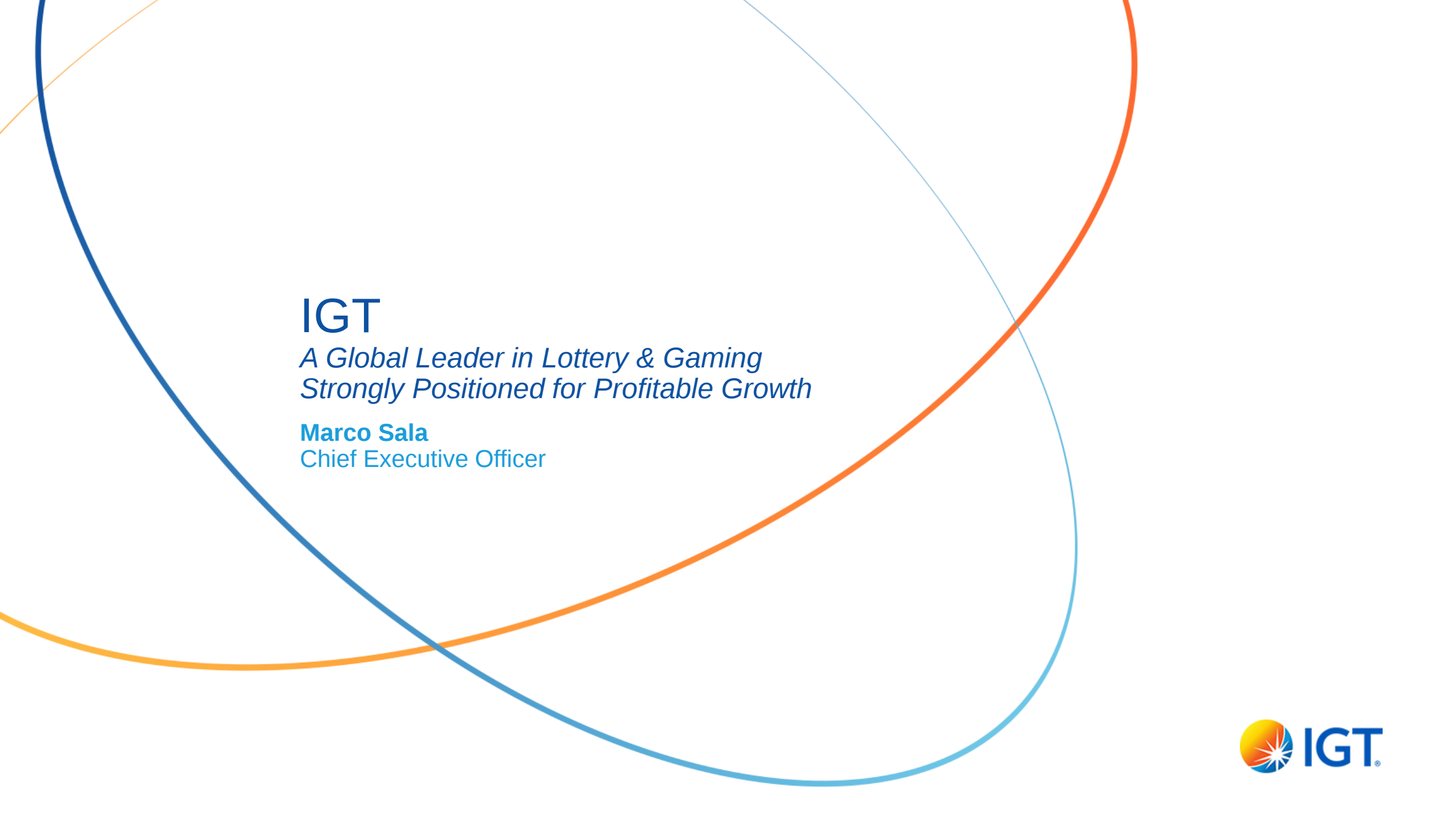




# IGT

*A Global Leader in Lottery & Gaming  
Strongly Positioned for Profitable Growth*

