
- Hit ratios in gaming more broadly, and in mobile in particular are extremely low - rapid iteration and multiple shots on goal are a must



How?

New games with attributes that play to our strengths and reflect market conditions

- Multiplayer games with natural word-of-mouth distribution
- Games with highly shareable moments
- Socially-oriented long term retention drivers
- Games with high accessibility and universal appeal
- Language and platform agnostic. We need to acknowledge the market reality and go beyond just mobile

Company-Wide Paradigm Shift



CONTINUED FOCUS ON OPTIMIZATION AND PRODUCTIVITY IMPROVEMENTS



Lower Marketing Expenses

We are limiting our marketing investments - lower spend on UA / performance marketing. We are exploring other channels such as influencer marketing and brand marketing



Ongoing analysis and streamlining of non-salary OPEX

We are actively looking at reducing complexity across the whole organization



Adjusting headcount to reflect our strategic positioning, but without jeopardizing our future

Our headcount should be lower by \sim 20% (vs EoY 2022) as a result of the already implemented and ongoing initiatives:

- Traffic Puzzle studio sunset and Marketing team reduction
- Collective redundancies as announced in our Current Report No 12/2023

We expect our productivity as measured by Revenue per FTE to improve throughout 2023

Returning cash to our shareholders

\$150M SHARE BUY BACK PLANNED IN 1H 2023

HuUUGE



Our cash position is stronger than ever - \$237m balance (as of 10 March 2023)

- We continue to execute on our harvesting strategy, which translates into strong cash flows
- Our cash and deposits are diversified across several banks (classified as Global Systemically Important Banks by the Financial Stability Board)

We plan to execute the SBB in 1H 2023

- The SBB will comply with applicable US and PL regulations, including with respect to the length of the subscription period (SEC regulations impose a minimal subscription period applicable to the invitation to sell)
- The contemplated buyback will be a taxable transaction. Non-U.S. shareholders may be subject to U.S. withholding tax at a 30% rate unless a lower rate applies under an applicable treaty (e.g. lowered to 15% for Polish shareholders provided they fill in the relevant tax forms)
- We are working with external service providers to allow participating shareholders to fill in all relevant tax information online
- Taking into account the project complexity, our reporting calendar and closed periods, the SBB could start not earlier than our 1Q 2023 earnings announcement
- After the buyback, Management will recommend to the Board of Directors of Huuuge to cancel the shares bought back from the market

All relevant details of the SBB will be published in due course in a manner that shall provide adequate advance notice to stockholders

• If and when the Board of Directors of Huuuge adopts all the details of the SBB, we will share with the market the details on price, timing and all other relevant considerations



FINANCIAL UPDATE







Financial Performance

FY revenue decline driven mainly by core franchises, while in Q4 additionally by the gradually declining Traffic Puzzle revenue. The key driver for all games was the lower marketing spend amplified by the broader post-Covid market headwinds

01

02

03

04

05

- The decrease in UA marketing campaigns reflects our new user acquisition strategy and our adaptation to the post-IDFA mobile advertising environment
- In Q3 & Q4 22 we spent \$3.4m on the strategic options review. With the exception of this one-off expense we would see FY and Q4 decline in both R&D and G&A resulting from streamlining and optimizing our cost base
- O4 Traffic Puzzle asset impairment
- 05 Record high adjusted EBITDA in FY'22 and Q4'22



USD m	2022	2021	YoY	Q4 2	22	Q4 21	YoY	
Core Franchises	288.1	328.1	-12.2%	72.	9	77.2	-5.6%	
Traffic Puzzle	26.2	34.0	-23.0%	4.1		9.4	-56.8%	
Other	4.4	11.7	-62.5%	0.7	7	1.9	-62.0%	
Revenue	318.6	373.7	-14.7%	77.	6	88.5	-12.2%	
Gross profit/(loss) on sales	221.7	261.5	-15.2%	54.	0	61.8	-12.5%	
Sales and marketing expenses	-88.8	-146.2	-39.3%	-13.	8	-29.6	-53.3%	
Research and development expenses	-29.6	-33.1	-10.7%	-6.	5	-7.7	-15.8%	
General and administrative expenses	-39.6	-38.0	4.3%	-9.7	7	-8.6	13.5%	
Impairment of intangible assets	-26.1			-26.	1			
Other operating income/(expense), net	1.0	0.4	147.0%	0.3	3	-0.3	n/a	
Operating result	38.6	44.6	-13.4%	-1.8	В	15.6	n/a	
Finance income/expense, net	0.4	-45.6		1.5	5	-1.0		
Profit/(loss) before tax	39.1	-1.0	n/a	-0.2	2	14.5	n/a	
Income tax	-7.0	-8.7	-18.8	-0.0	5	-3.2		
Net result for the period	32.0	-9.7	n/a	-0.	9	11.4	n/a	
Adjusted EBITDA	82.3	64.4	27.9%	29.	7	20.7	43.4%	

