



Hosted by the Belgian National Lottery

Programme

Welcome

December 1, 2025

Arrival of the participants (transfers will not be organised)

18.15-19.00 **Welcome Desk***

19.00-22.00 **Welcome Dinner***

*Venue to be confirmed

Day 1

December 2, 2025

Seminar venue : Nationale Loterij – Belliardstraat 25-33 – 1040 Brussels

09.00-09.40 **Welcome Addresses & Introductions to Programme**

Piet Van BAEVEGHEM, EL Secretary General
Jannie HAEK, CEO Belgian Lottery
Ray BATES, Moderator

09.40-10.00 **Short History of Lotteries**

Jannie HAEK, CEO Belgian National Lottery

10.00-10.45 **What Are We & What Do We Do?**

"Setting the Scene"
Ray BATES, Moderator

10.45-11.00 **Coffee break / Networking**



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Day 1

December 2, 2025

11.00–12.30 **CSR/Responsible Gaming + Case Studies**
Laura DA SILVA GOMES

12.30–14.00 **Lunch**

14.00–14.45 **Family of Lottery Games, Lotto/Keno and other DBGs Instant Games. Online Games**
Ray BATES

14.45–15.30 **Multi – Jurisdictional Games + Synthetic Lotteries**
Richard BATESON

15.30–16.30 **Instant Games in Detail. Introduction to Case Study**
Ray BATES

16.30–17.30 **Group Case Study Work**
Groups

Overnight Work on Case Study | Free evening



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Day 2

December 3, 2025

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|-------------|----------------------------------------------------------------------------------------------|
| 09.00–10.00 | Groups Complete Case Studies
GROUPS |
| 10.00–11.00 | Groups present Solutions + Evaluation and critique of Solutions
GROUPS + Ray BATES |
| 11.00–11.30 | Coffee break / Networking |
| 11.30–12.15 | Omnichannel
Roger SOLEIM |
| 12.15–13.45 | Lunch |
| 13.45–15.45 | PR / Communication – Story Telling
Jack MURRAY |
| 15.45–16.00 | Coffee break / Networking |
| 16.00–17.00 | Marketing
Hana BAROCHOVA |
| 17.00–17.30 | Market Research
Ray BATES |

Evening Hosted by Belgian National Lottery



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Day 3

December 4, 2025

09.00–09.45	Retail Emily O'KANE
09.45–10.30	Digital Lottery Ecosystem Bénédicte LOBELLE
10.30–10.50	Coffee break / Networking
10.50–11.40	Sports Betting Christian KALB
11.40–12.15	Legal Philippe VLAEMMINCK
12.15–12.35	EL Remit and Role Piet Van BAEVEGHEM & Lucy MATHIESON
12.35–13.00	Q&A and closing remarks Ray BATES
13.00	Departure Lunch



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The speakers



RAY BATES, EL HONORARY PRESIDENT

Ray is an Honorary President of EL and served as its President for six years. He was Director of the Irish National Lottery from 1988 to 2006. Ray remains active in the lottery world, moderating among others EL's Corporate University.



PIET VAN BAEVEGHEM

Piet is the EL Secretary General since July 2025. Prior to this he served with the Belgian National Lottery for 15 years in Senior roles dealing mainly with Corporate, Legal and Regulatory affairs. He has served as the Executive Chair of the EL Legal & Regulatory Working Group.



JANNIE HAEK

Jannie has been CEO of the Belgian National Lottery since 2013, having served as a Member of the Board since 2008. Prior to this he held Senior positions in the Federal Belgian Government.



LAURA DA SILVA GOMES

Laura is the Founder Director of www.digitalRG.com. She works specifically on sustainability, responsible gaming and innovation with lotteries from all over the world as well as other industries interested in Doing Well By Doing Good. www.digitalRG.com is the only cloud platform specifically developed to help the industry improve its impact on society & the environment.



RICHARD BATESON

Richard is Chief Executive Officer and member of the Board at Intralot Inc. His past positions include Chief Commercial Officer with Jumbo Interactive and Commercial Director at Camelot UK. Since 2001 Richard has served in a number of capacities within the Camelot Group, notably as Marketing Director from 2009 to 2012.



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ROGER SOLEIM

Roger is EVP and Chief Commercial Officer in Norsk Tipping. He has been at the company for 17 years, during which time he has served in a number of Senior roles, including Head of Omnichannel distribution, Sales Manager and as Team Leader for "Nabolaget", the Neighbourhood Game.



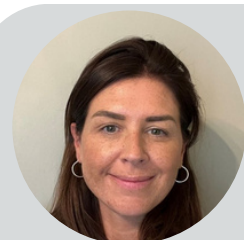
JACK MURRAY

Jack is an entrepreneur, story consultant, speaker, and author. He is the CEO and founder of MediaHQ, a media contacts database and press release distribution tool, and of the storytelling agency All Good Tales. His first Book – "The Magic Slice – How to Master the Art of Storytelling for Business" is available now on Amazon. At MediaHQ, he leads a team that builds a technology platform that helps the world's top PR and communications teams connect their stories with their audiences. At All Good Tales, he helps companies define their storytelling strategies, train staff in storytelling, and share stories with their audiences.



HANA BAROCHOVA

Hana has years of experience in all aspects of Marketing. She is International Category Manager with Allwyn. She has worked as a Senior Brand Manager at Sazka, Czech Republic. She is the Executive Chair of the EL Marketing and Communications Working Group. Before entering the world of lotteries in 2013, Hana worked in senior positions in marketing (GlaxoSmithKline, H.J. Heinz) and advertising (Leo Burnett).



EMILY O'KANE

Emily is the Retail Customer Experience Manager at PLI the operator of the Irish National Lottery. Before joining the National Lottery in 2021 she held Senior Marketing positions with Kraft Heinz, Unilever and Colgate Palmolive.



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BÉNÉDICTE LOBELLE

Bénédicte first worked for more than 20 years in media circles, at Mediahuis, and then at Sanoma. At the end of 2013 she left Sanoma to work on a media economics project at SMIT. In 2015, she joined the Belgian National Lottery where she now works as Chief Marketing Officer. Bénédicte combines experience in classic marketing and 20 years' experience in digital stuff.



CHRISTIAN KALB

Christian is an expert of the sports betting industry and the governance of sports organisations. Creator and Director of CK Consulting, company specialised on strategy with regards to sport and gaming, he has been working for various governments in Europe, Asia and Africa on regulatory issues, as well as for European institutions and EL/WLA members.



PHILIPPE VLAEMMINCK

Philippe has more than 35 years' experience as a specialist in EU law, lottery & gambling legislation. He is widely regarded as a leading player in the current debate on state lotteries and gambling in the EEA & WTO, and has been involved as a Member State representative in every gambling case brought before the CJEU and the EFTA court (more than 70 cases). He also acts as a legal advisor to various states, (state owned) operators and associations (EL & ALA) in lottery & gambling regulatory and legal affairs.



LUCY LENAERS-MATHIESON

Lucy is the Communications Officer at the EL for the past six years, coordinating the Association's internal and external communications. With over 15 years' experience in the non-profit sector in Brussels, Lucy brings extensive experience in strategic communications and stakeholder engagement and has a particular interest in sustainability, human rights, and environmental issues;