



**THE EUROPEAN
LOTTERIES**
FOR THE BENEFIT OF SOCIETY

EL Annual Report 2025

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President's Address

Constantly changing, focused on what matters most.

Our members operate in a world of increasing complexity, unpredictable business conditions, and shifting regulatory pressures. At the same time, public discourse is losing balance, restraint, and respect for facts. There is no longer such a thing as "business as usual."

For a centuries-old industry, every market condition is temporary. In both difficult and favourable circumstances, we remain grounded in our purpose and disciplined in our strategic priorities. These are our community's core assets – and the reason we continue to deliver, even in uncertainty.

And deliver we did. EL members contributed a record €29.4 billion to society – around €47 per European citizen – clear evidence of the societal role and value of European lotteries.

2025 was also a year of important change. We started it without a Secretary General and with a comprehensive organisational and independent financial review, taking concrete steps to strengthen transparency, governance, and financial stability.

During the summer, a new Secretary General joined our executive team. Together, we accelerated our work – bringing our team and membership closer together around shared priorities, and moving forward with greater clarity, ambition, and pace.

At the EL Congress in Bern, we elected a new Executive Committee and, shortly afterwards, agreed on a renewed EL Strategic Outline – sharper, more focused, and built around a simple ambition: **to ensure that EL members are recognised as trusted leaders in delivering measurable positive societal impact.**

Responsible gaming remains a core priority for EL. A project has been launched to strengthen and modernise the EL Responsible Gaming Standards and Certification Framework, with the goal of making it a more robust, effective, and trusted benchmark across the gaming sector.

In practice, 100 percent of our members were independently certified under the EL Responsible Gaming framework. Together, we supported over 55,000 full-time jobs across Europe. Our Environmental Initiative continued to grow, with more than half of our members actively engaged. Through the EL Women's Leadership Initiative (WiLL) we advanced more inclusive leadership across our community and welcomed our 100th participant. >>

'EL members contributed a record €29.4 billion to society – around €47 per European citizen.'

As part of our Strategic Outline, we strengthened this role through evidence-based advocacy –

defending subsidiarity, contributing to key European debates, and ensuring that the role of national lotteries remains clearly understood and protected.

We are also stepping up our efforts to tackle illegal and irresponsible gambling,

including through a dedicated Task Force that brings together, and shares practical solutions from across our membership.

The Task Force-driven collaboration is already delivering results. The coordinated action of 36 EL members in the European standardisation process led the European Committee for Standardization (CEN) to decide not to move forward with the proposed European Safer Gambling Standard.

As Herman Van Rompuy reminded us in Bern: “Only people can help people. Together we are stronger.” Guided by this, we are clear that lotteries – and EL – must continue to evolve to remain strong, relevant, and ambitious.

This progress is only possible because of the collaborative strength of our community.

On behalf of the EL Executive Committee, I would like to thank all our members for their trust, engagement, and continued support. My sincere thanks also go to the Secretary General and the EL team, as well as to our Partners and the many colleagues across our working bodies and member lotteries who contribute their time, knowledge, and expertise to our shared work.

I am confident that, together, we will continue to achieve more and deliver meaningful, measurable results – for the benefit of society.

Romana Girandon

President of The European Lotteries (EL)

Foreword by the Secretary General

Stronger Through Diversity

I first came to know this sector in 2010, at a time when national lotteries provided safe, regulated gaming environments while generating essential funding for public causes. As online gaming began to expand rapidly, the first regulatory responses were taking shape across Europe. Different choices emerged — some countries opted for monopoly models, while others pursued more competitive markets — resulting in **a sector that has become increasingly diverse** over time.

Amid this diversity stands our Association, committed to representing the collective interests of the lottery sector and supporting its members in delivering on their mission. In a constantly evolving environment, the ability to adapt is essential. **Our purpose — for the benefit of society — remains our guiding principle.** It provides both legitimacy and direction, while also requiring us to continuously assess whether our structures and ways of working remain fit for purpose.

Our Association considers its members—and their diverse realities, perspectives, and concerns — at the centre of everything we do. This inclusiveness is vital in a sector shaped by different regulatory frameworks, market models, and cultural contexts across Europe. At the same time, our Association is guided by a shared European perspective, allowing us to combine diversity with unity and to speak with a coherent voice. **Embracing diversity makes an organisation strong.**

It was a privilege in the second half of 2025 to contribute, together with the new Executive Committee, to the **renewal of our strategic outline** for the coming two years. Clear yet ambitious priorities have been defined to strengthen our Association and ensure its continued relevance. From the perspective of my role in daily management, business administration, and representation, I would like to highlight a few key elements.

A central element of our renewal is the evolution of our internal structures.

Traditional working groups are gradually transitioning into broader communities of experts and targeted task forces. These communities foster inclusivity, encourage exchange and mutual learning. Task forces, in turn, are established with a clear mandate to address specific challenges and deliver concrete, result-oriented outcomes. Together, they reinforce both our collective knowledge base and our ability to act effectively.

Advocacy remains a crucial pillar of our

work. Strengthening communication, and even collaboration, with European institutions, civil society organisations, international bodies, and sector partners is a priority. Through this engagement, we ensure that the voice of European lotteries remains relevant, credible, and influential within a broader policy and societal context.

Serving our regular, observer, and associate members is increasingly at the heart of our

mission. This is reflected in the scope and quality of our activities in 2025. Our events and educational programmes have continued to grow, supporting leadership development, and knowledge sharing across the sector. We have also welcomed new members, further enriching our community.

As a key component of **a strong and sustainable governance and business model**, focus will be on compliance and creating added value for members while costs are managed in a conscious manner.

Looking ahead to 2026, we plan to expand our services in key areas for lotteries. This includes strengthening support through updated responsible gaming standards and certification processes, as well as intensifying the fight against illegal operators. These priorities are fundamental pillars underpinning the diversity of national regulatory frameworks that we actively promote and defend. In a changing world, we will continue to evolve in how we operate, while remaining firmly anchored in our core purpose: for the benefit of society.

Piet Van Baeveghem
Secretary General, EL



Key messages in 2025

70 lottery members in **40 countries**

38 associate members from 21 countries (25 EU, 13 non EU)

Record **€29.4 billion** contributed to society

Renewed **EL Strategy** 2025–2027

Re-election of EL President and Executive Committee elected

New leadership with appointment of EL Secretary General

Defending subsidiarity through **coordinated advocacy**

Preventing de facto harmonisation through **Standardisation**

Building **alliances and credibility** beyond the sector

Building a better world with EL's Congress 2025

Celebrating excellence with the EL Advertising Awards

Delivered **high-impact events** and knowledge sharing

Raised standards across the sector: WiLL Mentoring Programme, EL Environmental Initiative, Responsible Gaming Certification

Expanded **media reach and visibility**

'We must invest in the quality of our society and of our people... In times of crisis, the role of lotteries in supporting our society deserves, more than ever, special recognition in the Union.'