Balance Sheet

- Includes mainly intangible assets and office leases. The decrease driven by the Traffic Puzzle impairment
- Primarily cash and cash equivalents (\$222.2m, or 89% of current assets)
- Decrease in current liabilities results mainly from the last two payments for Traffic Puzzle (\$29.4m) in Q1 and Q3 2022

USDm	December 31, 2022	December 31, 2021
01 Non-current assets	37.4	67.5
02 Current assets	248.9	232.4
Total assets	286.3	299.9
Total equity	240.7	226.1
Non-current liabilities	10.0	13.0
03 Current liabilities	35.6	60.9
Total equity and liabilities	286.3	299.9



Cash Flows

- Strong OCF generation continued in Q4 which was our strongest ever quarter in terms of OCF generation \$28.9m
- Investing CF included \$29.4m of two final payment tranches for Traffic Puzzle
- Financing CF in Q3 2022 YTD is mainly cash spent on share buyback \$20.1m (suspended in August 2022)

	USDm	2022	2021	Q4 22	Q4 21
	Pre-tax profit	39.1	-1.0	-0.2	14.5
01	Net Operating CF	71.0	29.8	28.9	10.8
02	Investing CF	-32.6	-16.0	-0.6	-2.3
03	Financing CF	-21.8	96.6	-0.8	-0.9
	Change in cash	17.8	102.8	29.1	16.4
	Cash End of Period	222.2	195.6	222.2	195.6

Despite cash outflows associated with the Traffic Puzzle purchase and the SBB program, the company's cash position materially improved throughout 2022

As of of 10 March 2023 our cash balance increased further to \$237m which further proves that our harvesting strategy is yielding tangible results



Highly Cash Generative Business

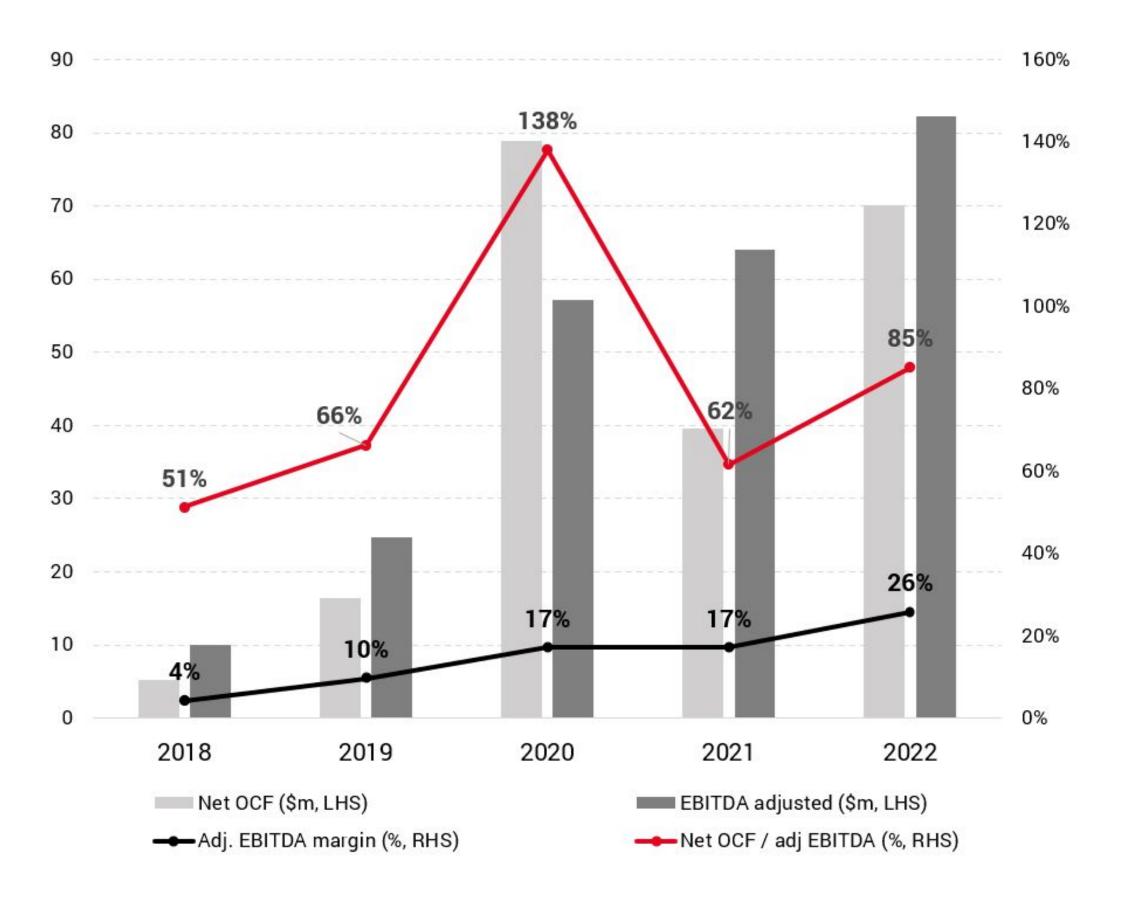
Focus on profitability of our products, continuous optimization of cost base, positive Rol projects **lead to positive FCF**

