



OPAP GROUP

THE MANAGER'S REVIEW

Damian Cope,
Chief Executive

Q3 2016 Update

23 November 2016



OUR 2020 VISION

To establish OPAP as a world class gaming entertainment company

We will achieve this by taking **3 important steps**

Culture

Define a clear set of
Core Values
that run throughout every
member of the OPAP family

Priorities

Establish
Long-Term Strategic Priorities
each with a clear set of
operational milestones

Organisation

Build the
Strongest OPAP Team
by putting in place a new
structure to deliver our long-
term objectives



1

Embedding
Customer Obsession

2

Investing in our
Network

3

Developing our
People

4

Building a World class
portfolio of
Products & Services

5

Leveraging the latest
Digital & Technology
Capabilities

6

Committing to our
Communities

7

Expanding the power
of our **Brand**

8

Rebuilding healthy
relationships with the
**State, Regulator and
other bodies**

Customer Understanding

Unified customer segmentation finalised

Reward Scheme framework prepared

Internal Focus on Customer

New Customer Team now established

Increased shop visits taking place – from ExCo level down

Continuous Improvement

Customer satisfaction tracker in place

No.1 Brand in Social Media engagement in Greece





Our Shops

Final planning for improved technology infrastructure – roll-out Q1 2017 onwards

Retail Excellence improvement exercise completed in 400+ shops

Our Products & Services

Final planning for introduction of self-service devices – rolling out from Q2 2017 onwards

Roll-out of debit card terminals has commenced

Our People

Discussions underway with agents and POEPP about aligning our long-term interests

Introduction of Personalised central support service



Attract

We have increased our active participation in career fairs including the biggest event in Greece – at Technopolis in Athens

Develop

New Joiners Induction Program on track to be launched in December

Engage

OPAPulse, a new monthly newsletter named by all employees, launched in September

Retain

We have identified several additional benefits for both employees/agents that will be offered in 2017



Existing Products

Introduced Megabooster promotion – enhancing all multiple bets (3+ legs)

Horseracing population increased from 350 to 425, strengthening product quality

Finalising terms with 3rd parties for new digital platform

New Gaming Products

Rolling out VLTs across both Gaming Halls and OPAP shops from end Q1 2017 onwards

Agreement signed with Inspired Gaming for provision of Virtual Games

New Services/Content

Agreement signed with Betradar for betting content and related services

Payzone renamed as ‘Tora’ (in Greek = ‘Now’) - expect to receive e-wallet license from Bank of Greece in next 1-2 months under the name of ‘Tora Wallet’



People/Resources

Handover to new CTO now completed

RFI process close to being concluded – final decisions in next few weeks

Systems

Long-term technology strategy being finalised – a combination of best-in-class vendors and specific in-house development

Products/Services

Working with Tora Wallet in development of new e-wallet services



PLAY RESPONSIBLY

Strong Commitment

Sponsorship of Hellenic Paralympic Team extended until 2020 Tokyo Paralympics

Renovation of additional 2 floors, staircases, entrances in Children Hospitals

500+ fast-growing SMEs participated in OPAP's new employment program

Stakeholder Engagement

Extraordinary engagement in the Marathon CSR activation that generated over €3,2m of contribution

Increased involvement of our People in many CSR activities

Responsible Gaming

Review underway of all of our Responsible Gambling Policies

New dedicated role being created to lead this important area

Brand Identity

OPAP Brand Positioning
Research Launched

New 'Tora' Brand ID
created

Brand Leadership

Marathon Campaign
delivered extraordinary
results for both
internal/external
customer engagement

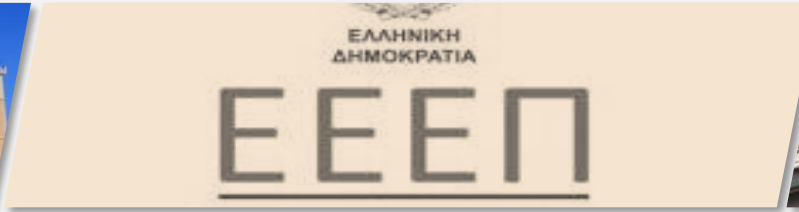
Customer/employee
events for sponsorships -
Olympiakos/PAO/AEK/
PAO basketball teams
plus Greek National
Football Team

Barriers & Risks

Launch of Credibility
Section in TV Live Draws

Winners awareness TV
campaign for Scratch





Government

Better communication taking place around the ongoing problems of illegal gambling

Gaming Regulators

Positive steps in relation to the new VLT regulation

More collaborative day-to-day working relationship is developing

Other Bodies

In discussions with many stakeholders about trying to improve situation in relation to Greek football (currently suspended)