## Facts & Figures

### Facts & Figures Casinos Austria

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenues (domestic) in millions euro (incl. ancillary revenues from F&amp;B and events)</td>
<td>263.1</td>
<td>271.6</td>
<td>325.9</td>
</tr>
<tr>
<td>Taxes paid (domestic) in millions euro</td>
<td>96</td>
<td>93</td>
<td>119</td>
</tr>
<tr>
<td>Employees*</td>
<td>1,575</td>
<td>1,670</td>
<td>1,689</td>
</tr>
<tr>
<td>Casino guests (in millions)</td>
<td>2.36</td>
<td>2.50</td>
<td>2.72</td>
</tr>
<tr>
<td>Gaming tables</td>
<td>234</td>
<td>235</td>
<td>211</td>
</tr>
<tr>
<td>Gaming machines</td>
<td>1,968</td>
<td>2,010</td>
<td>2,072</td>
</tr>
</tbody>
</table>

*Average annual full-time equivalent; incl. Cuisino Ges.m.b.H., Casinos Austria Sicherheitstechnologie GmbH (CAST), Congress Casino Baden Betriebsges.m.b.H. (CCB) and Casinos Austria Liegenschaftsverwaltungs- und Leasing GmbH (CALL).

### Facts & Figures Austrian Lotteries

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sales in millions euro</td>
<td>3,049.11</td>
<td>3,150.98</td>
<td>3,084.05</td>
</tr>
<tr>
<td>Taxes paid in millions euro (incl. gaming related taxes as well as taxes from ordinary income and other taxes and duties)</td>
<td>433.83</td>
<td>464.77</td>
<td>461.28</td>
</tr>
<tr>
<td>Sports sponsoring pursuant to Section 20 of the Austrian Gaming Act in millions euro</td>
<td>80.00</td>
<td>80.00</td>
<td>80.00</td>
</tr>
<tr>
<td>Employees*</td>
<td>532</td>
<td>532</td>
<td>497</td>
</tr>
</tbody>
</table>

*Average annual full-time equivalent.

### Facts & Figures Casinos Austria and Austrian Lotteries

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity consumption in kWh</td>
<td>5,729,746</td>
<td>5,287,130</td>
<td>4,823,760</td>
</tr>
<tr>
<td>Heat consumption in kWh</td>
<td>2,397,160</td>
<td>2,018,700</td>
<td>2,204,660</td>
</tr>
<tr>
<td>Water consumption in m³</td>
<td>11,190</td>
<td>10,717</td>
<td>9,962</td>
</tr>
</tbody>
</table>
Our Companies at a Glance in 2015

**SHAREHOLDER STRUCTURE IN %**

**Casinos Austria AG**

1. Bankhaus Schelhammer & Schattera AG  
   5.3%

2. Medial Beteiligungs-GmbH  
   38.3%
   - UNIQA
   - CAME Holding GmbH
   - Raiffeisen Gruppe
   - Bankhaus Schelhammer & Schattera AG

3. Österreichische Bundes- und Industriebeteiligungen GmbH (ÖBIB)*  
   33.2%

4. Private Shareholders  
   23.2%

**Österreichische Lotterien Gesellschaft m.b.H.**

1. Casinos Austria AG  
   68%

2. Lotto-Toto Holding Gesellschaft m.b.H.  
   32%

Shareholdings

- CLS Beteiligungs GmbH  
  (Bankhaus Schelhammer & Schattera AG)  
  (Privatstiftung Dipl.-Ing. Melchart)
- RSV Beteiligungs GmbH  
  (Novomatic AG)
- LTB Beteiligungs GmbH  
  (BAIH Beteiligungsverwaltungs GmbH)  
  (Novomatic AG)
- Österreichischer Rundfunk

*Changes in the reporting period: Acquisition of the Münze Österreich AG shareholding by Österreichische Bundes- und Industriebeteiligungen GmbH (ÖBIB)
Locations in Austria

