



**GUIDELINES OF  
THE BOARD OF DIRECTORS  
OF LOTTOMATICA GROUP S.P.A. TO  
SHAREHOLDERS**

ON THE QUANTITATIVE AND QUALITATIVE  
COMPOSITION OF THE NEW BOARD OF DIRECTORS

—  
**2026**

Approved by the Board of Directors  
in the meeting held on 2 March 2026

**LOTTOMatica**

**Guidelines of  
the Board of Directors of  
Lottomatica Group S.p.A. to Shareholders  
on the quantitative and qualitative composition of  
the new Board of Directors**

## 1. INTRODUCTION

Lottomatica Group S.p.A. (“**Lottomatica**” or the “**Company**”) adheres to the Corporate Governance Code issued by the Corporate Governance Committee of Borsa Italiana, which, pursuant to Article 4, Principle XIII and Recommendation 23, as well as the Principles set out in Article 2 thereof, recommends that the Boards of directors of companies listed on regulated markets, upon the expiry of their term of office, express their views to shareholders – based on the experience gained over the concluded three-year period and taking into account the outcomes of the self-assessment of the functioning of the Board itself and its Committees – on the quantitative and qualitative composition deemed optimal for the new Board of Directors.

The Board of Directors of Lottomatica, whose term of office will expire upon approval of the financial statements for the year ended 31 December 2025, with the favourable opinion of the Nomination and Remuneration Committee, prepared these guidelines on the future quantitative and qualitative composition of the Board of Directors (the “**Guidelines**”) to be submitted to shareholders in view of the Shareholders’ Meeting scheduled for 20 April 2026, which will be called, *inter alia*, to approve the renewal of the Board of Directors for the 2026-2028 term of office.

In preparing these Guidelines, the Board of Directors of the Company took into account:

- (i) the outcomes of the board review process carried out with the support of the appointed advisor Spencer Stuart, which, in addition to collecting and valuing the input provided by the outgoing Directors, included a benchmarking analysis of the composition and size of the boards of directors of comparable Italian and international listed companies;
- (ii) the favourable opinion expressed by the Nomination and Remuneration Committee at its meeting held on 20 February 2026, which, in accordance with its terms of reference, carried out significant preparatory and supporting activities in connection with the board review process, as well as in the preparation of these Guidelines;
- (iii) the expected activities of the next Board of Directors, whose term of office will be of particular importance for the further development of the Company’s strategy in the areas of technology and cybersecurity, product innovation and sustainability;
- (iv) the experience gained since the Company’s listing and over the concluded three-year period, with specific reference to the operating practices of functioning of the Board of Directors and its Committees and the related level of commitment required.

These Guidelines set out the professional and managerial profiles, personal characteristics and skills of the future members of the Board of Directors, identified on the basis of the sectors in which the Company operates, as well as the Company’s size, organizational structure and complexity, and the growth and development objectives pursued.

For the sake of completeness and for the benefit of Shareholders, this document also includes the Board of Directors’ guidance regarding the maximum number of offices that Directors may hold, as approved by the Company at the meeting of the Board of Directors held on 27 February 2023.

## 2. APPLICABLE LEGAL AND SELF-REGULATORY FRAMEWORK

Article 13, letter (i), of the Articles of Association of Lottomatica (the “**Articles of Association**”) provides that the Company shall be managed by a Board of Directors composed of a **minimum of 7 and a maximum of 15 members**, appointed by the Shareholders’ Meeting, which determines in advance the number of Directors within the above limits and sets the term of office for a period not exceeding three financial years.

Directors are appointed by the Shareholders’ Meeting on the basis of **slates submitted by shareholders**, in compliance with the applicable laws and regulations in force from time to time, including those concerning gender balance<sup>1</sup>.

The right to submit slates is granted to:

- shareholders who, individually or jointly with other shareholders, represent at least **1% of the share capital**<sup>2</sup>;
- the outgoing Board of Directors.

At least two Directors must meet the independence requirements set forth in Legislative Decree No. 58 of 24 February 1998, as subsequently amended and supplemented (the “**TUF**”) (namely, pursuant to Article 147-ter, paragraph 4, of the TUF, the **independence requirements** applicable to statutory auditors of listed companies under Article 148, paragraph 3, of the TUF).