Count **Herman Van Rompuy**, President Emeritus of the European Council and former Prime Minister of Belgium, Keynote speaker at the EL Congress 2025



About the European Lotteries (EL)

Who we are

The European Lotteries Association (EL) is the European umbrella organisation of entities operating national lotteries and other games of chance, including sports betting. EL members operate their services for the public benefit.

EL is the largest and most representative lottery and gambling sector's organisation in Europe, present in 40 countries with 70 lottery members, including all EU member states (50 members are in the EU and 20 non-EU member states). EL promotes a sound and sustainable lottery model for the benefit of society, based on the values of forward-thinking, sustainability and integrity.

EL members operate only in those jurisdictions in which they are licensed by the state and where they comply with the legal requirements (e.g. anti-money laundering, responsible gaming policies, etc). As a result, EL members represent the most responsible operators in each jurisdiction.

EL also brings together 38 Associate members from 21 countries (25 EU, 13 non EU) who provide services and goods to lottery operators. In 2025, the EL General Assembly welcomed seven new associate members, further strengthening the EL community and its expertise.

Purpose

EL promotes and defends a sustainable lottery model, empowering members to operate as successful and responsible organisations that inspire millions of players across Europe and generate funds for the public good.

Vision

United in diversity, EL strives to be recognised as an Association of responsible and successful members creating a far-reaching positive societal impact.

EL aims to deliver outstanding services that understand and illuminate the times and future challenges of the lottery sector. The Association helps its members implement high standards of safe entertainment, support the sustainability transition and proactively facilitate innovation.

Members and employees are proud to be part of EL, and see it as a key long-term driver of their success, one that enhances their reputation and stakeholders' trust.

EL aims to be known as a proactive expert organisation and as a stakeholder that actively participates in decision-making processes, based

on a forward-looking vision regarding the gambling sector and related policy areas. EL leads and stimulates debate among its members to be forward thinking.

To defend a responsible lottery model based on player protection and harm minimisation, while acting for the benefit of society, EL supports its members on a supra-national level, for example with the EU Institutions and Council of Europe – and, where needed, on a national level.

The lottery model is intrinsically about integrity. EL supports its members towards integrity in operations, in business conduct, towards players and society.

Community values

Forward thinking

As a community, EL is assertive, ambitious and open to new possibilities, turning ideas into actions, and change into progress. EL collaborates and shares knowledge to shape what comes next, adapting quickly, improving and learning from every challenge. EL moves forward responsibly, with awareness of the broader impact.

Sustainability

EL and its members are united with purpose for positive societal impact, developing ambitious responsible gaming principles and promoting their adoption within the sector. EL strives for diversity, equality, environmental care and societal commitment in everything that it does. The Association engages with stakeholders and builds partnerships that thrive on mutual benefit, equality, and shared accountability, leading to solutions where everyone wins.

Integrity

EL operates ethically and in compliance with legal frameworks, raising standards of excellence for the Association, and across the lottery sector, with zero tolerance for unethical behaviour. EL builds trust through respect, clear positions and transparent communication as well as safeguarding security across systems, processes, and data, upholding to integrity in everything that EL does.

Our core message:

For the Benefit of Society

Strategic Outline 2025–2027

Following the election of a new Executive Committee and the re-election of the EL President in 2025, the Association reviewed and refined its strategic direction for the period 2025–2027. This process ensures that EL's priorities remain aligned with the evolving challenges and opportunities facing the lottery sector, while responding to the expectations of members, partners and stakeholders.

Strategic Areas

1. Positive societal impact

EL works to ensure that its members are recognised as leaders in creating positive societal impact. By effectively researching, measuring, comparing and communicating how our members maximise societal benefits, while at the same time minimising potential harm (with responsible gaming, environmental measures etc), EL aims to clearly distinguish its members from irresponsible and illegal practices.

2. Advocacy and influence

EL's evidence-based advocacy aims to influence policy and legislation, strengthen the sector's reputation, and raise awareness among stakeholders of our mission, challenges, and opportunities.

3. Tackling illegal and irresponsible gambling practices

EL strengthens its efforts to combat illegal and irresponsible gambling, while remaining vigilant against any form of European level harmonisation that could negatively impact society or the interests of its members.

4. Business and governance model

EL positions itself with a sustainable corporate governance and business model that keeps expenditure balanced with income. Services provided to regular, observer and associate members must deliver clear added value, while costs are managed responsibly.

Record 29.4 billion euros contributed to society

Lottery sector's long-standing commitment for the public good

European lotteries operate with a clear purpose: to generate funding for society while upholding the highest sector standards of consumer protection and responsible gaming. Together, these principles form the foundation of the positive societal impact created by European lotteries, reinforcing EL's ambition to ensure that its members are recognised as leaders in delivering for the public good.

This impact is clearly reflected in the sector's latest report. In 2024, EL members (reporting 67 members from 37 countries) achieved a major milestone, returning a record €29.4 billion to society – the highest level ever recorded by the European lottery sector.

This achievement is particularly significant at a time when many European societies face economic uncertainty and increasing pressure on public finances. Through their activities, EL members continue to provide stable and reliable funding for projects that benefit communities across Europe – supporting sports, culture, education, health and social initiatives, as well as contributing to public budgets.

In total, EL Members generated €109.9 billion in sales and €46.1 billion in Gross Gaming Revenue (GGR) across the main lottery categories in 2024.

Importantly, more than 62 percent of GGR was returned to society, demonstrating the unique public benefit generated by the regulated lottery model. On average, this represents a contribution of approximately €47 per European citizen, underlining the tangible societal value created by the sector.

The report also highlights how European lotteries continue to adapt and lead in a rapidly evolving environment. While Draw-Based Games (DBGs) remain the largest segment, Instant Games continue to drive growth and Sports Games recorded the strongest increase. Retail continued to play a central role across Europe, supported by nearly 300,000 points of sale. Yet, the most striking development comes from the digital pillar: with online GGR rising by 19 percent to €6.2 billion, reflecting evolving consumer behaviour.

Beyond financial contributions, the lottery sector also demonstrates its broader societal commitment: sustaining more than 55,000 direct full-time jobs, promoting gender equality in the workplace, and increasingly integrating sustainability and environmental responsibility into their operations.

European Lottery Sector at a Glance

- €29.4 billion returned to society
- €109.9 billion total sales
- €46.1 billion GGR
- 67 reporting EL members
- 55,000 jobs supported

The data from EL members plays a crucial role in strengthening the sector's collective voice. By analysing the size, structure and evolution of the market, EL can continue to support evidence-based advocacy, while enabling members to benchmark their performance and better anticipate future challenges.