**Marco Sala**  
Chief Executive Officer



# Forward Looking Statements

## Cautionary Statement Regarding Forward-Looking Statements

This presentation may contain forward-looking statements (including within the meaning of the Private Securities Litigation Reform Act of 1995) concerning International Game Technology PLC and its consolidated subsidiaries (the “Company”) and other matters. These statements may discuss goals, intentions, and expectations as to future plans, trends, events, dividends, results of operations, or financial condition, or otherwise, based on current beliefs of the management of the Company as well as assumptions made by, and information currently available to, such management. Forward-looking statements may be accompanied by words such as “aim,” “anticipate,” “believe,” “plan,” “could,” “would,” “should,” “shall,” “continue,” “estimate,” “expect,” “forecast,” “future,” “guidance,” “intend,” “may,” “will,” “possible,” “potential,” “predict,” “project” or the negative or other variations of them. These forward-looking statements do not guarantee future performance and speak only as of the date on which such statements are made. These forward-looking statements are subject to various risks and uncertainties, many of which are outside the Company’s control. Should one or more of these risks or uncertainties materialize, or should any of the underlying assumptions prove incorrect, actual results may differ materially from those predicted in the forward-looking statements and from past results, performance, or achievements. Therefore, you should not place undue reliance on such statements. Factors that could cause actual results to differ materially from those in the forward-looking statements include (but are not limited to) the factors and risks described in the Company’s annual report on Form 20-F for the financial year ended December 31, 2020 and other documents filed from time to time with the SEC, which are available on the SEC’s website at [www.sec.gov](http://www.sec.gov) and on the investor relations section of the Company’s website at [www.IGT.com](http://www.IGT.com). Except as required under applicable law, the Company does not assume any obligation to update these forward-looking statements. You should carefully consider these factors and other risks and uncertainties that affect the Company’s business. All forward-looking statements contained in this news release are qualified in their entirety by this cautionary statement. All subsequent written or oral forward-looking statements attributable to International Game Technology PLC, or persons acting on its behalf, are expressly qualified in their entirety by this cautionary statement.

## Comparability of Results

All figures presented in this release are prepared under U.S. GAAP, unless otherwise noted.

## Non-GAAP Financial Measures

Management supplements the reporting of financial information, determined under GAAP, with certain non-GAAP financial information. Management believes the non-GAAP information presented provides investors with additional useful information, but it is not intended to nor should it be considered in isolation or as a substitute for the related GAAP measures. Moreover, other companies may define non-GAAP measures differently, which limits the usefulness of these measures for comparisons with such other companies. The Company encourages investors to review its financial statements and publicly-filed reports in their entirety and not to rely on any single financial measure.

Adjusted EBITDA represents net income (loss) from continuing operations (a GAAP measure) before income taxes, interest expense, foreign exchange gain (loss), other non-operating expenses, depreciation, impairment losses, amortization (service revenue, purchase accounting and non-purchase accounting), restructuring expenses, stock-based compensation, litigation expense (income), and certain other non-recurring items. Other non-recurring items are infrequent in nature and are not reflective of ongoing operational activities. For the business segments, Adjusted EBITDA represents segment operating income (loss) before depreciation, amortization (service revenue, purchase accounting and non-purchase accounting), restructuring expenses, stock-based compensation, litigation expense (income) and certain other non-recurring items. Adjusted EBITDA – discontinued operations represents income from discontinued operations (a GAAP measure) before income taxes, interest expense, depreciation and amortization, and gain on sale of discontinued operations. Adjusted EBITDA – combined represents Total Adjusted EBITDA plus EBITDA – discontinued operations. Management believes that the non-GAAP measures just mentioned are useful in providing period-to-period comparisons of the results of the Company’s ongoing operational performance.

Net debt is a non-GAAP financial measure that represents debt (a GAAP measure, calculated as long-term obligations plus short-term borrowings) minus capitalized debt issuance costs and cash and cash equivalents. Cash and cash equivalents are subtracted from the GAAP measure because they could be used to reduce the Company’s debt obligations. Management believes that net debt is a useful measure to monitor leverage and evaluate the balance sheet.

Net debt leverage is a non-GAAP financial measure that represents the ratio of Net debt as of a particular balance sheet date to Adjusted EBITDA for the last twelve months (“LTM”) prior to such date. Prior to the disposal of the Italian B2C gaming businesses in the second quarter of 2021, management calculated the Net debt leverage ratio as the ratio of Net debt as of a particular balance sheet date to the LTM of Adjusted EBITDA – combined prior to such date. Management believes that Net debt leverage is a useful measure to assess our financial strength and ability to incur incremental indebtedness when making key investment decisions.

Free cash flow is a non-GAAP financial measure that represents cash flow from operations (a GAAP measure) less capital expenditures. Management believes free cash flow is a useful measure of liquidity and an additional basis for assessing IGT’s ability to fund its activities, including debt service and distribution of earnings to shareholders.

Constant currency is a non-GAAP financial measure that expresses the current financial data using the prior-year/period exchange rate (i.e., the exchange rates used in preparing the financial statements for the prior year). Management believes that constant currency is a useful measure to compare period-to-period results without regard to the impact of fluctuating foreign currency exchange rates.

A reconciliation of the non-GAAP measures to the corresponding amounts prepared in accordance with GAAP appears in the tables in this release. The tables provide additional information as to the items and amounts that have been excluded from the adjusted measures.