Cash is king in an uncertain environment and we are a fundamentally strong business in an extremely fortunate position

We recognize that we are one of the most cash generative businesses in the games industry (as measured by Net OCF to adjusted EBITDA conversion)

This gives us a lot of **flexibility when it comes to our future** - be it potential M&A, investments in internal projects or returning cash to our shareholders





Outlook for 2023



2023 Outlook (YoY) Revenue **Marketing spend Opex (non-marketing) Adjusted EBITDA** Adjusted EBITDA margin (%)

Key Highlights

- Fundamentally strong, cash generative business, which is able to deliver tangible value to our shareholders
- Continued progress as the globally #1 monetizing social casino operator
- Pods refocused approach to building new games
- We continue to focus on optimization and productivity improvements



Thank you

Financial data



Profit & Loss account (USD m)	2017	2018	2019	2020	2021	2022	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22
Revenue	152.1	236.1	259.4	332.7	373.7	318.6	76.0	88.9	78.5	89.2	95.7	97.5	92.0	88.5	84.0	79.4	77.5	77.7
Cost of sales	-44.8	-71.8	-79.1	-99.6	-112.2	-98.9	-23.0	-26.8	-23.5	-26.3	-28.1	-29.4	-28.0	-26.8	-25.5	-24.0	-23.8	-23.6
Gross profit/(loss) on sales	107.3	164.3	180.2	233.1	261.5	221.7	53.1	62.1	55.0	62.9	67.6	68.2	64.0	61.8	58.5	55.4	53.8	54.0
Sales and marketing expenses. including	-103.5	-135.5	-129.5	-125.1	-146.2	-88.8	-24.0	-23.7	-33.9	-43.6	-43.2	-39.3	-34.1	-29.6	-29.9	-27.4	-17.7	-13.8
User acquisition marketing campaigns	na	na	-119.9	-111.5	-130.0	-73.7	-21.4	-19.9	-30.3	-40.0	-39.1	-34.8	-29.9	-26.3	-26.3	-23.1	-14.2	-10.1
General Sales and marketing expenses	na	na	-9.6	-13.6	-16.2	-15.1	-2.6	-3.8	-3.5	-3.6	-4.1	-4.5	-4.2	-3.4	-3.6	-4.2	-3.5	-3.8
Research and development expenses	-4.1	-10.0	-15.8	-29.8	-33.1	- <mark>29</mark> .6	-5.9	-7.8	-7.6	-8.7	-7.8	-8.0	-9.6	-7.7	-9.0	-7.9	-6.3	-6.5
General and administrative expenses	-4.9	-11.0	-14.2	-27.6	-38.0	-39.6	-5.7	-4.5	-7.2	-10.0	-10.0	-9.5	-9.9	-8.6	-9.1	-9.2	-11.6	-9.7
Impairment of intangible assets						-26.1												-26.1
Other operating income/(expense). net	0.0	-0.2	-6.5	-0.3	0.4	1.0	0.1	-0.3	0.3	-0.4	0.0	-0.1	0.8	-0.3	0.1	0.2	0.4	0.3
