Sisal

Executive summary

2024 Sustainability Report

Responsibility is a team commitment

Read the letter to stakeholders in the 2024 Sustainability Report

In 2025, Sisal celebrates 80 years of history. A journey that began in 1945, during which we have grown alongside Italy, accompanying the evolution of society and consumers while keeping responsibility and innovation at the core, always with an eye toward the future. On 1 January 2025, Flutter SEA was established, the new region of Flutter aimed at driving the Group's growth in key markets across Southern Europe and Africa.

Francesco Durante

CEO of Sisal S.p.A.

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2024 in numbers

Global offer

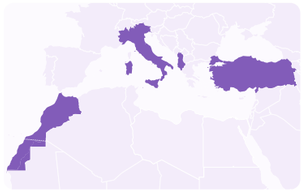
Over
48 thousand
points of sale globally

Over
37,100
points of sale in Italy

Over
10,900
points of sale in Morocco and Türkiye

Over
33 m
customers globally

People



3,491
total employees (+9% compared to 2023)

2,246 in Italy
170 in Morocco
730 in Albania
345 in Türkiye

-2.9%
Gender Pay Gap (-3.3 p.p. vs 2022)

37%
women in top leadership roles

+800
new hires

71,580
hours of training provided

Responsible Gaming

94.4%
of players in Italy used at least one Play Well tool (Italy)[1]

100%
of specialist retailers in Italy received training

A.D.A.
7 times more accurate than the previous version[2]

Community

460
startup applications in the 2024 GoBeyond Call for Ideas

81
volunteering projects launched in 2024

1,686
hours of volunteering

Environment

100%
of electricity certified from renewable sources

-11%
electricity consumption (vs 2022)

-3%
GHG emissions (vs 2023)[3]

Innovation

199
innovation projects managed

Over
700
people involved in AI training activities

39
innovative startups supported[4]

Business ethics

4,126
hours of business ethics, integrity and anti-bribery training provided

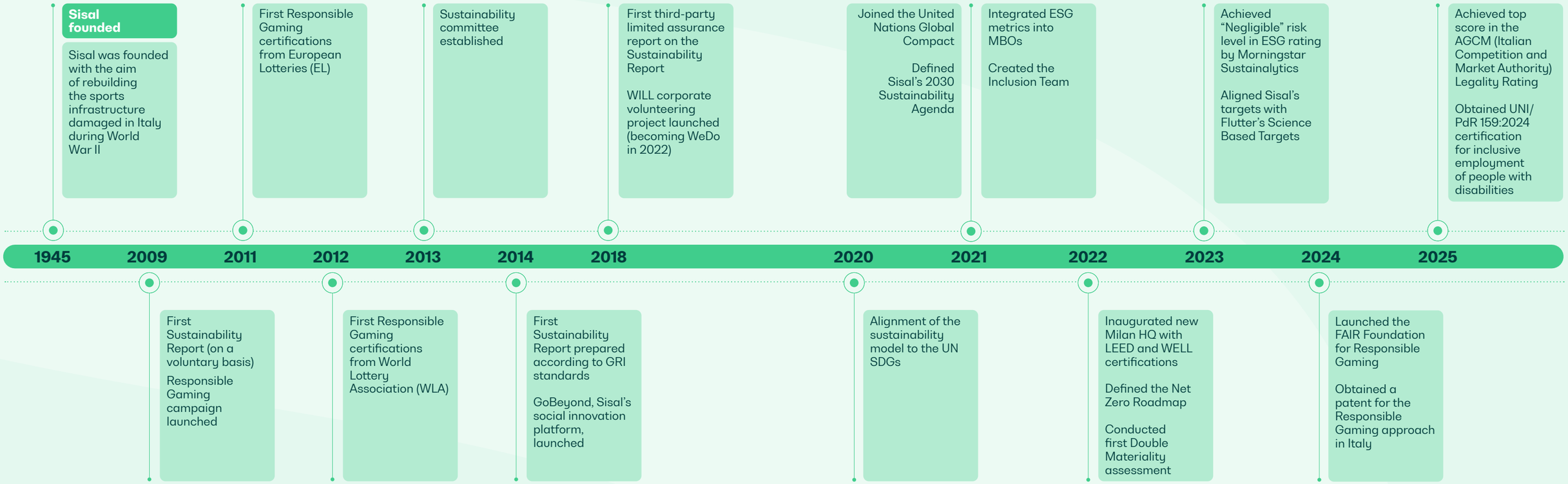
Over
4,000
customers involved in the privacy survey

91%
of colleagues work at ISO 37001 certified sites in Italy

1 Play Well tools: support and protection instruments aimed at preventing problem gambling.
2 Anti Dependence Algorithm

3 Scope 1, 2 (market based) and 3.
4 This refers to: grants provided, services offered under open innovation programmes (mentorship, GoBeyond partner prizes etc.), collaborations (PoCs/venture clienting).

Our sustainability journey



The Sisal Group

Our Purpose

Building a more responsible future

Mission

To provide the best responsible gaming experience, generating value for society and for people.

Vision

To be the international leader in responsible gaming, driving digital innovation.