# Key Messages



1

Built a solid foundation  
for profitable growth  
over the past two years



2

Leveraging industry-  
leading, innovative  
content and solutions to  
drive revenue growth  
and operating profit  
margin expansion  
across all segments



3

Compelling and  
achievable financial  
objectives for  
2022 – 2025



4

Continue a disciplined  
capital allocation strategy  
to maximize value for  
all stakeholders

# We are IGT

## Vision

Drive growth in the global gaming industry through greater player engagement and responsible management

## Mission

Provide best-in-class content, services and solutions to the global, regulated gaming industry

## Strategy

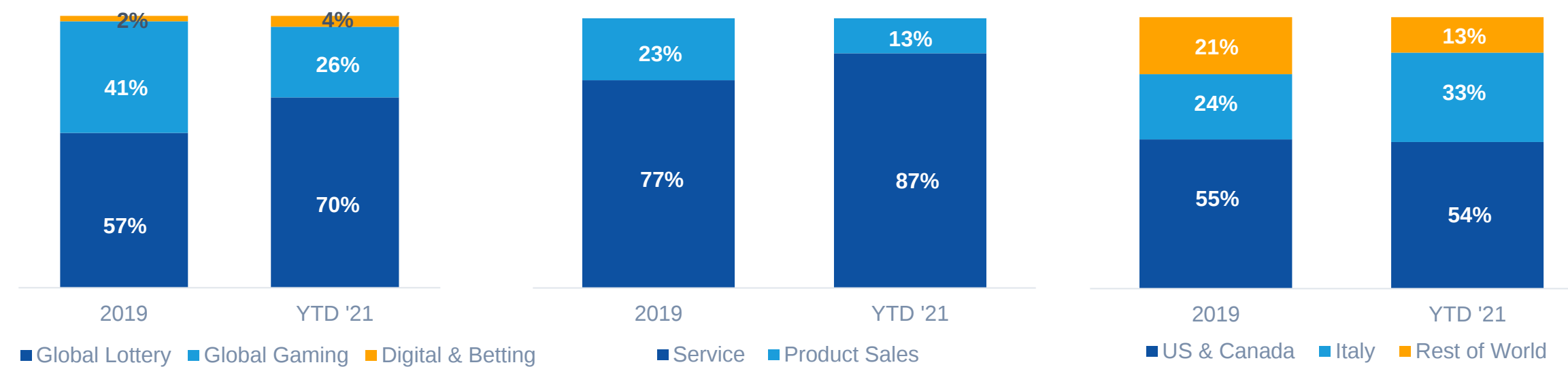
Grow IGT's top line and margins across all business segments, leveraging industry-leading, innovative content and solutions and optimized operations



