



# ANNUAL REVIEW 2023



# *PARTNERSHIPS AND PROGRESS*

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## CEO STATEMENT



**DAZN IS THE LEADER IN  
DRIVING THE DIGITISATION  
OF SPORTS ENTERTAINMENT**



Reflecting on the fantastic accomplishments of 2023, I have never been more certain of what a valuable business we are building in DAZN.

Our commitment to becoming the global destination platform for sports fans has driven every decision, and I am delighted to share the progress, milestones, and strategic initiatives that have defined our journey this year.

Throughout 2023 DAZN has not only sustained its impressive growth but has accelerated its trajectory to become the Global Home of Sport. We've achieved significant progress in product development and geographical expansion. We've forged new partnerships with prominent leagues and distributors, renewed key rights, reduced overheads and solidified our world-class global leadership team.

### OUR VISION

At the core of DAZN is a vision to be the ultimate sports entertainment platform for fans across the globe. Sport has a tremendous universal appeal. More than 3.5 billion people – over half the world's population – consider themselves to be sports fans and contribute to a \$500 billion sports ecosystem. This is the basis upon which DAZN has set its ambitious goals.

Our aim is to build a scalable global platform centred on an unrivalled portfolio of sports rights that aggregates the fragmented fan experiences of watching, gaming, betting, ticketing and ecommerce into a single, frictionless entertainment proposition.

Launching a free tier alongside our premium paid-for subscriptions enables us to deliver this within a single lifetime customer account and will ensure we reach our target of one billion fans.

In short, DAZN is the leader in driving the digitisation of sports entertainment.

### 2023 GOALS

Our goals for 2023 were centred on securing the sustainability of our unit economics, enhancing customer value propositions, and expanding our global footprint.

Key business programmes included the acquisition of Eleven Sports, Team Whistle and ata football; the migration and delivery of NFL Game Pass; the integration of betting, ticketing and ecommerce; the development of free and tiered subscriptions; the acceleration of our advertising roadmap; and the reduction of piracy. We have succeeded in all these initiatives.

### STRATEGIC PARTNERSHIPS, RIGHTS RENEWALS AND GLOBAL EXPANSION

DAZN sets itself apart by its pragmatic approach to strategic partnerships. Indeed, the focus on this Annual Review is "Partnerships and Progress" and in it we set out a number of case studies and first-party endorsements provided by partners from around the globe.

To highlight the importance of this approach, our strategic partnership with France's leading broadcaster Canal+ allowed us to launch DAZN in France, offering the top two Ligue 1 matches per week. Since launching in August, we have partnered with France's top three telcos – Bouygues, Orange and SFR – establishing valuable relationships ahead of the Ligue 1 bid process.

Securing Formula 1 rights in Spain and Japan, and renewing Serie A in Italy, and the UEFA Champions League in Canada showcase our commitment to delivering premium sports content and serve to endorse DAZN's strong, long-term partnership model.

Building on our relationship with Sky in Germany and Italy, the DAZN app will soon be available on Sky Q, Sky Glass and Sky Stream products in the UK, our home market. This partnership gives DAZN greater visibility in eight million UK homes and demonstrates how DAZN forges partnerships that benefit both fans and the business.

Finally, in 2023, we strengthened and broadened our relationship with Riyadh Season and were delighted to have been chosen as their global broadcast partner for the historic fight nights of Battle of the Baddest and Day of Reckoning. We look forward to closer collaboration in 2024.

#### PRODUCT INTEGRATIONS

Our unique technology platform, developed over seven years, now seamlessly integrates betting, ticketing, and ecommerce, promising fans an entirely new sports entertainment experience.

DAZN Bet, an affiliate brand, launched in the UK, Italy, Spain and Germany this year. The potential of this sports betting product is evident and expected to capture a 15-20% market share and grow 30x in the next five years. 2024 will see further development of the concept and greater integration into and synergies with the main DAZN offering.

In 2023, we partnered and launched with Fanatics, the world leader in licensed sports merchandise, to deliver an integrated shop whereby DAZN's 60+ million users can purchase a substantial product range directly through the DAZN app wherever they are in the world. 2024 will see further collaborations and integrated customer journeys that are personalised at an individual user level.

We also embarked on a strategic partnership with DAIMANI to launch and develop an integrated global sports ticketing marketplace. Leveraging the DAIMANI technology, DAZN will embed a ticket marketplace in the DAZN app. In 2024, we will support deeper integration with a shared wallet, one-click purchasing and personalised user journeys whereby individual fans are served relevant events, targeted promotions and special offers for their team's matches.

#### FUTURE OUTLOOK

I am excited to see how DAZN is fulfilling its potential to lead the digital transformation of sports. It's now clear that the conventional linear sports model is ripe for disruption. Major challenges include the lack of engagement among younger audiences, the bundled business model with Cable, and the fragmentation of the fan experience. By contrast, DAZN is building a digital platform that is global, interactive, and directly solves these challenges.

DAZN engages a large customer base through multiple monetisation methods, ranging from premium subscriptions to pay-per-view events, advertising, betting, ecommerce, and more.

Our bold move to make DAZN free for all fans in Q1 2024, while maintaining a subscription requirement for premium content, is designed to engage over one billion registered users. With over 60 million registered premium users and 300 million monthly customers viewing DAZN content already, we are confident in our ability to succeed.

As the leading global sports tech platform, there are many opportunities to collaborate and partner with other digital businesses who share a vision to transform sports entertainment, create an amazing new customer proposition and unlock new growth opportunities.

In conclusion, 2023 has been a year of remarkable progress for DAZN Group. Our strategic initiatives, financial achievements, and subscriber metrics reflect our commitment to being the global Home of Sport.

