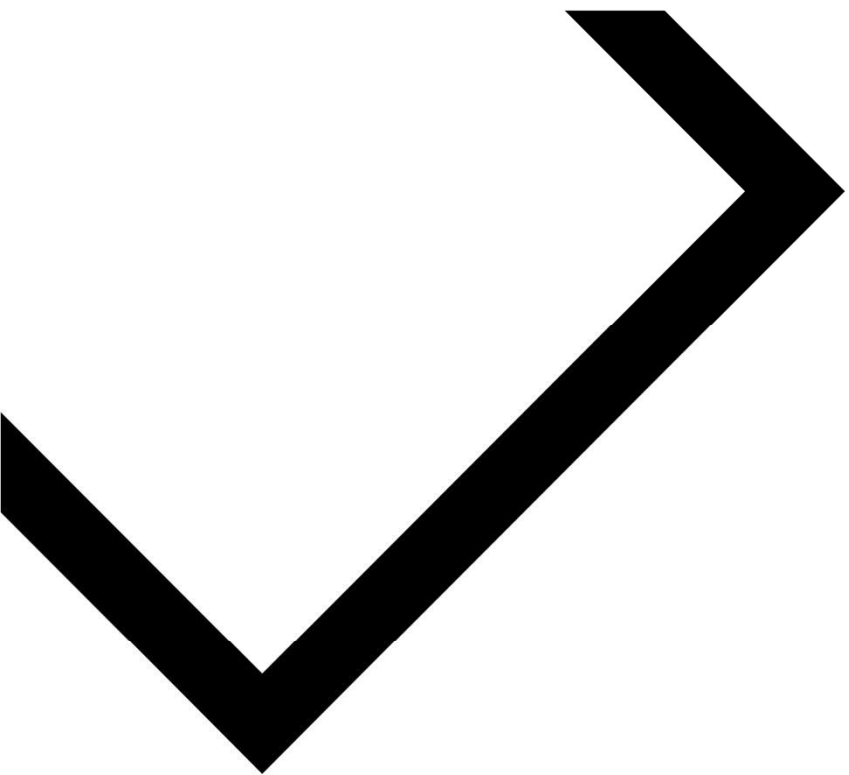






**THE EUROPEAN
LOTTERIES**
FOR THE BENEFIT OF SOCIETY

LOTTERIES BRIDGING CONTINENTS

LOTTERY 2035: **Build, Borrow... or Leapfrog?**



Matthias Müller
Senior Vice President,
International Sales

Manal Bensalah
Director,
Lottery Strategy Intl

Mattias Blomquist
Director,
Sales & Marketing

Must
every lottery
modernize
the same way?



The Three Paths

1

BUILD

Incremental



2

BORROW

Proven models



3

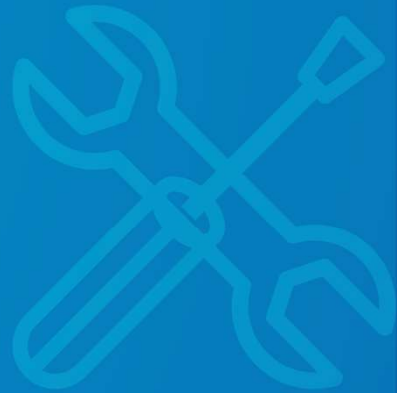
LEAPFROG

Transformational



Which path best describes
your organization today?

A. **BUILD**



B. **BORROW**



C. **LEAPFROG**



D. **HYBRID**

Where will
AI create the
greatest impact
for lotteries?

- Operations
- Retail
- Personalization
- Responsible gaming





What will define the **healthiest**
retail/digital balance in 2035?

How can lotteries
innovate faster
while maintaining
public trust?

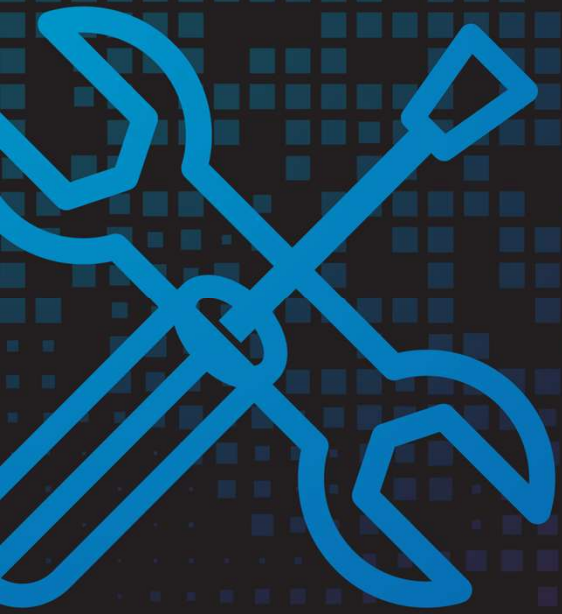
- Security
- Transparency
- Responsibility



What **capability** will matter most by 2035?

- Agility
- Data
- Partnerships
- Player engagement
- Trust





Standing still
is not a option.

THANK YOU



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