# B2B Gaming Leader with Diverse Business Model and Substantial Recurring Revenue

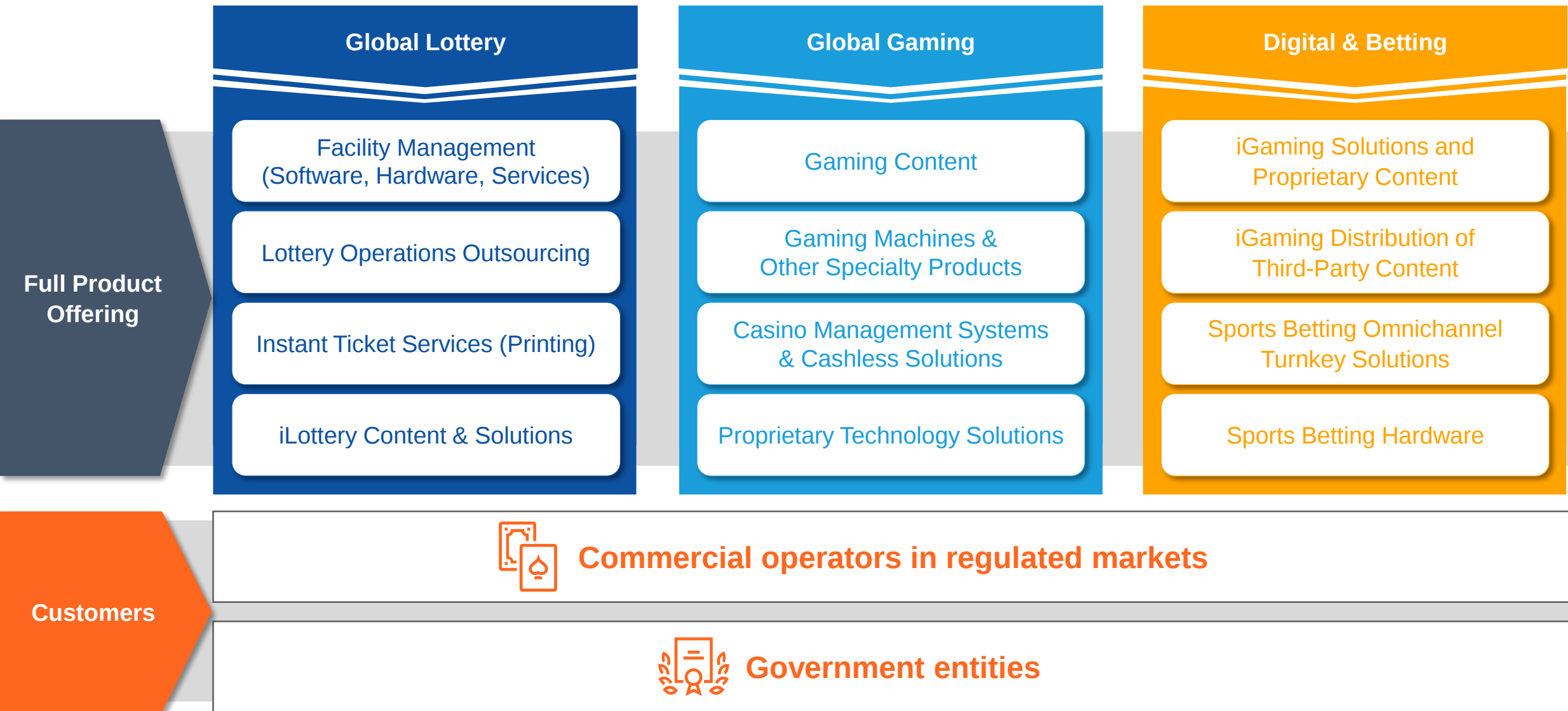


**Revenue Profile**  
(2019 shown as a pre-pandemic reference point)



Note: \$ millions, except noted otherwise; figures reflect continuing operations  
(1) Non-GAAP measure, see disclaimer on page 2 and reconciliations to the most directly comparable GAAP measures in Appendix for further details  
(2) As of December 31, 2020

# Leading Global B2B Provider of Content and Solutions for Regulated Gaming Markets, Including Turnkey Lottery Operations Outsourcing



# Built a Solid Foundation for Profitable Growth Over the Past Two Years

**Drove an accelerated recovery from pandemic**



- Achieved business and operating efficiencies, delivering higher profit margins
- Reduced leverage to 3.8x<sup>(1)</sup> in 3Q21 from 4.4x<sup>(2)</sup> in 3Q19 and 5.7x<sup>(3)</sup> in 3Q20
- Positioned Digital & Betting segment to capture growth in North America (revenue up ~120% YTD 2021 vs. YTD 2019)

**Readied our organization to capture potential portfolio opportunities**



- Increased flexibility and focus by organizing along key verticals
- Legal entity and organizational realignment of Digital & Betting segment expected to be completed within 12 months to support evaluation of potential separate public listing

**Realigned our portfolio to high-growth opportunities**



- Divested B2C Italian gaming business
- Refocused Gaming portfolio on high-growth product verticals and geographies
- Committed to capital investments in Digital & Betting and iLottery

(1) Non-GAAP measure, see disclaimer on page 2 for further details

(2) Non-GAAP measure, calculation predates Italy asset sales and based on LTM Adjusted EBITDA – Combined; see disclaimer on page 2

(3) Non-GAAP measure, calculation predates Italy asset sales and based on LTM Adjusted EBITDA – Combined; see disclaimer on page 2 and schedule in Appendix for further details

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## Compelling Investment Opportunity

- 1 Global leadership in large, regulated gaming markets with secular tailwinds and accelerating digital growth
- 2 Diverse and resilient portfolio aligned with attractive end-markets
- 3 Unique and sustainable competitive advantages
- 4 Focused strategy to Grow, Innovate, and Optimize
- 5 Set aggressive but achievable financial goals from 2022 - 2025
- 6 Disciplined capital allocation strategy to maximize value for all stakeholders

