

Internationalisation

Our long-term vision is based on a gradual approach to **international development**, which takes into account both the need to create **sustainable business growth** and the adaptation of our organisational structure and our Responsible Gaming model according to the different realities that characterise each of the countries where we operate. Our strategy is driven by two complementary concerns:

- **Diversification:** the expansion of the user base in other countries through the acquisition of new concessions and licences, also in joint ventures with Flutter or other companies in its portfolio.
- **Innovation and Digitisation:** the development and management of technology Hubs, designed to support the Group with proprietary digital solutions and innovative services and to ensure proximity to target markets.

Drawing on our experience in lottery and gaming management and our ongoing commitment to

product innovation and consumer protection, we are working to seize business opportunities and consolidate our leadership in new markets by bidding for tenders and acquiring gaming licences. We are introducing this process in countries where the gaming culture is already rooted and present, with the aim of **spreading our sustainable business model**, which promotes responsible choices and increases player protections. We also generate value in terms of jobs and the creation of economic resources that can be reinvested to support the local area and local communities. One example is using lotteries to raise funds for social causes or natural disasters, such as the recent earthquakes in Türkiye and Morocco (2023).

At the same time, we also develop business internationally through the opening and management of **digital technology hubs**¹⁵, which support activities both within the relevant country and at Group level. Highly qualified and specialised local staff make a fundamental contribution and are now a valuable resource for Sisal in achieving its strategic objectives.

Key factors driving Sisal's International Strategy



Reputation and credibility



Product innovation



Proprietary technology developed in-house



In-house skills



Financial soundness

¹⁵ For more details, see page 45.

Through its Digital Hubs and dedicated gaming companies, Sisal has a presence in the following countries.

Albania (Digital Hub)

Sisal operates in Albania through the Digital Hub in Tirana, the first to be opened in 2019. It provides technological support for growth in Sisal's multichannel business and synergy between the countries in which it operates. The various areas in the Hub are staffed by highly specialised personnel with expertise in the company's software solutions and enterprise platforms, providing some of the core services fully developed and independently delivered by the Albanian site for the whole group.

Morocco (gaming company)

Sisal has been operating in Morocco since 2019, after being awarded the contract put out to tender by the Moroccan National Lottery Management Company (SGLN) in February 2018. The ten-year concession provides for the management and development of a portfolio that includes numerical games, instant lotteries, online games, Virtual Races and VLTs.

In November 2022, Sisal and consortium partner Paddy Power won the tender for sports betting called by Marocaine des Jeux et des Sports (MDJS). In the first quarter of 2024, Sisal started the process of managing sports betting in Morocco, through the new legal entity Sisal Jeux Maroc. The concession, which started on 1 January 2024, has a duration of eight years, with an option to renew for a further two, and is the first example of collaboration between Sisal and Flutter (through Paddy Power).

Türkiye (gaming company + Digital Hub)

In September 2019 Sisal, in partnership with Şans Dijital ve Interaktif Hizmetler Teknoloji Yatırım A.Ş., a company in the Turkish Demirören Group, won the competitive tender called by Türkiye Wealth Fund (TWF), holder of the Turkish National Lottery (Milli Piyango) licence, to award a ten-year operating contract. Operations officially started up the following year (2020), with the management and development of a portfolio comprising lotteries, instant-win lotteries, virtual races and online games. In 2022, Sisal Şans was granted a contract extension (expiring on 30 June 2031) by the Regulator.

March 2022 saw the opening of the Istanbul Technology Hub.

Tunisia (gaming company + Digital Hub)

In August 2022, Sisal was awarded the contract put out to tender by Promosport for the management of lotteries, instant-win lotteries and online betting and gaming in Tunisia. The ten-year concession, with activities in the planning and start-up phase, will be managed through the local company "Sisal Loterie Tunisia".

