

# DELIVERING YOUR GAMING BUSINESS ONLINE

GameAccount Network plc Annual report and accounts 2015

# GAN is a leading business-to-business provider of enterprise online gaming software, operational support services, and online game content development services to the casino industry.

GAN has developed the GameSTACK™ Internet Gaming System (or IGS) which we license to online and land-based gaming operators as a turnkey technology solution for both regulated real-money and Simulated Gaming™ online. The GameSTACK™ IGS, developed in London under a UKGC licence, is certified to the highest technical standards currently required by gaming regulators.

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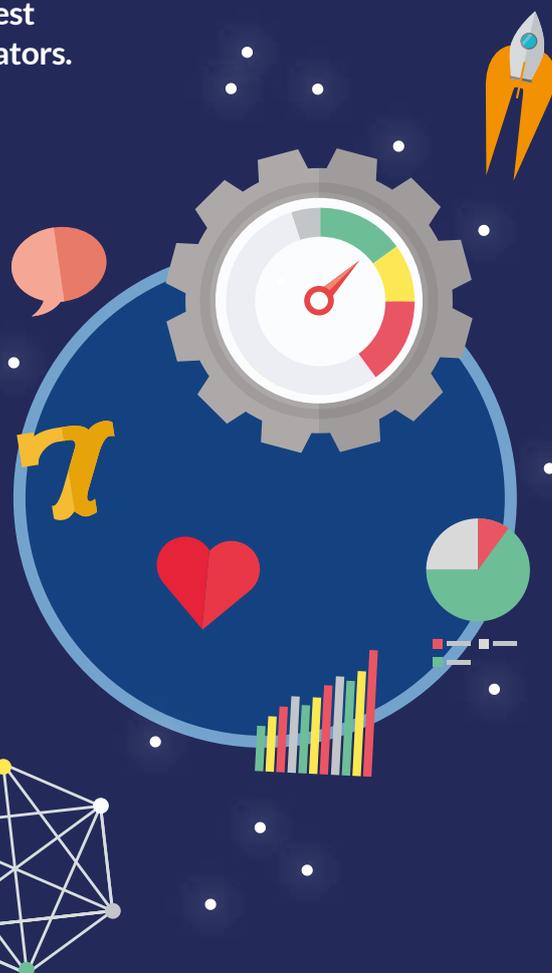
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# HIGHLIGHTS 2015

## FINANCIAL OVERVIEW

- Net Revenue of £6.0m (2014: £7.5m)
- Underlying Net Revenue decreased 8% to £6.0m (2014: £6.5m) excluding system sales of £1.0m in 2014
- Clean EBITDA<sup>1</sup> loss of £3.0m (2014: £1.4m)
- Loss before tax of £5.6m (2014: £2.6m) and loss per share of £0.09 (2014: £0.05)
- Cash and cash equivalents at the end of the year of £3.8m (2014: £10.8m)
- Net Assets at the end of the year of £10.2m (2014: £15.2m)
- Raised Gross Proceeds of £2.6m in 2016 positioning the Group for further growth

## STRATEGIC & OPERATING DEVELOPMENTS

- Launched Simulated Gaming™ in the US for 4 new US casino clients (2014: 2)
- Launched Simulated Gaming™ in Australia with a consortium of land-based gaming clubs
- Signed 5 new US casino clients for Simulated Gaming™ (2014: 2)
- Simulated Gaming™ clients together generate in excess of 10% of the land-based US casino industry's annual gaming revenues<sup>2</sup>
- Post period end signed three further Simulated Gaming™ clients in the US, bringing total to 11 US casino operator clients representing 48 casino properties coast to coast
- Continued delivery of Internet gaming platform for Betfair in New Jersey
- Continued investment in US infrastructure: licensing, offices and people

1. Clean EBITDA is a non GAAP Company specific measure and excludes interest, tax, depreciation, amortisation, share-based payment expense and other items which the directors consider to be non-recurring and one time in nature.

2. Rubin-Brown Gaming Stats research report covering 2014 US market.

# +184%

Growth in Gross Purchases  
of Simulated Gaming™

# +5

New Simulated Gaming™  
Customers launched in 2015

# =40%

Simulated Gaming™ Net Revenues  
now account for 40% of overall  
Group Net Revenue

# GAN AT A GLANCE

GAN is strategically positioned to deliver casino partners with an end-to-end iGaming ecosystem supporting Simulated Gaming™ (social) play as well as real money gaming online. As an innovator in platform design and deployment in markets around the world, GAN has the technical and regulatory know-how to give our partners first-mover advantage.

## WHAT WE DO

### Our Enterprise Technology Platform

The GameSTACK™ Internet Gaming System is a highly evolved enterprise software platform developed over 14 years and capable of deploying real money regulated gaming, virtual credits-based Simulated Gaming™ and diverse forms of monetised Casual Gaming. Unique in the US marketplace, this single enterprise software system is capable of providing these three relevant gaming business models to major US casino operators and for the conduct of real money regulated gaming is technically compliant with some of the most challenging regulatory environments in the world including Italy, United Kingdom, Alderney, and New Jersey.

Operating a software-as-a-service model, GAN continually maintains, develops and upgrades the single 'evergreen' GameSTACK™ enterprise software platform capable of being deployed anywhere in the world. Continual software development delivers sustained upgrades to the clients' enterprise marketing tools,

business intelligence systems, gaming portfolio and a wide range of other technical features which clients receive and benefit from automatically as well as delivering custom development to clients required to differentiate each client's gaming product experience. By year-end 2015 GAN operated 7 instances of GameSTACK™ deployed inside data centres located in Connecticut, Nevada, New Jersey, Pennsylvania, Maryland, Alderney and Italy.

### Our Partners and Clients

With a best-in-class enterprise gaming platform and services team, GAN has seen continued success in our global partnerships as well as attracted new market-leading operators as clients in 2015, establishing a coast-to-coast US footprint. Our newly secured partnerships in the last year include 'Maryland Live!' in Baltimore, Maryland; San Manuel Indian Bingo & Casino in Southern California; American Casino & Entertainment Properties (ACEP) in Las Vegas; The Borgata Casino in Atlantic City, New Jersey; and Isle of Capri in St. Louis, Missouri.

In addition to securing material partnerships in the US casino landscape, GAN has assembled a wide range of relationships with collaborating casino equipment manufacturers seeking to bring their machine-based slot games online and distribute them across the US and into selected regulated markets internationally. Beyond content, GAN has brought together world-leading service providers spanning payment processing, pre-paid card services, age and identity verification, and fraud detection.

GAN enjoys a strongly positive reputation for technical competence. The wide-ranging capability of GAN's technical development and operations team together with the underlying technical capability of the enterprise software platform has enabled us to secure and develop relationships across so many categories within gaming around the globe.

## OUR HISTORY

GAN has evolved as a business to meet the changing gaming landscape. As a publicly owned business it combines expertise and a 'can-do' attitude to respond quickly to clients and delivers quality products and solutions.



## WHERE WE ARE

### US Overview

GAN has been developing a US presence since 2009, and greatly expanded those operations in 2015 with the relocation of GAN's CEO to Las Vegas. We have doubled the size of our US staff to support our growing coast-to-coast casino client base.

In 2015, GAN added several key US relationships to our existing footprint including San Manuel Indian Bingo and Casino, American Casino & Entertainment Properties,

'Maryland Live!', Isle of Capri, and The Borgata<sup>1</sup>. These new relationships greatly expand the GAN Simulated Gaming™ and real money gaming network of partnerships, which drive exciting networked end-user experiences.

GAN maintained and grew our client partnerships secured in 2013 and 2014 through the course of the year, including Foxwoods Resort and Casino

(Connecticut), Empire City Casino (New York City area), Parx Casino (Philadelphia), and BetfairCasino.com (Atlantic City).

We're proud to have partnered with some of the largest and most profitable casino operations in the US and will continue to focus our business development efforts on strategic regional partners.

1. Conditional on the client's approval to launch.



### Other territories

#### Australia

GAN entered into an agreement with a consortium of six land-based gaming club operators in Queensland, Australia, to bring Simulated Gaming™ to Australia prior to future regulation of real money Internet gaming.

#### Italy

GAN operates an Italian network for Italy's eGaming operators licensed and regulated by the Italian government.

#### United Kingdom

Headquartered in central London, the team of over 100 gaming experts is equipped to be very responsive to the demands of current and newly regulated markets.



**2012**

We launched the first USA Virtual Currency website



**2013**

Launched the first real money casino gaming iOS app in Italy for SNAI



**2014**

We extended our deal with Pennsylvania's leading casino, Parx Casino



**2015**

We are named the 2015 Casino Platform of the Year by EGR (North America)

# CHAIRMAN'S REPORT



## Dear fellow shareholders

During the course of 2015 the Group expanded its market share in the United States, our key geographic market, by securing additional US land-based casinos as clients of either virtual currency-based Simulated Gaming™ or traditional real money regulated gaming conducted on an intra-State basis. In September 2015 the Group rebranded from GameAccount Network to GAN and launched [www.GAN.com](http://www.GAN.com) as our primary business to business sales, marketing and investor relations portal. On 7 April 2016 the Group announced that it had successfully raised gross proceeds of £2.6m in new capital to continue expansion of real-money regulated gaming and Simulated Gaming™ opportunities in the US and for working capital and general business development purposes.

As has been widely reported, regulated real money Internet gaming in New Jersey has been slow to attract consumers for a variety of reasons. Despite challenges, the Group has executed well and delivered operationally for Betfair Group plc in New Jersey, earning a well-deserved reputation in the United States for technical competence reflecting the reputation already hard earned in Europe's toughest regulated Internet gaming markets. This reputation has translated into additional business secured in December 2015 for

GAN in New Jersey with the market-leading land-based New Jersey operator The Borgata Casino nominating GAN as their future platform for regulated real money Internet gaming in 2016, subject to certain contractual conditions being met.

Your Board of Directors believes there is a significant opportunity for Simulated Gaming™ in the United States. It has outperformed initial expectations and, in the absence of further State-by-State real-money gaming regulation, Simulated Gaming™ has become the centrepiece of the Group's growth strategy. We signed five major land-based US casinos as new clients in 2015 with four US casino clients commercially launched in the same period. Outside the United States, the Group also commercially launched a consortium of six land-based gaming clubs in Queensland, Australia as clients of Simulated Gaming™ in a new geographic region for the Group which we believe will prove lucrative over time. We are excited about the prospects for Simulated Gaming™ and the performance we have achieved since its initial launch together with the increasingly compelling business case that Simulated Gaming™, suitably integrated with land-based casino operators' loyalty programmes, greatly supports our clients' core business of on-property real money gaming. We are also confident in the long-term potential for real money regulated gaming, however, we believe intra-State regulation in the US market will continue to be slower than was originally anticipated.

Our consistent progress in 2015, with our core products of Simulated Gaming™ and regulated gaming in sustainable markets, in what was a year of continued investment for GAN as we developed both our real money regulated gaming and Simulated Gaming™ offering, would not have been possible without the dedicated and talented staff employed by the Group in both London and throughout the United States. I thank them for their continued efforts and believe the Group has become established as a major Internet gaming

technology, infrastructure and services provider to land-based casinos in the United States, consistent with the strategy set out during the Group's Initial Public Offering completed in November 2013.

After two years building our market position we are satisfied the Group is now recognised as a leading provider of enterprise-level online solutions to the land-based gaming industry in the United States and believe significant shareholder value will develop going forwards as New Jersey's regulated gaming market continues to grow and Simulated Gaming™ continues to be adopted by a portfolio of larger US casino operator clients of which some may be capable of investing in significant user acquisition marketing.

David O'Reilly, Chairman,  
GameAccount Network plc  
28 April 2016

# CORE BUSINESS OFFERINGS

## GameSTACK™ IGS: Winner of eGaming Review's Peer-Juried Casino Platform of the Year 2015 and 2016.

GAN's GameSTACK™ IGS technology and complementary software-as-a-service structure is designed to support casino operators, content providers, and best-in-class online service providers in symbiotic manner. GAN continually works to maintain and grow this ecosystem to provide the ultimate online casino experience – social or real money gaming – to our partners and subsequent players around the world.



- 1 GameSTACK™ IGS:**  
The ultimate turnkey technology platform giving casinos real time control of promotions, messaging, analytics, and all other facets of online operations.



- 2 Content Development:**  
GAN re-develops content (configuring games for desktop and mobile play) for global suppliers of games such as Everi, Incredible Technologies, Konami, and more. GAN creates customer content for our partners as well.



- 3 Content Distribution:**  
Once configured for online play, GAN distributes these titles for our content partners in social and real money online gaming markets around the world.



- 4 Managed Services:**  
From strategy, to execution, to end-user customer services, GAN can support any operation in launching and running their online business.



- 5 Regulatory Relations:**  
Licensed in numerous jurisdictions in the US and abroad, GAN operates at the highest levels of probity to ensure successful long-term operations for all involved.

**GameSTACK™ IGS is a turnkey platform comprised of proprietary enterprise level software, hardware, and integrated components such as the iSight™ Back Office, SENSE3™ Mobile, iBridge™ integration framework, and third party technologies.**

GAN's open platform has undergone significant technical developments in the last two years, providing our partners – be they operators, content providers, or other services providers – with a truly best-in-class technical ecosystem, awarded by eGaming Review's (North America) peer-juried Casino Platform of the Year in both 2015 and 2016. With a fully redesigned back office management tool in iSight™, casino operators have complete control over their content selection, player communications, process automation, and real-time analytics. The ongoing investment

in platform features and functionalities is core to our business; a nimble platform ensures ease of integration for new content, operator-friendly third party tools, and turnkey day-to-day operations.

Driving players to an operator's Simulated Gaming™ or real money gaming online casino requires not only great technology, but great content as well. GAN has been working with world leading suppliers for over 5 years to bring their content online. GAN's content partners trust us with their intellectual property as we configure games originally built for the offline world to play in the online worlds of desktop and mobile.