# Large and Opportunity-rich Markets Driven by Secular Trends and Accelerating Digital Growth



## Secular trends

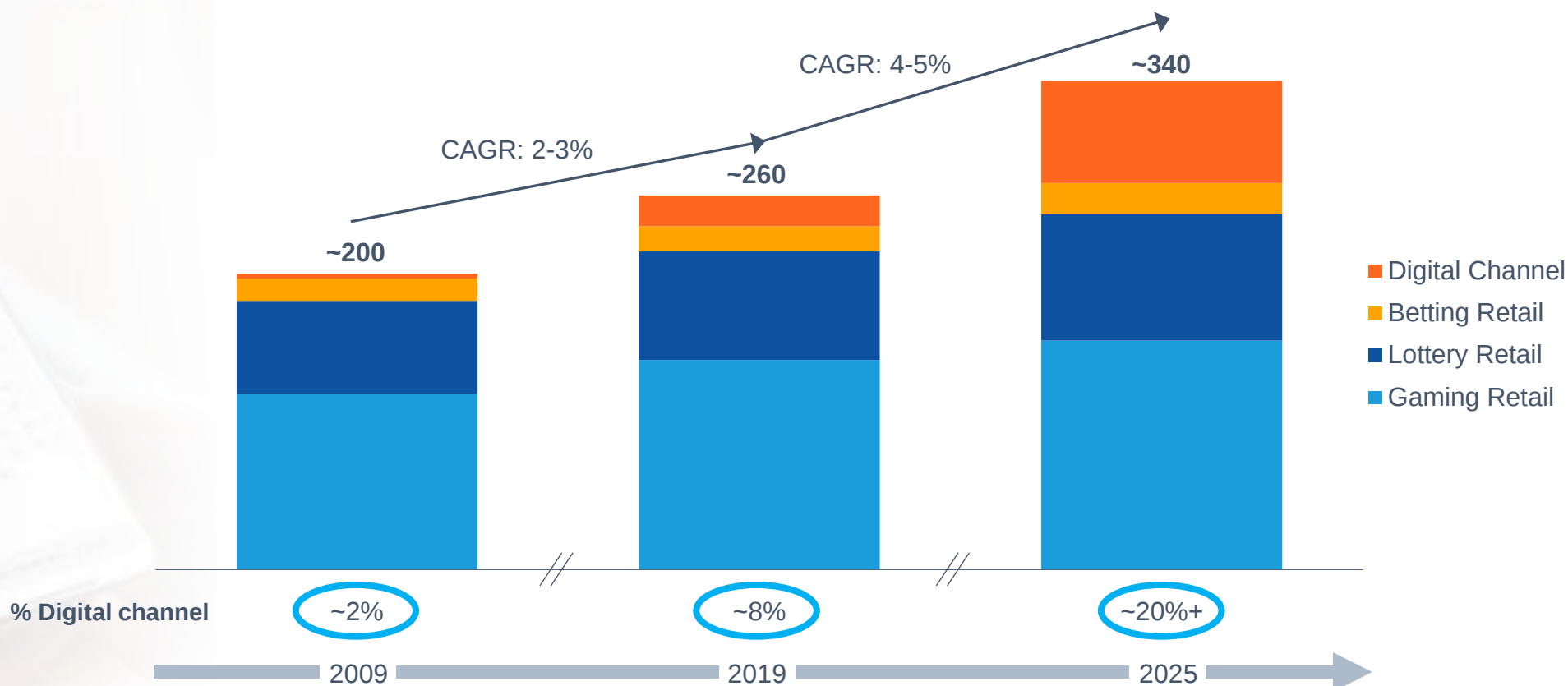
Strong player demand, governments' drive to fund good causes and support fiscal policies



## Digital transformation

Technology advancements and structural changes in player preferences drive incremental growth

## U.S., Canada, Europe, and Latin America Gaming Market Size by Segment (GGR in \$B)



## Industry Leadership Sustained by Prominent Market Positions

### Global Lottery

**#1** Global Lottery provider<sup>(1)</sup>

**~75%**

U.S. Lottery  
market share<sup>(1)</sup>

**90+%**

Italy Lottery  
market share<sup>(1)</sup>

**#2** U.S. iLottery provider<sup>(2)</sup>

### Global Gaming

**#2** North America  
terminal revenues

**#1** International terminal  
sales units

**#2** Global system revenues

### Digital & Betting

**#1** U.S. iGaming market  
share with only  
proprietary slot/RNG  
content

**#1** Canada iGaming  
market share with  
only proprietary content

**Top 3** U.S. Sports Betting  
solution provider

**#1 Global B2B Gaming Provider**

Note: Positioning based on revenues if not specified otherwise; gaming rankings based on 2019 Eilers & Krejcik Gaming industry reports; North America refers to U.S. and Canada

(1) Global and U.S. market share data based on 2020 lottery sales processed under IGT facility management/central systems contracts; Italy market share based on YTD 2021 wagers

(2) Based on GGR, Q2'21

## Broad-based, Diversified Portfolio Generates Significant Advantages



### Diversification and Resilience

Creates natural hedge against variability in performance across segments



### Content Synergies

Leverages brands, themes, game dynamics, prize and jackpot structures, and IP across segments to create development synergies



### Cross-selling

Unlocks full multi-segment portfolio with certain customers



### Technology Platforms

Applies advancements across segments, resulting in broad-based IP and development and deployment efficiencies



### Operational Efficiencies

Leverages lean manufacturing processes, optimized field support, and shared support functions

Unique and Compelling Strategic Fit Enables our Portfolio to Deliver Superior Value to all Stakeholders

# Sustainable Competitive Advantages

- Unmatched one-stop shop**  
Portfolio options along the full technology stack, including turnkey solutions
- Sustained and trusted government relations**  
Stakeholder engagement with 100+ government entities  
Licensable in all regulated jurisdictions
- Creative talent**  
~70% of our gaming producers produced one or more titles which are included in industry top performing game rankings<sup>(1)</sup>



## *Our Competitive Advantages*



### **Player-centric mindset**

Deep player knowledge built on player closeness across geographies, extensive market research and rigorous game testing