Values

Responsibility

Central to our actions

It guides our strategy, ensuring awareness, sustainability, and long-term growth.

People

The heart of our company

We are committed to listening to, valuing and rewarding every individual so they can contribute to achieving our corporate purpose.

Innovation

Inspires our company

It stimulates creativity, supports evolution and growth, and contributes to generating lasting value.

Profile and entertainment offering

Founded in 1945 from the dreams and insights of three sports journalists, the first Italian company to operate in the gaming market under government concession. Since then, we have developed and diversified our business, exporting our culture and expertise outside Italy.

In 2022, Sisal Group became part of Flutter Entertainment plc, the world's largest online sports betting and gaming provider, which has a portfolio of internationally recognised brands and is listed on the London Stock Exchange (FTSE 100 index) in the LSE Index and on the New York Stock Exchange.

Sisal Group operates in Italy, Morocco and Türkiye, with an entertainment offering embracing lotteries, betting and gaming in both online and retail channels. Our international presence is further supported by two **technology hubs located in Türkiye and Albania**.

We operate in the **games for cash prizes market** based on government **concessions** granted by ADM (Agenzia delle Dogane e dei Monopoli – Customs and Monopolies Agency) in Italy, SGLN (Société de Gestion de la Loterie Nationale) and MDJS (La Marocaine des Jeux et des Sports) in Morocco, and TWF (Türkiye Wealth Fund) in Türkiye.

Lottery

Sisal is the exclusive concession company for national lotteries (GNTN) in Italy, with a broad portfolio of successful brands, including the storied SuperEnalotto, WinBox, Win for Life, VinciCasa and many more. Sisal is also a founding partner of EuroJackpot, the only lottery game in Italy with a jackpot pooled across 19 European countries.

Sisal's local companies also manage the entire lotteries portfolio in Morocco and Türkiye: lotteries and fixed-odds betting, instant-win lotteries, passive lotteries.

Betting

Sisal operates in the betting sector with a broad portfolio ranging from sports betting and horse racing to virtual sports competitions, as well as having exclusive products in Italy such as Scommesse on Demand and Tipster. Since 2024 Sisal also operates in the sport betting in Morocco: sports bets, virtual bets, and parimutuel betting game.

Gaming

Sisal manages amusement machines in the physical channel – AWP (Amusement With Prize) and VLT (Video Lottery Terminal) – and online gaming (slot machines, table games, instant games, poker, card games and bingo) at national and international level through the company's proprietary portals and mobile apps.

Read more about the company profile and entertainment offering in the **2024 Sustainability Report**

Our strategy for a more responsible future

As part of a broader reorganisation of the Flutter group aimed at accelerating global growth, the **Flutter SEA (Southern Europe & Africa) division** was established within the International segment effective 1 January 2025, to lead the Group's expansion across the region.

Our vision for 2025 brings with it a **new set of strategic priorities**, which, while continuing the work done so far and in line with the company's principles, represent a strengthening of the goals achieved over the last year.

Change the game

Boost innovation and disruptive thinking, with the support and expertise of Flutter in the form of the Flutter Edge programme - our shared asset of technologies, products, and expertise -, by promoting the Group's sustainability model (Positive Impact Plan) and aligning all planning with its execution.

Win online gold medal position

Secure our leadership position in the online market through investments in innovation, technology and digital skills.

Deliver transformative growth

Address the challenges of growth and the complexities of a constantly changing market both in Italy and worldwide, by investing in people and developing models of delegation.

Explore the Business Model and strategy in the **2024 Sustainability Report**

This evolution provided an opportunity to rethink the operating model in order to prepare the organisation to manage increasing scale and complexity. The organisational structure previously centred around the single Sisal brand has been replaced by a **multi-brand, multi-country operating model**, which now also includes responsibility for the PokerStars brand (in Italy, Spain, France, and Portugal) and Snai.[5]

The new structure rests on three macro pillars:

- **Commercial structures:** responsible for managing customers and implementing our brands' commercial strategies in various countries, with the aim of achieving and consolidating leadership positions in the markets where they operate.
- **Shared services (Product, Technology, Operations)**: responsible for providing cutting-edge technological solutions, an innovative product portfolio and operational support to optimise and enhance our brands' economies of scale in different markets.
- **Corporate Functions (People, Finance, Legal & Risk, Strategy)**: responsible for providing strategic and operational support, ensuring the coordination needed to translate the Group's objectives and strategies into concrete results.

Flutter Edge

In 2024, Sisal recorded continuous growth, with 33 million customers, including 3.4 million through online channels and over 48,000 points of sale worldwide. These results were also made possible thanks to the strengthening of synergies with Flutter, enabled by Flutter Edge, the programme that brings together products, technologies and expertise of the Group's brands on a global scale, to deliver increasingly innovative, engaging and safe experiences for customers.

Product

Extensive portfolio of leading products driven by a culture of innovation.

Technology

Unparalleled, agile, scalable, **proprietary technology platforms and capabilities.**

Expertise

Natural home for **world-leading industry experts**, connecting and collaborating globally.

Scale

Powering local brands through the effectiveness and efficiency of global leadership.

5 On April 30, 2025, Flutter Entertainment completed the acquisition of Snaitech S.p.A., one of the leading omnichannel operators in Italy, from a subsidiary of Playtech plc.