12 casinos
Baden  
Bregenz  
Graz  
Innsbruck  
Kitzbühel
Kleinwalsertal  
Linz  
Salzburg  
Seefeld  
Velden  
Wien

16 WINWIN outlets
Bruck an der Leitha  
Krems  
Kufstein  
Landeck  
Linz  
Linz/Urfahr  
Mayrhofen  
Schärding  
Schwaz  
Steyr  
Vöcklabruck  
Wels  
Wels II  
Wiener Neustadt  
Zell am See

• more than 5,200 lottery sales outlets  
• win2day on win2day.at  
• tipp3 in more than 3,250 lottery sales outlets and on www.tipp3.at

Gaming Revenues/Sales

<table>
<thead>
<tr>
<th>Cities</th>
<th>Gaming Revenues/Sales in millions euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wien</td>
<td>82.3</td>
</tr>
<tr>
<td>Bregenz</td>
<td>69.4</td>
</tr>
<tr>
<td>Baden</td>
<td>27.2</td>
</tr>
<tr>
<td>Innsbruck</td>
<td>24.8</td>
</tr>
<tr>
<td>Linz</td>
<td>23.6</td>
</tr>
<tr>
<td>Velden</td>
<td>23.1</td>
</tr>
<tr>
<td>Salzburg</td>
<td>21.2</td>
</tr>
<tr>
<td>Seefeld</td>
<td>13.7</td>
</tr>
<tr>
<td>Graz</td>
<td>12.6</td>
</tr>
<tr>
<td>Kitzbühel</td>
<td>8.2</td>
</tr>
<tr>
<td>Kleinwalsertal</td>
<td>3.5</td>
</tr>
<tr>
<td>Bad Gastein*</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>310.7</strong></td>
</tr>
</tbody>
</table>

*Casino Bad Gastein was closed with effect from 13 September 2015

Casinos Austria: by Casino

Austrian Lotteries: by Game

<table>
<thead>
<tr>
<th>Game</th>
<th>Gaming Revenues/Sales in millions euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>win2day.at (incl. Keno)</td>
<td>1,303.51</td>
</tr>
<tr>
<td>Lotto &quot;6 aus 45&quot;**</td>
<td>615.67</td>
</tr>
<tr>
<td>WINWIN (Video Lottery Terminals)</td>
<td>450.99</td>
</tr>
<tr>
<td>EuroMillions</td>
<td>306.15</td>
</tr>
<tr>
<td>Joker</td>
<td>182.61</td>
</tr>
<tr>
<td>Rubbellos</td>
<td>129.46</td>
</tr>
<tr>
<td>Klassenlotterie</td>
<td>29.26</td>
</tr>
<tr>
<td>Brieflos</td>
<td>22.63</td>
</tr>
<tr>
<td>ToiToiToi</td>
<td>17.94</td>
</tr>
<tr>
<td>Bingo</td>
<td>10.58</td>
</tr>
<tr>
<td>Toto and Torwette</td>
<td>8.63</td>
</tr>
<tr>
<td>Zahlenlotto 1-90</td>
<td>3.73</td>
</tr>
<tr>
<td>win2day.at Poker**</td>
<td>2.88</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,084.05</strong></td>
</tr>
</tbody>
</table>

*including share amount  
**Rake only. Players play against each other in the win2day Poker Room. win2day charges and retains a fee (= rake) for facilitating the game.
Foreword by the Management Board

The 10th CSR Report published by the Casinos Austria and Austrian Lotteries Group impressively documents that sustainability, social responsibility and business success are not a contradiction in terms. Quite the contrary: in 2015, our Group posted its best ever results and at the same time placed significant emphasis on responsibility to society, social engagement and the promotion of the arts, culture and sport. Important innovation, environmental and human resources programs were likewise initiated and realized.