### **R&D and innovation**

Scale and stability of portfolio support a leading R&D investment

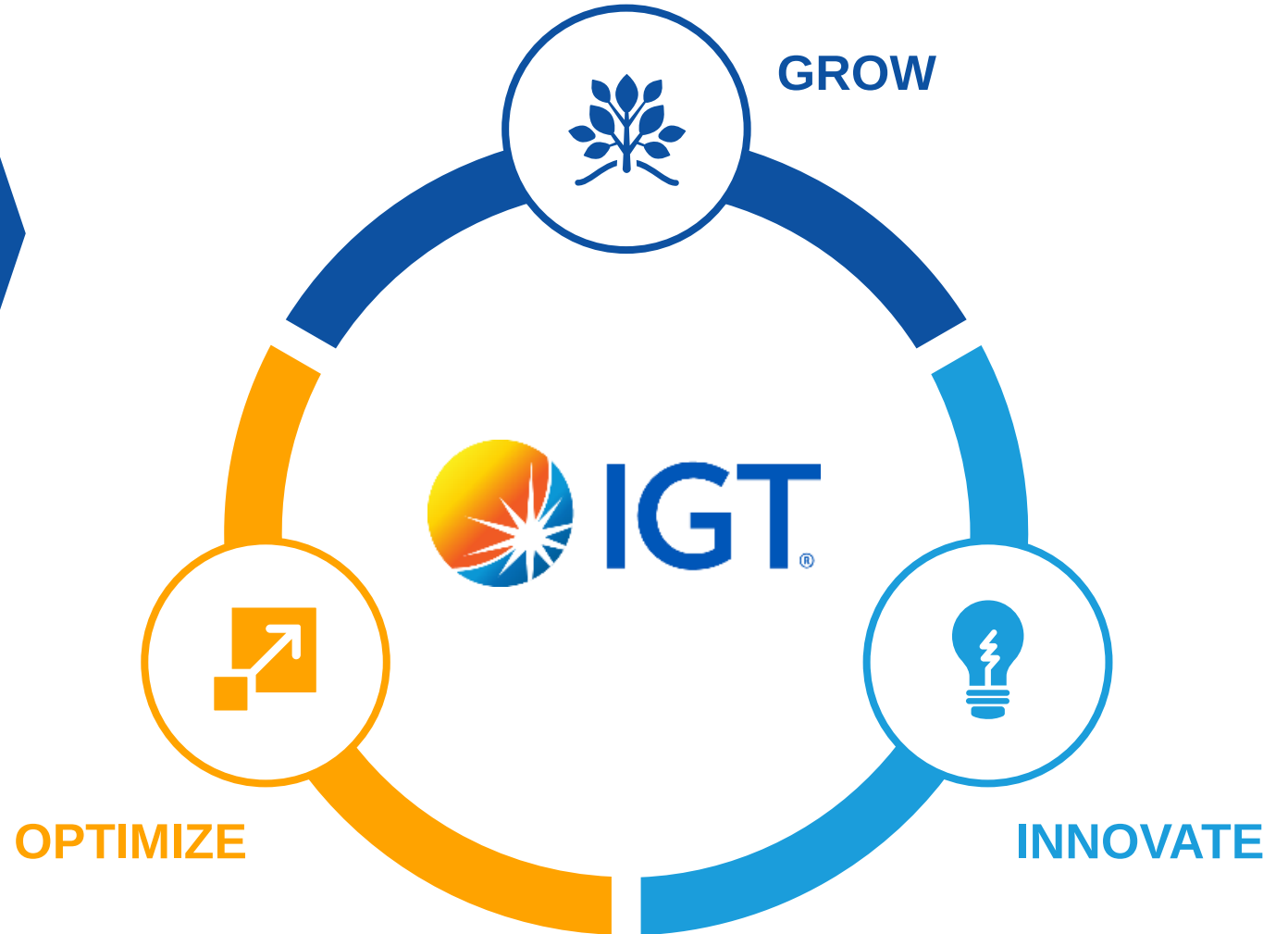


### **Extensive content library**

Leading portfolio of games (4,000+ titles, 400+ new titles per year) and blockbuster titles

## Strategic Focus on Profitable Growth Across All Segments

Grow IGT's top line and margins across all business segments, leveraging industry-leading, innovative content and solutions and optimized operations



## Clear Path to Achieving Accelerated Growth in Each Segment

### Global Lottery

Deliver top-line growth  
building on higher baseline

Invest in **content, technology, and solutions** to drive **SSS growth** on expanded player base and player spend

Win market share  
in **Instant Ticket Services**

Deliver above-market  
**iLottery** growth

### Global Gaming

Drive growth and increase profit generation  
as we recover from the pandemic

Grow **North America Core** market share  
and maintain VLT leadership  
in upcoming **replacement cycle**

Grow **global installed base**

Expand in under-penetrated  
**product verticals** and **geographies**

### Digital & Betting

Maintain market leadership  
in high-growth markets

Leverage **market leadership** to benefit from  
**regulatory-driven market openings**

Build on **strong, long-term partnerships** with iGaming,  
Sports Betting, and casino operators

**Allocate capital** to support growth

Continuous Evaluation of Strategic Opportunities to Further Align Portfolio to High-growth Areas