As we navigate the dynamic sports entertainment industry, we remain steadfast in our mission, anticipating further growth, innovation, and success in the years to come.

**SHAY SEGEV**  
CEO, DAZN GROUP



**DAZN ENGAGES A  
LARGE CUSTOMER BASE  
THROUGH MULTIPLE  
MONETISATION METHODS**

# DAZN GROUP GLOBAL RIGHTS MAP

In 2023, DAZN grew its global rights portfolio and expanded into new markets. Today, DAZN has a strong domestic presence in 10 core markets where it holds top tier sports rights. We also have content that is licenced for a global audience and is available to fans in over 200 markets worldwide.

## CANADA



## US



## PORTUGAL



## SPAIN



## FRANCE



## ITALY



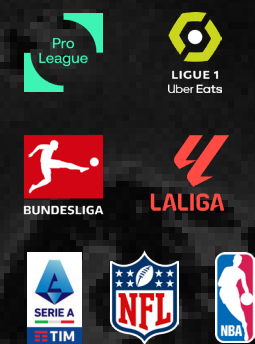
## GLOBAL CONTENT



## UK



## BELGIUM



## GERMANY



## JAPAN



## TAIWAN





# DAZN'S PROGRESS IN 2023 HAS BEEN EXTRAORDINARY



I am delighted to share DAZN's continued excellent financial progress in 2023. This year, we again saw robust revenue growth and a marked improvement in profitability all while increasing investment in our customer experience and world-class technology platform. Looking ahead, 2024 promises to be another year of transformation and growth.

Over the last twelve months, we delivered our key financial priorities. We have financed the acquisition of top-tier live sports content, further bolstering DAZN's premier sports portfolio. A highlight was the introduction of NFL Game Pass, underscoring DAZN's unique position as the only global-scale digital sports platform.

DAZN further cemented its position as the leading sports broadcaster in Europe with the retention of domestic Serie A live rights in Italy, a localised launch in France, in partnership with Canal+, and securing market leadership in Portugal and Belgium with the acquisition of Eleven Sports.

We also launched innovative sports betting, merchandising and ticketing services to further enrich the overall fan experience. These products, integrated seamlessly with our live streaming service and powered by our advanced technology platform, show encouraging early results and lay the groundwork for ambitious expansion in 2024.

Thanks to our digital model and largely fixed cost structure, these new revenue streams will increase our operational efficiency. Over time, this will enable DAZN to generate more cash flow to reinvest in our content and tech, further reinforcing our market-leading position.

These initiatives to open new markets and revenue streams are enlarging DAZN's direct addressable market of \$500 billion. As the leader in digital sports entertainment, DAZN is well placed to capture a substantial portion of this expanding market.

Building on 2022, where we delivered 50% growth, DAZN's financial results in 2023 demonstrate the success of our strategy. Preliminary figures indicate a near 40% revenue increase, taking Group income to \$3.2 billion. This impressive result is mainly due to a growth in subscription revenues, achieved by attracting new subscribers, especially in Spain and Italy, and more effectively monetising our existing base. We introduced various subscription options, including tiered content, multi-device access, and pay-per-view options, all emphasising the premium quality and flexibility of our service.

Additionally, we've seen significant growth in digital advertising and a notable initial contribution from betting and ecommerce. This marks an exciting diversification of our business model and revenue sources, which bodes well for capturing greater customer attention and providing different models of partnering and transacting with rights holders.

We are making excellent progress towards profitability. Despite increased investments in content, technology, and innovation, we've managed to significantly reduce our year-on-year losses, especially in the last quarter. We anticipate this trend to continue in 2024, supported by operational leverage and disciplined cost management. With profitability within reach, DAZN is on a clear path to achieving substantial and sustainable margins over time.

DAZN's progress in 2023 has been extraordinary, and the future looks even more promising. Our operational and financial foundations are stronger than ever. DAZN's mix of premium live sports, best-in-class technology, and a partnership-led approach is delivering a product that is highly valued by fans and rights holders.

We remain committed to innovating and enhancing our customer experience, seizing new opportunities to establish DAZN as the ultimate destination for sports fans worldwide.