Information on all these activities and achievements are provided in this CSR Report. As in previous years, the report is also drawn up in accordance with the principles of the United Nations Global Compact, one of the largest and most important initiatives for responsible corporate management worldwide. On the basis of ten universal principles, the UN Global Compact’s vision is to create a sustainable and inclusive global economy that delivers lasting benefits to all people, communities and markets. The initiative sees itself thereby not as a certifiable standard or a regulatory instrument but as an open forum to initiate change processes and share ideas. Over 13,000 participants work in national networks to develop concrete solutions and thus contribute to making the UN Global Compact vision a reality.

Casinos Austria AG and Österreichische Lotterien GmbH have been active members of the UN Global Compact since 2011 and are committed to respecting the ten principles of this United Nations global initiative in their business activities and actions.

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

Dr. Karl Stoss
Director General Casinos Austria AG, Österreichische Lotterien GmbH

Bettina Glatz-Kremsner
Director Casinos Austria AG, Österreichische Lotterien GmbH

Prof. Dietmar Hoscher
Director Casinos Austria AG
Responsibility in a Sensitive Business Sector

The notion of responsibility and sustainable action has a long tradition in the companies in the Casinos Austria Group. Indeed, our corporate philosophy has been defined from the outset by the notion that the whole of Austria should benefit from our gaming services and products. This goal is written into our statutes. Over the years, this principle has continually developed and grown.

Nowadays, when we say we want to give something back to society, it is far more than just a declaration of commitment. Behind the abstract principle lie concrete management systems, integrated audits and regular certifications, all of which ensure that we resolutely apply and adhere to this principle in all aspects of our business.

Social responsibility is something that people have a right to expect of us. The public has become very sensitive when it comes to gambling, and awareness has grown that some manifestations are socially undesirable or even dangerous.

In such an environment, our group of companies as holder of the state gambling monopoly concession has a clear obligation to apply particularly strict standards to all our business activities and practices.

The principle of sustainability guides all these business activities. It governs, of course, first and foremost our core business, where responsible advertising and fairness in the handling of the games play a central role. But responsibility also defines the way we deal with our suppliers, guests and customers or the working conditions we offer to our staff. It is the driving force behind our commitment to contribute to regional value creation. Our support for the arts, culture, sport, science and social initiatives likewise follows this principle.

This report provides an impression of the diverse areas and stakeholders to which our CSR activities extend. It documents our group’s commitment to the principle of responsibility and illustrates our goal, namely that all Austrians should benefit from our business activities. Just as it was intended all those decades ago when the group was first founded.

The notion of corporate social responsibility (CSR) has gained enormous significance in recent years. One visible sign of this is EU Directive 2014/95, which must be transposed into national law in 2016 and will to some extent make the disclosure of non-financial and diversity information obligatory. Accordingly, CSR has become a generally accepted part of corporate management.

But it still makes a big difference how this principle is put into practice in day-to-day business operations. It is particularly important to anchor CSR firmly at board level. If CSR is des-
ignated a matter for the board, it demonstrates that a company really does act on this principle rather than merely proclaiming to do so. CSR has to be more than just a glossy report: it needs a management system behind it which ensures that attention is paid to sustainability in all units and divisions.

The Casinos Austria and Austrian Lotteries Group is a pioneer in this respect. A gaming company will only gain political and societal acceptance if it can prove time and again that its activities are carried out in a wholly responsible manner that affords the best possible protection to its guests and customers and serves to benefit both society and the country as a whole.

This was why we were one of the first gaming companies worldwide to implement a systematic approach to CSR management with direct ties to the board. It was also the reason why Casinos Austria and Austrian Lotteries were admitted to the UN Global Compact in 2011. And the European Casino Association (ECA) likewise draws on Casinos Austria’s know-how in the field of systematic CSR management.

But our engagement in the CSR field is not just a service to society as a whole. We also have to remember that both our group and our customers profit in the long term from a high CSR standard. Being able to demonstrate that its business practices are certified as responsible constitutes a decisive competitive advantage for a company in the gaming sector. And for our customers, our standard is the seal of quality that gives them security and assurance.