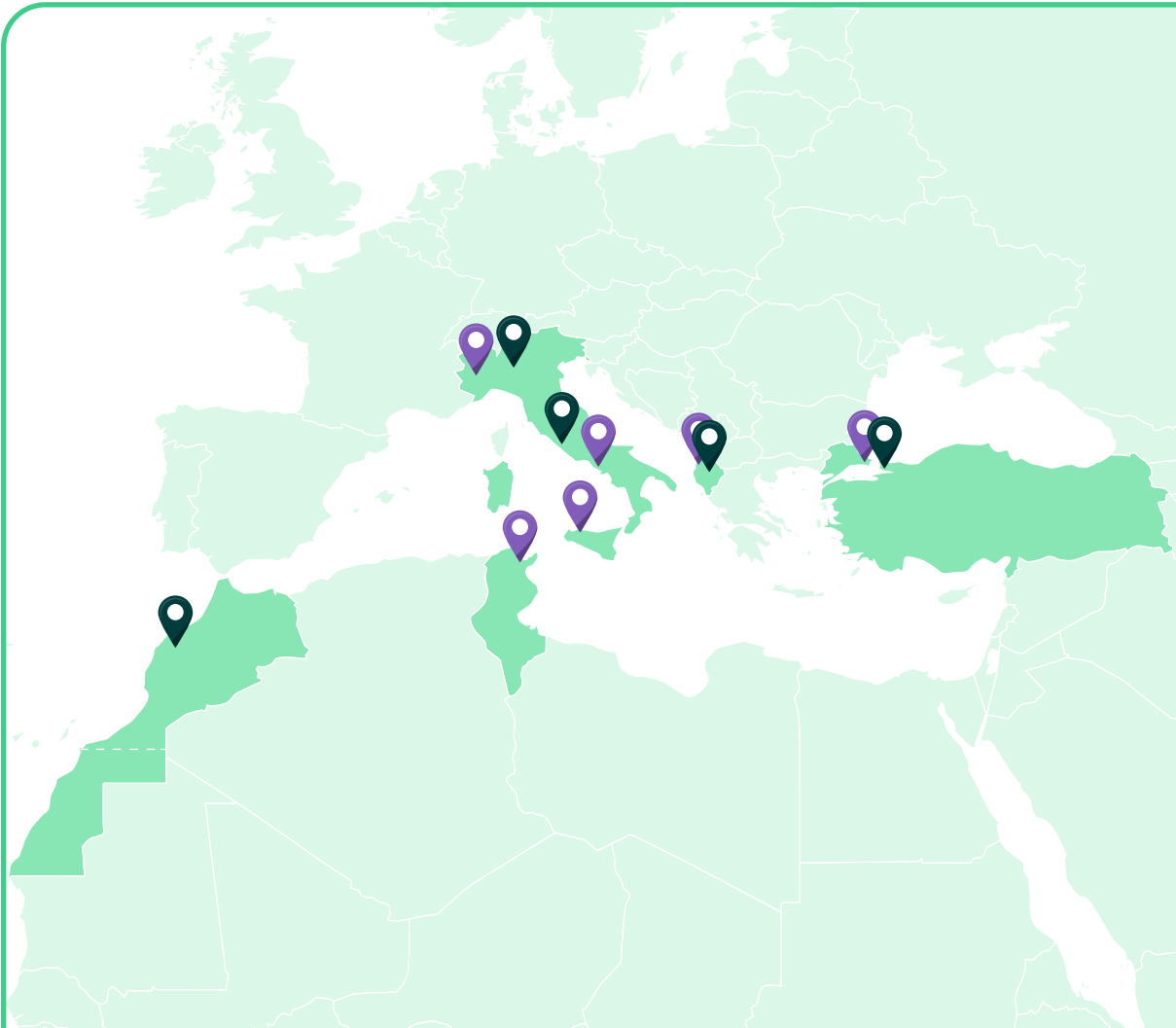
In 2023, a digital hub was opened in Tunis.

Spain (gaming company)

From 2019 to 2023, Sisal also had a presence in Spain, where it was awarded the tender launched by the Spanish Directorate General for the Regulation of Gambling (DGOJ), through two general licences for betting and the development of other games and additional single licences for Roulette, Slots and Blackjack. In 2023, these licences were sold.

Sisal's international presence

Through its Digital Hubs and dedicated gaming companies, Sisal has a presence in the following countries.



Offices

Italy

Milan
Rome

Albania

Tirana

Morocco

Casablanca

Türkiye

Istanbul

Hubs

Italy

Turin
Naples
Palermo

Albania

Tirana

Tunisia

Tunis

Türkiye

Istanbul