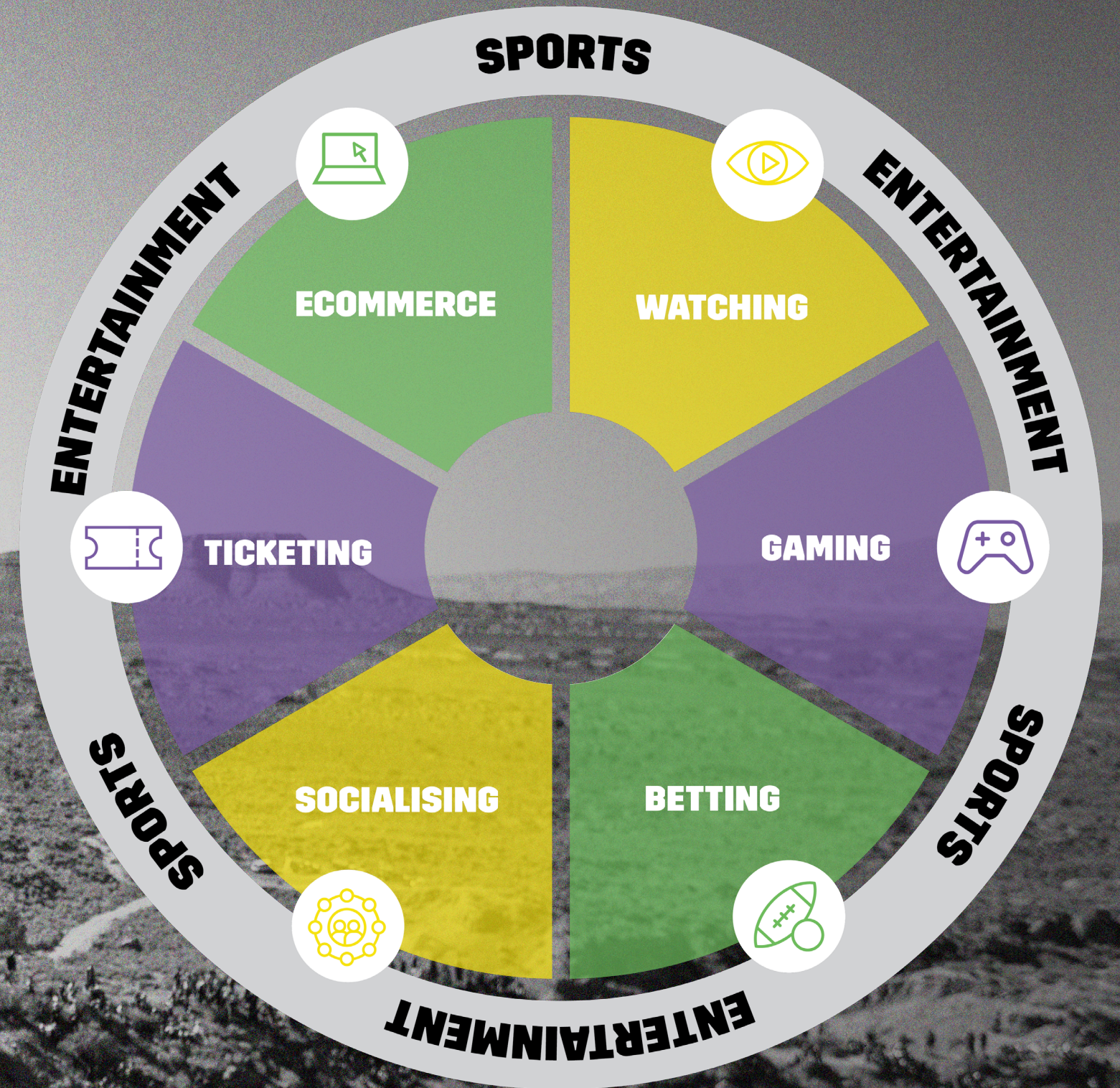
**DARREN WATERMAN**  
CFO, DAZN GROUP

# AN ENTIRELY NEW SPORTS ENTERTAINMENT ECOSYSTEM

We want to reach one billion sports fans from across the world in a meaningful and enjoyable way and become an indispensable part of a sports fan's life.

We are building the ultimate sports entertainment platform - an entirely new proposition that is interactive, intuitive, and hyper-personalised.

DAZN is creating a marketplace for all sports related products and services - watching, gaming, betting, socialising, ticketing and ecommerce - with a single account and wallet.



## TECHNOLOGY AND PRODUCT DEVELOPMENTS IN 2023



**WE HAVE SUCCESSFULLY EXECUTED OVER 1,600 PIVOTAL PROJECTS**



represents a key milestone in our global expansion efforts. Equipped with state-of-the-art technology, this office is a new Centre of Excellence for DAZN.

### **OPERATIONAL OPTIMISATION AND CONTINUOUS IMPROVEMENT:**

Our commitment to optimisation remains unwavering. Continuously seeking ways to enhance efficiency and effectiveness, we have successfully launched linear channels in record time, implemented new hybrid transmission workflows, and introduced operational enhancements.

### **INNOVATIVE PRODUCTION CAPABILITIES:**

The implementation of virtual galleries has revolutionised our production capabilities, enabling us to produce content anytime, anywhere, at a fraction of the cost compared to traditional physical gallery environments.

### **REVENUE ENHANCEMENT AND PAYMENT INNOVATIONS:**

Our focus on revenue recovery includes the introduction of billing retry and active grace mechanisms to combat failed payments. Additionally, the integration of new payment methods such as ApplePay, GooglePay, and Bancontact, along with the migration of millions of customers, notably from the NFL, to auto-renew, has significantly bolstered our revenue streams.

### **EXPANDED DISTRIBUTION PARTNERSHIPS:**

The seamless integration of new distribution partners, including broadcasters, telcos, and smart TVs such as Sky, TNT Sports, Tivusat, Optus, Orange, Bouygues, SFR, YouTube Primetime, Amazon Prime Video, LG, Samsung, Pluto, and Vidaa, has expanded our reach and accessibility.

### **ENHANCING USER EXPERIENCE THROUGH "WATCH PARTY":**

Our development of "Watch Party" signifies a significant step towards creating a progressive and interactive experience. This feature incorporates a social community, influencer-curated events, and a range of monetisation opportunities, including brand takeovers.

**SANDEEP TIKU**  
CTO, DAZN GROUP

### **KEY ACHIEVEMENTS AND PROJECT DELIVERIES:**

Throughout 2023, we have successfully executed over 1,600 pivotal projects and initiatives. This impressive figure signifies an exponential surge in productivity when compared to the previous year, showcasing our commitment to excellence and efficiency in project delivery.

### **GLOBAL AUDIENCE EXPANSION AND PLATFORM SCALABILITY:**

DAZN continues to attract a global and ever-expanding audience. In response to this growth, we have consistently subjected our platform to rigorous load testing to ensure its scalability, enabling us to remain at the forefront of meeting increasing demand.

### **PLATFORM ENHANCEMENT:**

A significant milestone for the year includes the re-engineering of our platform to make third party integrations smoother. This strategic move not only played a crucial role in securing the NFL deal but has also paved the way for forging additional global partnerships with other leagues and federations. The introduction of a free layer aims to attract new users, with a focus on converting them into paid subscribers in the future.