Sustainability strategy

In line with our Purpose, **we act to build a more responsible future**. We aim to lead the sustainable evolution of our sector by working across multiple areas:

- We adopt a Responsible Gaming model to ensure **player safety and promote healthy and informed gaming behaviour**.
- We foster a working environment where **everyone feels valued, represented, and free to express their full potential**.
- We support projects that create value and generate a **positive impact in the communities where we live, work, and operate**.
- We are committed to **contributing to the energy transition** and **mitigating the environmental impacts** associated with our activities.

We believe that these objectives can only be achieved by investing in research and development to drive innovation and by promoting ethical and responsible business practices among all stakeholders.

We have therefore developed a **strategic sustainability model** aligned with best practices and national and international standards, including **ISO 26000** guidelines, the Ten Principles of the **Global Compact** and the **UN Sustainable Development Goals (SDGs)**.

The model covers the different areas impacted by our sustainability commitment, each broken down by **tangible objectives and actions** aligned with **Flutter's Positive Impact Plan**, in order to make a direct and integrated contribution to the Group's commitment.

Read more about our sustainability strategy in the **2024 Sustainability Report**

Flutter's Positive Impact Plan

POSITIVE IMPACT PLAN

Launched by Flutter in 2022, the Positive Impact Plan promotes a long-term commitment to **guide the business—and the gaming industry more broadly—towards a more sustainable future**. It is an integral part of Flutter Group's culture and strategy and guides the activities of all its companies. The plan is structured around **four strategic pillars**, **which Sisal has adopted as the foundation for its own sustainability objectives**.

Play Well

Promote a responsible and safe gaming model and a positive fun experience across all gaming platforms and channels.

Work Better

Build a fair and inclusive work environment that values diversity and promotes people's growth and wellbeing.

Do More

Generate a positive impact on communities through collaborations with associations and non-profit organisations, corporate volunteering and social innovation.

Go Zero

Take action on climate change and reduce environmental impacts in terms of emissions, energy consumption and use of raw materials.

Sisal's drivers

The four pillars are in turn supported by **two cross-strategy levers**, which we invest in to promote continuous improvement and value creation in the medium and long term.

Innovation

Business Ethics

PLEASE NOTE: This section and the following figures and targets refer exclusively to Sisal Group.

Responsible Gaming

In a constantly evolving regulatory environment, we reaffirm our commitment to a Responsible Gaming model that prioritises **player protection and promotes a healthy, informed, and sustainable gaming experience**.

Through the **strategic pillar "Play Well"**, we adopt a proactive approach that involves the entire organisation in developing **prevention tools and awareness initiatives**. Our aim is to strengthen safety, ensure sustainable spending by current and potential consumers over the medium to long term, and contribute to a positive reputation for the industry.

Since 2011, we have certified our Responsible Gaming programme in line with the highest standards set by European Lotteries (EL) and the World Lottery Association (WLA). In 2023, we renewed these certifications for the fifth consecutive time at the highest level (Level 4).

Highlights 2024

- **Over 30,000 customers** involved in research activities on Responsible Gaming issues
- **5,313 points of sale and 1,579 employees** received training in Responsible Gaming and related risks
- **First research doctorate** in Responsible Gaming founded by Sisal

Targets e KPIs

Play Well

	Target Value	Year	Progress in 2024	Status
Players using Play Well tools* (Italy)	94%	2024	94.4%	
Specialist retailers who have received training (Italy)	100%	2024	100%	

* Play Well tools: tools to support and protect players, for the prevention of problem gambling.

Target reached

Read more in the **2024 Sustainability Report**

Our impact

Investments in scientific research

Through an integrated monitoring project based on the Problem Gambling Severity Index (**PGSI**) and **involving over 30,000 customers**, we analysed behaviours, risks, and gaming experiences both online and offline. The findings informed the development of our predictive **A.D.A.** (Anti Dependence Algorithm), an AI-based model supported by a rich and continuously updated dataset. In partnership with Università Cattolica in Milan, we developed a new PGSI analysis model that classifies problem gamblers into three clusters based on gaming behaviours and psychological motivations, identifying risk indicators for timely and personalised intervention. The project's value was confirmed by the **scientific publication of its results** and strong participant engagement: **80% of players opted to receive their risk profile**, indicating growing awareness and trust in prevention efforts.

Education in balanced and aware gaming

In 2024, Sisal reinforced its Responsible Gaming efforts through targeted **training and awareness initiatives** for both the retail network and internal staff. All points of sale participated in updated mandatory training, while employees received continuous education, including a course on the A.D.A. model and sessions with experts. We also launched the **"Responsible Gaming Champions"** project, involving 15 colleagues in promoting safe gaming values, in collaboration with LUISS Business School.

Player support

As part of our extended responsibility—from game design to risk management—we support qualified services for addressing problematic behaviours. These include a **free online therapy service managed by FeDerSerD** and the **national helpline of the Istituto Superiore di Sanità**. These services are referenced in all our Responsible Gaming communications, reinforcing prevention and facilitating access to personalised support.

