



NorthStar Gaming

Annual General Meeting - 07 June 2024

CEO Comments

Thank you and good morning.

My name is Michael Moskowitz, the chair, executive director and chief executive officer of NorthStar.

Ladies and gentlemen, welcome to the 2024 Annual General and Special Meeting of Shareholders of NorthStar Gaming Holdings, Inc.

Before proceeding with the business of the meeting, I'd like to take this opportunity to introduce the directors and officers of the company.

Beginning with the directors, Victoria Bertrand, Ryan Cooper, Alex Latner, Dean McDonald, Chris McGinnis, Sylvia Prentice and Barry Shafran.

Our officers and senior management attendance today include Corey Goodman, our Chief Development Officer and Counsel, Chin Dhushenthen, our Chief Financial Officer, Maureen Rydzik, our Vice President of IT and Vendor Relations, Dean McNeil, Vice President of Product, Dante Anderson, our Vice President of Marketing and Ben Powell, Investor Relations and Corporate Development.

One of our current directors, Chris Hodgson has decided not to stand for re election today.

I'd like to thank Chris for his contributions to NorthStar.

Before we begin the formal business of today's meeting, I would like to make some brief remarks.

The annual General Meeting provides an opportunity to reflect back on our company's recent achievements and look ahead to our strategic priorities.

The North Star Gaming team has accomplished a great deal in a relatively brief time frame.

As a reminder, 2023 was the first full year of operations for the North Star Bets platform and we recently marked the two-year anniversary of our launch in Ontario and crossed the \$1 billion mark for wagering as a recent start up.

Our product offering matches up very well against anything we've seen in our market from the

established international betting companies and in some key respects I believe we are ahead of them. Our sports insights content vertical is a great example.

We believe NorthStar is the only I gaming platform in Ontario to offer this in depth of content within the betting app, including original articles, analysis, betting picks and strategies, live odds and statistics.

Sports Insights readers have proved to be much more active than our average user in 2024.

We are making significant enhancements which we're calling Sports Insights 2.0 to build on our lead.

These are our home-grown influencers and on the casino side, we offer a curated selection of the world's most popular games across all major categories.

We recently added another batch of games to take us to more than 650 titles and introduce branded studios for selected live dealer games to better showcase our brand.

Our strategy is to deploy the best technology and content from the leading international providers.

No company suits this description better than Playtech and we are proud to have strengthened that relationship significantly over the past year.

In addition to being a major investor in North Star, Playtech provides us with strategic marketing support to help drive player acquisition in Ontario under an agreement we recently renewed.

Another area where I believe we stand out is customer service.

The North Star team takes great pride in providing excellent support to our players in support of our positioning as a premium offering.

I like to think this is a reflection of our local roots and distinct Canadian identity.

We may not have the advertising budgets of the international giants, but our team here in Canada is singularly focused on building a unique and positive experience in the Canadian market.

This mindset has led to strong retention, loyalty to our brand and high player values.

The importance of KPIs like these cannot be overstated.

Like any company, it is always more economical for us to retain and grow our business with existing customers than it is to acquire new ones.

With that in mind, we recently launched our VIP Elite program that recognizes the contributions of our most active players with a view to keeping them satisfied and securing their long-term loyalty.

Our new VIP program also complements our most recent branded studios that are customized with the premium North Star look and feel that our VIPs would expect during.

And turning to the finance side, last year we obtained a public listing on the TSX Venture Exchange. We've raised funds to support our growth in a challenging capital markets environment.

Our reporting systems provide the information to support both financial and compliance requirements, while also enabling us to make timely operational decisions.

As we approach the midpoint of 2024, we continue to execute against our plan.

We recently announced results for the first quarter of this year, extending our track record of strong year over year growth.

Record wagering wagers of \$218,000,000 led to a 63% increase in revenue over Q1 of 2023 and a 91% increase in gross margin.

With margin increasing more rapidly than revenue and expenses remaining relatively flat, we're seeing evidence of operating leverage.

This means that every dollar of revenue makes an increase in contribution to earnings as the business scales.

We largely have the people and the infrastructure in place to manage such higher betting volumes with minimal added resources.

The power of our business model should become increasingly apparent with continued growth and to help drive that growth, we have a number of initiatives planned for the remainder of the year.

I've already touched on product innovation, differentiated positioning, strategic partnerships and top-notch customer service and all of these will remain top priorities.

We've been doing extensive design work to enhance our user experience and our site incorporating feedback received from our customers.

And our marketing team is planning some interesting demand creation activities with themes built around upcoming sports events that I think you'll enjoy.

The managed services business we acquired last year with the Slapshot Media transaction represents another growth opportunity and will continue to develop this business stream in 2024 and beyond.

I am very excited about the opportunity ahead and I know that the rest of the team feels the same.

We look forward to upcoming our updating our shareholders on the continued progress of North Star.

And with that, let's turn to the formal business of the meeting.