## Strong Pipeline of Innovations to Drive Customer Success



### Player facing

Enhance experience  
& engagement

Sports Betting cabinets

Gaming next-gen  
cabinets

Innovative  
game content

Omnichannel experience

Cashless solutions for  
Lottery & Gaming customers

Lottery retail solutions

Blockchain for  
Lottery transactions



### Customer facing

Improve efficiency  
and effectiveness

Data analytics  
to drive SSS

AI to improve understanding  
of player preferences

Cloud-based solutions  
across all verticals

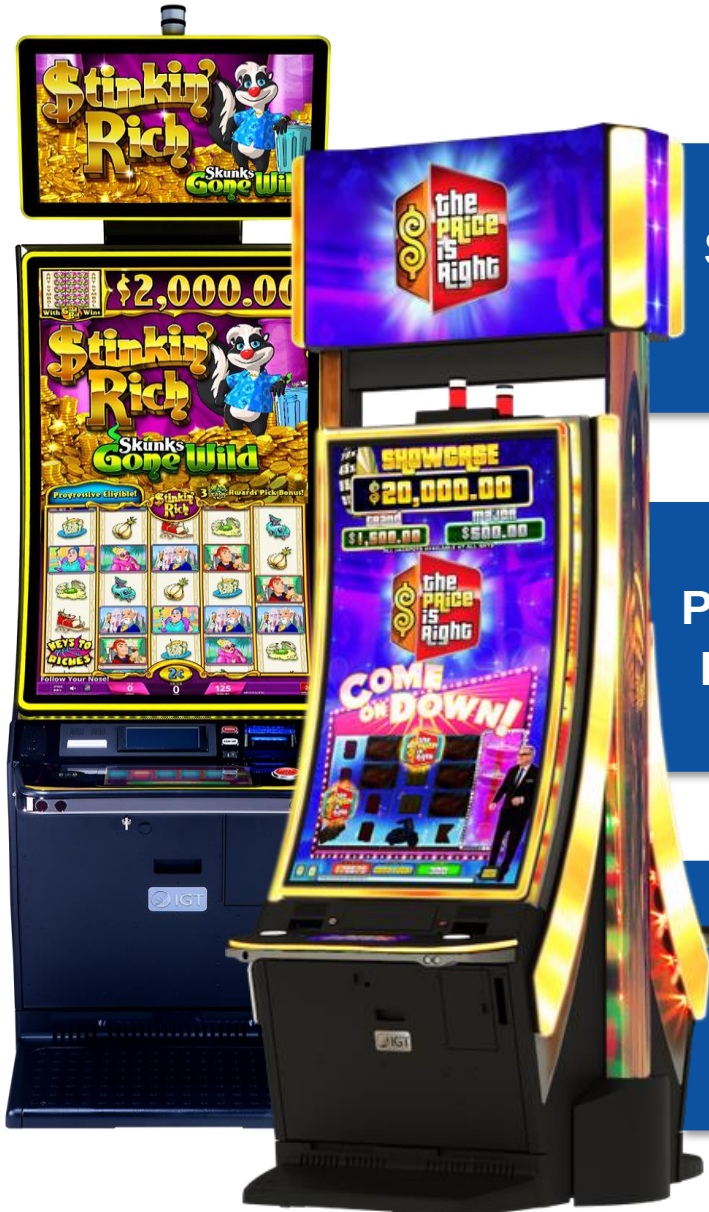
iLottery Player  
Management Solutions



Drive  
customer  
success

Continue to Expand and Monetize Large and Highly-differentiated IP Portfolio

## 4 Multiple Opportunities to Drive Higher Profit Margins



### Supply Chain Optimization

Supply chain & logistics simplification; strategic partnerships in manufacturing and engineering

### Product Margin Enhancement

Optimization of resources and reduced complexity of product offering and geographic mix

### Operational Excellence

Continued, transformational cost optimization based on operational process re-engineering

## Set Aggressive But Achievable Goals



### 2022-2025 Goals

1

Mid-single-digit organic **Revenue** CAGR

2

Mid-teens **Operating Income** CAGR

3

~\$4.0B in cumulative **Cash from Operations** generated in 2022-2025 period

4

~ \$2.4B in cumulative **Free Cash Flow**<sup>(1)</sup> generated in 2022-2025 period

(1) Non-GAAP measure, see disclaimer on page 2 for further details

## Disciplined Capital Allocation Plans



### Our Focus

- 1 Support existing portfolio, especially the fast-growing Digital & Betting and iLottery activities
- 2 Continue to delever, achieving 2.5x-3.5x net debt leverage<sup>(1)</sup> across investment cycles
- 3 Reinstated quarterly cash dividend of \$0.20 per common share; ~\$170M/year
- 4 Implementing \$300M multi-year share repurchase program

(1) Non-GAAP measure, see disclaimer on page 2 for further details

## Strong Global Management Team with 160+ Years Combined Industry Experience



**Marco Sala**  
CEO



**Fabio Celadon**  
EVP Strategy &  
Corporate Development



**Kim Barker Lee**  
Chief Diversity Officer



**Renato Ascoli**  
CEO Global Gaming



**Max Chiara**  
EVP Chief Financial  
Officer



**Wendy Montgomery**  
SVP Marketing,  
Communications &  
Sustainability



**Fabio Cairoli**  
CEO Global Lottery



**Dorothy Costa**  
SVP Global People &  
Transformation



**Christopher Spears**  
SVP General Counsel



**Enrico Drago**  
CEO Digital & Betting



**Scott Gunn**  
SVP Corporate Public  
Affairs



**Robert Vincent**  
Chairperson IGT Global  
Solutions Corporation

# Culture is Built on Social Responsibility and a Rich and Diverse Community

## Environmental, Social and Corporate Governance (ESG)

We have a defined ESG strategy...