It is with all this in mind that we will continue to grow and expand our CSR activities. This report provides an overview of these activities in 2014 and 2015 and outlines the goals we have set ourselves for the future.

Prof. Dietmar Hoscher
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Reporting Period and Report Profile

This CSR Report has been prepared and produced for the benefit of all internal and external stakeholders of Casinos Austria AG ("Casinos Austria") and Österreichische Lotterien Gesellschaft m.b.H. ("Austrian Lotteries") and is designed to provide information on the performance of the group. In doing so, it places a central focus on the economic, environmental and social challenges that are faced in Austria. The report covers the years 2014 and 2015, i.e. the reporting period up to and including 31 December 2015. It is the ninth CSR report published by Casinos Austria and the eighth such report produced by Austrian Lotteries. Casinos Austria International Holding GmbH with its 27 casinos in 13 countries and 5 casinos on board cruise ships does not form part of this report.

The report has been compiled for the first time in accordance with the Global Reporting Initiative's (GRI) G4 standard.

It follows the OECD guidelines for multinational organizations as well as the principles of the UN Global Compact and serves also as the annual Communication on Progress (COP) required by the latter from its member organizations. Casinos Austria AG and Österreichische Lotterien Gesellschaft m.b.H. are both members of the UN Global Compact. As far as the information provided in connection with the COP is concerned, any goals mentioned refer to both companies unless it is explicitly indicated that a goal only applies to one particular company.

Companies which join the UN Global Compact are required to submit a COP to the UN Global Compact office in New York each year.

With this COP, member companies testify that they are working to implement the ten principles of the UN Global Compact and are setting concrete measures in the field of corporate responsibility. The COP also safeguards the integrity of the UN Global Compact by urging companies to report regularly on their progress in the fields of human rights, labour norms, the environment and the combating of corruption. The COP likewise offers companies the possibility to continually improve and promote communication with their stakeholders.

The content of this CSR Report was prepared by the CSR Officer in consultation with the Director responsible for CSR and in close cooperation with all affected Business Units and Corporate Functions. The data supplied for this report by the individual Business Units and Corporate Functions was selected by the responsible experts from the documentation and statistics they have diligently compiled and maintained for many years and was verified for correctness and accuracy by their respective line managers.

To maintain continuity in reporting, an interim report on progress in 2016 will be published in 2017. The next full CSR Report will be published in 2018.
Group Corporate and Guiding Principles

Casinos Austria Corporate Principles

1. As a services company, everything we do centers on our guests and their individual needs and demands. Our behavior and the design of our products combine international standards of quality and service with the decisive “value added” of typically Austrian friendliness and charm.

2. We treat others the way we wish to be treated ourselves.

3. Our employees, works council and management are fully committed to a sustainable, socially balanced, fair and cooperative attitude that centers on our guests.

4. We are aware of and accept our responsibility to society.

5. Gambling can be a problem for some people. We therefore accept and are committed to the regulatory mandate of the Austrian authorities and strive in all our casinos to promote, encourage and offer the optimal level of responsible gaming for our guests.

6. We are aware of and accept our responsibility for our companies.

7. In line with our corporate objectives, all our employees are empowered and required to assume responsibility, be innovative and show commitment.

8. We offer our employees a stimulating and supportive working environment.

9. Job descriptions, scope of authority and any associated responsibilities are clearly defined. This leads to informed, purposeful and motivated employees who provide our guests with optimal service.

10. We draw our strength from our clear focus on our guests and our markets.

Austrian Lotteries Guiding Principles

Austrian Lotteries is an internationally renowned gaming company with a responsible, innovative and cooperative approach. We offer a broad portfolio of high quality products for the adult gaming market. Responsible gaming forms the basis of all our business activities. This core attitude to our stakeholders is actively practiced by company management and by all our staff.