Development of player protection tools

Our integrated **player protection** model combines technological innovation, operational safeguards, and continuous risk monitoring. We enhanced game **risk analysis tools**, updated **game design procedures** with dedicated risk criteria, and **expanded digital self-limitation, self-exclusion, and behavioural monitoring features**. These include automated messages, advanced psychological tests, and strengthened identity checks. Our proprietary A.D.A. algorithm, patented in Italy and based on AI, enables predictive identification of at-risk profiles. We also developed a text mining system with Università Cattolica to detect linguistic signals of problematic behaviour in messages exchanged daily between the customer base and Contact Centre operators. In the retail channel, the "Gioco Sicuro" (Responsible Gaming) programme led to the certification of 537 points of sale (97% of our certifiable network), while we continued monitoring underage access and piloted spending and time limits for slot machines and VLTs.

Performance measurement system

We use a **dedicated scorecard and monthly updated indicators** to monitor the effectiveness of our Responsible Gaming programme. Results are shared with the Leadership Team, which evaluates progress and guides corrective actions, turning each result into an opportunity for growth and impact.

Adapting the strategy for foreign subsidiaries

In 2024, **we extended our Responsible Gaming approach to our subsidiaries in Türkiye and Morocco**, adapting it to local regulatory and cultural contexts. Initiatives included protection tools, targeted staff training, partnerships with local institutions and universities, and monitoring systems to assess effectiveness. In Türkiye, we also launched a customer base monitoring using the "What Kind of Player Are You?" test and began a collaboration with Bahçeşehir University, confirming our consistent and international commitment.

People

We believe that Diversity, Equity and Inclusion (DEI) are real drivers of **innovation, sustainability, and shared success**. That's why we are committed every day to creating an environment where people feel heard, respected, and empowered to express their full potential. We ensure **accessible, safe and wellbeing-focused spaces**, and we promote **fair and personalised growth paths**. This vision is embodied in the **strategic pillar "Work Better"**, which takes shape through active policies, measurable tools, and concrete initiatives designed to **engage and value every individual** across all areas of the Group.

Highlights 2024

- **38** nationalities represented
- **Over 350** female colleagues participated in the Women Empowerment Program since 2022
- **Over €2m** paid out in welfare bonuses and wellbeing initiatives

Targets e KPIs

Work Better

	Target Value	Year	Progress in 2024	Status
Gender Pay Gap - average	-5%	2025	-2.9%	→
	0%	2030		→
Women in top leadership roles	40%	2026	37%	→
Average annual training hours per employee	16	2025	20	→
Participants involved in the Discover Your Talent* programme	25%	2025	25%	◎
Participants involved in the Boost Your Leadership* talent programme	20%	2025	24%	◎

*The target refers to the cumulative total for 2022-2025 The two programmes were completed in 2024, achieving the desired target a year ahead of schedule. New talent development programmes are under development.

◎ Target reached → Progress in line with target

Read more in the **2024 Sustainability Report**

Our impact

Diversity, Equity and Inclusion

In 2024, Sisal strengthened its DEI commitment with a structured and participatory approach.

We expanded our **networks** dedicated to gender, disability, multiculturalism, and LGBTQIA+ topics, creating **Employee Resource Groups (ERGs).**

We consolidated initiatives **supporting parenthood and female empowerment**, including the Women Empowerment Programme, which has involved **over 350 women** in workshops since 2022.

We launched programmes such as "Including for Growing", DEI Talks, and over 60 training modules, including a course for more than 140 managers on **inclusive leadership and recruitment**.

We partnered with Fondazione Libellula, WeWorld, and DONNEXSTRADA, activated the Speak Up channel, and trained internal ambassadors to **address gender violence**.

Our commitment to a fair and inclusive workplace is recognised by the **UNI/PdR 125:2022 certification** (renewed in December 2024), which attests to the adoption of structured and measurable practices to promote gender equality, and the **UNI/PdR 159:2024 certification for inclusive employment of people with disabilities** (Sisal is among the first companies in Italy to obtain it).

Personal growth and empowerment

Through the LEARN platform, we made **over 1,700 training modules and 150 live courses** available, supported by guidelines, webinars, and **personalised language training** (over 340 individual lesson packages delivered with native-speaking instructors).

Leadership development was another key area, with managerial training initiatives to strengthen leadership skills and talent programmes to anticipate and accelerate growth in line with organisational and business needs.

We consolidated the **trainee bootcamp** to support interns at the start of their careers, and the **LevelUp School,** a programme for **professionals under 30**, which became global and accessible to all Group employees in 2024, with the aim of supporting them in improving key competences for their professional development.

Organisationally, we adopted the **Willis Towers Watson Job Banding model**, fully integrated with Flutter Group's framework, and a potential assessment system to structure career paths more transparently and effectively.

Personal wellbeing

Throughout the year, we continued to promote a person-centred wellbeing approach, integrating physical and mental health into a unified vision of care and continuous attention.

We renewed our collaboration with Mindwork, offering all employees **five free psychological support sessions per year**, extending the service to all countries with local professionals and dedicated webinars.

We enhanced access to everyday wellbeing tools, such as the **Nudge financial education** app, and organised **cancer prevention training sessions** in partnership with Fondazione Veronesi, with gender-specific focus.