With the world's most innovative tools for B2B casino operations, GAN has invested in growing our global managed services team to support operators as they move online. Based between London and Las Vegas, our

in-house managed services team members support initial configurations and ongoing operations of our partners via GameSTACK™ platform – spanning loyalty, marketing automations, reporting, access, and various other protocols. Additionally, our managed services team members respond to questions from players related to day-to-day operations on behalf of our operator partners.

In a highly regulated industry, probity is paramount. GAN is licensed in various jurisdictions around the world and appreciates the role of regulation in the real money online space. GAN's clean probity record enabled us to gain entry into the New Jersey market in 2013 while many other European-based platform providers hesitated to attempt market entry.

## CORE BUSINESS OFFERINGS CONTINUED

# SIMULATING GAMING™

**Simulated Gaming™ is a monetised, social casino experience custom designed for our operator partners and deployed across desktop and mobile devices.**

### Simulated Gaming™

GAN's Simulated Gaming™ enterprise software solution offers traditional US casino operators an award-winning technology platform also capable of regulated real money Internet gaming, a competitive gaming product portfolio and highly specialised knowledge services from an experienced team. Simulated Gaming™ represents a swift and cost-effective entry point for US casino operators into the rapidly growing social casino market.

GAN's focus on enabling land-based US casino operators with Simulated Gaming™ is supported by management's fundamental belief that land-based US casino operators can offer the end-user consumers of social casino gaming a superior value proposition. A typical client of Simulated Gaming™ offers existing consumers of social casino gaming access to their compelling range of land-based gaming experiences comprising real money gaming, loyalty programmes, restaurants, hotels and other amenities not currently offered by social casino gaming operators. Over time, US casino operators equipped with our Simulated Gaming™ solution are anticipated to extend their land-based gaming value proposition online, and take significant market share.

A unique selling point of GAN's Simulated Gaming™ is the convergence capability driving customers playing games online to visit the land-based casino. A typical US casino will have between 30% and 80% of their customers enrolled in their rewards programme. US-patented in September 2014, the iBridge™ framework delivers a unique experience to end-user consumers of Simulated Gaming™ by issuing reward points (similar to 'air miles') into their rewards account instantly as a consequence of undertaking a wide range of activities online. Purchase virtual dollars for extended time playing games online, and a casino's customer will typically receive reward points that can subsequently be converted into real value when redeemed in person inside the casino property. This US patent represents a significant intellectual property asset for GAN and in 2015 proved instrumental in acquiring US casino operators as clients who all attribute significant commercial value to GAN's patented technical ability to integrate with their existing rewards programme.



### CASE STUDY

## THE GAN FAMILY

GAN appreciates that our US operator partners online are competing in uncharted waters: the online casino. We appreciate the typical player acquisition and retention processes include traditional media, and player catchment areas of a 50-mile radius from the bricks-and-mortar property. While we've expanded our managed services team to support the launch and ongoing operations of our casino partners, we wanted to encourage collaboration between our regional relationships through a

Customer Advisory Board (CAB). With our new take on the market research CAB formats employed by casino slot machine manufacturers, the GAN family seeks to understand our operator customers' needs and foster deeper cross-partner communications. The GAN family inspires platform and end-user experience innovations, new content partnerships, and exciting new ways of operating Simulated Gaming™ and real money gaming in the future.

# REAL MONEY GAMING

The Internet Gaming System enables authenticated, verified and registered end-users to deposit and withdraw funds and wager real money on a wide range of online games.

**GAN's experience in the real money online gaming space spans two continents and multiple business lines.**

From the publication and distribution of content, to turnkey platform services, to supporting operational services from a tenured team, GAN is the preeminent partner to bring your operation online.

With roots in skill game content creation, GAN distributed proprietary titles to world leading operators in real money regulated markets. Expanding into content publishing and distribution through the GameSTACK™ Remote Game Server, GAN launched multiple major content providers in the Italian marketplace and continues to serve over 50% of all transactions.

In November of 2013, GAN (as a B2B turnkey platform partner) deployed BetfairCasino.com in New Jersey. GAN was the only platform supplier to bring our partner live with both desktop and mobile gaming on day-one of the regulated market launch.

GAN is committed to this technical architecture forged from a single worldwide code base, ensuring that exciting developments in metagame mechanics, iSight™ back office functionalities and integrations of world-leading services can be capitalised on by our partners in both play modalities.

This code base has been developed to operate in multiple jurisdictions under different regulatory requirements, which has given GAN the ability to quickly leverage these different configurations as new regulated markets open to online gaming.

GAN's real money online gaming business continues to expand thanks to our commitments to probity, compliance, strong regulatory relations, and systems innovations.

#### **Committed to excellence in real money gaming:**

- Over a decade of clean, regulated market operations across content development, distribution, and turnkey services
- Currently operating in the UK, Italy and New Jersey Internet gaming markets. Approved by the UKGC, AAMS, AGCC and NJDGE
- Evergreen worldwide codebase, meaning all partners receive universal updates and innovations
- Social features and functionalities
- World-leading game theme library featuring over 17 major content suppliers

## CASE STUDY

### COMPETITIVE REPLACEMENTS

#### **AMERICAN CASINO & ENTERTAINMENT PROPERTIES (ACEP) AND 'MARYLAND LIVE!'**

Two flagship casinos, two sides of the country, both early entrants into the free-to-play gaming sector. With two different respective providers supporting their free-to-play social casinos, ACEP and 'Maryland Live!' utilised the tools available at the time to engage players and capture email addresses of new and existing consumers to scale their databases. Elsewhere, in the

business-to-consumer landscape on Facebook, major casino manufacturers and operation groups built material businesses through the sale of virtual currency in their online casinos. Seeking to capitalise on the social phenomenon not only for player data capture and increased offline engagement, 'Maryland Live!' and ACEP switched from their current suppliers to GAN. With more large scale casino operations and highly successful ARPDAUs (average revenue per daily active user) in the B2B space, GAN and Simulated Gaming™ were the natural choice.

# MARKET REVIEW

**Real money regulated intra-State Internet gaming in the US remains focused on New Jersey's fast-growing market. While the regulatory cycle continued to experience delays, Simulated Gaming™ matured into the market-leading model adopted by major US casinos in advance of (and in addition to) regulated real money Internet gaming.**

## Regulated US Internet Gaming

In 2015, there were 941 land-based casinos in America located in 39 States. Together they generated \$69bn in land-based gaming revenue annually. In contrast, only 3 US States permitted Internet gaming generating just \$160m of which the State of New Jersey accounted for \$149m being the overwhelming majority of US Internet gaming in 2015.

2015 was New Jersey's second full year of Internet gaming and that State's Internet gaming market grew more than 20% year-on-year compared to New Jersey's 7 land-based casinos that together grew revenues in the same period by just 2% to \$2.4bn. Accordingly, New Jersey's \$149m in Internet gaming revenues represented 6% of New Jersey land-based gaming revenues generated in the same year.

By way of reminder, in 2013 the first 3 US States regulated intra-State real money Internet gaming permitted within their State's borders: Nevada (pop. <3m); Delaware (pop. <1m); and New Jersey (pop. 9m). In 2015, for the second year running, no new US State regulated Internet gaming.

Despite this, diverse forms of State legislation designed to regulate Internet gaming continued through the complicated legislative process.

There are 5 US States actively considering regulation of intra-State Internet gaming: Pennsylvania, New York, Massachusetts, Florida and California.

The 'next State to regulate' is generally believed by industry observers to be the State of Pennsylvania (pop. 12.8m), which has a substantial existing land-based casino industry comprising 12 land-based casinos which together generated land-based gaming revenues of \$3.1bn.

Pennsylvania made significant progress towards regulation of Internet gaming in November 2015 with draft legislative act HB 649 appearing in the Pennsylvania House of Representatives for active voting on various proposed amendments. If this legislation is enacted in the future, residents of Pennsylvania will be permitted to play casino games online for real money in a similar manner to their neighbouring State of New Jersey.

# \$148.9m

## CONTINUED GROWTH IN THE NEW JERSEY MARKET

### GROSS GAMING REVENUE (\$m)

2015	148.9
2014	122.9
2013	8.4

(Casino and poker combined)

## SIMULATED GAMING™ – NOW A MARKET PROVEN PRODUCT: High-margin revenue stream generated online from existing customer database; attracts new customer demographics; reactivates long-term lapsed customers; improves frequency of customers' visitation to the casino; and increases gaming revenue generated inside the casino from existing customers.

### Social Casino Gaming

In the meantime for the 900+ US casinos, which do not sit within those 3 regulated US States or those 5 US States actively considering regulation, an alternative Internet gaming business model is required. Social casino gaming is the obvious alternative market, where end-user consumers buy time online for the entertainment value of playing casino games, without receiving the opportunity to win real money. The top 3 countries for social casino gaming are the United States, Canada and Australia where in all cases real money Internet gaming is not permitted nationwide.

The global social casino gaming market reached \$3.1bn in 2015 with \$2.1bn generated from US-resident players. GAN's Simulated Gaming™ enterprise solution is specifically designed for US casino operators seeking to enter the social casino gaming market. In the absence of real money regulated Internet gaming, social casino gaming has emerged as an alternative business model serving the latent demand for a high quality Internet gaming experience.

Traditional casino operators who wish to participate in the social casino market generally have three options for market entry: 1: Build their own technology; 2: Acquire an existing social casino operator; or 3: Adopt an enterprise software solution from a third party provider such as GAN.

### Market Conditions

Through the course of 2015, GAN acquired 5 incremental US casinos as clients of Simulated Gaming™ and 1 incremental client for real money regulated gaming in New Jersey<sup>1</sup>. GAN enjoyed significant momentum in acquiring new major casino operators as clients following 2014's early-market relationships with Foxwoods Resort & Casino and Empire City Casino for Simulated Gaming™ and Betfair for real money regulated gaming in New Jersey. Exiting 2015 with 8 Simulated Gaming™ clients under contract, GAN has defined itself as the leading enterprise solution provider to the US casino industry. Momentum created in 2015 has positioned GAN for additional US client wins in 2016 and beyond.

1. Conditional on the client's approval to launch.



# +380%

Increase in net revenue from  
Simulated Gaming™



# \$5.6m

Gross purchases from Simulated  
Gaming™ represent an increase  
of 184% from 2014

# GAN™

# 7

Number of Simulated Gaming™  
customers live at year end.  
3 new customers launched in Q4

# CHIEF EXECUTIVE'S REVIEW



## Overview

GAN has now successfully emerged as a leading provider of enterprise-level Internet gaming technology solutions to major US casino operators securing significant US market share. 2015 was our second year of continued and necessary substantial investment opening the Group to major commercial opportunities including The Borgata for real money regulated gaming in New Jersey and Isle of Capri for Simulated Gaming™, both expected to deliver significant shareholder value in 2016 and beyond.

This substantial continued investment has been made in the US operational structure to develop the Group's US presence in both real money regulated gaming and Simulated Gaming™ markets. In the UK further substantial investment has been made in the Group's software technology and its capability to deliver both Simulated Gaming™ and real money regulated gaming to US casino operators, integrated with the US casino operators' existing land-based loyalty programme.

Intra-State regulation of real money Internet gaming remained largely on hold in the US, although legislative action did occur in Pennsylvania in the late stages of 2015, which suggests Internet gaming legislation may progress further in that State during the course of 2016. In the meantime, Simulated Gaming™ continued to materially outperform initial expectations and is positioned for significant profitable growth in 2016 and beyond as selected US casino operator clients commenced the application of marketing capital in late 2015

in order to scale digital user acquisition with certain clients relying upon GAN's marketing services team and their specialist digital marketing services.

During the year the Group launched Simulated Gaming™ for four major US casinos located in Pennsylvania, California, Maryland and Nevada, and signed additional landmark deals with The Borgata Casino in New Jersey and multi-State US casino operator Isle of Capri based in Illinois for delivery in 2016. Simulated Gaming™ has also been launched in Australia and other International opportunities are being developed although the Group's strategic focus remained firmly on the US market throughout 2015 emphasised by my relocation to the US in order to better support the Group's activity in its key geographic market.

In New Jersey, the Group delivered strongly for Betfair's regulated Internet casino gaming website delivering over one hundred incremental games across desktop and mobile devices and establishing BetfairCasino.com as a significant Internet casino operator in New Jersey's regulated Internet gaming market. I would like to take this opportunity to thank staff at GAN, the regulators at the New Jersey Division of Gaming Enforcement, the management of Betfair's New Jersey operations and the operational management of Golden Nugget Atlantic City for all their support during 2015.

GAN's enterprise-level technology platform for Internet gaming is a truly scarce asset, managed by an equally-scarce team of experienced specialists managing one of a handful of fast-growing real money regulated gaming businesses in New Jersey. Real money regulated gaming in New Jersey has proved materially different in both general practice and specific technical requirements when compared with European markets. Subject to certain contractual conditions being met, GAN's two New Jersey clients will together represent over 40% of Internet gaming revenues in New Jersey. This positions GAN to capture significant market share in any incremental US intra-State markets which may regulate Internet gaming over time, including Pennsylvania, New York and Michigan.

During the year, the Group achieved strong financial growth in net revenue derived from the United States and the regulated Italian market driven primarily by Simulated Gaming™ nationwide across the US and from regulated real money Internet gaming in New Jersey and Italy. Notwithstanding growth in our core product verticals of Simulated Gaming™ and the sustainable regulated gaming markets of New Jersey in the US and Italy overall net revenue declined by 20% to £6.0m (2014: £7.5m) due primarily to the decline in game development fees and continuing delays in securing a system sale in 2015.

## Strategy

Expansion in the United States remains a continuing strategic priority for the Group with requisite increases in US infrastructure centred on Las Vegas comprising human resource and licensing investment in relevant US States including New Jersey and Pennsylvania.