Maintaining the trust and confidence of our customers and the licensing authority is central to all our efforts and endeavors. We combine regulatory responsibility with entrepreneurial commitment, live credibly by these principles and are an economic success with a clear financial basis and strength.

Our business model embraces innovation. We develop and use modern technology to guarantee the best possible level of security in our gaming products. Our pioneering role can be attributed above all to our motivated, high performing employees, who are a cornerstone of our lasting success. We are committed to providing them with an attractive working environment that encourages open communication and supports a work-life balance.

We see ourselves as a good corporate citizen and support institutions and projects that serve the interests of Austria and its population. In line with the license awarded to us, we strive to make our products available across the whole of Austria. We work closely and responsibly with our sales partners and strive to ensure our customers always enjoy the best possible service. In doing so, we place a particularly strong emphasis on adherence to our responsible gaming principles.
At the Casinos Austria and Austrian Lotteries Group responsibility to society is not simply a commitment. It is, in fact, a living process that is supported and shaped in equal measure both by our employees and by the board and thus permeates the entire group.

The challenging aspect in the production of this report was that it was the first such report we had produced in accordance with the GRI G4 standard. This required an elaborate analysis of our business model and lengthy discussions with our stakeholders. At the same time, we took the opportunity afforded by the change to involve as many employees as possible in the idea and fact finding process. Workshops were held with relevant experts, a dedicated project team was set up, and all Business Units and Corporate Functions were involved in the changeover to the new reporting standard.

Our goal of meeting the requirements of the GRI G4 standard thus led to a closer, more in-depth examination of the concept of comprehensive sustainability. Knowledge and information about the goals of the group’s commitment to CSR were communicated to all divisions, departments and sites. We can say with confidence that the understanding for and embedding of CSR in our organization has been augmented through the work on this report.

Many valuable concepts, indicators and projects were proposed on the path to this report. Not all of these could be included directly in this first report produced in accordance with the GRI G4 standard. But we received many good ideas for the future and are on the right path to achieving our declared CRS goal of becoming the “Best in Class” in the gaming industry in Austria and beyond. If we can demonstrate to our customers and guests, to the public and to all other stakeholders the benefits that the business activities of the Casinos Austria and Austrian Lotteries Group bring to Austria, then we have achieved our goal.

We involve our most important stakeholders in our business activities using various forms of dialog. Through these dialogs, we gain valuable information, a new perspective on different sectors of society and fresh ideas, which in turn flow into our corporate strategy. Employees at all levels are committed to the group’s engagement for society. Their dedication and commitment provide the stable foundations which allow the Casinos Austria and Austrian Lotteries Group to work and act in an economically, environmentally and socially responsible manner.

Markus Eder
Head of Department
Public & European Affairs / CSR / Compliance

Hermann Pamminger
CSR Officer
Casinos Austria and Austrian Lotteries Group
Legal Foundations

In Austria, the state holds a monopoly on games of chance pursuant to Article 10 (1) 4 of the Federal Constitutional Law (Bundes-Verfassungsgesetz). A monopoly of this kind is in keeping with the EU's rules on competition when it serves the purpose of restricting the gambling market as a whole and combating gambling addiction and crime. The Austrian Gaming Act (Glücksspielgesetz) stipulates that under this monopoly, the state can award licenses, namely one license for lotteries (including electronic lotteries) and 15 casino licenses. Electronic lotteries include (online) games of chance and video lottery terminals.

In addition to these national licenses, Section 5 of the Gaming Act accords the nine federal states in Austria the right to issue licenses for the operation of gaming machines (Landesausspielungen mit Glücksspielautomaten). Each individual federal state has the right to issue a maximum of three such licenses. The total number of gaming machines permissible in each federal state is restricted by law.