On the **physical wellbeing** front, we promoted the Sisal Gym and wellness room services at our Milan HQ, offering consultations with osteopaths, nutritionists, and physiotherapists.

The year was also marked by the success of our **international sports tournament**, which involved **over 350 colleagues** from multiple countries, strengthening community and inclusion through sport.

Community

Our corporate solidarity strategy, aligned with the **strategic pillar "Do More",** aims to create value and **generate a positive impact in the communities where we live and work**. We strive to understand their needs and support them effectively, focusing on specific areas—**Sport and Play, Tech4Good, Health and Wellbeing**—while leveraging the engagement of our colleagues. In addition, we mobilise to provide aid to communities and individuals affected by disasters and emergencies.

This is not just a "giving back" system, but the way Sisal stays connected to the communities in which it operates and builds meaningful relationships with stakeholders by investing in **inclusive growth and collective wellbeing**.

Highlights 2024

- **37** non-profit associations supported thanks to WeDo programme
- **€50,000** equity-free grants awarded to the winning startup
- **Over €400,000** allocated to projects and initiatives to support the community

Targets e KPIs

Do More

	Target Value	Year	Progress in 2024	Status
Hours of corporate volunteering in the period 2022-2025	2,500	2025	3,635	
Employees involved in corporate volunteering in the period 2022-2025	1,000	2025	1,344	

* The data refers to participation in volunteer events and not to unique participants.

Target reached

Read more in the **2024 Sustainability Report**

Our impact

Tech4Good

Through **GoBeyond**, Sisal's responsible innovation platform, we support the startup ecosystem and anyone with a business idea that has a positive social or environmental impact.

The eighth edition of the **Call for Ideas** saw a record **460** startup applications from across Italy, with a significant **increase in female-led ventures, rising to 42%** (vs 35% in 2023), bucking the national trend (13%). The **2024 winner** of the €50,000 equity-free grant was **SMUSH Materials**, a startup that tackles single-use plastic pollution by transforming agricultural by-products into biomaterials for packaging.

The 2024 edition also introduced the **"Sisal Challenge: Sustainable Retail"**, which awarded a €10,000 grant to **Northern Light Composites**, a startup that addresses the end-of-life issue of fibreglass by turning it into a circular composite material.

In 2024, we conducted an **external assessment of the social impact generated by the GoBeyond programme** (2020–2024), using the Social Return on Investment (SROI) methodology. The analysis, carried out by Promos Srl SB in collaboration with Social Innovation Monitor (SIM) and Social Innovation Teams (SIT) at Politecnico di Torino, showed that **for every euro invested in GoBeyond, five euros of value were generated in 2024**.

As part of our Open Innovation strategy, we assess potential **synergies and collaborations with the startups applying to GoBeyond**. Among these is Develhope, one of Italy's leading coding schools. Following their participation in the 2022 Call for Ideas, a partnership between Sisal and Develhope was established in 2024 to support tech training and job access for young people, with a focus on NEETs (young people not in education, employment or training), particularly in Southern Italy.

Corporate Solidarity

Sisal continuously invests in corporate solidarity projects and initiatives to build **meaningful relationships with the communities in which it operates and to promote inclusive growth and collective wellbeing**. We support good causes and respond to emergencies through corporate volunteering, donations, and fundraising initiatives.

WeDo is our corporate solidarity programme that generates community value through donations and volunteering, with direct involvement from employees. The programme allows **employees to dedicate up to four working hours per month to volunteering**. The portal provides access to Sisal-supported initiatives, group volunteering activities, ongoing fundraising campaigns, and donation opportunities. In 2024, 81 volunteering projects were launched, supporting 37 non-profit organisations.

In partnership with Rete del Dono, Sisal launched **"WeDo 4 Social Inclusion"** in 2024, an initiative aimed at **supporting six non-profit organisations across Italy through a training programme** designed to help them become autonomous and financially sustainable. The programme includes **education on digital tools, fundraising, and crowdfunding**, along with financial support provided by Sisal. Out of 43 applicants, six semi-finalists were selected to complete the training and each received a €1,000 grant. Of these, three finalists received an additional €8,000 in matched funding for their fundraising campaigns.

Among the **volunteering initiatives and supported projects in 2024**, both in Italy and abroad: the solidarity marathons held in Rome, Milan and Tirana; the waste collection day organised by Sisal Tech Hub Türkiye in partnership with World Cleanup Day; the women's empowerment programme in eight rural villages in Morocco in collaboration with Project Soar; and the engagement of the offices in Milan, Rome, Casablanca and Tirana in blood donation drives in partnership with local associations.

Environment

We contribute to the ecological transition through concrete and measurable initiatives, aligned with the objectives of the strategic pillar **Go Zero**. This commitment is reflected in an integrated approach that leverages all available drivers, from process **digitalisation and the promotion of the circular economy** to the efficient management of resources. **A central role is played by the active involvement of the value chain – including suppliers and points of sale.** We have embarked on a journey **to strengthen collaboration with partners**, fostering a shared culture of sustainability. The integration of **environmental criteria** into operational processes and procurement models is a key factor in generating tangible environmental benefits across the entire supply chain.