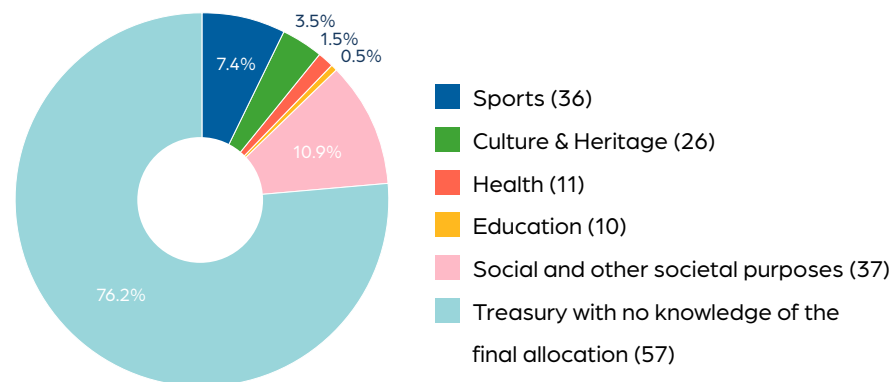
At a time when illegal and irresponsible gambling continues to threaten consumers and public revenues, EL and its members continue to underline the essential role of regulated lotteries in delivering safe play, protecting players, and safeguarding long-term public value – all key priorities of EL's strategy for the years ahead.

‘In uncertain times, it matters to notice what is working – and what is holding strong. In 2024, members of The European Lotteries contributed € 29.4 billion to society – the highest amount ever. That is around € 47 per European citizen. This is not just a number. It is a shared achievement of millions of players and of the lottery model built on trust, responsibility and a clear societal purpose. It shows that even in a complex gambling environment, national lotteries continue to serve the public good. To keep doing so, this role needs to be properly recognised in public policy.’

Romana Girandon, EL President

From the EL Report:

EL Members: Money for Society by Target – 2024 (€M)



Total 2024 = € 29 389M

Sources: EL Members reporting figures for their Money for Society for 2024. 65 reported (97% of 67 EL Members, i.e. all except for Czech Republic/ Loterie Maxa s.r.o., Ukraine/MSL). "Target category" ("Number of reporting EL Members").

Overview of Key Data 2024

	Reporting EL EU Members	All Reporting EL Members
EL Members All member lotteries reporting within the EU/in Europe (100% = 50/ 68)	50	67
Money for Society (Number reporting members: (49/65))	€23.9bn	€29.4bn
Direct Full-time Employment Yearly average number of full-time employees (49/66)	50.918	55.602
Sales Includes Sales from the three "Lottery" categories (46/60)	€93.8bn	€109.9bn
Gross Gaming Revenue Sales minus prizes of the five gaming categories (49/66)	€38.2bn	€46bn
Online Gross Gaming Revenue (41/48)	€5.1bn	€5.3bn

Source: EL Members who took part in the 2024 survey; data being collected and aggregated by Kantar CZ, 2025.



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EL's advocacy journey in 2025

In 2025, EL's advocacy work focused on safeguarding the interests of European lotteries in a rapidly evolving policy environment. Through coordinated engagement with policymakers, members and institutional stakeholders, EL worked to defend subsidiarity, promote responsible gaming standards and ensure that national lotteries continue to be recognised as trusted contributors to society.

European policy landscape

A primary focus for EU policymakers was on major geopolitical, economic and digital challenges. Within this broader agenda, several initiatives emerged with potential implications for national lotteries and their ability to continue operating sustainably and responsibly in the public interest. Debates on illegal online gambling, the protection of minors, platform responsibility and consumer fairness increasingly intersected with discussions on digital regulation, public health and the single market.

Some initiatives highlighted the importance of maintaining a clear balance between EU coordination and national regulatory autonomy – a key consideration for a sector rooted in subsidiarity and public-interest mandates, where lotteries are regulated at national level and operate to deliver societal benefit.

Against this backdrop, EL continued to pursue a clear advocacy objective throughout 2025: to safeguard the interests of European lotteries and reinforce the reputation of national lotteries as responsible, credible, trusted and socially valuable actors.

Close cooperation with EL members – through shared expertise and positions, aligned messaging, and coordinated engagement at European and national levels – enabled EL to achieve tangible results and help preserve a regulatory environment in which lotteries can continue to deliver for the public good in the long-term.

Defending subsidiarity through coordinated advocacy

Addressing illegal gambling without weakening national control

Early in the year, discussions in the Council of the EU on taxation evolved into a broader debate on illegal gambling, including proposals for enhanced cooperation between Member States and the potential creation of an EU-level gambling working group.

While cooperation to combat illegal gambling is legitimate, the direction of the debate raised concerns about increased EU-level intervention in

an area of national competence. Such a shift could weaken tailored national rules designed to protect players, increase the risk of gambling-related harm and jeopardise the allocation of lottery proceeds to public-interest causes.

With its targeted advocacy activities, EL engaged proactively with policymakers to ensure the societal role of lotteries and the risks of excessive EU intervention were clearly understood. Working closely with its members, EL coordinated outreach at EU and national level, anchoring the debate firmly in the principles of subsidiarity and proportionality – meaning that decisions on gambling regulation should remain as close as possible to citizens and national authorities.

Members' national-level engagement was instrumental in reinforcing these messages, and as a result, the initiative remained under close scrutiny and has since lost momentum. EL continues to monitor developments and remains ready to act should discussions resume.

Preventing de facto harmonisation through Standardisation

Later in 2025, a proposal within the European Committee for Standardisation (CEN) – the body responsible for developing voluntary European standards – was launched to explore a "European Safer Gambling Standard".

Although voluntary in nature, the initiative aimed to promote consistency and mutual recognition across jurisdictions, with potential implications for national regulatory frameworks. For lotteries this raised concerns as it risked creating de facto harmonisation in an area falling under national competence.

EL responded swiftly, coordinating a common position, engaging relevant stakeholders and articulating clear, evidence-based concerns within the standardisation process. Members' technical expertise and contacts with national standardisation bodies were instrumental in ensuring that the potential impact on nationally regulated lotteries was fully understood.

CEN ultimately concluded that there was – at this stage – no consensus to proceed with discussions on the proposed standard. This outcome demonstrated the effectiveness of timely coordination and collective action in protecting the subsidiarity principle.

Legal clarity and the gambling landscape

In parallel to policy discussions, court rulings in 2025 provided important legal clarity on how far Member States can go in regulating gambling in the public interest. Through its Legal Flashes – dedicated EL reports on court cases relevant to the lottery sector – the Association ensured that its members were promptly informed and equipped to assess the implications for national frameworks.

Judgements in 2025

The **Anesar–CV judgment** was particularly significant, as it confirmed that restrictive national gambling measures – including distance requirements, time limits and temporary moratoria – can be compatible with the freedom of establishment, when justified and proportionate. The ruling reaffirmed a core principle for lotteries: Member States retain wide discretion to regulate gambling in the public interest.

In the **EGBA vs Commission** case, the Court clarified that State aid assessments may involve indirect advantages in gambling models where license holders channel proceeds to third parties such as charities. While proceedings remain ongoing, the judgment underlined the importance of legal robustness and transparency in national licensing systems.

Several Advocate General opinions delivered during 2025 further illustrated the evolving debate on consumer claims, platform liability and advertising restrictions – developments that EL continues to monitor closely on behalf of its members.