With the significant slowdown in regulation of real money intra-State regulated gaming the Group has increased its focus on delivering Simulated Gaming™ to land-based US casinos in advance of further regulation. The successful launch of Simulated Gaming™ in 2014 and net revenue growth in 2015 support the Group's internal focus on delivering Simulated Gaming™ to as many major US casino properties as possible during the now extended period prior to regulation of real money regulated gaming. Furthermore, the Group has received comprehensive evidence from collaborating clients that GAN's unique Simulated Gaming™ model has materially increased patrons' visitation on-property, reactivated significant numbers of long-term inactive patrons and generally proved highly supportive of on-property real money land-based gaming.

The Group continues to pursue further Internet gaming platform sales with casino equipment manufacturers in order to enable land based casino slots manufacturers to manage the distribution of their content online. The slow pace of incremental regulation of Internet gaming in the United States has materially contributed to on-going delays in securing an Internet gaming platform sale.

Investment in the Group's technical capability in key areas such as back office, mobile and convergence with land-based casino management systems continued throughout 2015 with significant growth of the Group's mobile gaming portfolio in HTML5 and native iOS and Android applications.

In Europe, the Group extended its market position in Italy with new clients launched including Star Vegas and William Hill Italia and Internet gaming content from NET Entertainment was delivered via the Group's technical platform located in Rome. Italy remains a crucial market for GAN as a comprehensively regulated Internet gaming market exhibiting continued growth throughout 2015 consequent to the regulation of Internet casino gaming in 2013.

### Products

The Group's back office system iSight Back Office™ received major upgrades released throughout 2015 delivering a state-of-the-art back office player management capability with unique convergence features designed to complement a land-based casino's existing gaming operations.

The product related capabilities of Simulated Gaming™ took major strides in 2015 with a focus on monetisation of players and the introduction of gaming activity accelerants designed to extend player lifetimes, increase frequency of purchases and drive increased visitation to the US casino operators' land-based properties. Frictionless conversion funnels for mobile, real-time slot tournament capability and multi-user (player-with-player) casino games such Multiplayer EZ BACCARAT® launched in 2015 resulting in a significant increase in both monetisation and stickiness.

The Group's HTML5 casino gaming-specific framework was substantially revised with the first new look and feel HTML5 casino slot and casino table games released in early 2015 together with a materially upgraded native casino gaming application consolidating games developed in both native application and HTML5 format within a single gaming App logically branded the single 'Online Casino' App for land-based operator clients. This major evolutionary step for the Group's SENSE3™ mobile gaming proposition will support the Group's growth opportunity in mobile in 2016.

A wide portfolio of new casino games were developed throughout 2015 with over 40 individual game client applications developed and delivered online in 2015 (2014: 40) bringing the Group's in-platform gaming content portfolio to 200 comprising simple casino slots and table games, complex multiplayer bingo and poker, multi-user casino games and a wide range of specialist games such as blackjack tournaments and region-specific card or dice games.

In 2015 the Group's research & development function developed a comprehensive framework for delivering 'freemium' mobile casual games to land-based casino operator clients exploiting the deep skill and expertise in the Group for developing skill-based games. The first product, a mobile casual game based on solitaire with over 300 levels to explore and complete was released for a US casino operator client in 2015 and relied entirely on in-App purchases to generate revenues from a minority of players who download the game for free and proceed to purchase in-game items designed to extend time-on-device. Variants of these mobile casual games, which can be played online or offline, will be released to the Group's

selected US casino operator clients in 2016. The Group's research & development function in 2015 also developed the US casino industry's first virtual reality casino application offering end-user players of Simulated Gaming™ with Oculus Rift PC VR headsets the ability to navigate a virtual casino environment, explore themed worlds and play existing casino table games and casino slot games within these themed environments. The first virtual reality casino was released in early 2016 for a US casino operator client.

### Marketing and Support Services

Throughout 2015, the Group continued to invest in establishing a wide range of secondary and tertiary services for US land-based casino clients designed to support the land-based casino operator in managing customers and growing through external user acquisition marketing and internal cross-sell marketing to existing patron databases and on-property human traffic. In 2015, GAN secured four US casino clients of marketing services conducted in support of Simulated Gaming™ in the second half-year period.

Marketing and support services remain a crucial component of the Group's service portfolio, ensuring any land-based casino operator can cost-effectively launch a turnkey managed Internet gaming service and, should they choose to, invest significant capital to grow profitably beyond its existing audience of casino patrons.



**Dermot Smurfit**  
Chief Executive Officer

# FINANCIAL AND OPERATIONAL REVIEW



**The Group has established a significant coast to coast presence in the US market from which to drive additional growth**

## Summary

2015 has been a year of focus and investment for GAN. The Group has focussed on driving additional revenue growth with our Simulated Gaming™ product in the US and Australian markets and in the sustainable real money gaming markets of New Jersey in the USA and in Italy.

The Group has established a significant coast to coast presence in the US market from which to drive additional growth. Following the successful launch of Simulated Gaming™ in 2014 with two US Casino operators, the Group added five additional customers during 2015; Parx Casino, San Manuel Digital, 'Maryland Live!' Casino and American Casino & Entertainment Properties (ACEP) in the US and Club8 Casino in Australia. The Group has experienced further recurring revenue growth in Italy where two new operators launched during the period and in New Jersey which benefitted from an expanded content offering and a growing macro market. Recurring revenues now account for 79% of the overall Net Revenue compared to 48% in 2014. The Group has also worked to consolidate its cost base and believes that the current fixed operational cost base is sufficient to support planned growth over the next twelve months.

The Group reports gross income of £25.8m, a 1% decrease from 2014. Net revenue for the year was £6.0m compared to £7.5m in the same period last year. Clean EBITDA loss of £3.0m compares to a Clean EBITDA loss in 2014 of £1.4m and loss before taxation of £5.6m compares to a loss before taxation in the prior period of £2.6m. Loss after taxation of £5.0m reflects the successful claim for research and development tax credits in respect of prior years, received in 2016, of £0.6m. The 2014 financial year benefited from the recognition of the final payment of a material system sale which generated £1.0m in gross income and net revenue.

The Group continued to invest heavily in the underlying Internet gaming system capability in order to both strengthen its delivery capability and enhance its core Simulated Gaming™ and regulated real money gaming product offerings. The Group believes this investment will enable the Group to continue to capitalise on the immediate Simulated Gaming™ opportunity primarily in the core US market and to drive incremental growth in the regulated real money gaming markets of New Jersey in the US and in Italy. The Group remains focussed on the US market which now represents 50% of overall Group net revenues.

The Group ended the year with a cash balance of £3.8m compared to £10.8m for the year ended 31 December 2014 and net assets at 31 December 2015 of £10.2m compared to £15.2m in the previous year. On 7 April 2016 the Group raised an additional £2.6m (before associated transaction expenses) in new capital to continue expansion of real money regulated gaming and Simulated Gaming™ opportunities in the US as well as for working capital and general business development purposes.

## Revenue

Net revenue for the year of £6.0m is £1.5m less than the net revenue generated in the previous year of £7.5m. Revenue for 2014 benefited from the final payment related to a material Internet gaming system sale that accounted for £1.0m of the £7.5m. On an underlying basis, net revenue excluding the impact of this system sale decreased by 8% from £6.5m to £6.0m.

B2B revenue share and other revenues increased by 45% from £2.9m to £4.2m. The increase recorded in B2B revenue share and other revenues of £1.3m is offset by declines in game and platform development fees of £1.7m (excluding system sale) a decrease driven primarily by reduced game development fees for the conversion of existing offline slots titles to the online market. The increase in B2B revenue share and other revenues has been driven by the regulated gaming markets in New Jersey and Italy and by Simulated Gaming™ where we now have seven casinos operational, three of which launched in Q4. B2C net revenue decreased from £0.7m to £0.6m.

#### Expenses

Distribution costs include royalties payable to third parties, B2B and B2C direct marketing expenditure and the direct costs of operating the hardware platforms deployed across the business which in total increased from £3.7m to £5.4m for the year ended 31 December 2015. The increase is due primarily to increased amortisation of intangible assets of £1.0m and increased royalties payable to providers of third party games content in Europe for real money gaming and in the US for both Simulated Gaming™ and real money gaming in New Jersey. B2B marketing expenditure has also increased to support the roll out of Simulated Gaming™ across the US and other international markets.

Administration expenses include the costs of personnel and related expenditure for both the London and Nevada offices. The Group reports total administrative expenses for the year ended 31 December 2015 of £6.3m, £0.2m less than those incurred in 2014. For the year ended 31 December 2015, the Group continued to invest in the underlying Internet gaming system, enhanced platform and games team capability in the UK and expanded sales presence in the US. This strategy has enhanced the delivery capability of the Group and enabled the Group to launch additional Simulated Gaming™ casino properties in the US and Australia.

#### Clean EBITDA

Clean EBITDA is a non GAAP company specific measure and excludes interest, tax, depreciation, amortisation, share-based payment expense and other items which the directors consider to be non-recurring and one time in nature as disclosed in note 6. The directors regard Clean EBITDA as a reliable measure of profits that is not unduly subjective.

Clean EBITDA loss of £3.0m compares to an EBITDA loss of £1.4m in 2014 reflecting both the impact of continuing to invest in the underlying delivery and product capability and the recognition of £1.0m in system sale revenue in the year ended 31 December 2014.

#### Cash Flow

During the year the Group has continued to invest in the underlying Internet gaming system deployment and product capability. The cash balance at 31 December 2015 was £3.8m compared to £10.8m in 2014. In addition to operating cash outflow before movements in working capital and taxation of £3.4m, cash outflows during the year include £4.8m in incremental investment in intangible fixed assets primarily related to the capitalisation of internal development time and £0.5m invested in fixed assets including the cost of moving and refurbishing suitable head office space in London.

#### Key Performance Indicators

The directors regard Clean EBITDA as a reliable measure of profits and the Group's key performance indicators are set out below.

The Board also monitor customer related KPIs, including number of active players, revenue by customer, average revenue per daily active user for Simulated Gaming™, business segment profitability and geographic split of turnover.

	2015 £'000	2014 £'000
Gross income from gaming operations and services	<b>25,837</b>	26,123
Net revenue	<b>6,011</b>	7,528
Clean EBITDA	<b>(3,018)</b>	(1,425)
Net assets	<b>10,184</b>	15,176
Cash and cash equivalents	<b>3,779</b>	10,776

# PRINCIPAL RISKS

The risks outlined below are those risks and uncertainties that the Board considers material to the Group. They are not presented in any order of priority. There may be other risks that are either currently unknown, or considered by the Board to be immaterial, which could adversely affect the Group's business, results of operation or financial condition.

The Board routinely monitors risks that could materially and adversely affect the Group's ability to achieve strategic goals, financial condition and results of operations. The Board is supported by senior management personnel who collectively play a key role in risk management and regularly report to the Board.

Risk category	Description	Mitigation
<b>Legal and regulatory risks</b> <b>Loss of licences</b>	<p>The Group holds a number of licences for its activities from regulators. The loss of all or any of these licences may adversely impact on the revenues and/or reputation of the Group.</p>	<p>The Group has established a compliance team, whose role is to develop relationships with regulators, monitor the regulatory environment closely, and ensure continuation of all necessary licences and permits to allow the Group to continue its business.</p>
<b>Changes in regulations</b>	<p>Laws, regulations and taxation in the gambling sector are complex, inconsistent and evolving. The Group licenses its products to operators in the online gaming industry whose ability to operate in any jurisdiction may be impacted by changes in regulations, or failure to obtain any necessary licences. In addition there can be no guarantee that a jurisdiction will not change its licensing requirements nor that revenue streams that currently do not require a licence will continue without additional regulations or additional taxation.</p>	<p>As an established regulated supplier to the online gambling sector, the Group is vigilant over legal and regulatory issues that may apply to its activities, not only in those jurisdictions where the Group is located but also where its licensees are operating using GAN software and services.</p> <p>In addition, the Group has diversified its risk by obtaining multiple licences in the UK, Alderney, Spain, Italy and New Jersey.</p>
<b>New licensing requirements</b>	<p>In newly regulated markets, new licensing regimes may impose licensing conditions, such as the requirement to locate significant technical infrastructure within the relevant territory or establish real-time data interfaces with the regulator that present operational challenges, or may stop the licensee being able to offer the full range of the Group's products.</p>	<p>The Group closely monitors developments in jurisdictions seeking to introduce or change regulations. The Group works to establish close relationships and actively participates in groups such as the Remote Gambling Association to help shape new licensing regulations.</p>
<b>The market place</b> <b>Competition</b>	<p>The online gambling market is highly competitive. Failure to compete effectively may result in loss of licensees and also the inability to attract new licensees.</p>	<p>The Group closely monitors competition and continues to invest significant resources to improve its technology, products and services. In addition the Group has a diversified geographical base which spreads the competitive risk.</p>

Risk category	Description	Mitigation
<b>Technology Dependence on technology</b>	<p>The Group's operations are highly dependent on technology and advanced information systems and there is a risk that such technology or systems could fail.</p> <p>The Group may be adversely affected by activities such as system intrusions, denial of service attacks, virus spreading and phishing.</p>	<p>The Group has in place data recovery and systems recovery procedures, security measures and business continuity plans in the event of failure or disruption, or damage to, the Group's technology or systems.</p>
<b>Customers Fraud</b>	<p>As an Operator (MoneyGaming), the Group experiences fraudulent activity on customer accounts in the form of deposits from stolen credit cards and debit cards. These amounts are written off as a loss to the business.</p>	<p>The Group has a compliance team whose role is to monitor transactions for signs of fraudulent activity and to carry out Know-Your-Customer procedures. Reports from the Management Information System (MIS) are used by the compliance team to monitor possible fraudulent activities. The Group sources multiple payment providers to mitigate for risk of losing any single funding channel.</p>
<b>Reliance on major licensees</b>	<p>The Group operates a revenue share model with its licensees meaning results can be impacted by poor performance of its licensees or by its licensees choosing to withdraw from a particular market.</p>	<p>The Group has continued to diversify its licensee base and develop its business in stable regulated markets and also by the expansion of its Simulated Gaming™ product in the US and Australian markets.</p>
<b>Employees Reliance on key personnel</b>	<p>The Group's future success depends on the continued service of senior management and key technical personnel, the retention of which cannot be guaranteed.</p>	<p>The Group has a performance evaluation system to identify key talent and to ensure that key personnel are appropriately rewarded and incentivised. This is through a mixture of annual bonuses and long-term incentives such as share options.</p>

On behalf of the Board



**Desmond Glass**  
Chief Financial Officer

# CORPORATE SOCIAL RESPONSIBILITY

The Group has an open, honest and responsible approach towards its stakeholders which include its employees, suppliers, customers, investors and the wider community.