### **CUSTOMER-CENTRICITY:**

We have diligently crafted customer-centric journeys, positioning our app as the ultimate destination platform for sports enthusiasts. This integration seamlessly combines betting, gaming, ticketing and ecommerce, enhancing the overall user experience.

### **GLOBAL EXPANSION AND WORKPLACE ADVANCEMENTS:**

Our flagship innovation hub and development centre in Hyderabad, currently hosting over 600 staff,



## FOCUS ON ITALY: A STRENGTHENED AND RENEWED PARTNERSHIP



**GROWING THE REACH  
AND THE AUDIENCE  
FOR THE COMPETITION  
AND THE CLUBS**

In October this year, DAZN renewed its partnership with Lega Serie A, securing all 380 Serie A matches per season until 2029. This is the first major European football rights renewal for DAZN, further cementing its standing as the preeminent sports broadcaster on the continent.

DAZN's commitment to innovation, reaching new audiences, and introducing flexible pricing tiers were critical factors for Lega Serie A and their member clubs when deciding to recommit to a strong and developing partnership. Growing the popularity and the value of the competition are shared objectives, which can be better achieved with a five-year deal in place. Luigi De Siervo, Lega Serie A CEO, gives their perspective:

*"Serie A is very pleased to continue our partnership with DAZN for the next years. DAZN has had the vision and belief, more than anyone else, to deliver Italian football to fans with the benefits of live streaming, supported by significant investments in the rights and technological infrastructure.*

*"The recent five-year agreement, which we believe to be a seminal moment in the relationship between rights holder and broadcaster, is highly innovative. It creates a stronger and more incentivised partnership between us, the clubs and DAZN. The insertion of a revenue sharing provision in our contract means that Lega Serie A will be even more proactive and creative in helping DAZN develop, drive, and deliver the content that will stimulate greater interest and value for the game in Italy. It is an exciting prospect.*

*"As evidence of our willingness to collaborate to grow and protect value, we will continue to work alongside DAZN to tackle the challenge of piracy, an issue that means honest fans and subscribers are subsidising people who want to take from the system but not contribute.*

*"The partnership approach we have taken together with DAZN means the journey to innovate and offer more and better ways for fans to get closer to their passion has already begun. During matches, we see state-of-the-art cameras with increasingly cutting-edge embedded software for the best colorimetric rendering in HDR and virtual reproductions in Augmented Reality, bringing to the sports enthusiasts original perspectives. And in the all-important review and analysis of the action, unique experiences are now available, such access to VAR officials' exchanges. DAZN's subscribers can now listen in exclusively on the platform to better understand the dynamics of the match and the decision-making processes of the officials.*

*"This relationship of equals has achieved much already, but there is even more to come. The launch of Serie A TV Radio in collaboration with RDS on DAZN from the 2024/25 season is one such example – growing the reach and the audience for the competition and the clubs."*



**LUIGI DE SIERVO**  
LEGA SERIE A CEO

## FOCUS ON STRATEGY: DAZN'S INNOVATION KEY TO STREAMING SUCCESS

**STREAMERS LIKE DAZN ARE DIVERSIFYING THEIR REVENUE TO ENSURE INCOME GROWTH IS MAINTAINED AND THE NEEDS OF MORE DEMANDING CONSUMERS MET**

At the core of DAZN's continuing development, and the basis for future growth and profitability, is a strategy that meets shifting media consumer habits, while using the digital capabilities inherent to the platform to create diversified revenue streams. Ampere Analysis is a market-leading UK-headquartered data and analytics firm specialising in the media, games and sports sectors. Executive Director Richard Broughton reflects on DAZN's strategy in the context of evolving media trends:

*"In just a handful of years, the nature of TV viewing has shifted radically and permanently. Across the world's developed economies, nearly 95% of Internet users now plug into one or more streaming video products every month. By the end of 2023 there will be 1.7 billion paying streaming subscribers worldwide. And the streaming sector now accounts for approaching 30% of the global TV market's turnover. Just ten years ago streaming services were responsible for a mere 1%.*

*The scale of change inevitably means that this is not simply a generational shift. While younger consumers led the early adoption of streaming products, the average streaming viewer increasingly resembles the average TV viewer in age and content preferences. This is a seminal shift, and one that requires streamers to embrace the flexibility their platforms allow, to cater for the differing demands – passive or immersive viewing habits – their customers will have. DAZN is seeking to create products and services that bridge the gap between the 'lean back' and 'lean in' generations of sports media consumers.*

*This is key for how service providers think about content provision – and the rights they buy. Five years ago, the average streaming subscriber was less likely than the average TV viewer to indicate that sport was their favourite form of content. Today, we know that sport is of fundamental importance for the streaming sector.*

*Streamers like DAZN are diversifying their revenue to ensure income growth is maintained and the needs of more demanding consumers met. Advertising models are the focus for many streaming providers in this context, but new tiering structures, additional account models, and in-service merchandising will all contribute to improved per subscriber monetisation. Half of sports streaming subscribers want access to additional features like betting and merchandising via their providers.*

*The proliferation of streaming services is another key challenge for the industry, and is creating demand for simplicity from users. Nearly two thirds of streaming users want a single point of access via which they can search for and find the content they want to watch. For streaming providers, this means working with aggregators and viewing platform partners to facilitate discovery, or becoming aggregators of content themselves. A partnership approach, which DAZN is pioneering, strikes a balance in terms of managing costs, addressing market dynamics, and creating simplified access for sports fans in terms of cost and discoverability.*

*The outlook for the industry streaming remains undoubtedly positive, and audiences have fundamentally made the shift to streamed video, however service providers must continue to innovate to adjust to a more complex, demanding, and competitive climate. DAZN's strategy is designed to address these challenges."*



**RICHARD BROUGHTON**  
EXECUTIVE DIRECTOR  
AMPERE ANALYSIS

**GLOBAL FOCUS: THE BEGINNING OF A  
10-YEAR JOURNEY WITH NFL GAME PASS**

**WE HAVE BEEN ABLE TO ENHANCE THE  
GAME PASS VIEWER EXPERIENCE AND  
SERVE OUR FANS AROUND THE WORLD  
IN NEW AND DIFFERENT WAYS**



The launch of NFL Game Pass in July was a pivotal moment for DAZN. The complete Game Pass content, including live games, archive content, highlights, and documentaries is now available on DAZN.