Advancing policy dialogue at European and national level

Throughout 2025, EL strengthened its role as a trusted stakeholder in European policy discussions. Through evidence-based advocacy

and engagement with policymakers, EL worked to defend the interests of its members, and highlight the sector's contribution to society.

Safeguarding Minors Online: The Role of Regulation and Responsible Practices

A high-level event in the European Parliament in Brussels brought together representatives from the EU Institutions, national lotteries and parents' organisations to address the growing concern of online safety for minors.

Organised by EL and hosted by MEP Fulvio Martusciello (EPP, Italy), the discussion focused on digital risks faced by young users and explored measures to protect them.

EL highlighted the importance of proportionate, risk-based approaches that recognise the specific characteristics of lotteries and the strong consumer protection measures already in place, including strict age verification and responsible marketing practices.

At the core of protection will be effective regulation, enforcement and safeguards – with respect of the subsidiarity principle – to prevent manipulative digital strategies that target minors.

By facilitating this dialogue with relevant stakeholders, EL reinforced the role of regulated national lotteries as responsible operators committed to consumer protection and societal benefit, while strengthening the sector's credibility in EU policy debates.

Safeguarding minors online

'As Vice-Chair of the EP's Culture and Education Committee, I assure you that this topic is important to us. We are fully committed to ensuring the safety of young people and believe strict age verification and responsible marketing are key tools to effectively protect minors.'

MEP Bogdan Zdrojewski (EPP, Poland)

'Enforcement remains a key priority, and we will continue to ensure that consumer law is fully implemented. The role of the European Commission is to coordinate these efforts, working across different sectors and authorities. Think of it like a conductor in an orchestra.'

Isabelle Perignon, Director, Consumers (JUST.B)
European Commission

Contributions to consultations & regulatory initiatives

EL contributed to a wide range of European Commission public consultations and calls for evidence in 2025, including on the protection of minors online, the Consumer Agenda 2025–2030, geo-blocking, digital fairness and civil society engagement.

Across these files, EL consistently advocated for proportionate, risk-based regulation that reflects the specific characteristics of lotteries. All submissions were informed by members' experience and grounded in national realities.

In parallel, EL stepped up its work on Anti-Money Laundering (AML) following the adoption of new EU rules in 2024, which will apply from 2027. EL developed an AML position paper tailored to lotteries, emphasising their low-risk profile, strong oversight and robust controls. The paper supports members in national discussions as the new framework moves toward application.



'We appreciate the support that EL and its members give to civil society all across Europe. Collaboration between volunteering organisations and lottery-funded initiatives creates opportunities for people to connect, contribute and make a difference – values that lie at the heart of both sectors.'

Gabriella Civico, President, Civil Society Europe & Director, Centre for European Volunteering

Building alliances & credibility beyond the sector

In 2025, EL increased its engagement with stakeholders beyond the lottery sector, recognising that building broad alliances is essential to advancing its purpose as well as strengthening its credibility in public policy discussions.

Lotteries as a pillar of civic space

In 2025 EL worked to amplify the voices of those who directly benefit from lottery funding and to ensure that the sector's positive societal impact is better understood in wider European debates.

Through a strengthened cooperation with stakeholders such as the Centre for European Volunteering (CEV), EL and its members exchanged perspectives on shared priorities related to civil society, community engagement and volunteering. This included participation of civil society representatives in EL meetings and an exhibition stand at the EL Congress.

At the CEV Autumn Volunteering Congress in the European Parliament, EL highlighted how national lotteries serve as instruments of democracy, education and civic life – channelling proceeds to strengthen communities across Europe.

These exchanges reinforced a clear and credible narrative: lotteries are not only regulated and responsible operators, but key enablers of social cohesion, democratic participation and community investment. The partnership with CEV continues in 2026.

EL engaged constructively with the Pompidou Group of the Council of Europe, an intergovernmental body focusing on drug policy and addiction-related issues. EL contributed detailed input to the Group's policy work on online gambling harms, emphasising national regulatory diversity, product differentiation and the distinctive societal role of lotteries. The Pompidou Group welcomed EL's contribution and discussions remain ongoing to ensure that lottery perspectives inform broader European debates on harm prevention and youth protection.

Championing sport integrity

In 2025, EL continued to strengthen its commitment to sport integrity, responsible betting and the protection of sport from manipulation, working closely with institutional partners, members and the wider sports community.

EL advanced the revision of its Code of Conduct for Sports Betting, ensuring that members benefit from updated guidance and best practices aligned with evolving regulatory and integrity standards.

Cooperation with the Council of Europe on the implementation of the Macolin Convention remained a cornerstone of EL's integrity work. Building on previous initiatives such as the *Keep Crime Out of Sport+* project (KCOOS+) and the *Addressing Competitions' Manipulation Together* project (ACT), EL confirmed its continued support for the ACT II initiative (2025–2028), which aims to further strengthen implementation of the Convention and encourage additional ratifications across Europe.

As a founding member of the United Lotteries for Integrity in Sports (ULIS), EL continued to play an active role in strengthening global cooperation against sports manipulation. In 2025, Jean-Luc Moner-Banet was elected President of ULIS, while Antoine Béghin joined the organisation's Executive Committee, ensuring strong representation of the European lottery sector.

EL also relaunched the Youth Integrity Ambassador Programme (YIAP) in partnership with the European Non-Governmental Sports Organisation (ENGSO). The programme aims to equip young people involved in grassroots sport with the knowledge and skills needed to promote integrity, and in the next steps prevent match manipulation.

Closing perspective

In a complex and evolving policy environment, EL's advocacy in 2025 helped safeguard the interests of European lotteries and ensure that national lotteries remain recognised as responsible operators delivering funding for the public good. By defending subsidiarity, promoting responsible play and engaging constructively with stakeholders beyond the sector, EL reinforced the foundations that allow lotteries to continue generating long-term value for communities across Europe.



'The partnership with EL brings significant added value to grassroots sport across Europe. Through its continued support, EL helps strengthen integrity and reinforces the vital link between sport, society and community development.'

Stefan Bergh, President, ENGSO



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Building expertise and strengthening community

Events, learning and services supporting EL members

In a rapidly evolving regulatory, technological and societal landscape, continuous knowledge exchange is essential to ensuring that European lotteries remain resilient, responsible and aligned with their public-interest mission.

In 2025, EL strengthened collaboration and built expertise across its membership through its flagship event (EL Congress), specialised seminars, mentoring programmes and educational initiatives. These activities enabled members to stay informed and forward-looking while reinforcing the shared values and high standards that underpin public trust in the sector.

This work was further supported by EL's eight dedicated working groups, bringing together more than 100 professionals from across the membership, whose expertise played a key role in shaping EL's activities and services.

12th EL Congress 2025: Building a Better World

The EL Congress held in Bern, Switzerland, gathered 573 participants, reaffirming its position as the

premier meeting point for the lottery sector in Europe. Among these, 431 participants (75%) represented EL Members, demonstrating strong engagement from across EL's network.

Through keynote presentations, panel debates and expert exchanges, participants explored how national lotteries continue to deliver positive societal impact, while navigating a rapidly evolving environment marked by digital transformation, regulatory change and shifting public expectations.