## Responsible Gaming

As both a direct to consumer and business to business provider of games of skill and chance in regulated markets, GameAccount Network plc has placed our responsible gaming policies and tools at the core of our vision to provide industry leading entertainment in a socially responsible fashion.

We also, in conjunction with our partners NetID Me and Aristotle provide our partners with robust age verification processes to ensure that no minors can access our games.

## Regulation

GameAccount Network plc is licensed and regulated by the UK Gambling Commission, The Alderney Gambling Control Commission, the Amministrazione Autonoma dei Monopoli di Stato (Autonomous Administration of State Monopolies) in Italy and the New Jersey Division of Gaming Enforcement. We are also approved by Gamcare who are a leading UK charity advising and assisting those with a gambling problem.

All of the organisations above have different requirements and regulations and the Group is proud that we exceed these in all areas of responsible gaming.

All of our games are certified and tested by GLI (Gaming Laboratories International) and NMI Metrology & Gaming Ltd both of whom are the industry standard for Online Gaming testing and certification.

## Money Laundering

GameAccount Network provides a range of proprietary and third party tools to our partners to identify and monitor fraud and money laundering. Our in-house analytics software monitors all deposit and withdrawal attempts as well as all gameplay. Our system has the ability to notify staff members of any suspicious transactions or gameplay and automatically suspend any account which has been involved in such activity.

Our system also actively monitors all skill games to ensure no user can gain an unfair advantage by using bots or automated gameplay systems.

We also provide third party tools from leading payment processors such as WorldPay, Risk Guardian, Threat Matrix and Cams in order to ensure all monies on our networks are from legitimate sources.

## Employees

GameAccount Network plc is committed to maintaining a working environment in which diversity and equality of opportunity is actively promoted and all unlawful discrimination is not tolerated. The Group values diversity and to that end recognises the educational and business benefits of diversity amongst its employees, applicants and other people with whom we have dealings.

GameAccount Network plc are committed to ensuring employees are treated fairly and are not subjected to unfair or unlawful discrimination.

## Software and Reporting

Responsible gaming and player protection lies at the heart of our software. Our platform services allow our partners to offer their players an array of tools to control their spending including deposit limits, wagering limits, time limits, self-exclusion and cooling-off periods.

This coupled with sophisticated reporting and analytics allows our partners to identify potentially compulsive behaviour and take the required action to ensure the protection of any vulnerable players.

Our team are extensively trained in the area of responsible gaming. Our team members are trained to effectively and sympathetically assist any player displaying signs of gambling addiction and guide them in the correct direction to seek assistance.

## Environment

The Group has a relatively low environmental impact by virtue of the fact that it is an online business. We engage in office recycling for a wide range of materials to reduce the amount of waste sent to landfill.

We also offer a cycle to work scheme to our employees to help reduce the local congestion and pollution as well as to improve the employees' health through physical exercise. In addition, we provide a significant contribution towards employees' gym membership.

On behalf of the Board



**Desmond Glass**  
Chief Financial Officer



**Dermot Smurfit**  
Chief Executive Officer  
28 April 2016

# DIRECTORS' REPORT

The directors submit their report and the financial statements of GameAccount Network plc for the year ended 31 December 2015.

## Principal Activities

The activity of the Group divides into two principal areas:

- the provision and development of real money gaming software and the supply of Internet gaming systems to the online industry; and
- the provision and development of simulated gaming software and underlying systems to existing casino operators in both the US and other significant international markets.

## Results and Dividends

The result for the Company and the Group for the year ended 31 December 2015 show total net revenue of £6.0m (2014: £7.5m) and a net loss after tax of £5.0m (2014: loss £2.6m).

The Board does not recommend the payment of a dividend for 2015 (2014:£nil).

The Group's consolidated financial statements are set out on pages 23 to 49. For a more detailed review of the Group's results see the Chief Executive's report and the strategic report.

Please refer to the Chief Executive's report for an overview of the Group's future developments.

Please refer to note 2.9 of the financial statements for more details on financial instruments and note 3 for details on the exposure to credit, liquidity, cash flow and other financial risks.

## Annual General Meeting

The Annual General Meeting of the Company will be held on 30 June 2016. Notice of this meeting will be sent under separate cover.

## Directors

The following directors have held office since 1 January 2015:

David O'Reilly  
Dermot S Smurfit  
Desmond Glass  
Michael Smurfit Jr.  
Roger Kendrick  
Seamus McGill

Details of share options granted during the current and prior year to directors are as follows:

	Share options	Date of grant	Exercise price	Date first exercisable	Expiry date
Dermot Smurfit	750,000	29.10.2010	22p	29.10.2011	28.03.2018
Dermot Smurfit	200,000	28.03.2012	22p	28.03.2013	28.03.2018
David O'Reilly	75,000	01.08.2013	60p	01.08.2014	01.08.2016
Michael Smurfit	50,000	01.08.2013	60p	01.08.2014	01.08.2016
Roger Kendrick	50,000	01.08.2013	60p	01.08.2014	01.08.2016
Desmond Glass	150,000	01.08.2013	60p	01.08.2014	01.08.2016
Desmond Glass	171,000	15.08.2014	135p	15.04.2015	15.08.2017
Dermot Smurfit	171,000	15.08.2014	135p	15.04.2015	15.08.2017
Desmond Glass	130,000	10.03.2015	50p	10.03.2016	10.03.2018
Dermot Smurfit	125,000	10.03.2015	50p	10.03.2016	10.03.2018

## Significant Shareholdings

As of 31 December 2015 the Company had been advised of the following significant shareholders:

Shareholders	%	No of ordinary shares
Dermot S Smurfit	13.36	7,475,075
Andrew Black	9.79	5,480,860
Sir Michael Smurfit	9.85	5,511,270
Anthony Smurfit	8.41	4,705,805
Odey Asset Management	5.96	3,333,333
Artemis Funds	5.78	3,236,296
Ennismore Fund Manager	5.11	2,861,851
David O'Reilly	4.22	2,263,812
Roger Kendrick (including Britania Limited's holding)	3.73	2,085,250
Jeffries International	3.30	1,846,180

# DIRECTORS' REPORT CONTINUED

## **Third Party Indemnity Provision for Directors**

Qualifying third party indemnity provision is in place for the benefit of all directors of the Company.

## **Research and Development**

The Group maintains its level of investments in software development activities. In the opinion of the directors, continuity of investment in this area is essential to strengthen the Group's market position and for future growth.

## **Going Concern**

The Group's business activities, together with the factors likely to affect its future performance and position are set out in the Chairman's, Chief Executive Officer's and Strategic reports. Notes 3 and 15 to the financial statements set out the Group's financial risk management policies and its exposure to credit risk and liquidity risk.

The directors have assessed the financial risks facing the business, and compared this risk assessment to the net current assets position and dividend policy. The directors have also reviewed relationships with key suppliers and software providers and are satisfied that the appropriate contracts and contingency plans are in place. The directors have prepared forecasts to assess whether the Group has adequate resources for the foreseeable future.

The directors consider that the Group has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the consolidated financial statements.

## **Statement as to Disclosure of Information to the Auditor**

The directors who were in office on the date of approval of these financial statements have confirmed that, as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each of the directors have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

## **Auditor**

A resolution to reappoint BDO LLP as the Group's auditors will be submitted to the Board at the Annual General Meeting.

On behalf of the Board



**Desmond Glass**  
Chief Financial Officer  
28 April 2016

# DIRECTORS' RESPONSIBILITIES

## IN THE PREPARATION OF THE FINANCIAL STATEMENTS

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the Group and parent Company financial statements in accordance with applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Company and of the profit or loss of the Group for that period. The directors are also required to prepare financial statements in accordance with the rules of the London Stock Exchange for companies trading securities on the Alternative Investment Market.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the Group financial statements have been prepared in accordance with IFRSs as adopted by the European Union, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Website publication

The directors are responsible for ensuring the annual report and the financial statements are made available on a website. Financial statements are published on the Group's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Group's website is the responsibility of the directors. The directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

# BOARD OF DIRECTORS

## David O'Reilly (aged 54)

### (Non-executive Chairman)

David joined the Board of GameAccount Network in June 2008. David is an experienced business director with over 27 years of experience in the financial services industry, having previously worked as Managing Director at Bankers Trust and as Head of Foreign Exchange Sales and Trading and Principal at Renaissance Technology Hedge Fund, based in Long Island, US. David has a number of directorships with private companies and has a BBS honours degree from Trinity College Dublin.

## Dermot Smurfit Jr. (aged 41)

### (Chief Executive Officer)

Dermot joined GameAccount Network in 2002. Dermot previously worked in the European Investment Banking team of SoundView Technology Group. Dermot has operational and management experience in online gaming through his experience with GameAccount Network, together with M&A, strategic advisory and private equity financing experience in the gaming technology industry. Dermot is a qualified (non-practising) UK lawyer specialised in corporate finance. Dermot's education encompasses an LLB in Law from Exeter University, the Legal Practice Course from the College of Law (UK) and the Investment & Corporate Finance Advisory qualification from the UK's Financial Conduct Authority.

## Roger Kendrick (aged 71)

### (Non-executive director)

Roger joined the Board of GameAccount Network in June 2008. Roger is an entrepreneur and an experienced non-executive director, representing both private equity investors and personal investments. Roger has a track record of investing in numerous high growth companies, including gaming and Internet businesses and has significant experience of acquisitions and disposals. Roger has a BA in Business Finance and an MSc (MBA) from London Business School.

## Desmond Glass (aged 46)

### (Chief Financial Officer)

Des joined GameAccount Network in 2008. Des has extensive finance and operations experience with media and online companies in the US and Europe. Previously, Des worked as Senior Finance Director at Rodale where he was responsible for delivering the financial strategy for its international division. Prior to this, Des was Vice President for Finance at PredictIt.com, a publicly quoted Internet start-up, and held senior financial positions with Primedia Inc and Capital Cities/ABC Inc. while based in New York. Des trained with Deloitte & Touche LLP in Dublin and holds a Masters in Business Administration from Imperial College London, a Bachelor of Commerce from University College Dublin and is a Fellow of the Institute of Chartered Accountants in Ireland.

## Michael Smurfit Jr. (aged 51)

### (Non-executive director)

Michael joined the Board of GameAccount Network in June 2008. Michael is Chief Executive of S.F. Investments, a privately held company that manages worldwide investments on behalf of the Smurfit family. Michael is a director of a number of companies, including Escher plc and The K Club Limited. Michael previously held a number of senior positions within the Jefferson Smurfit Group both in Europe and the US.

## Seamus McGill (aged 64)

### (Non-executive director)

Seamus joined the Board of GameAccount Network in April 2014. Seamus has 20 years' experience in the gaming and technology industries and is currently President of Joingo, a mobile software company in San Jose, California, with overall responsibility for company growth and financial performance. Prior to Joingo, Seamus spent five years at Aristocrat Technologies, the second largest manufacturer of slot machines and gaming solutions in the world. At Aristocrat, he was Chief Operating Officer of the Americas with responsibility for the North American, Canadian and Latin American markets. Prior to Aristocrat, he held senior positions at Cyberview Technology, WMS Gaming Inc. and Mikohn Gaming Corporation.



## Senior management

### **Simon Knock (aged 37)** **(Chief Operating Officer)**

Simon joined GameAccount Network in September 2010 as Technical Director, bringing over ten years of Internet gambling industry experience. Prior to GameAccount Network, Simon held various technology development and management roles with UK operator William Hill and operations roles with Canadian online gaming software developer Cryptologic, Inc. Simon has a software engineering background, originally developing UK government revenue systems and private sector logistics products.

### **Matt Mowlam (aged 36)** **(Director of Marketing Services)**

Matt joined GameAccount Network in May 2014 having worked in the iGaming industry for ten years. Before joining GameAccount Network, Matt held a number of management positions at Betfair Group plc over the course of eight years, latterly as Head of Corporate Development where he launched Betfair Casino in New Jersey. Prior to Betfair, Matt managed digital media channels at PartyGaming Plc (now bwin.party) and ran high profile accounts for telecoms/lifestyle/leisure clients at a number of digital marketing agencies in London. Matt graduated from Brunel University in 2002.

### **Martin Smith (aged 49)** **(Chief Games Officer)**

Martin joined GameAccount Network in 2005, becoming Chief Technical Officer in 2007 and then Chief Games Officer in 2012. Martin worked as Senior Artificial Intelligence Programmer at cross-platform videogame developer Elixir Studios, working on videogame titles such as 'Republic: The Revolution'. Martin's qualifications include a BSc in Artificial Intelligence from Middlesex University and an MSc in Advanced Methods in Computer Science from the Queen Mary University of London. Martin was awarded the prestigious Drapers Scholarship to fund his PhD at Queen Mary University of London, completed in 2000. Martin has published articles concerning applying innovative machine learning techniques to games such as chess, go and shogi.

### **Tom Grant (aged 41)** **(Head of Legal and Compliance and Company Secretary)**

Tom joined GameAccount Network in November 2014 as Head of Legal and Compliance, with a wealth of experience gained both in private practice and in-house. Having trained at Nabarro, Tom qualified in 2001 and remained in private practice before moving into the gaming sector in 2006 when he joined The Rank Group plc as in-house counsel. Tom remained at Rank for six years before moving back into private practice in 2012 as a Partner with top ranked gambling law specialists Harris Hagan. Whilst at Harris Hagan, Tom acted for GameAccount on the software platform sale to Aristocrat Technologies Inc. and he continued to advise GameAccount on commercial matters before joining the Company. Tom graduated from Royal Holloway, London University where he studied History before converting to law at The College of Law, London.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GAMEACCOUNT NETWORK PLC

We have audited the financial statements of GameAccount Network plc for the year ended 31 December 2015 which comprise the consolidated statement of comprehensive income, the consolidated and company statements of financial position, the consolidated and company statements of changes in equity, the consolidated and company statements of cash flows and the related notes. The financial reporting framework that has been applied in the preparation of the Group and parent Company financial statements is applicable law and International Financial Reporting Standards (IFRS) as adopted by the European Union.