<sup>1</sup> Pursuant to the Articles of Association, slates presenting a number of candidates equal to or greater than three (3) must be composed of candidates belonging to both genders, in a proportion compliant with the gender balance rules applicable from time to time. Each slate must indicate which candidates meet the independence requirements laid down by the applicable laws and regulations; where a slate includes more than seven candidates, it must include and expressly identify at least two Directors meeting such independence requirements.

<sup>2</sup> Please refer to Consob determination no. 155 dated 27 January 2026.

It should be noted that, pursuant to Recommendation No. 5 of the Corporate Governance Code, in “large companies” other than those with “concentrated ownership” – such as Lottomatica – independent Directors (both under the TUF and under the Corporate Governance Code, also taking into account the qualitative and quantitative criteria adopted from time to time by the Board of Directors) should represent **at least one half of the members of the Board of Directors**.

All Directors must meet the **integrity requirements** prescribed by the applicable legislation (namely, pursuant to Article 147-*quinquies*, paragraph 1, of the TUF, the integrity requirements applicable to statutory auditors of listed companies, as set out in Article 2 of Ministerial Decree No. 162/2000).

The regulations on **gender balance** provide that the less represented gender must obtain **at least one-fifth** of the elected<sup>3</sup> and that, where the application of the gender allocation criterion does not result in a whole number (*numero intero*) of members of the Board of Directors belonging to the less represented gender, such number shall be rounded up to the nearest whole number (Article 144-*undecies*.1, paragraph 3, of Consob Regulation no. 11971/1999, as amended (the “**Issuers’ Regulation**”)).

It should be noted that, pursuant to Recommendation No. 8 of the Corporate Governance Code, **at least one third** of the members of the Board of Directors must belong to the less represented gender.

In order to ensure compliance with the applicable legislation on gender balance, the Articles of Association specify that slates presenting a number of candidates equal to or greater than three must include candidates belonging to both genders, to an extent that complies with the *pro tempore* regulations in force regarding gender balance.

### 3. PRELIMINARY CONSIDERATIONS

The Board of Directors was appointed by the ordinary Shareholders’ Meeting held on 27 February 2023, with effect from the date of commencement of trading of the Company’s ordinary shares on Euronext Milan (*i.e.* 5 May 2023), for a term of three financial years, expiring upon approval of the financial statements for the year ending 31 December 2025.

In July 2025, the composition of the Board changed following the exit of Gamma Intermediate S.à r.l., a company established on behalf of investment funds managed by Apollo Management IX, L.P., from the share capital of Lottomatica. As a result, Guglielmo Angelozzi was appointed as **Chair of the Board** in addition to his role as Chief Executive Officer, while Laurence Van Lancker, the Company’s current Chief Financial Officer, **was co-opted** as a Director and appointed Deputy Chief Executive Officer, and Alessandro Fiumara, the current Managing Director Digital & Betting, **was also co-opted**. Moreover, the Non-Executive Independent Director Nadine Faruque was appointed as **Lead Independent Director**.

In addition, on 5 September 2025, following a structured and targeted search process, two additional Independent Non-Executive Directors, Tiziana Togna and Fabrizio Virtuani, **were co-opted**.

As at the date of these Guidelines, the Board of Directors is composed of eleven members, of whom eight are Non-Executive and Independent Directors (equal to 73%).

Also in light of the above-mentioned partial renewal, which has introduced new skills already aligned with Lottomatica’s expected strategic developments, the Board of Directors acknowledges the robustness of the current structure and the high quality of the professional profiles of the Directors in office, both in terms of knowledge and expertise and with regard to personal attributes. The Board also notes the presence of an adequate level of diversity in terms of gender, age, length of service, background, as well as a complementarity of managerial and professional skills.

Accordingly, the Board of Directors recommends ensuring, to the extent compatible with the applicable legal and regulatory framework, an appropriate degree of continuity in the composition of the Board of Directors, in order to preserve and enhance the Company-specific knowledge acquired by the Directors, which is considered essential for the continuation of the current phase of development.

### 4. QUANTITATIVE COMPOSITION OF THE BOARD OF DIRECTORS

As recalled above, Article 13, letter (i), of the Articles of Association provides that the Company shall be managed by a Board of Directors composed of a minimum of 7 and a maximum of 15 Directors.