Operating result	<u>-5.1</u>	7.6	14.2	50.2	44.6	39	17.5	25.9	6.8	0.1	6.5	11.2	11.3	15.6	10.7	11.2	18.5	-1.8
Finance income	0.0	0.3	0.5	2.1	0.0	2	0.0	0.4	0.5	1.1	0.1	-0.1	0.0	0.0	0.2	0.0	0.7	1.3
Finance expense	-4.2	-3.2	-5.9	-128.5	-45.6	-2	-3.0	-8.6	-7.6	-109.3	-43.6	0.5	-1.5	-1.0	-0.1	-1.2	-0.7	0.2
Profit/(loss) before tax	<u>-9.3</u>	4.7	8.9	-76.2	<u>-1.0</u>	39	14.6	17.7	-0.3	-108.2	-37.0	11.7	9.8	14.5	10.7	10.0	18.6	-0.2
Income tax	0.2	-1.7	-4.6	-6.4	-8.7	-7	-1.8	-3.5	-1.9	0.8	-0.6	-2.5	-2.4	-3.2	-1.8	-1.3	-3.3	-0.6
Net result for the period	<u>-9.1</u>	3.0	4.3	-82.6	<u>-9.7</u>	32	12.8	14.2	-2.2	<u>-107.4</u>	<u>-37.5</u>	9.1	7.4	11.4	8.9	8.6	15.3	-0.9
Balance sheet (USD m)	2017	2018	2019	2020	2021	2022	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22
Total non-current assets	2.3	2.0	4.7	17.3	67.5	37				17.3	17.1	55.6	54.6	67.5	65.4	63.2	60.3	37.4
Total current assets	48.6	51.6	48.4	124.5	232.4	249				124.5	221.9	216.8	224.8	232.4	225.8	213.2	218.2	248.9
Total assets	50.8	53.6	53.1	141.8	299.9	286				141.8	238.9	272.4	279.4	299.9	291.2	276.4	278.5	286.3
Total equity	-20.3	-9.5	-19.8	-96.0	226.1	241				-96.0	188.6	200.3	211.8	226.1	236.3	227.4	238.0	240.7
Total non-current liabilities	52.0	47.4	50.1	183.0	13.0	10				183.0	4.8	4.7	4.0	13.0	12.2	11.0	9.8	10.0
Total current liabilities	19.1	15.7	22.8	54.8	60.9	36				54.8	45.6	67.4	63.6	60.9	42.7	38.1	30.7	35.6
Total equity and liabilities	50.8	53.6	53.1	141.8	299.9	286				141.8	238.9	272.4	279.4	299.9	291.2	276.4	278.5	286.3
Cash flow statement (USD m)	2017	2018	2019	2020	2021	2022	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22
Net cash flows from operating activities	-4.8	4.5	13.0	73.2	29.8	71.0	16.3	26.5	16.0	15.0	-8.3	8.5	18.8	10.8	19.9	6.4	15.8	28.9
Net cash from investing activities	0.7	-0.6	-0.6	-5.5	-16.0	-32.6	-0.6	-1.5	-1.5	-1.9	-0.6	-11.4	-1.7	-2.3	-25.7	-1.1	-5.3	-0.6
Net cash from financing activities	26.9	0.1	-21.1	0.0	96.6	-21.8	9.2	-0.6	-7.9	-1.3	98.6	-0.5	-0.6	-0.9	0.1	-16.3	-4.8	-0.8
EBITDA	-4.6	8.2	16	54	53	50	18.1	26.5	7.4	1.5	7.6	13.3	13.6	18.1	13.3	13.8	21.4	1.2
Adjusted EBITDA	-4.3	10.1	25	57	64	82	18.4	27.3	8.6	3.1	10.4	15.6	17.7	20.7	14.4	13.7	24.5	29.7
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Appendix - KPI's