The structure, length and nature of the relationship with the NFL is how DAZN envisages the future of rights holder relationships – strategically aligned, mutually beneficial and value incentives on both sides.

*“The NFL is at the start of its journey with DAZN, one which has its foundations in a shared strategic objective – delivering NFL games to as many fans as possible around the world. The continuing development of NFL Game Pass aligns with the League’s media strategy which is about maximizing reach and innovation.”*

*“Tapping into DAZN’s technology, we have been able to enhance the Game Pass viewer experience and serve our fans around the world in new and different ways. Bringing this new innovation to Game Pass is now more important than ever as the NFL looks to expand its brand globally. We are confident we have the right partner in DAZN to achieve our shared goal of growing the international reach and value of the NFL.”*



**SAMEER PABARI**  
MANAGING DIRECTOR,  
INTERNATIONAL MEDIA NFL

**FOCUS ON GERMANY: LOCAL FOUNDATIONS  
BUILDING GLOBAL SUCCESS**

**WE SHARE THEIR PASSION  
FOR THE BEAUTIFUL GAME  
AND FEEL THAT THE PARTNERSHIP  
IS PROFESSIONAL, MEANINGFUL  
AND OPERATES TO MUTUAL BENEFIT**



Germany was the first European market DAZN launched in. Subsequently, we have built significant and long-term relationships not only with the rights holders but with individual clubs. DAZN recognises the importance of being part of the fabric of the sporting ecosystem and is constantly striving to find new and better ways to help deliver at all levels of the value chain – for fans, for clubs and, in this case, for the Bundesliga.

*“FC Bayern Munich greatly appreciates what DAZN delivers as the main broadcast partner for two of the most important club competitions in football. We share their passion for the beautiful game and feel that the partnership is professional, meaningful and operates to mutual benefit.”*

*“We at Bayern Munich are also very interested in making the football experience as accessible as possible to our fans globally, offering the best possible service. We’re delighted to have a broadcaster that works with us to enhance the football experience for our fans in Germany and around the world, driven by a shared commitment to the integrity and excitement of the sport.”*



**JAN-CHRISTIAN DREESEN**  
CEO FC BAYERN MUNICH

## FOCUS ON SPAIN: DRIVING OPPORTUNITIES AND CREATING THE SPACE FOR MOTORSPORTS



## ONE OF THE MOST INNOVATIVE AND FORWARD-THINKING PLATFORMS

In Spain one of the two main pillars that drives the success of DAZN is motorsport. DAZN gives MotoGP and Formula 1 fans the coverage that their passion deserves. This is down to DAZN's digital capabilities, so fans of any sport on the platform will get the range of content and opportunities to watch – across devices and when they want. It works too – the popularity of Formula 1 and MotoGP are both increasing in Spain, and DAZN has extended its partnership with Dorna Sports and Formula 1.

*“DAZN is a great partner for MotoGP. We renewed our partnership for precisely that reason – it's a fantastic platform providing excellent coverage and, crucially, it's very accessible. Working with DAZN has enabled us to democratise the sport across Spain, reaching new and fresh audiences, which is a key target for MotoGP. DAZN provides fantastic, reliable live coverage at the same time as giving fans the chance to watch whenever and wherever they want – something that will only become more relevant in the changing media landscape of today.”*



**ALEX ARROYO**  
HEAD OF MEDIA RIGHTS,  
DORNA SPORTS

*“As one of the most innovative and forward-thinking platforms, we are delighted that DAZN will continue to stream F1 content within Spain until 2026. DAZN continues to deliver a fantastic product to its viewers, which has played an important role in increasing viewership and engagement with F1 content to an ever-growing fanbase in Spain, and we look forward to elevating this even further next season and beyond.”*



**IAN HOLMES**  
DIRECTOR OF MEDIA RIGHTS AND  
CONTENT CREATION  
FORMULA 1

## FOCUS ON DISTRIBUTION: BUILDING AN UNRIVALLED NETWORK



**PROVIDING FANS WITH EASY ACCESS  
TO A RICH BANK OF POWERFUL,  
DIVERSE AND HIGH-QUALITY  
PREMIUM SPORTS CONTENT**

Distribution is a core element of DAZN's vision of becoming the global platform for sports entertainment. Ensuring that as many potential customers as possible can access DAZN means taking a pragmatic approach to how and where sports fans can access, transact with and enjoy DAZN's premium sports content. That is why DAZN works with some of the world's biggest and most successful media to companies to create the visibility and discoverability that the rights holders who use DAZN to reach their fans want, providing the flexibility and accessibility that modern sports media consumers demand.

Partnering with the likes of Amazon Prime Video, Sky, Virgin Media, Samsung, LG, VIDAA, Movistar, TIM and YouTube, means DAZN's reach is growing exponentially. That is good news for rights partners like the NFL, whose focus on international growth, reaching new fans, and increasing revenue matches the ambition shown by DAZN in building an unrivalled network of distribution partners.