A defining moment came with the **keynote address by Count Herman Van Rompuy, President Emeritus of the European Council and former Prime Minister of Belgium**, who reflected on the broader challenges facing Europe.

Mr Van Rompuy spoke about the growing uncertainty experienced by many citizens and the need to strengthen social cohesion, resilience and trust in institutions. His message was clear, emphasising that societies must work together to turn fear and uncertainty into hope and positive action.

'Only people can help people. Together we are strong. Unity is strength. We hope for more hope.'

Count Herman Van Rompuy

In this context, Mr Van Rompuy highlighted the long-standing and enduring societal role of lotteries, rooted in the shared values of equality, solidarity, integrity and responsibility. He reiterated that historically national lotteries have supported communities when public resources alone were insufficient.

National lotteries contribute to strengthening the social fabric and interpersonal connections that are essential for a healthy society, supporting areas such as sport, culture, youth initiatives and social solidarity.



Simonetta Sommaruga

Insights from leading voices

The Congress also featured keynote contributions from prominent speakers across policy, innovation and sport.

Simonetta Sommaruga, former President of the Swiss Confederation and President of the Board of the Equal-Salary Foundation, highlighted the importance of leadership grounded in equality, responsibility and public trust.



Nicolas Henchoz

Nicolas Henchoz, Founding Director of the Ecole Polytechnique Fédérale de Lausanne (EPFL) and the ECAL/University of Art and Design Lausanne, explored how innovation and technology can be harnessed to serve society.

Olympic medalist **Laurence Rochat** shared insights on resilience, performance and sustainable success.

Stanislas Frossard from the Council of Europe addressed the importance of safeguarding integrity in sport.

The Congress reinforced a clear message: the positive societal impact of lotteries remains an essential part of Europe's cultural heritage and social fabric. As Herman Van Rompuy concluded, strengthening societies requires cooperation, leadership and shared responsibility — a message that resonates strongly with the mission of European lotteries to contribute to building a better world together.



Laurence Rochat



Stanislas Frossard



From left to right: Piet Van Baeveghem, Jean-Luc Moner-Banet, Romana Girandon, Herman Van Rompuy and Philippe Vlaemminck.

Trade Show as a dynamic hub

Serving as a forum for interaction and visibility, the Trade Show featured a total of 28 exhibition booths. Six exhibitors were suppliers not affiliated with EL, broadening the range of showcased products and services. Overall, exhibitors expressed a high level of satisfaction with 80 percent of survey respondents describing their experience as satisfied or very satisfied.

The Congress & Trade Show in numbers

- **573 participants** (41% lottery members, 16% associate members, 18% EL Partners, 7% non-members, 7% volunteers, 6% day passes, 2% staff, 1% Keynote speakers, 2% guests)
- **A truly international audience** with representatives from **42 countries**.
- **28 booths** at the Trade Show
- **Communications:** coverage in over 24 outlets (national and sector press)

The EL Congress & Trade Show would not have been possible without the support of the hosting lotteries, Loterie Romande & Swisslos and EL Partners – Level I Brightstar & Scientific Games, and Level II Partner Aristocrat Interactive.

In the photos, from left to right:
 > Ray Bates, EL Honorary President Chairman of the Jury congratulates winners of the four awards: SELAE, Allwyn UK and Norsk Tipping.

>> Jesús Huerta Almendro, President & CEO, SELAE with the Best of the Best Award

>>> Inductees and members of the PGRI Lottery Hall of Fame



Celebrating excellence and raising standards

As part of the official Congress programme, EL celebrated creativity with its Advertising Awards. Organised every two years, the initiative recognises outstanding campaigns by EL members that successfully engage audiences and reflect EL's core values and consider a complex regulatory landscape.

Building on previous editions, the 2025 Awards introduced an updated process, designed to strengthen transparency, fairness and credibility. Developed in close cooperation with marketers in the EL membership, the revised framework included clearer evaluation criteria, a balanced jury composition and an improved voting procedure.

Close to 60 campaign submissions were evaluated by an independent jury of 13 experienced marketing and advertising professionals from both inside and outside the lottery sector. Their assessment focused on creativity, effectiveness, relevance to the lottery sector, production quality and public engagement.

EL Advertising Awards at a glance

- 58 submissions
- 4 categories
- 13 jury members
- Best of the Best vote by Congress participants

Winners of the EL Advertising Awards 2025

- Best Corporate Campaign: Allwyn (UK) – TNL (2024)
- Best New Media Production: Allwyn (UK) – Set for Life for the National Lottery (2024)
- Best Product Campaign: SELAE (ES) – Sharing it is extraordinary (2024)
- Best Responsible Gaming Campaign: Norsk Tipping AS (NO) – Responsible gaming (2025)

During the ceremony, Congress participants were invited to vote for the "Best of the Best" campaign through a live digital poll. With strong audience participation, the award was presented to Sociedad Estatal Loterías y Apuestas del Estado for its campaign "Sharing it is extraordinary," highlighting the emotional connection between lottery participation and shared societal benefit.

Beyond celebrating creativity, the EL Advertising Awards contribute to raising communication standards across the lottery sector, while reinforcing the reputation of national lotteries for the public good. By bringing together marketing professionals, creative experts and lottery operators, the initiative encourages knowledge sharing and supports members in developing campaigns that are both engaging and responsible.

Recognising leadership & commitment

The Congress programme provided an opportunity to celebrate leadership and sector standards through two dedicated ceremonies.

During the PGRI Lottery Hall of Fame Ceremony, Piet Van Baeveghem, EL Secretary General, Elisabeth Römer-Russwurm, Managing Director of Austrian Lotteries, and Richard Bateson, CEO of Intralot, were inducted in recognition of their longstanding contributions to the development and integrity of the global lottery sector.

The Congress hosted the EL Responsible Gaming Certification Ceremony, where more than 25 EL members received certificates acknowledging their compliance with EL's rigorous Responsible Gaming standards. This milestone highlighted the continued commitment of national lotteries to player protection, responsible practices and the promotion of safe entertainment across Europe.



Building expertise through high-quality engagement

In 2025, EL delivered a rich programme of seminars designed to equip members with current knowledge on the key topics shaping the lottery sector. These gatherings provided both high-value content and networking opportunities, enabling participants to share experiences, exchange perspectives on major developments, and tackle issues critical to the sector. Ultimately, these events contributed to strengthening public trust and reinforcing EL's shared purpose: to serve the public good.

In total, EL welcomed 1,190 participants across its official seminars, including four organised in close collaboration with the World Lottery Association (WLA). These events brought together a broad and diverse community of lottery professionals, with participants representing 63 countries – including 34 from Europe – making the audience highly representative of the EL membership across the continent and beyond.