Valuing and protecting people



Advancing responsibility



Supporting communities



Fostering sustainable operations

... that allowed us to achieve a strong position



"AA" rating, the highest in the sector



"Prime" category



First supplier achieving both Responsible Gaming certifications



Outperformer



4.6 of 5

## Diversity & Inclusion (D&I)

We have a rich set of D&I initiatives...



Dedicated Office of D&I



Global and regional D&I councils



D&I goal for senior leadership team



D&I groups and network of global D&I ambassadors

... that are widely recognized



Bloomberg Index (2020)



2<sup>nd</sup> highest ranking participant



2019 CasinoBeats Award

Incentive Compensation Performance Goals for Senior Leadership Team Include D&I Objectives in 2022

# Today's Key Messages

1

Over the past two years, we built a solid foundation for profitable growth:

- Drove an accelerated recovery from pandemic
- Readied organization to capture potential portfolio opportunities
- Realigned portfolio to high-growth opportunities

2

Our strategy will drive revenue and operating profit margins across all segments, leveraging industry-leading, innovative content and solutions and optimized operations

3

We set compelling and achievable financial objectives for 2022 – 2025:

- Mid-single-digit revenue CAGR
- Mid-teens operating income CAGR
- ~\$4.0B in cash from operations and ~\$2.4B in free cash flow<sup>(1)</sup>

4

We will continue a disciplined capital allocation strategy:

- Support existing portfolio, especially Digital & Betting and iLottery activities
- Net debt leverage<sup>(1)</sup> target of 2.5x - 3.5x over the investment cycle
- Dividend reinstatement
- Multi-year share repurchase program

(1) Non-GAAP measure, see disclaimer on page 2 for further details

# Appendix

## Reconciliations of Non-GAAP Measures

For the year ended December 31, 2019

|                                        | Global<br>Lottery | Global<br>Gaming | Digital &<br>Betting | Business<br>Segment<br>Total | Corporate<br>and Other | Total<br>IGT PLC |
|----------------------------------------|-------------------|------------------|----------------------|------------------------------|------------------------|------------------|
| Loss from continuing operations        |                   |                  |                      |                              |                        | (3)              |
| Provision for income taxes             |                   |                  |                      |                              |                        | 131              |
| Interest expense, net                  |                   |                  |                      |                              |                        | 411              |
| Foreign exchange gain, net             |                   |                  |                      |                              |                        | (40)             |
| Other non-operating income, net        |                   |                  |                      |                              |                        | (21)             |
| Operating income (loss)                | 697               | 222              | (43)                 | 877                          | (399)                  | 478              |
| Goodwill impairment                    | -                 | -                | -                    | -                            | 99                     | 99               |
| Depreciation                           | 200               | 167              | 16                   | 383                          | 3                      | 386              |
| Amortization - service revenue         | 206               | -                | 0                    | 206                          | -                      | 206              |
| Amortization - non-purchase accounting | 25                | 7                | 1                    | 33                           | 3                      | 36               |
| Amortization - purchase accounting     | -                 | -                | -                    | -                            | 192                    | 192              |
| Restructuring                          | 2                 | 2                | 16                   | 21                           | 4                      | 25               |
| Stock-based compensation               | 6                 | 1                | 1                    | 13                           | 13                     | 27               |
| Other                                  | 1                 | -                | -                    | 1                            | 5                      | 6                |
| Adjusted EBITDA                        | <u>1,136</u>      | <u>404</u>       | <u>(8)</u>           | <u>1,533</u>                 | <u>(79)</u>            | <u>1,454</u>     |

\$ in millions; all amounts reflect continuing operations unless otherwise noted

(1) Includes amortization of upfront license fees

(2) Primarily includes transaction-related costs

## Summary of Adjusted EBITDA and Leverage From Continuing Operations and Including Discontinued Operations

|                                           | Q4'19 | Q1'20 | Q2'20 | Q3'20 |
|-------------------------------------------|-------|-------|-------|-------|
| Adjusted EBITDA                           | 365   | 261   | 164   | 287   |
| Adjusted EBITDA - discontinued operations | 69    | 44    | 4     | 65    |
| Adjusted EBITDA - combined                | 435   | 305   | 167   | 352   |
| LTM Adjusted EBITDA                       |       |       |       | 1,078 |
| LTM Adjusted EBITDA - combined            |       |       |       | 1,260 |
| Net debt                                  |       |       |       | 7,243 |
| Net debt leverage                         |       |       |       |       |
| LTM Adjusted EBITDA                       |       |       |       | 6.7x  |
| LTM Adjusted EBITDA - combined            |       |       |       | 5.7x  |