In accordance with best corporate governance practices, the number of members of the management body should be commensurate with

<sup>3</sup> Law No. 160 of 27 December 2019 provides (in Article 1, paragraph 304) that “The allocation criterion of at least two-fifths provided for in paragraphs 302 and 303 [and referred to in Article 147-ter, paragraph 1-ter, of the Consolidated Law on Finance (TUF)] shall apply starting from the first renewal of the administrative and supervisory bodies of companies listed on regulated markets following the date of entry into force of this law, **without prejudice to the allocation criterion of at least one-fifth** provided for by Article 2 of Law No. 120 of 12 July 2011 **for the first renewal following the date on which trading begins.**”

the Company's organizational structure, size and complexity, so as to enable the Board of Directors to effectively oversee the Company's operations, in particular with regard to strategic direction, control and supervision of management.

The appropriate structure and size of the Board of Directors should also be determined taking into account the structure, number and composition of the Board Committees, in order to avoid an excessive accumulation of mandates for Directors and to ensure an adequate presence of independent Directors.

In this respect, it should be recalled that, under the Board Committees recommended by the Corporate Governance Code, independent Directors must constitute the majority of the members and the chairmanship must be assigned to an independent Director.

In this context, it should be noted that the Company, in compliance with the recommendations of the Corporate Governance Code and with the Regulation on Related Party Transactions (CONSOB Resolution No. 17221 of 2010, as amended), has established four Board Committees and approved the relevant rules of procedure: (i) the Control and Risk Committee; (ii) the Nomination and Remuneration Committee; (iii) the Related Parties Committee; and (iv) the ESG Committee.

In light of the foregoing, and taking into account the size and organizational complexity of Lottomatica, as well as the positive dynamics in the functioning of the Board observed during the current term of office, the **Board of Directors**:

- (i) **considers the current number of Directors (11) to be appropriate and effective** in ensuring genuine collegiality as well as an adequate composition of the Board Committees;
- (ii) also considers the **existing ratio between Executive Directors (3) and Non-Executive and Independent Directors** under both the TUF and the Corporate Governance Code (8) to be **appropriate**;
- (iii) expresses the **expectation that the proportion of Independent Directors** on the future Board **will be maintained at a level consistent with the current one**, which is **well above the market average**. In this respect, as already noted, since Lottomatica qualifies as a "large company" without concentrated ownership under the Corporate Governance Code, at least half of the members of the management body must be Independent Directors.

With regard to compliance with independence requirements, it should be noted that, in order to align with the recommendations of the Corporate Governance Code, the Board of Directors of Lottomatica Group S.p.A. approved on 27 February 2023 the document entitled "*Policy on qualitative and quantitative criteria for the assessment of independence requirements pursuant to Article 2, Recommendation 7, first paragraph, letters (c) and (d), of the Corporate Governance Code*", aimed at identifying the qualitative and quantitative criteria for assessing the independence of Directors and Statutory Auditors of Lottomatica and at defining the notion of "close family members" for the purposes of Recommendation No. 7, letter (h), of the Corporate Governance Code (the "**Significance Criteria**")<sup>4</sup>. In this respect, it is recalled that, for

<sup>4</sup> The Company has adopted the following Significance Criteria.

With reference to **quantitative criteria**, relevance is attached to **commercial, financial or professional relationships** that the Director or Statutory Auditor – whose independence is subject to assessment – has or has had, directly or indirectly, **during the financial year in which the independence declaration is made or during the three financial years preceding the date on which such declaration is made** (the "Reference Period"), with the following parties (collectively, the "Relevant Parties"):

- (i) the Company, its subsidiaries, the party that, also jointly with others through a shareholders' agreement, controls the Company; and
- (ii) the relevant executive Directors or top management.

Such relationships with the Relevant Parties are generally considered significant – and therefore capable of impairing the independence of the Director or Statutory Auditor – where they have resulted, individually or cumulatively, in economic consideration exceeding **Euro 200,000**.

For the purposes of the above, relationships maintained with the Relevant Parties by a close family member of the Director or Statutory Auditor are also taken into account; "close family member" meaning: (i) parents; (ii) children; (iii) a spouse who is not legally separated; and (iv) cohabitants (each, a "**Close Family Member**").