2025: EL events in numbers

- 1 Congress & Trade Show (573 participants & 28 exhibitors)
- 4 joint seminars with WLA : Marketing, Sports Betting, Sustainability & Responsible Gaming, Security (478 participants in total)
- 1 EL Seminar : Data & Research (40 participants)
- 1 event in the European Parliament on the protection of minors online (50 participants)
- 1 dedicated webinar on the legal frameworks for AI in lottery marketing (100+ participants)
- 5 webinars organised with Digital RG on the Environmental Initiative (213 participants)
- 1 in person ELCU Induction module (49 participants)

Through keynotes and speakers from both inside and outside the lottery sector, participants benefited from insights that help shape the future landscape, and directly connect to EL's core values:

Forward Thinking

During the 2025 EL/WLA Marketing Seminar in Barcelona, keynote speaker Peter Corijn, CEO of Vucastar Consulting, highlighted how the customer remains the main priority and emphasised the importance of balancing timeless marketing principles – essential for long-term success – with responsible innovation through AI and big data.



'The times, media, tools, the audience change, but the core of marketing does not – consumer understanding is still at the heart of everything.'

Peter Corijn, CEO of Vucastar Consulting (Belgium), Keynote speaker at EL/WLA Marketing Seminar 2025

Sustainability

The customer remains at the heart of what lotteries do, and responsibility is essential – both in protecting

players and in acting sustainably. During the EL/WLA Sustainability & Responsible Gaming Seminar in Vienna, the keynote speakers focused on how to communicate with and safeguard young adults. Dr. Elisabeth Ponocny-Seliger and Dr. Michelle L. Malkin shared insights into the behaviours and expectations of Gen Z and Gen Alpha, highlighting that effective harm-reduction strategies require "speaking their language" by adapting terminology, tone, and communication tools to their values and lived experiences. The seminar also explored how responsible gaming intersects with broader environmental sustainability, one of the priorities of EL.

Integrity

Reflected in the EL/WLA Sports Betting Seminar in Stockholm, discussions on innovation, regulation, and the duty of care underscored that responsibility is the foundation of long term sustainability.

In Oslo, the EL/WLA Security Seminar highlighted rising cyber risks, with keynote speaker Sofie Nystrøm stressing that "*trust is under pressure*" and Johan Wilskow reminding participants that trust can be "*built in millimetres and torn down in meters*," reinforcing the need for strong communication strategies and solid crisis preparedness.

Empowering newcomers in the EL community

EL continued to invest in the development of future leaders through the EL Corporate University (ELCU). The Induction Module in 2025 brought together newcomers to the EL community for a learning programme focused on the structure of the lottery sector, its societal role, and the key challenges shaping its future.

The programme delivered significant value for members by strengthening professional skills, fostering collaboration, and building a shared understanding of the purpose and vision of EL and its members. By connecting emerging professionals with experienced experts in the field, the ELCU also strengthens the long-term success of EL and helps ensure that the next generation of sector leaders is well equipped to navigate an evolving landscape.

What EL members value most

Feedback in 2025 showed that participants consistently appreciate high-quality content and expert speakers, opportunities for networking, exchange and interaction, innovative and practical sessions and a deeper understanding on the lottery sector with real life case studies. Satisfaction remained consistently high (85-99 percent), and EL events continued to meet, and often exceeded expectations.

Key achievements in 2025

- Record participation at the EL/WLA Marketing Seminar, boosted by ICE's move to Barcelona.
- Real lottery case studies and best practices.
- A strong focus on key trends and topics such as how to reach future generations and the use of AI.
- EL seminars serve as a platform for shared learning and capacity building.
- A reaffirmation of core values, emphasising the contribution of lotteries to society.



Driving positive societal impact

Advancing diversity, equity & inclusion (DEI)

Through initiatives such as the **Women's Initiative in Lottery Leadership (WiLL) Mentoring Programme**, EL continued to support the development of female leaders across the lottery sector. Since its launch as a pilot project in 2019, WiLL has grown into an annual mentoring programme connecting mentor–mentee pairs across the EL community.

Over the past seven years, participants from more than 30 countries – including lottery and associate members, and nine male mentors – have taken part in the programme, reflecting the diversity and strengthening of the EL membership. In 2026, the programme will reach an important milestone with its 100th participant, demonstrating EL's ongoing commitment to fostering inclusive leadership.

Raising standards

EL's Responsible Gaming (RG) Certification continued to serve as a key standard in 2025, promoting strong player protection, ethical practices and social responsibility across the membership.

To ensure the framework remains aligned with evolving regulatory expectations and emerging knowledge on player protection, the RG Standards are currently undergoing a comprehensive review. The objective is to have a forward-looking and credible certification system that supports EL members in addressing new risks while strengthening RG practices across both digital and retail environments. The updated framework will be presented to the EL General Assembly in 2026, with the renewed certification process expected to enter into force in 2027.

Beyond its own RG Standard, EL continued to support sector-wide initiatives on responsible gaming. In 2025, EL endorsed the Annual Gift Responsibly Campaign – led by the National Council on Problem Gambling (NCPG) and McGill University – which aims to educate the public about the risks of gifting lottery tickets to minors, was also suggested by several EL members.

Strengthening environmental efforts

In 2025, **EL continued to advance its Environmental Initiative**, supporting members to improve their

performance and integrate sustainability into their operations. By promoting common commitments, EL demonstrated that meaningful environmental progress within the lottery sector is both achievable and essential, while further reinforcing their positive societal impact.

The initiative focuses on three commitments:

1) the use of paper from certified sustainable forests (FSC/PEFC) for gaming materials, 2) the regular monitoring of greenhouse gas emissions, and 3) the disclosure of emissions reduction targets and action plans towards 2030. By the end of 2025, 38 EL members had joined the initiative, reflecting growing engagement.

To support implementation, EL continues with its support programme – in partnership with DigitalRG – providing training, webinars, practical tools and guidance to members. Satisfaction remains high, at 92% percent and a webinar series in 2025 attracted over 200 participants. Furthermore, 14 lotteries are currently using the carbon measurement tool to track and analyse their emissions, supporting their transition from measurement to reduction strategies.

Looking Ahead

The achievements in 2025 guide EL to shape content that builds the future of lotteries, while staying true to its core values. Through relevant, high-quality services, EL members are both connected and inspired – ready to lead the sector with integrity, innovation, and responsibility. By strengthening expertise, EL aims to ensure that European lotteries remain resilient, sustainable and trusted by society.



Communications

Amplifying the voice of EL

In 2025, communications played a strategic role in advancing EL's mission. By supporting advocacy efforts, strengthening member engagement and safeguarding the interests of European lotteries, communications helped ensure that EL's voice was visible and influential within public policy discussions.

Through a coordinated mix of digital platforms, media engagement and strategic partnerships, EL aimed to ensure that its messages reached its target audiences: members, policymakers, stakeholders and the wider public.

Communications also played an important role in reinforcing one of EL's central strategic priorities: ensuring that its members are recognised as leaders in creating positive societal impact.

Communications impact in 2025

Strengthening EL's voice: Promoting and safeguarding the interest of European lotteries, and their contribution to society across European policy debates.

Expanding reach: Engaging members, policymakers and stakeholders through digital platforms, specialised media and events.