Casinos Austria holds twelve licenses for casinos and operates these casinos in the following locations: Baden, Bregenz, Graz, Innsbruck, Kitzbühel, Kleinwalsertal, Linz, Salzburg, Seefeld, Velden, Vienna and Zell am See. These licenses were renewed in 2012 and 2013 and are valid for a period of 15 years. The licenses were awarded in two packages for the following terms: the licenses for the "city package" (casinos in Bregenz, Graz, Innsbruck, Linz, Salzburg and Vienna) run from 1 January 2013 to 31 December 2027 and the licenses for the "regional package" (casinos in Baden, Kitzbühel, Kleinwalsertal, Seefeld, Velden and Zell am See) run from 1 January 2016 to 31 December 2030.

These twelve casinos were already laid down in the Gaming Act of 1989. The 2010 Amendment to the Gaming Act additionally foresees three further casino licenses. Following a call for tenders, in which Casinos Austria also submitted a bid, the Federal Ministry of Finance and the other bidders monitored the existing shareholder structures, the number of shares and the size of the license holder's product portfolio. The Ministry of Finance and the other bidders in turn themselves lodged extraordinary appeals with the Higher Administrative Court (Verwaltungsgerichtshof/VwGH) against the decision of the BwG.

In June and August 2016, the VwGH ultimately upheld the appeal of the award in all three cases.

As regards lottery games, Österreichische Lotterien Gesellschaft m.b.H. holds the license pursuant to Section 14 of the Austrian Gaming Act to operate lotteries as defined in Sections 6 to 12b of said Gaming Act, Federal Law Gazette (Bundesgesetzblatt)BGBl. No. 620/1989, as amended in BGBl. I No. 105/2014. This includes the right to offer games of chance on the internet. Online gaming, like terrestrial gaming, also falls under the state monopoly and can therefore only be offered legally by the authorized license holder, i.e. by Austrian Lotteries with the win2day online gaming platform.

In the decision dated 10 October 2011, Austrian Lotteries was awarded the license pursuant to Section 14 of the Austrian Gaming Act to operate the lotteries defined in Sections 6 to 12b of said Gaming Act, BGBl. No. 620/1989, as amended in BGBl. I No. 76/2011. The term of the license runs from 1 October 2012 to 30 September 2027. The award of the license was the culmination of a comprehensive call for tenders by the Federal Ministry of Finance.

Those games that fall under the term “games of chance” in Austria are determined by the legislator in Sections 1 and 2 of the Gaming Act and are further restricted by the exceptions stipulated in Sections 4 and 5 of said Act. The explanatory notes that accompany the Gaming Act also clarify why the legislator has elected to establish a national gambling monopoly.

Gambling might, by its nature, be a leisure service, but it is one that must come with a very strong sense of responsibility and a particular respect for the related risks to society. With gambling also comes the risk of gambling addiction, which can go as far as to threaten a person's economic existence. Likewise, measures must be taken to effectively counter the penetration of organized crime – from gambling fraud to money laundering – into the gambling sector. Accordingly, from the health and regulatory perspectives, a liberalized gambling market would not be desirable – competition between providers would lead to an excessive expansion of gambling services. Measures like player bans or advertising restrictions would be rendered almost unenforceable in practice.

Conversely, despite these risks, a total ban on games of chance is also not desirable from a political perspective. Examples from other countries have shown that this then results in the emergence of an illegal gambling market that cannot be controlled and in which regulatory restrictions are indeed unenforceable. An approach which imposes appropriate restrictions to prevent the undesirable side effects of gambling and monitors compliance with these restrictions is far more effective. Since legal, licensed gambling thus also has the task of suppressing illegal gambling, it must be promoted accordingly.

These principles are in keeping with established case law of the Court of Justice of the European Union (ECJ), which has ruled in several findings (e.g. Schindler 1994, Gambelli 2003, Huang Li 2007, Lijau 2009, Engelmann 2010, Dickinger 2011, Hit Larix 2012) that the provision of games of chance is a service of a special nature and that national restrictions of this market – up to and including the establishment of a monopoly – are justified when they serve to limit the overall supply as well as to combat gambling addiction, crime and money laundering – into the gambling sector. Accordingly, ECJ rulings also confirm that appropriate advertising and some expansion of the legal supply is required to suppress illegal operators.