*"We're excited to be partnering with DAZN to bring NFL Game Pass to YouTube as a Primetime Channel. By providing a seamless watching experience and improved access to NFL Game Pass content, together we can further expand the passionate community of American Football fans in the UK, Germany, France and Austria. This comes on the back of a hugely successful partnership with DAZN and UEFA to make the Women's Champions League free for the world to see, helping connect passionate football fans with some of the best players in the sport."*

*"This strategic alliance is benefitting both partners by providing fans with easy access to a rich bank of powerful, diverse and high-quality premium sports content and we can expect to see greater engagement across these markets".*



**RICHARD LEWIS**  
DIRECTOR OF PARTNERSHIPS,  
YOUTUBE UK AND IRELAND

## COMBATTING IP THEFT: A WINNING APPROACH

**DAZN IS SEEKING TO DISRUPT  
THE PIRACY SUPPLY CHAIN AT  
EVERY STAGE**



As pioneers in digital sports broadcasting, DAZN partners with the largest sports franchises in the world to deliver a richer, more immersive experience to sports fans. Protecting this experience and the underlying content is a key to maximising value for all stakeholders, be they the leagues, distribution partners or fans.

DAZN has evolved its anti-piracy approach in the last 12-months to address: the risks posed to customers; ensure that intellectual property theft is minimised, and that such behaviour is disincentivised. DAZN has expanded its anti-piracy operations, established cross-sector relationships, and initiated a dedicated live sports taskforce with the Alliance for Creativity and Entertainment (ACE).

DAZN is seeking to disrupt the piracy supply chain at every stage, either through the use of cutting-edge technology to protect content, targeting the criminals operating sites, or engaging with governments and regulators to improve legislation.

No single company can single-handedly affect the change that is needed to protect live sport, but partnering with rightsholders, regulators, other broadcasters and distributors maximises the disruption of this criminal activity.

### ANTI-PIRACY OPERATIONS:

Some examples of specific actions:

- Deploying an improved social media engagement strategy, in 2023 DAZN achieved 100% compliance on major platforms, leading to the removal of over 50,000 infringing posts with 60 million views. Over 110,000 infringing posts advertising IPTV services were removed successfully on Telegram.
- Focusing on the payment ecosystem, DAZN shut down 86 payment methods offered by IPTV providers using VISA, Mastercard and PayPal, and through a partnership with Coinbase, closed three crypto wallets linked to piracy. DAZN is now able to disrupt advertising revenues pirate sites generate from advertising networks on a global basis.
- In the web domain, DAZN targeted over 110,000 infringing links, securing blocking injunctions and engaging local authorities to disrupt 150 IPTV services and 100 websites.
- DAZN's internal team now independently monitors and takes down online copyright and brand infringements globally, covering various platforms, marketplaces, and hosting providers. This includes monitoring pirate third-party android applications, IPTVs, and playlists across the Internet and 'dark web'.

### TECHNOLOGY:

DAZN invested in or enhanced its technology to bolster security and proactively combat piracy. This included digital rights management (DRM), fragment tokenisation, visible and invisible watermarking, account security, and geo-blocking.

**PARTNERSHIPS:**

DAZN joined ACE, a global coalition fighting digital piracy. DAZN became the founding member of the transformational ACE Sports Piracy Task Force. The task force will expand ACE's focus on live sport. The immediate focus with ACE is on the leading IPTVs and websites providing illegal access to DAZN content in DAZN's key territories.

Since July 2023, it has taken down pirate services/sites with a combined annual global viewership of 250 million. One of these was the largest global fight-sport site and DAZN executed the takedown the day prior to the October Misfits PPV event to maximise DAZN PPV acquisitions. This proved effective and resulted in 50K people being referred to DAZN as well as disrupting the sharing of pirate links between subscribers.

DAZN strengthened relationships with UEFA, LaLiga, Serie A, DFL, and the Premier League in order to maximise each organisations efforts in addressing piracy.

**ED McCARTHY**  
CHIEF OPERATING OFFICER

*"Piracy is not only bad for business; it impacts jobs, creativity of course, and the sports industry around the world. But it also impacts consumers, and that's a message ACE spreads widely; that it's a huge risk to consumers when they visit piracy websites."*

*"That is why the addition of DAZN, and the creation of the ACE Sports Piracy Task Force marks a turning point for ACE and our mission to effectively combat intellectual property theft and mitigate its harms to the sports ecosystem."*

**JAN VAN VOORN**  
HEAD OF ACE





## **BUILDING THE HOME OF WOMEN'S FOOTBALL: A SMART AND STRATEGIC INVESTMENT**

DAZN's commitment to, and investment in, women's football is significant and strategic. Over the last two years we have become the most comprehensive distributor of global women's football rights versus any other broadcaster or platform. From the ground-breaking partnership with YouTube to become the global home of the UEFA Women's Champions League, to the creation of globally distributed FAST channels and innovative distribution deals, we are driving the transition of premium women's football competitions into fully-fledged commercial propositions. DAZN has a vision and ambition for the sport that is unrivalled by any other major streamer or broadcaster.

Having strengthened our team internally in August this year with the acquisition of a group focused on the development of women's football, we are embarking on the next phase of development of our women's football business.

In January 2024 we are launching a globally available, freemium platform for women's football. Enhancing our already sizeable engagement with women's football fans in our core football markets, this new free environment will expand our reach and engagement as we become the gateway to the audience of the game. This will create significant commercial opportunity for DAZN and stakeholders of the game - including brands, leagues, clubs and players, growing DAZN's reputation in key markets including the US and the UK.

We have in place an earned marketing network across clubs, youth groups, publishers and influencer networks focused on Europe and the US, and we are signing new commercial partnerships with brands who are investing with us to develop the product and experience for fans. We have scaled commercial ambitions and - from January as we move from social first distribution strategy to our platform delivering the most comprehensive content and product experience - we are creating the environment required to deliver that growth. This strategy is unlocking the opportunity for us to develop more integrated partnerships with leagues, clubs and brands, which will underpin future rights deals and commercial agreements.