Highlights 2024

- **100%** of electricity sourced from renewables
- **4,219 tonnes of CO_2 equivalent (CO_2e) avoided** through the purchase of Guarantee of Origin (GO) and Energy Attribute Certificates (EACs)
- **99% of materials recovered** as part of responsible waste management

Targets e KPIs

Go Zero

	Target Value	Year	Progress in 2024	Status
GHG emissions reduction (scope 1, 2 market-based and 3)*	-50%	2030	22%***	···
GHG emissions (scope 1, 2 market-based and 3)	0	2035	67,384	···
Reduction of energy consumption through LED lighting (100% of the offices and direct points of sale in Italy)**	-5%	2024	-11%	◎

* Baseline 2022, recalculated in line with the method adopted for 2024 reporting. Including offsetting.
** Baseline 2022.
*** The increase in emissions in 2024 is attributable to several factors: business growth, the inclusion of Sisal Jeux Maroc within the reporting boundary, the refinement of calculation methodologies for Scope 1 and Scope 3 emissions, as well as the update of emission factors, which resulted in higher values compared to those used for the baseline year (2022). In order to strengthen our climate strategy, we are enhancing the decarbonisation plan to identify and implement new initiatives and actions in support of the climate transition.

The target for reducing GHG emissions was redefined in alignment with Flutter's Positive Impact Plan.

◎ Target reached ··· Decarbonisation plan launched

Read more in the **2024 Sustainability Report**

Our impact

Energy Efficiency

Sisal has developed **a structured energy strategy in line with ISO 50001**, aimed at ensuring efficient and sustainable energy management across the entire value chain. Our direct energy consumption mainly stems from **buildings** operations, with a significant share linked to **fuel use by the corporate fleet**.

The **photovoltaic plant** in Rome was activated in December 2024, the one in Peschiera Borromeo in June 2024. The Milan office plant will be fully operational by the end of 2025. In 2024, the installation of a new photovoltaic plant was also initiated at a point of sale in Florence. Our company fleet currently includes 216 hybrid vehicles (51%) and 43 electric vehicles (10%). This result stems from the agreement signed in 2022 to support the **green transition of our fleet**, with the goal of replacing internal combustion engine vehicles with hybrid and electric models by 2025. At the same time, we expanded the charging infrastructure at our main offices.

In 2024, we repeated the measurement of the **Digital Carbon Footprint** of the sisal.it gaming platform and offset the associated emissions through the **SunCulture** project, based in Meru, Kenya. The project promotes solar-powered irrigation for smallholder farmers, reducing CO_2 equivalent emissions by replacing fuel-based pumps with renewable energy, while also improving climate resilience and water access.

GHG Emissions Reduction

Our commitment is **aligned with Flutter**, whose GHG emissions reduction target was **approved by the Science Based Targets initiative (SBTi)** in 2024, confirming our robust decarbonisation programme based on scientific evidence.

In line with this objective, we have identified CO_2e emissions reduction initiatives in the following areas, with a commitment to further strengthening our decarbonisation plan: energy efficiency, renewable energy, low-impact spaces, sustainable mobility, emissions management in the supply chain, responsible resource consumption, low-impact operations, and the reduction of digital emissions.

In 2024, we further **refined our GHG emissions reporting** process in line with the GHG Protocol Corporate Standard, applying geography- and activity-specific emission factors. In particular, we calculated the emissions impact related to biofuels and LPG (Scope 1), electric vehicle charging (Scope 2), and enhanced Scope 3 reporting by expanding Category 1 (Purchased Goods & Services) to cover all purchases, reclassifying Category 4 (Upstream Transportation & Distribution), and integrating hotel stay and taxi emissions in Category 6 (Business Travel).

Responsible resource consumption and Circular Economy

In waste management, the most relevant area for Sisal is **WEEE** (Waste Electrical and Electronic Equipment), which includes both employee IT equipment and gaming terminals installed at points of sale. Sisal operates several specialised workshops for the **repair and remanufacturing of electronic equipment**, including gaming machines, displays, computers, printers, keyboards, and other devices.

As part of our commitment to the responsible use of resources, in 2024 we conducted an analysis of thermal paper consumption related to gaming receipts.

By reducing the size of the printed QR code, we shortened **the average length of each SuperEnalotto receipt by 1.3 cm**, avoiding the use of **6.78 million metres of thermal paper per year and 66 tonnes of CO_2e**. The next step will be to extend this initiative to all games with printed receipts and, gradually, to international licences.

We also launched an exploratory project to assess the feasibility of replacing expanded polystyrene packaging with compostable materials developed by the startup **SMUSH Materials**. The startup, winner of the eighth edition of the GoBeyond programme, uses **mushroom mycelium to transform agricultural by-products and waste into compostable materials**.

Innovation

Innovation is a **founding value at Sisal**—essential for anticipating industry developments, driving growth, and building a sustainable future. We promote a model that combines **vision and practicality**: enhancing internal assets while creating synergies with the external ecosystem to foster a **culture of shared innovation**.

We encourage continuous dialogue across business areas and with external partners through a consolidated innovation model. We have also adopted a **Corporate Digital Responsibility (CDR)** approach, promoting the conscious and ethical use of technology.