Promoting sector leadership: Highlighting initiatives on responsible gaming, sustainability, sport integrity and player protection.

Building partnerships: Strengthening collaboration with media outlets and sector organisations to broaden the reach of EL's messages.

Strategic channels for engagement and influence

In 2025, EL relied on a combination of communication assets and channels to maximise reach and influence among its target audiences, including members, policymakers, institutional stakeholders and the broader lottery community.

Digital assets

The **EL website** remained the Association's central digital platform for sharing news, policy insights and sector developments. Through regular articles, reports and event coverage, it provides readers with timely updates on EL activities, advocacy priorities and developments shaping the lottery sector.

Through regular articles, reports and event coverage, this platform provided users with timely information on EL activities, advocacy priorities and sector developments. This platform also serves as an important knowledge hub for EL through a dedicated private section.

EL's weekly news briefing remained an important communication tool in 2025, providing members with a timely "one-stop shop" for policy updates, sector developments and key Association news, helping them stay informed about issues shaping the European lottery landscape.

Social media channels continued to play an important role in connecting EL with its members, partners and stakeholders.

In particular, LinkedIn remained the Association's primary platform for professional engagement. Through regular updates on the Association's activities, EL strengthened its digital presence and facilitated dialogue across the European lottery community.

LinkedIn also enabled EL to amplify key moments related to its activities – including the EL Congress, policy discussions in the European Parliament and sector initiatives on responsible gaming, sustainability and sport integrity – extending the reach of these discussions beyond event participants.

By sharing insights from expert speakers, highlighting member initiatives and promoting sector achievements, EL ensured that its messages reached audiences beyond those directly participating in events.

Communications in numbers



113k

views and most visited pages: EL members, EL calendar, Congress 2025 and news articles



26

articles published on the EL website in 2025, covering policy and legal updates, association news, EL Level I Partners editorials and event coverage



48

editions of the weekly News Briefing to EL members with over **750** subscribers



150,000

On LinkedIn, the EL posts generated more than **150,000** impressions, **4,000** reactions and over **200** comments and reposts



4,000

Our online community grew steadily as well, reaching the milestone of **4,000** followers

Engaging with the media

Media engagement remained an important channel for positioning EL within broader policy and sector discussions.

In 2025, EL strengthened its collaboration with specialised publications whose audiences include policymakers, regulators and sector leaders.

Expanding EL's visibility in European policy debates

In 2025, **EL launched a new collaboration with The Parliament Magazine**, a leading publication covering EU policy and institutional developments. Through opinion pieces and event coverage, EL brought the perspective of national lotteries directly into discussions taking place within the European institutions.

With a total online readership of over 840,000 in 2025 and a highly targeted audience – including EU institutions, industry and associations, national governments and civil society organisations – the partnership enabled EL to reach key decision-makers and stakeholders at the European level.

EL's content performed strongly against industry benchmarks. Articles achieved over 4,000 page views and a high click through rate, significantly exceeding the publication's average benchmarks. Social media amplification further extended reach, generating over 860,000 impressions and demonstrating strong engagement with policy-relevant audiences.

These contributions across both online and print formats, highlighted key themes such as the protection of minors online, responsible gaming, the fight against illegal gambling and the societal contribution of national lotteries – helping ensure that the voice of EL and its members is represented in debates shaping the future regulatory landscape in Europe.

A continued sector partnership with global reach

EL also **continued its long-standing collaboration with Public Gaming Research Institute (PGRI)** and its flagship publication Public Gaming International Magazine, a leading global platform for the lottery sector.

In 2025, EL appeared in almost every edition of the magazine through interviews, opinion pieces and features covering major sector events such as the EL Congress and the EL/WLA Marketing Seminar,

as well as strategic perspectives from EL leadership and members (6 articles by EL, 11 articles written by EL members).

The verbatim of Herman Van Rompuy's speech at the EL Congress received positive feedback, given its visionary nature that addressed the broad range of political issues and connected those with the societal role of lotteries.

With a print circulation of around 3,000 copies per edition (18,000 per year) and a digital audience exceeding 500,000 monthly page views, PGRI reaches a global readership that includes lottery executives, regulators, policymakers and sector stakeholders across Europe and North America. Through this partnership, EL perspectives and initiatives were shared with a broad international audience.

Reflecting on this collaboration, **Paul Jason, CEO and editor of PGRI**, noted:



'As the most advanced gaming market in the world, I see Europe as a crystal ball into the future as we face common challenges. EL activities to defend the interests of lottery stakeholders serve as a singularly important 'North Star' for the global lottery community. EL is like the forward scout who clarifies the lay-of-the-land, charts our pathway forward, articulates the mission and leads us there.'

EL's media impact in 2025

EL continued to receive strong visibility across sector, European and national media. Several high-visibility moments included the publication of the 2024 EL Data Report, event in the European Parliament on protecting minors online, the EL Congress and the EL Advertising Awards 2025.

EL was mentioned around 100 times in specialised gambling and policy publications, including VIXIO Gambling Compliance, European Gaming, Lottery Daily, Gambling Insider, Public Gaming International (PGRI), SBC News, GiocoNews and Insider Sport.

This coverage reflects continued interest in EL's activities and reinforces its role as a recognised and trusted voice in public policy discussions.

Building trust and reputation

Communications activities were closely aligned with EL's advocacy objectives. By highlighting the societal benefit of lotteries and communicating the sector's contribution to the public good, EL reinforced the reputation of its members as responsible operators serving society.

Communications also supported key policy initiatives and events, helping raise awareness of issues such as protecting minors online, safeguarding integrity in sport and addressing illegal gambling.

Through consistent messaging and evidence-based communication, EL strengthened its position as a credible and constructive stakeholder in European policy discussions.



Governance

EL is governed by a General Assembly composed of all EL (regular) lottery members. EL's work is managed by the Executive Committee, including the President, Vice-Presidents, the Secretary General and the secretariat team. Several working bodies are involved in the statutory tasks of EL.



Composition of EL Executive Committee in 2025

During the EL General Assembly in Bern on 17 September 2025, EL members re-elected Romana Girandon as President and appointed a new Executive Committee for the period 2025–2027.