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of directors and auditors

As explained more fully in the statement of directors' responsibilities, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

## Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

## Opinion on financial statements

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and the parent Company's affairs as at 31 December 2015 and of the Group's loss for the year then ended;
- the Group financial statements have been properly prepared in accordance with IFRSs as adopted by the European Union;
- the parent Company financial statements have been properly prepared in accordance with IFRSs as adopted by the European Union and as applied in accordance with the provisions of the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

## Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the strategic report and directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Dominic Stammers (Senior statutory auditor)

For and on behalf of BDO LLP, statutory auditor  
London  
United Kingdom  
28 April 2016

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 31 DECEMBER 2015

		Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
<b>Continuing Operations</b>			
Gross income from gaming operations and services		<b>25,837</b>	26,123
<b>Net revenues</b>	4	<b>6,011</b>	7,528
Distribution costs		<b>(5,384)</b>	(3,728)
Administrative expenses		<b>(6,250)</b>	(6,469)
Total operating costs		<b>(11,634)</b>	(10,197)
Clean EBITDA		<b>(3,018)</b>	(1,425)
Depreciation	11	<b>(438)</b>	(360)
Amortisation of intangible assets	10	<b>(1,801)</b>	(777)
Exceptional costs	6	<b>(355)</b>	(67)
Employee share-based payment charge	17	<b>(11)</b>	(40)
<b>Operating (loss)</b>	6	<b>(5,623)</b>	(2,669)
Finance income	8	<b>19</b>	67
<b>(Loss) before taxation</b>		<b>(5,604)</b>	(2,602)
Tax credit	9	<b>582</b>	-
<b>(Loss) for the year attributable to owners of the Group and total comprehensive income for the year</b>		<b>(5,022)</b>	(2,602)
<b>Earnings per share attributable to owners of the parent during the year</b>			
Basic (pence)	18	<b>(8.99)</b>	(4.66)
Diluted (pence)	18	<b>(8.99)</b>	(4.66)

Clean EBITDA is a non GAAP Company specific measure and excludes interest, tax, depreciation, amortisation, share-based payment expenses and other items which the directors consider to be non-recurring and one time in nature. Where not explicitly mentioned, EBITDA refers to EBITDA from continuing operations.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own profit and loss account in these financial statements. The Group loss for the year includes a loss after tax of £6,237,033 (2014: loss of £1,289,400), which is dealt with in the financial statements of the parent Company.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	At 31 December 2015 £'000	At 31 December 2014 £'000
<b>Non-current assets</b>			
Intangible assets	10	5,570	3,026
Property, plant and equipment	11	884	805
Lease deposits	12	170	-
Deferred tax asset	9	510	510
		<b>7,134</b>	4,341
<b>Current assets</b>			
Trade and other receivables	12	2,851	2,823
Cash and cash equivalents	13	3,779	10,776
		<b>6,630</b>	13,599
<b>Total assets</b>		<b>13,765</b>	17,940
<b>Current liabilities</b>			
Trade and other payables	14	3,231	2,764
<b>Total current liabilities</b>		<b>3,231</b>	2,764
<b>Non-current liabilities</b>			
Other payables	14	350	-
<b>Total non-current liabilities</b>		<b>350</b>	-
<b>Equity attributable to equity holders of parent</b>			
Share capital	16	560	559
Share premium account		14,592	14,574
Retained (deficit)/earnings		(4,968)	43
		<b>10,184</b>	15,176
<b>Total equity and liabilities</b>		<b>13,765</b>	17,940

The financial statements on pages 23 to 49 were approved and authorised for issue by the Board of directors on 28 April 2016 and were signed on its behalf by:



**Desmond Glass**  
Chief Financial Officer

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**

FOR THE YEAR ENDED 31 DECEMBER 2015

	Share capital £'000	Share premium £'000	Retained (deficit)/ earnings £'000	Total equity £'000
<b>At 31 December 2013</b>	<b>557</b>	<b>14,528</b>	<b>2,605</b>	<b>17,690</b>
Loss and total comprehensive income for the year	-	-	(2,602)	(2,602)
Employee share-based payment charge	-	-	40	40
Issue of equity share capital	2	46	-	48
<b>At 31 December 2014</b>	<b>559</b>	<b>14,574</b>	<b>43</b>	<b>15,176</b>
Loss and total comprehensive income for the year	-	-	(5,022)	(5,022)
Employee share-based payment charge	-	-	11	11
Issue of equity share capital	1	18	-	19
<b>At 31 December 2015</b>	<b>560</b>	<b>14,592</b>	<b>(4,968)</b>	<b>10,184</b>

The following describes the nature and purpose of each reserve within equity:

<b>Share capital</b>	Represents the nominal value of shares allotted, called up and fully paid
<b>Share premium</b>	Represents the amount subscribed for share capital in excess of nominal value
<b>Retained earnings</b>	Represents the cumulative net gains and losses recognised in the consolidated statement of comprehensive income

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2015

		Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
<b>Cash flow from operating activities</b>			
(Loss) for the year before taxation		<b>(5,604)</b>	(2,602)
Adjustments for:			
Amortisation of intangible assets	10	<b>1,801</b>	777
Depreciation of property, plant and equipment	11	<b>438</b>	360
Share-based payment expense	17	<b>11</b>	40
Finance income	8	<b>(19)</b>	(67)
Foreign exchange		<b>23</b>	41
<b>Operating cash flow before movement in working capital and taxation</b>		<b>(3,350)</b>	(1,451)
Decrease/(increase) in trade and other receivables		<b>398</b>	(187)
Increase/(decrease) in trade and other payables		<b>657</b>	(1,214)
Taxation		<b>-</b>	85
<b>Net cash flows from operating activities</b>		<b>(2,295)</b>	(2,767)
<b>Cash flow from investing activities</b>			
Interest received		<b>19</b>	67
Purchase of intangible fixed assets	10	<b>(4,175)</b>	(2,892)
Purchases of property, plant and equipment	11	<b>(517)</b>	(568)
<b>Net cash used in investing activities</b>		<b>(4,673)</b>	(3,393)
<b>Cash flow from financing activities</b>			
Net proceeds on issue of shares	16	<b>19</b>	48
<b>Net cash generated from financing activities</b>		<b>19</b>	48
<b>Net (decrease) in cash and cash equivalents</b>		<b>(6,949)</b>	(6,112)
Cash and cash equivalents at beginning of year	13	<b>10,776</b>	16,895
Effect of foreign exchange rate changes		<b>(48)</b>	(7)
<b>Cash and cash equivalents at end of year</b>	13	<b>3,779</b>	10,776

**COMPANY STATEMENT OF FINANCIAL POSITION**

FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	At 31 December 2015 £'000	At 31 December 2014 £'000
<b>Non-current assets</b>			
Intangible assets	10	5,544	2,982
Property, plant and equipment	11	845	778
Lease deposits	12	170	-
Deferred tax asset	9	510	510
		<b>7,069</b>	4,270
<b>Current assets</b>			
Trade and other receivables	12	3,231	4,122
Cash and cash equivalents	13	3,287	10,592
		<b>6,518</b>	14,714
<b>Total assets</b>		<b>13,587</b>	18,984
<b>Current liabilities</b>			
Trade and other payables	14	3,000	2,539
<b>Total current liabilities</b>		<b>3,000</b>	2,539
<b>Non-current liabilities</b>			
Other payables	14	350	-
<b>Total non-current liabilities</b>		<b>350</b>	-
<b>Equity attributable to equity holders of parent</b>			
Share capital	16	560	559
Share premium account		14,592	14,574
Retained (deficit)/ earnings		(4,915)	1,312
		<b>10,237</b>	16,445
<b>Total equity and liabilities</b>		<b>13,587</b>	18,984

The financial statements on pages 23 to 49 were approved and authorised for issue by the Board of directors on 28 April 2016 and were signed on its behalf by:



**Desmond Glass**  
Chief Financial Officer

# COMPANY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2015

	Share capital £'000	Share premium £'000	Retained (deficit)/ earnings £'000	Total equity £'000
<b>At 31 December 2013</b>	<b>557</b>	<b>14,528</b>	<b>2,561</b>	<b>17,646</b>
Loss and total comprehensive income for the year	-	-	(1,289)	(1,289)
Employee share-based payment charge	-	-	40	40
Issue of equity share capital	2	46	-	48
<b>At 31 December 2014</b>	<b>559</b>	<b>14,574</b>	<b>1,312</b>	<b>16,445</b>
Loss and total comprehensive income for the year	-	-	(6,238)	(6,238)
Employee share-based payment charge	-	-	11	11
Issue of equity share capital	1	18	-	19
<b>At 31 December 2015</b>	<b>560</b>	<b>14,592</b>	<b>(4,915)</b>	<b>10,237</b>

The following describes the nature and purpose of each reserve within equity:

<b>Share capital</b>	Represents the nominal value of shares allotted, called up and fully paid
<b>Share premium</b>	Represents the amount subscribed for share capital in excess of nominal value
<b>Retained earnings</b>	Represents the cumulative net gains and losses recognised in the consolidated statement of comprehensive income

**COMPANY STATEMENT OF CASH FLOWS**

FOR THE YEAR ENDED 31 DECEMBER 2015

		Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
<b>Cash flow from operating activities</b>			
(Loss) for the year before taxation		<b>(6,821)</b>	(1,289)
Adjustments for:			
Amortisation of intangible assets	10	<b>1,783</b>	767
Depreciation of property, plant and equipment	11	<b>418</b>	344
Share-based payment expense	17	<b>11</b>	40
Finance income	8	<b>(19)</b>	(67)
Foreign exchange		<b>23</b>	41
<b>Operating cash flow before movement in working capital and taxation</b>		<b>(4,605)</b>	(164)
Decrease/(increase) in trade and other receivables		<b>1,316</b>	(1,773)
Increase/(decrease) in trade and other payables		<b>654</b>	(1,131)
Taxation		-	85
<b>Net cash flows from operating activities</b>		<b>(2,635)</b>	(2,983)
<b>Cash flow from investing activities</b>			
Interest received		<b>19</b>	67
Purchase of intangible fixed assets	10	<b>(4,175)</b>	(2,838)
Purchases of property, plant and equipment	11	<b>(485)</b>	(560)
<b>Net cash used in investing activities</b>		<b>(4,641)</b>	(3,331)
<b>Cash flow from financing activities</b>			
Proceeds on issue of shares	16	<b>19</b>	48
<b>Net cash generated from financing activities</b>		<b>19</b>	48
<b>Net (decrease) in cash and cash equivalents</b>		<b>(7,257)</b>	(6,266)
Cash and cash equivalents at beginning of year	13	<b>10,592</b>	16,865
Effect of foreign exchange rate changes		<b>(48)</b>	(7)
<b>Cash and cash equivalents at end of year</b>	13	<b>3,287</b>	10,592

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 1. BASIS OF PREPARATION

The financial statements have been prepared in accordance with International Financial Reporting Standards, International Accounting Standards and interpretations (collectively, IFRS) issued by the International Accounting Standards Board (IASB) as adopted by the European Union (adopted IFRSs).

#### Going concern

The directors consider that the Group has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the consolidated financial statements.

#### Adoption of new and revised standards

In the current year the Group has adopted all of the new and revised standards and interpretations issued by the IASB and the International Financial Reporting Interpretations Committee (IFRIC) of the IASB, as they have been adopted by the European Union, that are relevant to its operations and effective for accounting years beginning on 1 January 2015. None of the new standards adopted had a material impact on the financial statements of the Group.

New standards, amendments to standards and interpretations have been issued but are not effective (and in some cases had not yet been adopted by the EU) for the financial year beginning 1 January 2015. These have not been early adopted and the directors are still considering the potential impact of IFRS 15: Revenue from Contracts with Customers and IFRS 16: Leases but do not expect that the adoption of other standards will have a material impact on the financial statements of the Group in future years.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted are set out below.

#### 2.1 Basis of consolidation

Where the Company has control over an investee, it is classified as a subsidiary. The Company controls an investee if all three of the following elements are present: power over the investee, exposure to variable returns from investee and the ability of the investor to use its power to affect those variable returns. Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control.

De facto control exists in situations where the Company has the practical ability to direct the relevant activities of the investee without holding the majority of the voting rights. In determining whether de facto control exists, the Company considers all relevant facts and circumstances, including:

- The size of the Company's voting rights relative to both the size and dispersion of other parties who hold voting rights.
- Substantive potential voting rights held by the Company and by other parties.
- Other contractual arrangements.
- Historical patterns in voting attendance.

The consolidated financial statements present the results of the Company and its subsidiaries (the Group) as if they formed a single entity. Intercompany transactions and balances between Group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the acquisition method. In the statement of financial position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of comprehensive income from the date on which control is obtained. They are deconsolidated from the date on which control ceases.

#### Foreign currencies

##### (a) Functional and presentational currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Company operates (the functional currency) which is UK Pound Sterling (£). The financial statements are presented in UK Pound Sterling (£), which is the Group's presentational currency.

##### (b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in net profit or loss in the statement of comprehensive income.

Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

### (c) Group companies

On consolidation the results of overseas operations are translated at rates approximating to those ruling when the transactions took place. All assets and liabilities of overseas operations, including goodwill arising on the acquisition of those operations, are translated at the rate ruling at the reporting date. Exchange differences arising on translating the opening net assets at opening rate and the results of overseas operations at actual rate are recognised in other comprehensive income and accumulated in the foreign exchange reserve.

