

Featuring: *NeoGames*

A winning formula



Moti Malul

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- ◆ NeoGames

Moti Malul is CEO of NeoGames, having been with the company for 14 years. Prior to serving as CEO, Malul was EVP sales and business development and played a central role in forging relationships with customers worldwide, positioning the firm to significantly boost its lottery and gaming growth. Before NeoGames, Malul held management positions in the telecom and internet industries, with companies such as Ericsson & Smile Media.

CEO Moti Malul reviews NeoGames' developments and achievements over the past 12 months leading to the lottery supplier's second consecutive win and why caring for customers is key to success

EGR Intel (EGR): Congratulations on winning best lottery supplier for the second year running. What does the accolade mean to NeoGames?

Moti Malul (MM): We are thrilled. This is a profound achievement for NeoGames as it solidifies our vision of being the long-term partner of choice for lotteries worldwide, empowering them with the tools they need to create successful lottery programmes for their players.

Winning the award for the second year is a huge honour and a testament to our mission. It's judged on commercial success in supplying online games to lotteries as well as providing high-quality and innovative products and services.

EGR: How does NeoGames achieve this in its day-to-day operations?

MM: We constantly strive to implement, enhance and customise our lottery offering. Our complete lottery solution – consisting of the best technology platforms out there, a strong portfolio of interactive games and a full suite of services – has dedicated teams working across each of those functions to ensure we are always at the forefront of innovation, bringing ideas from other industries in the digital world as well as from the markets and customers we support, blending players' feedback and data analytics to create the best products and solutions.

We work strategically with our customers to get their views on what would drive their programmes forward. Our lottery customers worldwide are the most successful in what they do, providing us with a unique opportunity to collect and implement ideas into our technology and games content.

EGR: Have there been any specific developments in the past year that have led to your consecutive win?

MM: There have been quite a few. NeoGames Studio has expanded its customer base with five new customers in Europe and North America, releasing blockbuster game titles that topped the charts, such as Magic Winnings, Fortunes of Cleopatra and others, and launching our multi-game progressive jackpot for instant games. Our turnkey customers continued to grow and lead the market. In the US, the top three lotteries in per capita sales online and in the percentage of online sales out of turnover – Michigan, Virginia and New Hampshire – are all our customers, with an impressive lead.

NeoCube, our advanced data analytics solution, is one of the strongest tools we have launched this past year and has undoubtedly contributed to our continued success. It is at the foundation of our customers' successful lottery programmes, providing real-time access to data insights across the entire range of their digital activities.

Another key milestone was our entry into the Latin American market. NeoGames signed a landmark agreement in Brazil with the lottery operator in Minas Gerais to launch an end-to-end lottery and sports betting solution. And of course, we recently completed one of the most pivotal points in the company's history – our acquisition of Aspire Global and its subsidiaries, Pariplay and BtoBet.

EGR: What are your plans for the combined company following the Aspire Global acquisition?

MM: We recognised that the needs of lotteries worldwide in the digital domain have evolved and changed. Lotteries in most global markets, and you can see that clearly in Europe and in Canada, are expanding their online offering to include gaming and sports betting, opening new revenue streams and enhancing their players' experience.

This was one of the key reasons we decided to acquire Aspire Global, along with the market-lead-

ing aggregator Pariplay, innovative and successful sports betting provider BtoBet, and of course Aspire Core, a true leader in igaming turnkey solutions and expertise in online gaming managed services.

What's more, we have created a powerhouse in the online gaming space with one of the broadest market-proven portfolios across ilottery, igaming and online sports betting, which positions us to increase our addressable market opportunities.

EGR: Have you found a winning formula for continued success?

MM: In my opinion, the winning formula that has guided us over the years is to find the magic combination of happy and successful customers. As a technology and service provider, there are always daily challenges to manage with our customers, and that's natural. However, the fact that we have never lost an account shows how committed we are to ensuring our customers are pleased and at the same time very successful. We chose our mission to be 'the long-term partner of choice' to our customers so our employees know this is our compass. You can only become a partner of choice if you bring true value while also being attentive and caring. And we definitely care.

EGR: What is NeoGames most proud of?

MM: We are incredibly proud of having become an innovator and global leader of ilottery solutions and services for lotteries worldwide. Our customers' success is incredible and it makes us very, very proud. Our US customers generate close to 70% share of the entire ilottery sales in the US market, which is remarkable. The superstar launch of playalberta.ca in Canada, the success of Sazka in the Czech Republic that generates close to 40% of its GGR from the online channel – that makes us proud.

And last but not least, I am extremely proud of our acquisition of Aspire Global. I believe this new igaming powerhouse will truly become a leader in the global igaming market.

EGR: How does NeoGames help lotteries provide an entertaining player experience?

MM: We help our customers provide an entertaining player experience through several pillars. The first is NeoGames Studio, which constantly innovates with new game experiences, different and unique game mechanics and new features. There is no better testament to this than player engagement levels with our games.



Another is NeoSphere, our ilottery and igaming management system. You may ask, how can a platform contribute to entertainment? For example, the real-time smart data pushed into the portals and mobile app that enable the personalisation of user experience in content, marketing and relevant promotions creates the magic.

In the North American market, where most of our customers enjoy our end-to-end solution, our targeted marketing service is one of the key drivers enabling these customers to provide their players with an entertaining and personalised player experience. Our digital marketing experts and data analytics team provide unparalleled marketing expertise for the entire lifecycle of player interactions. We do it all to create the most effective and growth-powering ilottery programmes, providing players with amazing gaming experiences.

EGR: How does NeoGames invest in innovation?

MM: Over 16 years of industry experience has equipped us to recognise the needs of the industry and respond accordingly with product, platform and game innovations. We have also significantly invested in our expertise and advanced data analytics solution, which means that we constantly perform research to predict industry trends, enabling us to stay at the forefront of innovation.

EGR: What can we expect from NeoGames over the next 12 months?

MM: We believe we are going to see expansion into new markets and new customers across all entities in our group. The fact we can enjoy parallel growth, where each of the companies in the group leverages each other's geographic footprint, product offering and services expertise, is powerful and unique. We already see the success of Pariplay in Canada, likewise taking BtoBet to Brazil, as well as helping Aspire leverage our strong position in the US to speed up their entry. And many more to come! ♦