President:

Romana GIRANDON

President & CEO | Loterija Slovenija d.d. | Slovenia
Member of the Executive Committee since 2019
President since 2023



First Vice-President:

Stéphane PALLEZ

Chairwoman and CEO | La Française des Jeux (FDJ) | France
Member of the Executive Committee since 2015
First Vice-President since 2017



Second Vice-President:

Olli SAREKOSKI

President & CEO | Veikkaus Oy | Finland
Member of the Executive Committee since 2017
Second Vice-President since 2023



Member:

Jannie HAEK

CEO | Loterie Nationale Loterij | Belgium
Member of the Executive Committee since 2015



Member:

Jesús HUERTA ALMENDRO

President & CEO | Sociedad Estatal Loterías y Apuestas del Estado | Spain
Member of the Executive Committee since 2018



Member:

Jan KARAS

Chairman & CEO | OPAP | Greece
Member of the Executive Committee since 2023



Member:

Jean-Luc MONER-BANET

CEO | Loterie Romande | Switzerland
Member of the Executive Committee since 2021



Member:

Alessandro PACIUCCI

CEO | Brightstar Lottery SpA | Italy
Member of the Executive Committee since 2025



Member:

Rita PRATES

Vice-President | Santa Casa da Misericórdia de Lisboa | Portugal
Member of the Executive Committee since 2025



Member:

Beata STELMACH

CEO | Totalizator Sportowy | Poland
Member of the Executive Committee since 2025



Member:

Peter STROBEL

Managing Director | Saarland-Sporttoto GmbH | Germany
Member of the Executive Committee since 2025

Meet the EL Team in 2025

Piet Van Baeveghem, Secretary General

Mélissa Jacquério, Senior Sustainability & Membership Officer

Iva Zorko, Senior Policy Officer

Lucy Lenaers Mathieson, Communications Officer

Grietje Ceulemans, Events Officer



From left to right: Grietje Ceulemans, Mélissa Jacquério, Piet Van Baeveghem, Lucy Lenaers Mathieson and Iva Zorko

Financial statements and accounts

In this chapter the financial statement/balance sheet, profit and loss statement as well as the reserve funds of the Association for 2025 are presented.



Balance sheet as at 31 December 2025 (in EUR)

Assets	31.12.2025	31.12.2024	Var.
Concession, subscription, know-how	0	0	0
Fixed assets	98,219	102,810	-4,590
IT equipment and installations	10,540	5,189	5,351
Furniture and office equipment	57,223	73,281	-16,058
Other fixed assets	30,457	24,340	6,117
Financial assets	39,105	37,029	2,076
Deposit	39,105	37,029	2,076
Current assets	5,415,495	6,152,211	-736,715
Debtors	543,700	504,073	39,627
VAT receivable	32,083	445	31,637
Other current assets	0	79,138	-79,138
Cash at bank and in hand	4,458,964	5,220,386	-761,422
Deferred charges and accrued revenue	380,748	348,168	32,581
Total assets	5,552,820	6,292,049	-739,230

Liabilities	31.12.2025	31.12.2024	Var.
Equity	5,077,760	5,303,462	-225,702
Association reserve to cover one year of costs	2,524,997	2,524,997	0
Seminar reserve	1,262,379	1,262,379	0
Association Liability Reserve	208,619	208,619	0
Profit carried forward	1,307,467	2,846,046	-1,538,579
Current period result	-225,702	-1,538,579	1,312,877
Current liabilities	475,059	988,587	-513,528
Creditors	265,933	480,350	-214,417
VAT payable	52,478	52,534	-55
Tax debts	-926	139,061	-139,987
Payroll debts and provisions	69,373	316,643	-247,270
Other payables	0	0	0
Deferred revenue and accrued charges	88,201	0	88,201
Total liabilities	5,552,820	6,292,049	-739,230

Profit and Loss account as of 31 December 2025 (in EUR)

Income	31.12.2025	31.12.2024	Var.
Operating income	4,336,319	3,222,731	1,113,588
Membership fees	2,468,174	2,365,430	102,744
Seminars, Workshops, Industry days, Congress	1,835,897	772,024	1,063,873
Other operating income	32,248	85,277	-53,029
Financial income	80,589	4,366	76,224
Foreign exchange revenue	76,668	3,085	73,583
Other financial income	3,921	1,281	2,641
Total income	4,416,908	3,227,097	1,189,812

Expenses	31.12.2025	31.12.2024	Var.
Operating expenses – General	1,609,623	1,544,982	64,641
Office rent and utilities	115,671	93,026	22,645
Maintenance	3,981	1,451	2,530
Office supplies, post, small equipment...	9,208	13,863	-4,655
Telephony and related communication	7,489	10,622	-3,133
IT costs and website	214,403	86,078	128,326
Travels & hotels	712	79,466	-78,754
Documentation	564	0	564
Restaurant, reception and representation	96	-901	996
Marketing, communication, advertising and gifts	9,179	35,456	-26,276
Training and conference	12,246	92,568	-80,322
Legal publications	0	0	0
Membership fees and subscriptions, contribution to partner to research and data, sponsorship	331,190	438,049	-106,859
Legal services, Consultancy, Experts	420,380	401,752	18,627
Insurance	6,980	6,023	956
Company cars	35,343	34,635	708
Payroll office	8,525	19,545	-11,020
Accounting	406,371	211,558	194,813
Committee and assembly costs	0	20,183	-20,183
Other operating expenses	27,284	1,608	25,676
Donation	0	0	0

	31.12.2025	31.12.2024	Var.
Operating expenses – Seminars, Workshops, Industry days, Congress	2,160,986	1,387,024	409,384
General costs	555,030	672,953	-117,922
Travel	77,338	28,678	48,660
Hotel	733,348	68,200	665,148
Catering	164,423	252,634	-88,211
Speakers	148,746	124,360	24,386
Shared profit	110,841	221,276	-110,435
Industry day – Closed and recharge	0	12,241	-12,241
WILL program	0	6,682	-6,682
Staff costs	5,141	0	5,141
Audio Visual	366,119	0	366,119
Event Organisation	0	0	0
Payroll	786,546	1,378,778	-592,233
Salaries and other benefits	627,084	1,019,878	-392,793
Employer social security	153,033	338,335	-185,303
Other payroll costs	6,429	20,565	-14,137
Depreciation of intangible and fixed assets	37,470	65,489	-28,019
Write-off on receivables	-11,046	115,306	-126,351
Financial charges	56,188	134,591	-82,362
Foreign exchange expense	38,151	121,130	-82,979
Other financial expenses	14,079	13,461	618
Financial	3,959	0	3,959
Exceptional charges	0	0	0
Other exceptional charges	0	0	0
Taxes	2,843	139,506	-136,663
Total expenses	4,642,610	4,765,676	-491,601
Result of the year	-225,702	-1,538,579	1,681,413

Explanation to the 2025 accounts

The year 2025 was marked by several strategic initiatives and continued effort to streamline operations and financial management. Nevertheless, the year closed with a negative result of EUR 225,702.

The net result was impacted by costs and revenues recorded in 2025 but relating to the previous financial year and not foreseen in the 2025 budget. These mainly concern expenses linked to events, as well as accounting and auditing.

Event organisation remains a core activity. Seminars are managed in a highly cost-efficient manner, with close budget control, while the annual Congress represented a strategic investment. The objective is for event-related income and expenses to be balanced in the future.

Personnel and administrative costs remain in general under control.

Strengthening the alignment between income and expenditures is essential for long-term financial sustainability. In light of the current strategy and ambitious plans, existing revenues do not fully support the scope of planned activities. A reassessment of revenue structures is therefore in progress, alongside initiatives to maintain disciplined cost management, in order to sustain future development and continue improving the value delivered to members.



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**THE EUROPEAN
 LOTTERIES**
 FOR THE BENEFIT OF SOCIETY

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