Exchange differences recognises the profit or loss in Group entities' separate financial statements on the translation of long-term monetary items forming part of the Group's net investment in the overseas operation concerned are reclassified to other comprehensive income and accumulated in the foreign exchange reserve on consolidation.

On disposal of a foreign operation, the cumulative exchange differences recognised in the foreign exchange reserve relating to that operation up to the date of disposal are transferred to the consolidated statement of comprehensive income as part of the profit or loss on disposal.

### 2.2 Revenue recognition

Net revenues comprise amounts earned from B2C and B2B activities. B2B activities include revenues derived from the use of the Group's intellectual property in online gaming activities and revenues derived from the game and platform development and related services.

#### (a) B2C

Net revenue from 'business to consumer' (B2C) activities represents the net house win, commission charged or tournament entry fees where the player has concluded his participation in a tournament. Net revenue is recognised in the accounting years in which the gaming transactions occur and is measured at the fair value of the consideration received or receivable, net of certain promotion bonuses and customer incentives.

#### (b) B2B

##### *Revenue share and other services*

Net revenue receivable from 'business to business' (B2B) activities in respect of revenue share and other services comprises a percentage of the revenue generated by the contracting party from use of the Group's intellectual property in online gaming activities and from fees charged for services rendered. Net revenue is recognised in the accounting years in which the gaming transactions occur or the services are rendered.

##### *Game and platform development*

Net revenue receivable from B2B activities in respect of game and platform development comprises fees earned from development of games for customers for use on GameAccount Network's platforms and from the sale of platform software and related services.

Revenue in respect of game development and the sale of platform software is recognised when certification for the game has been obtained or delivery has occurred and the fee is fixed, contractual or determinable and collectability is probable.

Services revenue principally relates to implementation services. Such services are generally separable from the other elements of arrangements. Revenue for such services is recognised over the period of the delivery of these services. Where an element of the fee is contingent on the successful delivery of the implementation project the revenue is not recognised until such time that it is probable that the requirements under that specific contract will be met.

##### *Simulated Gaming™*

Net revenue in respect of Simulated Gaming™ is recognised upon completion of purchase. Simulated Gaming™ involves customers purchasing virtual credits at fixed price levels in order to experience established casino games in an online environment. Players are unable to monetise their virtual balances and revenues are recognised at the point of purchase and are non-refundable.

### 2.3 Gross income from gaming operations and services

In order to provide further information to readers of the financial statements and in particular to give an indication of the extent of transactions that have passed through the Group's systems, the statement of comprehensive income discloses gross income from gaming operations and services arising through the use of the Group's intellectual property in online gaming activities, which represents the total income of the Group, together with that derived by its contracting parties where the Group supplies its software directly to the online operator. This line item does not represent the Group's revenue for the purposes of IFRS income recognition.

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

#### 2.4 Distribution costs

Distribution costs represent the costs of delivering the service to the customer and primarily consist of technology infrastructure, promotional and advertising together with gaming and regulatory testing all of which are recognised on an accruals basis, and depreciation and amortisation.

#### 2.5 Administrative expenses

Sales and administrative expenses consist primarily of staff costs, corporate and professional expenses, all of which are recognised on an accruals basis, and impairment charges.

Exceptional items are disclosed separately in the financial statements where it is necessary to do so to provide further understanding of the financial performance of the Group. They are material items of income or expense that have been shown separately due to the significance of their nature or amount.

#### 2.6 Intangible assets

##### Externally acquired intangible assets

Externally acquired intangible assets are initially recognised at cost and subsequently amortised on a straight-line basis over their useful economic lives.

The significant intangibles recognised by the Group with their useful economic lives are as follows:

Licences and trademarks	Shorter of licence term or 10 years
Brand assets	3 years

##### Internally generated intangible assets (development costs)

Expenditure incurred on development activities including the Group's software development and related overheads are capitalised only where the expenditure will lead to new or substantially improved products, the products are technically and commercially feasible and the Group has sufficient resources to complete development.

Capitalised development costs are amortised over the years the Group expects to benefit from selling the products developed which is typically three to five years. The amortisation expense is included within the distribution cost line in the consolidated statement of comprehensive income.

Development expenditure not satisfying the above criteria and expenditure on the research phase of internal projects are recognised in the consolidated statement of comprehensive income as incurred.

Subsequent expenditure on capitalised intangible assets is capitalised only where it clearly increases the economic benefits to be derived from the asset to which it relates. All other expenditure, including that incurred in order to maintain an intangible assets current level of performance, is expensed as incurred.

#### 2.7 Property, plant and equipment

Depreciation is calculated to write off the cost of fixed assets on a straight-line basis over the expected useful lives of the assets concerned. The principal annual rates used for this purpose are:

Fixtures, fittings, equipment and leasehold improvements	20%–33% straight line
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Subsequent expenditures are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits will flow to the Group and the cost of the item can be measured reliably. All repairs and maintenance are charged to the consolidated statement of comprehensive income during the financial period in which they are incurred.

Gains and losses on disposals are determined by comparing proceeds with carrying amount and are included in the consolidated statement of comprehensive income.

#### 2.8 Impairment of property, plant and equipment and intangible assets

At each statement of financial position date, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately.

### 2.9 Financial instruments

Financial assets and financial liabilities are recognised on the Group's statement of financial position when the Group becomes party to the contractual provisions of the instrument. Financial assets are de-recognised when the contractual rights to the cash flows from the financial asset expire or when the contractual rights to those assets are transferred. Financial liabilities are de-recognised when the obligation specified in the contract is discharged, cancelled or expired.

#### Trade and other receivables

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method less provision for impairment.

Impairment provisions are recognised when there is objective evidence (such as significant financial difficulties on the part of the counterparty or default or significant delay in payment) that the Group will be unable to collect all of the amounts due under the net carrying amount and the present value of the future expected cash flows associated with the impaired receivable. For trade receivables, which are reported net, such provisions are recorded in a separate allowance account with the loss being recognised within administrative expenses in the statement of comprehensive income. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits, and other short-term highly liquid investments that have maturities of three months or less from inception, are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

#### Classification of shares as debt or equity instruments

Financial instruments issued by the Group are classified as equity only to the extent that they do not meet the definition of a financial liability. An equity instrument is a contract that evidences a residual interest in assets or an entity after deducting all of its liabilities. Accordingly, a financial instrument is treated as equity if:

- There is no contractual obligation to deliver cash or other financial assets or to exchange financial assets or liabilities on terms that maybe unfavourable, and
- The instrument is a non-derivative that contains no contractual obligation to deliver a variable number of shares or is a derivative that will be settled only by the Company exchanging a fixed amount of cash or other assets for a fixed number of the Company's own equity instruments.

Equity instruments issued by the Group are recorded at the time the proceeds are received, net of direct issue costs.

#### Trade and other payables

Trade payables are initially measured at their fair value and are subsequently measured at their amortised cost using the effective interest rate method; this method allocates interest expense over the relevant period by applying the 'effective interest rate' to the carrying amount of the liability.

### 2.10 Current and deferred tax

Taxation represents the sum of the tax currently payable and deferred tax.

#### Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit reported in the statement of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the statement of financial position date.

#### Research and development tax

Research and development taxation relief is recognised once management considers it probable that any amount claimable will be received.

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

#### Deferred tax

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based upon tax rates that have been enacted or substantively enacted by the statement of financial position date. Deferred tax is charged or credited in the statement of comprehensive income, except when it relates to items credited or charged directly to equity, in which case the deferred tax is also dealt with in equity.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial information and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each statement of financial position date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is measured using tax rates that have been enacted or substantively enacted by the statement of financial position date and are expected to apply when the related deferred tax asset or liability is realised or settled.

#### 2.11 Operating leases

All leases held by the Group are operating leases and, as such, are charged to the statement of comprehensive income on a straight-line basis over the lease term. Rent free periods or other incentives received for entering into a lease are accounted for over the lease term, so as to spread the benefit received.

#### 2.12 Share-based payments

The Group issues equity settled share-based payments to certain employees (including directors).

Equity settled share-based payments are measured at fair value at the date of grant and expensed on a straight-line basis over the vesting period, based upon the Group's estimate of equity instruments that will eventually vest, along with a corresponding increase in equity. At each statement of financial position date, the Group revises its estimate of the number of equity instruments expected to vest as a result of the effect of non-market based vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to equity reserves.

The fair value of share options is determined using a Black-Scholes model, taking into consideration management's best estimate of the expected life of the option and the estimated number of shares that will eventually vest. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non transferability, exercise restrictions and behavioural considerations.

### 3. FINANCIAL RISK MANAGEMENT (SEE ALSO NOTE 15)

#### 3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

Risk management is carried out by management under policies approved by the Board of directors. Management identifies and evaluates financial risks in close cooperation with the Group's operating segments. The Board provides principles for overall risk management, as well as policies covering specific areas, such as interest rate risk, non-derivative financial instruments and investment of excess liquidity.

#### 3.2 Market risk

Market risk is the risk of loss that may arise from changes in market factors such as interest rates and foreign exchange rates.

#### 3.3 Contractual risk

In the ordinary course of business the Group contracts with various parties. These contracts may include performance obligations, indemnities and contractual commitments. Management monitors the performance of the Group and any relevant counterparties against such contractual conditions to mitigate the risk of material, adverse non-compliance.

#### 3.4 Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to financial instruments fails to meet its contractual obligation. Credit risk arises from the Group's cash and cash equivalents and receivables balances.

### 3. FINANCIAL RISK MANAGEMENT (SEE ALSO NOTE 15) CONTINUED

#### 3.5 Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. This risk relates to the Group's prudent liquidity risk management and implies maintaining sufficient cash. Management monitors rolling forecasts of the Group's liquidity and cash and cash equivalents on the basis of expected cash flow.

#### 3.6 Capital risk management

The Group's capital structure is comprised entirely of the share capital and accumulated reserves.

The Group's objective when managing capital is to maintain adequate financial flexibility to preserve its ability to meet financial obligations, both current and long term. The capital structure of the Group is managed and adjusted to reflect changes in economic conditions.

The Group funds its expenditures on commitments from existing cash and cash equivalent balances. There are no externally imposed capital requirements.

Financing decisions are made by the Board of directors based on forecasts of the expected timing and level of capital and operating expenditure required to meet the Group's commitments and development plans.

#### 3.7 Fair value estimation

The carrying value less impairment provision of trade and other receivables and payables are assumed to approximate their fair values because of the short-term nature of such assets and the effect of discounting liabilities is negligible.

#### 3.8 Critical accounting estimates and judgements

The preparation of consolidated financial statements under IFRS as adopted by the EU requires the Group to make estimates and judgements that affect the application of policies and reported amounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Reference is made in this note to accounting policies which cover areas that the directors consider require estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year. These policies together with references to the related notes to the financial statements can be found below:

	Note
Revenue recognition	4
Capitalisation and impairment of internally generated intangible assets	10
Deferred taxation	9

#### Revenue recognition

The Group applies judgement in determining whether it acts as principal or agent where it provides services through its B2B operations. In making these judgements, the Group gives consideration to the contractual terms of each arrangement and consequently which party has the primary responsibility for providing the services and is exposed to the majority of the risks and rewards associated with providing the services. Game development and the sale of platform software is recognised when the Group has met its contractual obligations which is typically on customer acceptance or upon receipt of certification. Simulated Gaming™ revenues are recognised when a player deposits into the gaming system and not on gameplay. Further detail on this can be found in note 2.2.

#### Capitalisation and impairment of internally generated intangible assets

The Group reviews expenditure incurred on development activities and assesses whether the expenditure meets the capitalisation criteria set out in note 2.6. The Group specifically considers if additional expenditure on projects relates to maintenance or new development projects. The Group tests annually whether its assets have suffered any impairment. Further details of the Group's accounting policy in relation to impairment are disclosed in note 2.8. In addition to this, the Group reviews amounts capitalised are in accordance with requirements of the IAS 38 criteria.

The application of the policy requires the use of accounting estimates and judgements in determining the recoverable amount of cash-generating units to which the intangible assets are associated. The recoverable amount is represented by the fair value, or value in use. Value in use is calculated using estimated cash flow projections from financial budgets, discounted by selecting an appropriate rate for each cash-generating unit.

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 3. FINANCIAL RISK MANAGEMENT (SEE ALSO NOTE 15) CONTINUED

#### Deferred taxation

Deferred tax assets are recognised to the extent that it is probable future taxable profits will be available against which the temporary differences can be utilised. The key area of judgement is therefore an assessment of whether it is probable that there will be suitable taxable profits against which any deferred tax assets can be utilised. Further details of deferred tax assets recognised are disclosed in note 9.

### 4. NET REVENUE

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
B2C	592	678
B2B		
– Game and platform development	1,241	3,946
– Revenue share and other revenue	4,178	2,904
Total B2B	5,419	6,850
	<b>6,011</b>	7,528

### 5. SEGMENTAL INFORMATION

Information reported to the Group's Chief Executive, the strategic chief operating decision maker, for the purposes of resource allocation and assessment of the Group's segmental performance is primarily focused on the origination of the revenue stream. The Group's operating segments under IFRS 8 are therefore as follows:

- Business to business (B2B)
- Business to consumer (B2C)

#### Segment revenues and results

The following is an analysis of the Group's revenue and results by reportable segment.

Year ended 31 December 2015	B2C £'000	B2B £'000	Total £'000
Net revenue	592	5,419	6,011
Distribution costs (excluding depreciation and amortisation)	(461)	(2,684)	(3,145)
Segment result	131	2,735	2,866
Administration expenses			(6,250)
Depreciation on property, plant and equipment			(444)
Amortisation of intangible assets			(1,795)
Finance income			19
Loss before taxation			(5,604)
Tax credit/(charge)			582
Loss for the year after taxation			(5,022)
Year ended 31 December 2014	B2C £'000	B2B £'000	Total £'000
Net revenue	678	6,850	7,528
Distribution costs (excluding depreciation and amortisation)	(1,051)	(1,540)	(2,591)
Segment result	(373)	5,310	4,937
Administration expenses			(6,469)
Depreciation on property, plant and equipment			(360)
Amortisation of intangible assets			(777)
Finance income			67
Loss before taxation			(2,602)
Tax credit/(charge)			–
Loss for the year after taxation			(2,602)

**5. SEGMENTAL INFORMATION CONTINUED**

The accounting policies of the reportable segments follow the same policies as described in note 2. Segment result represents the gross profit earned by each segment without allocation of the share of administration costs including directors' salaries, finance costs and income tax expense. This is the measure reported to the Group's Chief Executive for the purpose of resource allocation and assessment of segment performance.