# **Global home of women's football**

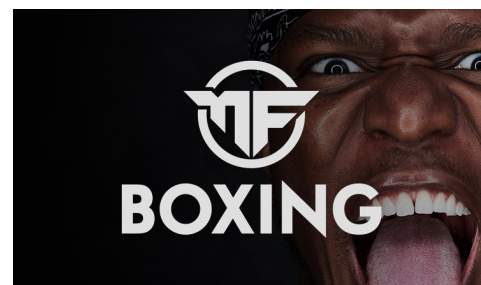
# 2023 MILESTONES



## JAN

### DAZN EXTENDS DEAL WITH MISFITS FOR FURTHER FIVE YEARS

This sees DAZN exclusively broadcast at least six MF&DAZN: X-Series events a year, including two blockbuster pay-per-view fights across our 230+ markets and territories.



### DAZN PARTNERS WITH PROFESSIONAL FIGHTERS LEAGUE

DAZN and Professional Fighters League agree to a joint venture to create PFL Europe, the first regional league ever from a global provider of MMA.



### DAZN SPAIN LAUNCHES DEDICATED WOMEN'S SPORTS OFFER

DAZN Victoria, a new tier within DAZN, for women's sports fans, with all major female football leagues within one subscription.



### AMAZON AND DAZN AGREE GLOBAL DISTRIBUTION PARTNERSHIP

DAZN's direct-to-consumer sports streaming service becomes available as a new Prime Video Channel, giving Prime Video customers access to DAZN with a single click, for an additional monthly fee. Initially launched in Spain and Germany.



## FEB

### DAZN COMPLETES ITS ACQUISITION OF ELEVEN SPORTS AND TEAM WHISTLE

With the addition of Eleven, DAZN expands into Belgium, Portugal and Taiwan, and develops social reach and engagement by bringing creative agency Team Whistle's network and expertise to DAZN.



### MARC WATSON JOINS DAZN AS CHIEF COMMERCIAL OFFICER

Marc was instrumental in establishing BT Sport and led Eleven Sports' expansion into more than 230 markets during his seven-year tenure as the company's CEO.



# MAR

## F1 RENEWED IN JAPAN FOR A FURTHER THREE SEASONS

The agreement which began ahead of the 2023 season, gives DAZN rights to broadcast all 23 race weekends including practice and qualifying sessions, F1 Sprint events and Grand Prix, plus highlights to their customers in Japan.



## DAZN AND J.LEAGUE EXTEND PARTNERSHIP TO 2033

DAZN and the Japan Professional Football League (J.League) extended their existing 12-year partnership by five years until 2033, with the aim of further developing and elevating Japanese football.



## DAZN 1 HD LAUNCHES ON SKY

DAZN launched a new linear channel, DAZN 1 HD, on 429 on Sky ahead of Anthony Joshua's comeback fight. DAZN 1 HD plays a selection of live and on-demand sports content to fans in the UK and Ireland.



## DAZN ANNOUNCES RIGHTS TO NATIONAL WOMEN'S SOCCER LEAGUE

DAZN acquired the rights to NWSL in its key markets including Spain, Italy, Germany, Japan and the UK, adding to DAZN's premium portfolio of women's football rights.



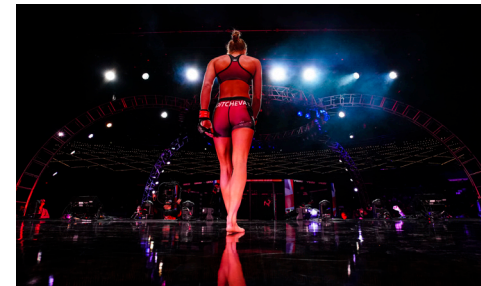
## DAZN SPAIN INTRODUCES 'WATCH PARTY' FEATURE

Fans are brought even closer to the action with the launch of La Grada, an interactive Watch Party that engages DAZN users with live chat during matches, polls, emojis, stickers and GIFs as well as the ability to interact with other fans via the app.



## DAZN LAUNCHES ITS FIRST FAST CHANNELS IN GERMANY AND AUSTRIA

DAZN FAST, DAZN FAST+ and DAZN RISE, the first pure women's sports channel go live.



## LAUNCH OF THE NETWORK OPERATION CENTRE (NOC) IN ITALY

DAZN established a dedicated Network Operation Centre (NOC) in Italy, which is in constant communication with the Global NOC, to ensure the smooth delivery of live sports streaming in market.



# APR

## FIRST FIGHT OF AJ PARTNERSHIP LANDS ON THE PLATFORM

Former two-time Heavyweight Boxing Champion of the World Anthony Joshua returned to the ring. The fight was the first of Joshua's five-year partnership with DAZN to be streamed live, exclusive, and worldwide on the digital sports entertainment platform.



# MAY

## DAZN JOINS THE ALLIANCE FOR CREATIVITY AND ENTERTAINMENT (ACE)

DAZN establishes a dedicated Sports division to the anti-piracy coalition ACE to tackle piracy operations that threaten the live sports broadcasting and streaming industry.



## DAZN LAUNCHES TWO FAST CHANNELS

DAZN Combat and DAZN Women's Football, two Free Ad-Supported Streaming Television (FAST) channels, are launched and available globally on LG, Samsung and VIDAA supported Smart TVs.



# JUN

## DAZN OPENS GLOBAL INNOVATION TECHNOLOGY HUB IN HYDERABAD

DAZN establishes a major technology Centre of Excellence (COE) in Hyderabad, India, to fast-track innovation and development.