It is further specified that, where relationships with the Relevant Parties are maintained by the Director or Statutory Auditor on an indirect basis – for example, through controlled companies or companies in which he or she serves as an executive Director, or in his or her capacity as a partner of a professional firm or consulting company – such relationships existing or maintained during the Reference Period are generally considered significant where they have resulted, individually or cumulatively, in annual economic consideration exceeding **Euro 250,000**.

With reference to **remuneration received**, including during the Reference Period, by the Director or Statutory Auditor, relevance is attached to the aggregate amount of any additional remuneration paid to such individual by:

- (i) the Company;
- (ii) one of its subsidiaries; and/or
- (iii) the parent company, including indirectly,

for professional engagements or consultancy services, in addition to the fixed remuneration for the office held and the remuneration provided for participation in the committees (or bodies) recommended by the Corporate Governance Code or required by applicable legislation.

Such additional remuneration is generally considered significant – and therefore capable of impairing the independence of the Director and/or Statutory Auditor concerned – where it is equal to or exceeds **Euro 200,000** per year. It is also specified that being a Close Family Member of a person who receives such additional remuneration constitutes a circumstance capable of impairing the independence of the Director or Statutory Auditor.

With reference to qualitative criteria, the following circumstances are relevant.

Where a Director or Statutory Auditor is also a partner of a professional firm or a consulting company, professional relationships between such firm and/or consulting company and the Relevant Parties are also deemed significant – irrespective of the quantitative thresholds set out above – where such relationships: (a) may have an impact on the individual's position and role within the professional firm or consulting company; or (b) in any event relate to significant transactions of the Company or the group to which it belongs. The significance of the above-mentioned relationships is assessed taking into account the overall professional activity ordinarily carried out by the Director or Statutory Auditor, the mandates normally entrusted to him or her, as well as the relevance that such relationships may have for the Director or Statutory Auditor in reputational terms within his or her organisation.

For the purposes of assessing the significance of relationships between a Director or Statutory Auditor and the Relevant Parties, the Board of Directors may, in relation to the specific circumstances concerning each Director or Statutory Auditor – such as position, individual characteristics and overall professional activity – take into consideration any additional element deemed useful and/or appropriate, adopting additional and/or partially different criteria from those set out above, giving precedence to substance over form.

In particular, the Board of Directors may, providing adequate reasoning in the relevant resolution: (i) also take into account relationships which, although lacking an economic content or being economically insignificant, are particularly relevant to the prestige of the Director or Statutory Auditor concerned or are capable of concretely affecting his or her independence and autonomy of judgement; (ii) assess, on the basis of the specific circumstances, the existence and/or continued fulfilment of the independence requirements of a Director or Statutory Auditor even where one of the present Significance Criteria is met.

the purposes of qualifying a candidate as an Independent Director, due account must also be taken of the above-mentioned **Significance Criteria**.

## 5. QUALITATIVE COMPOSITION OF THE BOARD OF DIRECTORS

Based on the experience gained during the current term of office, taking into account the activities carried out and the Company's strategic development guidelines, the outgoing Board of Directors considers it appropriate to submit to shareholders the following guidance with respect to the knowledge, skills, experience and personal attributes of the Directors to be appointed.

The Board of Directors emphasizes the importance that each Director should possess at least two of the following areas of expertise, in order to ensure their adequate representation at Board level:

- In-depth knowledge of the gaming sector, acquired through an adequate number of years over the last decade in managerial roles (Chief Executive Officer, General Manager, or direct reports to the CEO/GM) within companies operating in the gaming sector or in closely related sectors, characterized by a size and complexity comparable to those of Lottomatica. Experience gained in the consulting sector is considered relevant only if strictly related to the gaming or digital entertainment industry.
- Financial and accounting expertise, acquired through an adequate number of years over the last decade in top executive roles (CEO, General Manager) and/or in key functions (Finance, Accounting, M&A) within large companies or multinational groups of a size and complexity comparable to those of Lottomatica. Experience as Chair or member of the Audit / Control / Risk Committee of a listed company is considered relevant if acquired for at least one full three-year mandate. Experience as external auditor (*Revisore*)/ chartered accountant (*Dottore Commercialista*) and/or within Institutions / Authorities / Public Bodies and/or in the consulting or academic field is considered relevant only if strictly related to financial and/or accounting matters.
- Expertise in risk management, supervision (*vigilanza*) and internal control systems, acquired through an adequate number of years over the last decade in top executive roles (CEO, General Manager) and/or in key functions (Risk Management, Internal Audit, Compliance) within large companies or multinational groups of a size and complexity comparable to those of Lottomatica. Experience as Chair or member of the Audit/Control/Risk Committee of a listed company is considered relevant if acquired for at least one full three-year mandate. Experience as external auditor (*Revisore*)/chartered accountant (*Dottore Commercialista*) and/or within institutions, authorities or public bodies and/or in the consulting or academic field is considered relevant only if gained through positions of responsibility strictly related to risk management, internal control and supervision (*vigilanza*).
- Legal, regulatory and compliance expertise, acquired through an adequate number of years over the last decade in top executive roles (CEO, General Manager) and/or in key functions (Legal, Compliance, Regulatory Affairs) within large companies or multinational groups of a size and complexity comparable to those of Lottomatica. Experience as Chair or member of the Audit/Control/Related Party Transactions/Risk Committee of a listed company is considered relevant if acquired for at least one full three-year mandate. Experience as external auditor (*Revisore*)/ chartered accountant (*Dottore Commercialista*) and/or within institutions, authorities or public bodies and/or in the consulting or academic field is considered relevant only if strictly related to highly regulated sectors.
- Experience in corporate bodies (*organi societari*) of listed companies, acquired over the last decade as Chair or member of the Board of Directors for at least one full three-year mandate. Experience as Chair or member of Board Committees is considered particularly valuable if acquired for at least one full three-year mandate.
- Technological, data analytics, artificial intelligence and cybersecurity expertise, acquired through an adequate number of years over the last decade in top executive roles (CEO, General Manager) and/or in key functions (CIO, CTO, CDO) within high-tech, digital or cybersecurity companies and/or companies operating in other highly technology-driven sectors. Experience gained within institutions, authorities or public bodies and/or in the consulting or academic field is considered relevant only if strictly related to technological, digital or cybersecurity matters.
- Sustainability expertise, acquired through an adequate number of years over the last decade in managerial roles (CEO, General Manager, or direct reports to the CEO/GM) within companies or sectors with a proven integration of sustainability principles as key elements of long-term strategy. Experience as Chair or member of a Sustainability Committee (whether standalone or combined with other committees) of a listed company is considered relevant if acquired for at least one full three-year mandate. Experience gained in the consulting or academic field or in supervision (*vigilanza*) is considered relevant only if strictly related to sustainability initiatives or projects.

The Board of Directors also highlights the importance of the presence on the Board of Directors of members with international experience and/or an international outlook, which does not necessarily imply holding non-Italian citizenship, but rather having gained significant professional experience abroad

and/or in senior positions within companies with a high level of international exposure.

In addition to professional characteristics, the Board considers it essential that personal and behavioural attributes (so-called “soft skills”) be taken into account, enabling Directors to perform their role effectively and to express their views with independence of judgement and genuine autonomy.

In particular, the Board underscores the importance that each Director should possess the following characteristics:

- social intelligence, relational and debating skills;
- active listening skills;
- motivation to work as part of a team and a collaborative leadership style;
- transparency in relationships and communications;
- ability to provide constructive challenge to management;
- ability to manage situations of debate while maintaining constructive relationships.

## 6. DIVERSITY

It is recalled that on 27 February 2023 the Board of Directors approved the “*Diversity Policy of the Board of Directors*”, most recently updated, following the favourable opinion of the Nomination and Remuneration Committee, by resolution of the 2 March 2026.

The Policy sets out, also pursuant to Article 123-*bis*, letter (d-*bis*), of the TUF and the Corporate Governance Code, the optimal characteristics of the composition of the Board of Directors in order to enable it to perform its duties in the most effective manner, by taking decisions that can genuinely benefit from the contribution of a plurality of qualified viewpoints, capable of analysing the matters under discussion from different perspectives.