Administration expenses comprise principally the employment and office costs incurred by the Group.

**Segment assets and liabilities**

Assets and liabilities are not separately analysed or reported to the Group's Chief Executive and are not used to assist in decisions surrounding resource allocation and assessment of segment performance. As such, an analysis of segment and liabilities has not been included in this financial information.

**Geographical analysis of revenues**

This analysis is determined based upon the location of the legal entity of the customer.

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
UK and Channel Islands	1,080	1,622
Italy	1,340	1,150
Netherlands	60	490
USA	2,991	2,780
Australia	420	1,162
Rest of the World	120	324
	<b>6,011</b>	<b>7,528</b>

**Information about major customers**

During the year ended 31 December 2015 the Group had two customers which generated revenue greater than 10% of total net revenue. These customers generated revenue of £2,001,000 representing 33% of net revenue (of which the largest customer generated £1,069,000), all of which was within the B2B segment.

During the year ended 31 December 2014 the Group had two customers which generated revenue greater than 10% of total net revenue. These customers generated revenue of £2,391,000 representing 32% of net revenue (of which the largest customer generated £1,325,900), all of which was within the B2B segment.

**Geographical analysis of non-current assets**

	At 31 December 2015 £'000	At 31 December 2014 £'000
UK and Channel Islands	6,308	3,583
USA	298	220
Italy	18	28
	<b>6,624</b>	<b>3,831</b>

**6. OPERATING LOSS****6.1 Operating loss has been arrived at after charging:**

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
Staff costs (note 7)	3,646	3,829
Auditor's remuneration:		
Audit	55	60
Taxation	-	15
Others	5	5
Amortisation of intangibles	1,801	777
Depreciation on property, plant and equipment	438	360
Foreign exchange losses	23	41
Rent payable under operating leases	325	203
Employee share-based payment charge (note 17)	11	40

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 6. OPERATING LOSS CONTINUED

Staff costs and Rent payable under operating leases charged to the income statement, as shown in the table above are less amounts capitalised in the year of £3,681,165 (2014: £2,635,702) as part of capitalised development costs reflected within note 10 of the financial statements.

Total wages and salaries related to research and development was £3,535,163 (2014: £3,234,748) of which £2,849,623 (2014: £2,048,044) was capitalised.

#### 6.2 Exceptional costs

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
Compensation for loss of office, redundancy and compromise costs, together with associated legal expenses	213	67
Key management relocation costs	131	-
Other exceptional costs	11	-
	<b>355</b>	<b>67</b>

### 7. STAFF COSTS

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
The average number of employees (including executive directors) employed was:		
Management	6	7
Administration and technical staff	96	88
	<b>102</b>	<b>95</b>

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
The aggregate remuneration of the above employees (including directors) comprised:		
Wages and salaries	5,798	5,285
Social security costs	697	657
Pension costs	129	-
Employee share-based payment charge	11	40
	<b>6,635</b>	<b>5,982</b>

Total staff costs included in capitalised development costs for the year were £2,849,623 (2014: £2,048,044) and are reflected within note 10 of the financial statements.

The remuneration of the directors, who are part of the key management personnel of the Group, is set out below:

	Fee/salary £'000	Bonuses £'000	Share-based payments £'000	Total 2015 £'000	Total 2014 £'000
Desmond Glass	154	-	1	155	152
David O'Reilly	50	-	-	50	50
Dermot S Smurfit	256	-	3	259	252
Michael Smurfit Jr.	30	-	-	30	30
Roger Kendrick	30	-	-	30	30
Seamus McGill	45	-	-	45	22
	565	-	4	<b>569</b>	<b>536</b>

**7. STAFF COSTS CONTINUED**

The aggregate remuneration for key management personnel comprised:

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
Wages and salaries	1,056	967
Relocation costs	93	–
Social security costs	118	130
Employee share-based payment charge	7	32
	<b>1,274</b>	<b>1,129</b>

The remuneration of the highest paid director is set out below:

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
The aggregate remuneration comprised		
Directors' remuneration	256	250
	<b>256</b>	<b>250</b>

The directors' interests in share options, over ordinary shares in the Company, were as follows:

	Share options at the beginning of the year	Granted during the year	Exercised during the year	Total 2015	Total 2014
Desmond Glass	321,000	130,000	–	451,000	321,000
David O'Reilly	75,000	–	–	75,000	75,000
Dermot S Smurfit	1,121,000	125,000	–	1,246,000	1,121,000
Michael Smurfit Jr.	50,000	–	–	50,000	50,000
Roger Kendrick	50,000	–	–	50,000	50,000
Seamus McGill	–	–	–	–	–
	<b>1,617,000</b>	<b>255,000</b>	<b>–</b>	<b>1,872,000</b>	<b>1,617,000</b>

**8. FINANCE INCOME**

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
Interest receivable	19	67

**9. TAXATION**

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
Current tax (credit)	(582)	–
Deferred tax charge	–	–
Tax (credit) on loss on ordinary activities	<b>(582)</b>	<b>–</b>

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 9. TAXATION CONTINUED

The total tax charge/(credit) can be reconciled to the overall tax charge as follows:

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
Factors affecting tax charge for year: The tax assessed for the relevant year is lower than the average standard rates of corporation tax in the UK. The differences are explained below:		
(Loss) before taxation	<b>(5,604)</b>	(2,602)
(Loss) before taxation multiplied by the average standard rate of corporation tax in the UK of 20.25% (2014: 21.5%)	<b>(1,135)</b>	(559)
Effects of:		
Other permanent and similar differences, including expenses not deductible for tax purposes	<b>76</b>	85
Current year tax losses not utilised/recognised	<b>873</b>	628
Exercise of share option	<b>-</b>	(42)
Other timing differences not recognised for deferred tax purpose	<b>186</b>	(112)
Research and development relief claimed	<b>(582)</b>	-
Tax (credit)/charge for year	<b>(582)</b>	-

The Group has maximum corporation tax losses carried forward at each year end as set out below:

	At 31 December 2015 £'000	At 31 December 2014 £'000
Corporation tax losses carried forward	<b>14,940</b>	9,598

Details of the deferred tax asset recognised are as set out below:

	At 31 December 2015 £'000	At 31 December 2014 £'000
At the beginning and end of the year	<b>510</b>	510

The deferred tax asset for the Group at 31 December 2015 comprises £510,000 (2014: £510,000) in respect of tax losses carried forward. Tax losses are recognised as a deferred tax asset by the Group when there is sufficient evidence that the amount will be recovered against foreseeable profits taking into account the loss for the period and sensitised forecast profits.

In addition, the Group has an unrecognised deferred tax asset as follows:

	At 31 December 2015 £'000	At 31 December 2014 £'000
Tax losses carried forward	<b>2,328</b>	1,410
Depreciation in excess of capital allowances	<b>40</b>	17
Short-term timing differences	<b>63</b>	96
	<b>2,431</b>	1,523

**10. INTANGIBLE ASSETS**

Group	Brand	Development	Licence	Total Brand
	assets	costs	costs	assets,
	£'000	£'000	£'000	Development and Licence costs £'000
<b>Cost</b>				
At 31 December 2013	-	1,680	118	1,798
Additions	-	2,751	141	2,892
At 31 December 2014	-	4,431	259	4,690
Additions	252	3,931	161	4,344
At 31 December 2015	252	8,362	420	9,034
<b>Accumulated amortisation</b>				
At 31 December 2013	-	881	5	886
Charge for the year	-	750	27	777
At 31 December 2014	-	1,631	32	1,663
Charge for the year	6	1,729	66	1,801
At 31 December 2015	6	3,360	98	3,464
<b>Net book value</b>				
At 31 December 2013	-	799	113	912
At 31 December 2014	-	2,800	226	3,026
At 31 December 2015	246	5,002	322	5,570

Company	Brand	Development	Licence	Total Brand
	assets	costs	costs	assets,
	£'000	£'000	£'000	Development and Licence costs £'000
<b>Cost</b>				
At 31 December 2013	-	1,680	117	1,797
Additions	-	2,697	141	2,838
At 31 December 2014	-	4,377	258	4,635
Additions	252	3,931	161	4,344
At 31 December 2015	252	8,308	419	8,979
<b>Accumulated amortisation</b>				
At 31 December 2013	-	881	4	885
Charge for the year	-	740	27	767
At 31 December 2014	-	1,621	31	1,652
Charge for the year	6	1,711	66	1,783
At 31 December 2015	6	3,332	97	3,435
<b>Net book value</b>				
At 31 December 2013	-	799	113	912
At 31 December 2014	-	2,756	226	2,982
At 31 December 2015	246	4,976	322	5,544

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 11. PROPERTY, PLANT AND EQUIPMENT

Group	Fixtures, fittings, equipment and leasehold improvements £'000
<b>Cost</b>	
At 31 December 2013	1,886
Additions	568
At 31 December 2014	2,454
Additions	517
At 31 December 2015	2,971
<b>Accumulated depreciation</b>	
At 31 December 2013	1,289
Charge for the year	360
At 31 December 2014	1,649
Charge for the year	438
At 31 December 2015	2,087
<b>Net book value</b>	
At 31 December 2013	597
At 31 December 2014	805
At 31 December 2015	884

Company	Fixtures, fittings, equipment and leasehold improvements £'000
<b>Cost</b>	
At 31 December 2013	1,616
Additions	560
At 31 December 2014	2,176
Additions	485
At 31 December 2015	2,661
<b>Accumulated depreciation</b>	
At 31 December 2013	1,054
Charge for the year	344
At 31 December 2014	1,398
Charge for the year	418
At 31 December 2015	1,816
<b>Net book value</b>	
At 31 December 2013	562
At 31 December 2014	778
At 31 December 2015	845

### 12. TRADE AND OTHER RECEIVABLES

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Trade receivables	1,309	1,318	1,491	1,501
Other receivables	202	246	638	700
Amounts owed by Group undertakings	516	-	1,438	-
Prepayments and accrued income	622	705	555	622
Corporation tax receivable	582	582	-	-
	<b>3,231</b>	<b>2,851</b>	4,122	2,823

Other receivables include amounts due from payment service providers and VAT recoverable.

**12. TRADE AND OTHER RECEIVABLES CONTINUED**

The ageing of trade receivables that are past due but not impaired is shown below:

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Between one and two months	433	433	500	500
Between two and three months	85	85	146	146
More than three months	166	172	10	10
	<b>684</b>	<b>690</b>	656	656

The Group recognised a charge in respect of doubtful receivables in each of the years ended 31 December 2015 and 31 December 2014 of £163,818 and £364,487 respectively, representing a decrease of £200,669. The Group has not recognised any further allowances for doubtful receivables because there has not been a significant change in credit quality on any receivable and the amounts are still considered fully recoverable. The Company has fully provided for the balance due from GameAccount Alderney Limited of £171,805 (2014: £347,544).

Standard credit terms are 60 days. Debtor days at each year end were:

	At 31 December 2015	At 31 December 2014
Debtor days (Group and Company)	<b>82 days</b>	70 days

In determining the recoverability of trade receivables the Group considers any change in the credit quality of the receivable from the date credit was granted up to the reporting date. As set out in note 16, credit risk is mitigated by the fact that:

1. management monitors the debtor ledger closely on a frequent basis; and
2. a significant proportion of the Group's customers are either large, publicly listed companies or owned by such entities.

Of the trade and other receivables financial instruments as at 31 December 2015, the Group does not have a concentration of credit risk exposure to a single counterparty (2014: £597,304).

The following trade and other receivable amounts were held in foreign currencies. The remaining balance was denominated in UK Pound Sterling (£).

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
United States Dollars	823	831	935	940
Euros	590	592	110	111
Australian Dollars	30	30	-	-
	<b>1,443</b>	<b>1,453</b>	1,045	1,051

The directors believe that the carrying value of trade and other receivables is considered to represent its fair value. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable shown above. The Group does not hold any collateral as security.

**Non-current assets**

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Lease deposits	170	170	-	-
	<b>170</b>	<b>170</b>	-	-

Other non-current assets relate to the deposits provided in respect of leased office space. The amount is repayable in accordance with the terms of the agreement.

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 13. CASH AND CASH EQUIVALENTS (GROUP AND COMPANY)

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Cash in bank accounts	<b>3,287</b>	<b>3,779</b>	10,592	10,776

A majority of the Group's cash and cash equivalents are at floating interest rates and are held with Barclays Bank, an institution with an A2 credit rating (long term, as assessed by Moody's).

The following cash and cash equivalent amounts were held in foreign currencies. The remaining balance was denominated in UK Pound Sterling (£).

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
United States Dollars	<b>263</b>	<b>755</b>	335	519
Euros	<b>501</b>	<b>501</b>	876	876
Australian Dollars	<b>35</b>	<b>35</b>	27	27
	<b>799</b>	<b>1,291</b>	1,238	1,421

The directors consider that the carrying value of cash and cash equivalents approximates to their fair value.

### 14. TRADE AND OTHER PAYABLES

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Amounts falling due within one year:				
Trade payables	<b>1,833</b>	<b>1,880</b>	1,285	1,295
Other taxation and social security	<b>157</b>	<b>157</b>	188	188
Other payables	<b>149</b>	<b>238</b>	191	369
Accruals and deferred income	<b>861</b>	<b>956</b>	875	912
	<b>3,000</b>	<b>3,231</b>	2,539	2,764

Trade and other payables principally comprise amounts outstanding for trade purchases and ongoing costs. They are non-interest bearing and have standard credit terms of 30 days. Creditor days as at each year end were:

	At 31 December 2015	At 31 December 2014
Creditor days (Group and Company)	<b>67 days</b>	54 days

The following trade and other payable financial instruments were held in foreign currencies. The remaining balance was denominated in UK Pound Sterling (£).