(users)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1019	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1021	2Q21	3Q21	4021	1022	2Q22	3Q22	4Q22
Total DAU	632 113	850 717	911 048	947 188	789 831	610 489	874 002	876 371	913 997	979 820	980 224	970 211	944 456	893 861	888 781	773 229	769 744	727 568	701 620	671 967	557 666	510 702
Core Franchises	509 356	772 029	769 134	628 119	478 960	380 751	801 215	758 581	769 710	747 029	721 866	645 541	577 293	567 775	545 487	483 502	452 979	433 872	428 174	384 442	353 568	356 818
New franchises	0	438	101 328	300 469	300 696	217 260	22 795	80 562	111 012	190 941	228 229	303 097	354 497	316 055	331 953	277 612	307 410	285 809	256 988	272 566	196 750	142 736
Other	122 757	78 250	40 586	18 600	10 175	12 478	49 992	37 229	33 275	41 850	30 129	21 572	12 667	10 032	11 341	12 115	9 355	7 887	16 458	14 958	7 348	11 148
(users)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1019	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1021	2021	3Q21	4021	1022	2022	3Q22	4022
Total DPU	14 152	21 357	25 498	27 146	25 865	22 266	24 888	23 595	26 100	27 410	27 535	27 861	25 412	27 775	28 596	26 148	24 364	24 352	24 951	23 123	21 041	19 948
Core Franchises	13 265	20 890	23 831	24 095	20 623	18 134	24 522	23 113	23 409	24 279	24 962	25 160	22 435	23 823	23 240	20 820	19 114	19 320	19 788	18 066	17 330	17 352
New franchises	0	2	1 493	2 982	5 189	4 026	93	324	2 573	2 981	2 469	2 619	2 927	3 913	5 290	5 260	5 210	4 997	5 007	4 902	3 635	2 558
Other	887	464	175	69	53	106	273	157	118	150	105	81	51	40	66	69	40	35	156	156	75	39
(%)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1021	2021	3Q21	4 Q21	1022	2022	3Q22	4Q22
Conversion (monthly, MPU/MAU)	4.2%	5.5%	5.5%	4.5%	5.5%	6.3%	6.2%	5.4%	5.5%	4.9%	4.8%	4.2%	4.2%	4.8%	5.0%	5.7%	5.5%	5.8%	5.6%	5.5%	7.0%	7.9%
Core Franchises	4.9%	6.2%	6.5%	7.4%	8.7%	9.7%	6.9%	6.9%	6.2%	6.2%	6.8%	7.2%	7.7%	8.3%	8.3%	8.4%	9.0%	9.1%	8.6%	9.2%	10.7%	10.9%
New franchises	n/a	0.9%	2.4%	1.6%	2.9%	3.4%	0.8%	0.5%	3.9%	2.8%	1.8%	1.3%	1.5%	2.0%	2.5%	3.3%	2.9%	3.1%	3.4%	3.1%	3.6%	3.8%
Other	1.8%	1.4%	1.0%	0.8%	1.3%	1.3%	1.4%	0.9%	0.8%	0.7%	0.8%	0.8%	0.9%	0.9%	1.4%	1.5%	1.1%	0.9%	1.2%	1.3%	2.3%	1.0%
(USD)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1021	2021	3Q21	4Q21	1022	2022	3Q22	4Q22
ARPDAU	0.66	0.76	0.78	0.96	1.30	1.43	0.80	0.78	0.77	0.78	0.85	1.01	0.90	1.08	1.20	1.39	1.30	1.32	1.33	1.29	1.50	1.66
Core Franchises	0.80	0.83	0.90	1.36	1.88	2.07	0.87	0.89	0.88	0.96	1.10	1.44	1.38	1.55	1.72	1.96	1.93	1.93	1.92	2.00	2.17	2.23
New franchises	n/a	0.10	0.18	0.19	0.41	0.38	0.05	0.04	0.25	0.22	0.17	0.15	0.15	0.28	0.38	0.45	0.40	0.43	0.42	0.36	0.35	0.36
Other	0.07	0.09	0.06	0.08	0.08	0.12	0.08	0.05	0.07	0.05	0.05	0.09	0.10	0.08	0.08	0.06	0.07	0.13	0.13	0.15	0.12	0.07
(USD)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1019	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2021	3Q21	4 Q21	1022	2022	3Q22	4Q22
Daily ARPPU	28.7	29.9	27.8	32.8	38.0	38.0	28.0	28.7	26.9	27.7	30.0	34.6	32.7	33.7	35.7	39.5	39.3	37.7	35.9	36.1	38.9	41.7
Core Franchises	30.2	30.4	28.9	35.3	43.5	43.4	28.3	29.1	28.7	29.6	31.9	37.0	35.3	36.9	40.3	45.4	45.7	43.4	41.5	42.4	44.4	45.9

Appendix - glossary



ARPDAU	Average revenue per daily active user.
ARPPU	Average revenue per paying user.
DAU	The number of individual users who played a game on a particular day.
DPU	The number of players (active users) who made a purchase on a given day.
Live Ops	Activities aimed at increasing the player engagement, among others, by adding new features to games, recurring and one-off virtual events in which players can participate, and active management of promotions within the game.
MAU	The number of individual users who played a game during a particular month.
Monthly Conversion	The percentage of MAU that made at least one purchase in a month during the same period In-app purchases. Payments made by users after downloading a game, in connection with the purchase of additional game features. In-app purchases can be made through various non-cash payment instruments (e.g. payment card, transfer), various electronic channels (e.g. e-banking, mobile phone) or using payment service providers (e.g. PayPal).
MPU	MPU is defined as the number of players (active users) who made a purchase at least once in a given month.
Retention	The number of users who continued to use the game after a certain period of time after downloading the application.
UAMC User acquisition marketing campaigns	Process of the acquisition of users through paid campaigns or promotional offers





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