Highlights 2024

- **5 Envisioning Days** promoted in 2024, with over 630 people involved
- **15 open days of the Demolab,** the space for discovering and experimenting with Sisal innovation
- **2 new experiences based on immersive technologies:** Ocean Guardians and the Sisal Immersive Museum

KPIs

199 innovation
projects managed

587 innovative startups* mapped
by Tech Scouting and GoBeyond initiatives

Over 700 people
involved in AI training

39 innovative startups supported
as part of the open innovation strategy**

* The figure includes startups, SMEs and innovative business ideas not formed into companies (the open innovation programme only considers complete applications).
** This refers to grants provided, services offered under open innovation programmes (mentorship, GoBeyond partner prizes, etc.), collaborations (PoCs/venture clienting) with startups, SMEs and innovative business ideas not formed into companies.

Read more in the **2024 Sustainability Report**

Our impact

Open Innovation

GoBeyond, launched in 2014, has evolved from a Call for Ideas into a **structured programme supporting startups with positive impact**. It now includes high-level partnerships and the ability to connect external value propositions with internal innovation.

The platform is structured around three pillars:

- **Call for Ideas:** A scouting and validation engine for high-impact solutions, supported by a strong network of partners;
- **Academy**: An educational hub for emerging entrepreneurs, offering flexible, on-demand content and practical tools to turn ideas into successful businesses;
- **Community:** A space to nurture an interconnected ecosystem of startups, industry experts, companies, investors, and key opinion leaders.

The programme **Impact Beyond Borders in Morocco**, developed in collaboration with the non-profit BeEntrepreneurs, is GoBeyond's first international pilot, aimed at supporting local entrepreneurship. The Call for Ideas received **143 applications**, with **8 startups** selected for a bootcamp in Casablanca, culminating in a Demo Day with investors and key partners. Sisal plans to expand the programme to other markets in the coming years.

Idea generation and awareness

The idea generation phase is enabled by initiatives like the **Envisioning Days,** internal events designed to raise awareness of emerging technologies and foster dialogue between experts, startups, and employees.

These sessions explore tech trends and their potential business applications. Since 2021, over **1,200 colleagues** have participated in **15 editions**, with **24 innovative concepts** emerging in 2024 alone, many of which have been developed into exploratory or project-based initiatives.

Demolab is Sisal's first dedicated innovation space, located at the Milan HQ. It serves as both a physical and conceptual space where employees and external guests can experience innovation. Within, one can explore the Innovation Lab and the valuable contribution it makes to fostering innovation within the company. In 2024, **108 people visited during 15 open days**.

We promote **events and collaborations** focused on key aspects of innovation. Among the main initiatives carried out in 2024: Politecnico di Torino, Politecnico di Milano, Italian Tech Week, DigithOn, Modis, and the Joinrs platform.

AI and Digital

Our **XR & Web3 Competence Center** develop projects using Augmented, Virtual, and Mixed Reality, as well as Web3 technologies like Blockchain, Metaverse, and NFTs. These support internal processes, enhance user experience, and engage employees. In 2024, we launched **Ocean Guardians**, a sustainability-themed game on Roblox, and the **Sisal Immersive Museum**, a virtual reality museum experience

Established in 2024, the **AI Center of Excellence** consolidates advanced expertise in data architecture, machine learning, generative AI, and predictive analytics.

Focus areas include:

- development and industrialisation of high-performance AI models, including LLM-based (Large Language Models) tools;
- technology scouting and trend analysis;
- experimentation and prototyping of high-potential technologies.

We developed a **Green IT strategy** to make our tech infrastructure more sustainable by reducing reliance on physical hardware and adopting low-impact emerging technologies.
The "AI Carbon Footprint" project was launched to monitor and reduce the environmental impact of AI model usage.

Business Ethics

At Sisal, creating long-term value means **acting with responsibility and vision**. At the heart of our commitment lies an ethical approach to business, grounded in **integrity, transparency, and stakeholder protection**.

This commitment is reflected in concrete actions: from anti-corruption and anti-money laundering measures to the protection of human rights and the proper management of conflicts of interest. We also place the utmost importance on **data security and privacy protection,** continuously investing in **cybersecurity** to strengthen the resilience of our platforms.

We are committed to this approach **along the entire chain and in all the countries where we operate**, not least through an effective **risk management and internal control** system, as well as a structured **ESG certification** process.

Highlights 2024

- Sisal is the first company in the gaming industry in Italy to have obtained **ISO 37001:2016 certification (Anti-bribery management system)**
- **Information Security and Operational Continuity Management System** aligned with the main industry standards and regulations (ISO27001, ISO22301 and WLA-SCS)
- **Information Privacy Management System** in compliance with ISO 27701: 2019

Targets e KPIs

	Target Value	Year	Progress in 2024	Status
% hours of ICT system availability to support the gaming platforms*	100%	Every year	100%	
% employees attending training activities on business ethics, data privacy and security**	>95%	Every year	96%	

*Calculated as the average availability of the various businesses and services
** All employees are required to complete courses on business ethics and data privacy within a set period after their date of hire.