## NFL GAME PASS INTERNATIONAL LAUNCHES ON DAZN

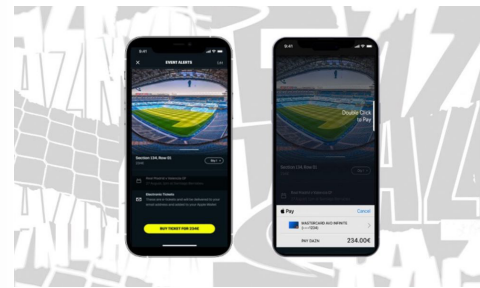
DAZN becomes the only place outside the US for NFL fans to watch all NFL content - a comprehensive library of NFL game replays, Game in 40, Sunday in 60, RedZone, highlights, analysis, half time shows, and all live games including the Super Bowl.



# JUL

## DAZN ANNOUNCES PARTNERSHIP WITH DAIMANI

DAZN will leverage DAIMANI technology to embed a ticket marketplace in the DAZN app, with a shared wallet, personalisation and one-click purchasing for a wide range of ticketing options and sports hospitality packages.



# AUG

## DAZN ACQUIRES ATA FOOTBALL

DAZN further cements itself as the 'Global Home of Women's Football' through the acquisition of ata Football and the joining of Hannah Brown and Esmeralda Negron as Co-CEOs of a newly formed Women's Football Division.



## DAZN LAUNCHES FREE-TO-PLAY GAME, 6 TO WIN

Free for both premium and free-tier subscribers, fans attempt to predict the outcomes of six matches to win a jackpot of \$50,000. The game is available within the DAZN app in Germany, Spain and Italy, with global roll out to follow.



## DAZN AND FANATICS SIGN GLOBAL ECOMMERCE PARTNERSHIP DEAL

DAZN's partners with Fanatics to enable its customer base of 60+ million sports fans to purchase licenced team merchandise and sports apparel directly through the DAZN app.



## DAZN JAPAN REACHES LANDMARK WITH YOUTUBE

DAZN's YouTube channel in Japan amasses more than 1 million subscribers.



## DAZN RENEWS EUROSPORT AGREEMENT

Through the renewed three-year agreement, Eurosport will continue to be carried on DAZN in five of its European markets - Spain, Italy, Germany, Austria, and Switzerland.



## DAZN STRIKES DEAL WITH SAUDI PRO LEAGUE

DAZN agrees broadcast rights to show three games a week in the UK, Ireland, Germany, Austria, Belgium, and Canada for two seasons.



# SEP

## FOUR NEW FAST CHANNELS LAUNCHED IN GERMANY

DAZN increases the reach and accessibility of its Women's Sport, fight sports and other content with a FAST channel partnership with Pluto.



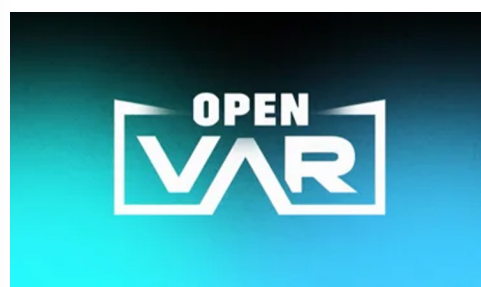
## DAZN CEMENTS ITS PRESENCE IN FRANCE

DAZN launches a localised service in France with the two top Ligue 1 Uber Eats matches per week via a distribution partnership with leading French broadcaster Canal+.



## DAZN INTRODUCES OPEN VAR

For the first time in the history of Italian football, DAZN and FIGC brought VAR exclusively on the platform, broadcasting the audio of dialogues between VAR and football referees.



## SERIE A FEMMINILE EBAY

Acquisition of the domestic rights for Serie A Femminile eBay, confirming DAZN platform as the Home of Women's Football, bringing it to an ever-increasing fan base.



# OCT

## DAZN RENEWS SERIE A RIGHTS UNTIL 2029

DAZN will continue to broadcast every Serie A match in Italy after the league voted for the streaming platform to be its principle domestic broadcaster until 2029.



## DAZN BET LAUNCHES IN GERMANY

Germany becomes the fourth market to launch DAZN's affiliate betting product in the year.



# NOV

## DAZN EXTENDS UEFA CHAMPIONS LEAGUE IN CANADA BY FIVE YEARS

DAZN and UEFA signed an exclusive five-year deal positioning DAZN as the only place for Canadians to watch Champions League and Europa League until 2028.



## DAZN BROADCASTS RIYADH SEASON'S "BATTLE OF THE BADDEST" GLOBALLY

Tyson Fury took on Francis Ngannou in an electric "Battle of the Baddest" with millions of fans tuning in.



## DAZN SHOP LAUNCHES IN SPAIN AND GERMANY

Partnership with Fanatics sees sports apparel and merchandise available for purchase within the DAZN app.



## DAZN BROADCASTS RIYADH SEASON'S "DAY OF RECKONING" GLOBALLY

Blockbuster Fight Card "Day of Reckoning" streamed globally on DAZN, including in the UK and US.



## DAZN APP AVAILABLE ON SKY UK

DAZN signs a landmark partnership with Sky UK to make its app available across Sky devices (Sky Q, Sky Glass and Sky Stream) from early 2024, a significant move in discoverability in DAZN's home market.



## DAZN FREEMIUM OFFER GOES LIVE IN GERMANY

First free content offer within the DAZN app set to showcase and promote DAZN's premium rights, products and services to an even wider audience.



## DAZN GOES LIVE IN BOXING BETA ON ROBLOX

DAZN is exploring innovative and authentic ways to reach and appeal to new demographics. The launch of our DAZN Gym in Roblox, the ultimate virtual universe was the first of these initiatives.