With regard to the future composition of the Board of Directors, the Board therefore recommends that shareholders take into account the above-mentioned Policy (published on the Company’s website [www.lottomaticagroup.com](http://www.lottomaticagroup.com), “Governance - Documents and Procedures” section) and ensure an adequate level of diversity in terms of gender, age, length of tenure, background and complementarity of professional and managerial experience.

## 7. COMMITMENT AND TIME AVAILABILITY

Candidate Directors, upon accepting their candidacy, are required to have carefully assessed and assured the proposing shareholders of their availability of sufficient time to devote to the full and diligent performance of the responsibilities and duties entrusted to them. In doing so, candidates must take into account both the commitments arising from other professional and business activities and the offices held in the management and control bodies of other companies.

Adequate availability of time and energy to be dedicated to the role, taking into account its nature, scope and complexity, constitutes a fundamental requirement that all candidates must ensure, also in relation to the activities arising from participation in the work of Board Committees, where they are members thereof.

In order to facilitate candidates’ assessment of their adequate availability of time, the number of meetings held in 2025 and the average number of meetings over the 2023–2025 three-year period are reported below, for information purposes only:

	Meetings in 2025 FY	Average number of meetings in the period 2023-2025 <sup>5</sup>
<b>Board of Directors</b>	15	14
<b>Risk and Control Committee</b>	9	7
<b>Nomination and Remuneration Committee</b>	9	6
<b>Related Parties Committee</b>	4	3
<b>ESG Committee</b>	6	5

<sup>5</sup> It should be taken into account that, with reference to the 2023 financial year, the Company was admitted to listing on 5 May 2023 and the Board Committees became operational as of that date.

## 8. GUIDANCE ON THE MAXIMUM NUMBER OF OFFICES THAT CAN BE HELD BY DIRECTORS AND STATUTORY AUDITORS

It is recalled that, on 27 February 2023, the Board of Directors approved the “*Guidance on the maximum number of offices that may be held by Directors and Statutory Auditors*”, which sets out the following general criteria regarding the maximum number of directorship and control positions in other companies that may be considered compatible with the effective performance of the role of Director of the Company:

(a) **Executive Directors** who are entrusted with management powers and/or executive responsibilities within Lottomatica, or within a subsidiary of strategic relevance, or within the parent company where the office also concerns the Company, are not permitted to assume the office of executive director in other companies listed on regulated markets (including foreign markets) or in large companies<sup>6</sup>, other than the Company and its directly or indirectly controlled subsidiaries. Such Directors may, however, assume the office of non-executive director and/or statutory auditor in no more than two companies listed on regulated markets (including foreign markets) or in large companies, other than companies otherwise directly or indirectly controlled by the Company;

(b) **Non-executive Directors** (whether independent or not) may assume executive directorships in no more than two companies listed on regulated markets (including foreign markets) or in large companies. Such Directors may, however, assume the office of non-executive director and/or statutory auditor in no more than five companies listed on regulated markets (including foreign markets) and/or in large companies.

For the purpose of calculating the number of offices held, where a Director holds offices in more than one company belonging to the same group, only one office held within such group shall be taken into account. It is also specified that any offices held as Chair of the Board of Directors shall be considered as having double weight.

In assessing each individual position, the Board of Directors may grant reasoned derogations, on an exceptional and/or temporary basis, departing from the above criteria.

In any event, the Board of Directors ensures, also through monitoring attendance at Board and Committee meetings, that Directors have adequate time availability and are able to devote sufficient commitment to the performance of their duties.

## 9. RECOMMENDATIONS TO SHAREHOLDERS SUBMITTING SLATES

Lastly, the Board of Directors invites:

- shareholders submitting their own slates of candidates for the appointment of the Board of Directors to ensure that such slates are accompanied by all information necessary to enable all shareholders to cast an informed vote, including an indication of whether the candidates qualify as independent;
- shareholders submitting a slate containing a number of candidates exceeding one half of the Directors to be elected, in line with Recommendation No. 23 of the Corporate Governance Code, to provide adequate disclosure in the documentation filed in connection with the submission of the slate regarding the consistency of the slate with the guidance expressed by the outgoing Board, as well as with the Diversity Policy adopted by the Company.

<sup>6</sup> “Large company” shall mean any Italian or foreign company with shareholders’ equity – including, where applicable, consolidated shareholders’ equity – exceeding Euro 1 billion.

# LOTTOMatica

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