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
United States Dollars	<b>946</b>	<b>969</b>	474	664
Euros	<b>50</b>	<b>50</b>	58	58
	<b>996</b>	<b>1,019</b>	532	722

The directors consider that the carrying value of trade and other payables approximates their fair value.

The Group has financial risk management policies in place to ensure that all payables are paid within the credit timeframe and no interest has been charged by any suppliers as a result of late payment of invoices.

**14. TRADE AND OTHER PAYABLES CONTINUED****Non-current liabilities**

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Accruals	231	231	-	-
Deferred consideration	119	119	-	-
	<b>350</b>	<b>350</b>	-	-

Accruals relate to the rent free period on the Group's leased properties and are spread over the term of the lease. The deferred consideration relates to amounts payable to acquire brand assets included in notes 10 and 11. Final payment of the deferred consideration is after one year but not later than five years.

**15. FINANCIAL INSTRUMENTS**

The Group is exposed to the risks that arise from its use of financial instruments. This note describes the objectives, policies and processes of the Group for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout this financial information.

**Capital risk management**

The Group's capital structure is comprised entirely of shareholders' equity.

The Group's objective when managing capital is to maintain adequate financial flexibility to preserve its ability to meet financial obligations, both current and long term. The capital structure of the Group is managed and adjusted to reflect changes in economic conditions.

The Group funds its expenditures on commitments from existing cash and cash equivalent balances. There are no externally imposed capital requirements.

Financing decisions are made by the Board of directors based on forecasts of the expected timing and level of capital and operating expenditure required to meet the Group's commitments and development plans.

**Principal financial instruments**

The principal financial instruments used by the Group, from which financial instrument risk arises are as follows:

- Trade and other receivables
- Trade and other payables
- Cash and cash equivalents

**Financial assets**

The Group held the following financial assets:

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Loans and receivables:				
Cash and cash equivalents	3,287	3,779	10,592	10,776
Trade and other receivables	2,218	1,753	3,445	2,090
	<b>5,505</b>	<b>5,532</b>	14,037	12,866

**Financial liabilities**

The Group held the following financial liabilities:

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Amortised cost:				
Trade payables	1,833	1,880	1,285	1,295
Other financial liabilities	1,176	1,358	1,031	1,245
	<b>3,009</b>	<b>3,238</b>	2,315	2,540

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 15. FINANCIAL INSTRUMENTS CONTINUED

The Group's directors monitor and manage the financial risks relating to the operation of the Group. These risks include market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk.

#### Market risk

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates.

#### Foreign currency risk management

The Group has exposure to foreign currency risk. Sales invoicing to customers is in UK Pound Sterling, United States Dollars and Euros and the majority of outgoing payments are in UK Pound Sterling and United States Dollar payments.

The Board carefully monitors exchange rate fluctuations and reviews their impact on the net asset and position of the Group. Exchange rates are negotiated with the Group's main provider of banking services as and when needed. The Group does not enter into any derivative financial instruments to manage its exposure to foreign currency risk.

The carrying amount of the Group's foreign currency denominated monetary assets and monetary liabilities and details of the exposure at 31 December are shown in notes 12, 13 and 14.

At each year end, if the US Dollar, Euro and Australian Dollar had weakened by 10% against the UK Pound Sterling with all other variables held constant, post tax loss for the year would have increased/(decreased) by:

	Impact of a movement in stated currencies of 10% on post tax profit and impact on equity £'000
At 31 December 2014	(168)
<b>At 31 December 2015</b>	<b>(145)</b>

10% is the sensitivity rate that represents management's assessment of a reasonable possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year end for a 10% change in foreign currency rates. A positive version of the number above indicates an increase in profit or other equity where the UK Pound Sterling strengthens 10% against the relevant currency. For a 10% weakening of the UK Pound Sterling against the relevant currency, there would be an equal and opposite impact on the profit and other equity.

The differences are mainly as a result of foreign exchange gains/losses on translation of US Dollar trade and other payables and Euro denominated trade and other receivables. 10% is deemed appropriate for the foreign exchange sensitivity analysis due to the current financial market.

#### Interest rate risk management

The Group has minimal exposure to interest rate risk. It is exposed to interest rate risk on some of its financial assets being its cash at bank balances. The interest rate receivable on these balances was at an average rate of 0.3% during the year to 31 December 2015 (31 December 2014: 0.7%). The directors currently believe that interest rate risk is at an acceptable level.

Due to its minimum exposure to interest rate risk, the Group has not prepared any sensitivity analysis.

#### Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. Credit risk arises principally from the Group's cash balances and trade and other receivables. The concentration of the Group's credit risk is considered by counterparty, geography and currency.

The Group gives careful consideration to which organisations it uses for its banking services in order to minimise credit risk. The Group has a significant concentration of cash held on deposit with one large bank in the UK, an institution with an A2 credit rating (long term, as assessed by Moody's). The amounts of cash held on deposit with that bank at each reporting date can be seen in the financial assets table.

An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows, although there have been no such impairments over the review year. Management considers the above measures to be sufficient to control the credit risk exposure.

**15. FINANCIAL INSTRUMENTS CONTINUED****Liquidity risk management**

Liquidity risk is the risk that the Group will encounter difficulty in meeting its financial obligations as they fall due. Ultimate responsibility for liquidity risk management rests with the Board of directors. The Board manages liquidity risk by regularly reviewing the Group's cash requirements by reference to short-term cash flow forecasts and medium-term working capital projections prepared by management.

At 31 December 2015 the Group had £3.8m (31 December 2014: £10.8m) of cash reserves.

**Maturity of financial assets and liabilities**

With the exception of the lease deposits in note 12 and deferred consideration in note 14, all of the Group's non-derivative financial liabilities and its financial assets in the year to 31 December 2015 and 2014 are either payable or receivable within one year.

**16. SHARE CAPITAL (GROUP AND COMPANY)**

	Ordinary shares No.
<b>Allotted, issued and fully paid</b>	
At 31 December 2013	55,666,058
Issued during the year (i)	216,478
At 31 December 2014	55,882,536
Issued during the year (ii)	87,500
At 31 December 2015	55,970,036
	At 31 December 2015 £'000
Ordinary shares	560
	At 31 December 2014 £'000
	559

**Issue of shares**

- (i) 216,478 ordinary shares of 1p each were issued at a premium of 21p during the year ended 31 December 2014 to settle vested options.
- (ii) 87,500 ordinary shares of 1p each were issued at a premium of 21p during the year ended 31 December 2015 to settle vested options.

**17. EMPLOYEE SHARE-BASED PAYMENTS**

Options have been granted under the Company's share option scheme to subscribe for ordinary shares of the Company as follows:

Number of shares under option	Subscription price per share	Exercise period
750,000	22p	December 2010 to March 2018
137,500	22p	March 2011 to March 2016
25,000	22p	December 2011 to December 2016
200,000	22p	March 2012 to March 2018
18,750	22p	August 2012 to August 2017
150,000	60p	August 2014 to July 2018
574,975	60p	August 2014 to July 2018
225,000	60p	May 2014 to July 2018
24,500	22p	August 2014 to July 2018
920,000	135p	April 2015 to April 2017
1,096,000	50p	March 2016 to March 2018
4,121,725		

# NOTES TO THE FINANCIAL STATEMENTS CONTINUED

## FOR THE YEAR ENDED 31 DECEMBER 2015

### 17. EMPLOYEE SHARE-BASED PAYMENTS CONTINUED

The weighted average fair value of options granted in each year using the Black-Scholes option pricing model was 2014: £0.68 and 2015: £0.63. The weighted average life of shares in issue at the year end was 1.68 years (2014: 1.92 years). The inputs into the Black-Scholes model are as follows:

	2015	2014
Weighted average share price	<b>58.93p</b>	67.68p
Weighted average exercise price	<b>50.00p</b>	51.00p
Expected volatility	<b>55.1%</b>	41.4%
Expected life	<b>2 years</b>	2 years
Risk-free rate	<b>0.38%</b>	0.40%
Expected dividends	<b>0.0%</b>	0.0%

Expected volatility was determined by reference to the volatility of comparable listed company share prices.

The Group recognised total share-based payments relating to equity settled share-based payment transactions as follows:

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Share-based payment charge	<b>11</b>	<b>11</b>	40	40

Movements in the number of share options outstanding and their related weighted average exercise prices are as follows:

	At 31 December 2015		At 31 December 2014	
	Average exercise price per share	Number of options	Average exercise price per share	Number of options
At the beginning of the year	<b>68p</b>	<b>3,220,725</b>	22p	2,720,828
Granted	<b>50p</b>	<b>1,096,000</b>	135p	977,000
Lapsed	-	-	(22p)	(260,625)
Lapsed	<b>(56p)</b>	<b>(12,500)</b>	-	-
Lapsed	<b>(135p)</b>	<b>(95,000)</b>	-	-
Exercised	<b>(22p)</b>	<b>(87,500)</b>	(22p)	(216,478)
At the end of the year	<b>63p</b>	<b>4,121,725</b>	68p	3,220,725

### 18. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit attributable to equity shareholders of the Company by the weighted average number of ordinary shares in issue during the year.

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. The Company has share options and a calculation is done to determine the number of shares that could have been acquired at fair value (determined as the average market share price for the period) based on the monetary value of the subscription rights attached to the outstanding share options. The number of shares calculated as above is compared with the number of shares that would have been issued assuming the exercise of the share options.

	Year ended 31 December 2015 Pence	Year ended 31 December 2014 Pence
Basic	<b>(8.99)</b>	(4.66)
Diluted	<b>(8.99)</b>	(4.66)

	Year ended 31 December 2015 £'000	Year ended 31 December 2014 £'000
Earnings		
(Loss) for the year	<b>(5,022)</b>	(2,602)

**18. EARNINGS PER SHARE CONTINUED**

	Year ended 31 December 2015 Number	Year ended 31 December 2014 Number
Denominator – basic		
Weighted average number of equity shares	<b>55,886,105</b>	55,864,119
Weighted average number of equity shares for diluted EPS	<b>55,886,105</b>	55,864,119

**19. SUBSIDIARIES**

The Company owns 100% of the called up ordinary share capital of:

- GameAccount Alderney Limited. The principal activity of GameAccount Alderney Limited is the provision of person-to-person skill based gaming software. GameAccount Alderney Limited is registered in Alderney.
- GameAccount Nevada Inc. The principal activity of GameAccount Nevada Inc. is the provision of marketing and support services to other Group companies. GameAccount Nevada Inc. is registered in the United States of America.
- Lockbox Games Limited. The principal activity of Lockbox Games Limited is the provision of casual mobile games anticipated in future periods. Lockbox Games Limited is registered in the United Kingdom.

**20. RELATED PARTY TRANSACTIONS**

The remuneration of the key management personnel is shown in note 7.

During the year, options over the Company's shares were granted to each of the directors through the share option plan (see note 17). The total number of options granted to directors was 255,000 (2014: 342,000).

**Company**

The Company has a related party relationship with its wholly owned subsidiaries (see note 19).

During the year, the Company provided working capital to GameAccount Nevada Inc. to support the US sales function and the receivable amounts owed by the subsidiary company for receipts relating to Simulated Gaming™ revenues. As at the year ended 31 December 2015, the balance due from GameAccount Nevada Inc. was £516,387 (2014: £1,226,643). Receipts relating to Simulated Gaming™ revenues are to be settled in cash within two months of the reporting date.

During the year, the Company provided working capital to GameAccount Alderney Limited to support the B2C operation. As at the year ended 31 December 2015, the balance due from GameAccount Alderney Limited was £171,805 (2014: £347,544) and is fully provided in the financial statements of the parent Company.

All outstanding balances with these related parties are unsecured and are repayable on demand.

**21. OPERATING LEASES**

The total future value of minimum lease payments due is as follows:

	Company at 31 December 2015 £'000	Group at 31 December 2015 £'000	Company at 31 December 2014 £'000	Group at 31 December 2014 £'000
Land and buildings				
Operating leases				
Not later than one year	<b>480</b>	<b>551</b>	152	152
Later than 1 year not later than 5 years	<b>1,441</b>	<b>1,626</b>	–	–
Later than 5 years	<b>40</b>	<b>40</b>	–	–
	<b>1,961</b>	<b>2,217</b>	152	152

**22. CONTINGENT LIABILITIES**

As part of the Board's ongoing regulatory compliance process, the Board continues to monitor legal and regulatory developments and their potential impact on the Group.

Management is not aware of any contingencies that may have a significant impact on the financial position of the Group.

**23. SUBSEQUENT EVENTS**

On 7th April 2016, the Company successfully completed a total of 9,331,888 share placing which raised gross proceeds of £2.6m. The Company plans to use the net proceeds from the placing to continue expansion of real-money regulated gaming and Simulated Gaming™ opportunities in the US and for working capital and general business development purposes.

# COMPANY INFORMATION

## STATUTORY INFORMATION

GameAccount Network plc is a Public Limited Company incorporated in the United Kingdom (Registration No. 3883658). The Company's ordinary shares are traded on the Alternative Investment Market of the London Stock Exchange (AIM) and the Enterprise Securities Market, a market operated by the Irish Stock Exchange (ESM).

### Directors

David O'Reilly	Non-executive Chairman
Dermot S Smurfit	Chief Executive Officer
Desmond Glass	Chief Financial Officer
Michael Smurfit Jr.	
Roger Kendrick	
Seamus McGill	

### Secretary

Tom Grant

### Registered office

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### Web address

[www.GAN.com](http://www.GAN.com)

### Nominated adviser and broker

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Ireland

### Registrars

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Beckenham  
Kent BR3 4TU

### Auditors

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55 Baker Street  
London W1U 7EU

### Bankers

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PO Box 15165  
London SW1A 1QF

### Solicitors

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# NOTES

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