Target reached

Read more in the **2024 Sustainability Report**

Our impact

Risk Management and Internal Control

In 2024, Sisal strengthened its risk management system by embedding a risk-aware culture at every organisational level and adopting a structured, proactive approach. Based on the CoSO framework (Committee of Sponsoring Organizations of the Treadway Commission) and built around the **three lines of defence** model, the system enables continuous monitoring of key operational, reputational, and regulatory risks. **ESG risks** - including environmental, ethical, and human capital-related risks - have also been integrated within the model. The **Integrated Management System**, certified according to ISO standards in key areas such as security, quality, environment, privacy, and inclusion, ensures the continuous improvement of processes and services, while creating value for employees, customers, and stakeholders.

Privacy and Data Ethics

Our strategy on **Privacy and Data Ethics**, aligned with the highest international standards (**ISO/IEC 27701:2019 certification**), has been further strengthened in 2024. The approach is based on transparency, accountability, and data protection, integrating privacy into business processes (privacy by design/default), promoting regular training activities, and implementing continuous monitoring tools. We have established dedicated safeguards for managing privacy risks, conducted impact assessments, performed audits on third parties, and set up processes to support the exercise of data subject rights. **The 2024 Privacy Survey**, with over 4,000 respondents, confirmed a high level of customer satisfaction.

Performance Measurement

In 2024, we strengthened our responsible supply chain management model by integrating **ESG criteria into supplier selection, onboarding, and monitoring processes**.
We enhanced due diligence activities on environmental, social, reputational, and regulatory risks, and introduced **dedicated questionnaires** to assess suppliers' ESG performance, taking into account ratings and certifications, as well as applying incentive-based scoring.

Business Integrity

In 2024, we strengthened our focus on integrity and compliance by adopting concrete tools to prevent misconduct across the value chain. Our anti-bribery system, certified to **ISO 37001**, is based on **dedicated policies, internal controls, continuous training**, and secure **whistleblowing channels**. These channels are also used to manage conflicts of interest and ensure compliance with **antitrust regulations**. In the area of **anti-money laundering and counter-terrorism financing**, we introduced automated control systems and launched **mandatory training programmes**. Our tax approach is based on **full regulatory compliance** and **collaboration with the authorities**. Moreover, thanks to the **Speak Up!** platform, **49 reports** were handled in 2024, all managed in accordance with **confidentiality** and **legal requirements**.

Cybersecurity

Our cybersecurity strategy, **a key enabler of operational continuity, trust, and innovation, integrates centralised governance, advanced technological solutions, ongoing training, and a constantly evolving cyber risk management model**. The system complies with international standards (ISO 27001, ISO 22301) and is built on a structured framework for monitoring, data protection, and incident response. Particular attention is given to **infrastructure security, secure software development through a security-by-design approach, enhanced defences across cloud** and **digital channels**, and **the adoption of the Zero Trust model for access management**. Protection is further ensured by a 24/7 Security Operations Centre (SOC), penetration testing activities, bug bounty programmes, and an enhanced Cyber Threat Intelligence system, enabling Sisal **to anticipate threats and respond swiftly and effectively**.

Key milestones 2024-2025

Top score in the agcm legality rating

In early 2025, Sisal achieved the **maximum score of three stars** in the legality rating issued by the Italian Competition and Market Authority (AGCM), placing it among the top 8.6% of companies assessed (over 14,000 in total).

Leader in diversity and inclusion 2025

Sisal was recognised as a **"Leader in Diversity and Inclusion 2025"** in the first edition of the survey conducted by Statista and Il Sole 24 Ore. The company also renewed its UNI/PdR 125:2022 Gender Equality certification and obtained the UNI/PdR 159:2024 certification for inclusive employment of people with disabilities.

Italy's best employers 2025

Sisal was included in the "Italy's Best Employers" ranking compiled by Statista in collaboration with Corriere della Sera. The survey, conducted on a sample of over 20,000 employees from companies with at least 250 staff, assessed various aspects of professional life quality.

FutureS: a platform for dialogue on future challenges

FutureS is a series of events organised by Sisal to foster constructive dialogue between private companies and institutions on the changes affecting national competitiveness. The aim is to play a proactive role in **offering solutions that promote a more digital and inclusive future and ensure sustainable progress for all**.

Global Compact and UN Women: commitments to social sustainability

In June 2024, **Sisal signed the "Businesses for People and Society"** manifesto of the United Nations Global Compact, which calls for greater private sector engagement in the social dimension of sustainability across companies, supply chains and communities. In 2025, **Sisal's CEO also signed the Women's Empowerment Principles (WEPs),** a joint initiative by UN Women and the UN Global Compact to promote gender equality in the workplace and society.

Sisal a leader in social sustainability according to ReWorld assessment

The S-Assessment is a scientific tool for measuring the social sustainability of companies that integrates a mix of dimensions that derive from international best practices, the 2030 Agenda and the European ESRS-S indicators. Based on the overall result, the S-Assessment positions the company as a Pioneer, Builder, Transformer or **Leader in Social Sustainability**. In 2025, Sisal achieved the level of Leader in Social Sustainability, the highest recognition in the company's development of Social Sustainability.

Sisal

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