The strict requirements regarding the award of a casino license in Austria are stipulated in Section 21 of the Gaming Act. Pursuant to these requirements, a license can, for example, only be awarded to a gaming company which can demonstrate an ownership structure with a sufficient spread to prevent one shareholder exerting a controlling interest. In addition, this company must have paid-up nominal equity capital of at least 22 million euros and provide evidence of the lawful origin of this equity capital.

Player protection and the prevention of gambling addiction are mandatory requirements for the award of a gaming license in Austria. Accordingly, Section 21 (2) 7 of the Gaming Act stipulates that a license can only be awarded to an applicant if said applicant can be expected to best exercise the license by virtue of its experience, infrastructures, development measures and own equity capital/resources as well as its systems and arrangements to prevent gambling addiction, to protect gamblers, to prevent money laundering and criminal activity, to ensure the security of its operations, to assure quality, to monitor its operations and to meet any other applicable provisions in the Gaming Act.

Casinos Austria currently holds the licenses to operate casinos in twelve locations. For the renewal of these casino licenses, an individual concept outlining the development potential and the effects on the host region had to be provided for each venue.

Austrian Lotteries’ object of business is defined by the Austrian Gaming Act, the explanatory notes to the Gaming Act and the license award decision of the legislator. The fundamental goal of the current regulation of the gambling sector in Austria is to protect consumers against oversupply and disreputable providers. In the award of the license to Austrian Lotteries, the licensing authority set out specific obligations in its decision of 10 October 2011, which must be met by Austrian Lotteries on a regular basis. The license holder must, for instance, report annually to the licensing authority on the following and other topics:

- Player protection measures to prevent gambling addiction and their orientation on current international standards, including statistics on player bans and restrictions;
- Age limit checks for participation in games and any resulting measures;
- The current responsible marketing standards applied by the license holder to ensure that its marketing and advertising activities conform to strict, responsible standards;
- Marketing and advertising activities in the last twelve months and the marketing strategy for the next twelve months;
- Measures to prevent money laundering and criminal activity and their orientation on current international standards (including information on suspected cases of money laundering or malversation by players or inside perpetrators);
- The structure and the costs of the sales network and, in particular, the development of the number of sales partners;
- All video lottery terminals (VLTs) outlets, the number of VLTs at each site and the corresponding valid terms and conditions of play;
- Average annual payouts as a percentage of sales revenues for VLTs, other electronic lotteries (by game category) and the numbers lottery;
- Any certifications relevant to the license that have been attained, maintained or applied for.

These measures allow the licensing authority to monitor the size of the license holder's product portfolio and ascertain that it is conducting its business in line with its regulatory and socio-political objectives. By monitoring the existing shareholder structures, the licensing authority assures that criminal elements do not penetrate the Austrian gaming market. The licensing authority also regulates and approves each new product via the terms and conditions of play, which must likewise contain responsible gaming concepts.

The successes enjoyed by the Casinos Austria and Austrian Lotteries Group to date can be attributed in great part to the high levels of quality and innovation which the two companies repeatedly continue to demonstrate in their gaming operations. Not to mention the vast experience gained over the many successful years in which Casinos Austria and Austrian Lotteries have proved themselves to be reliable partners for the licensing authority and have come to serve as role models for gaming companies all over the world for their high level of responsibility toward the state and society.
**Group Management Bodies**

**THE CASINOS AUSTRIA SUPERVISORY BOARD**

**Executive Committee**
- Dr. Walter Rothensteiner, Director General (Chair)
- Gerhard Starsich, Director General (Vice President 1st Deputy Chair)
- Prof. Elisabeth Stadler (Vice President 2nd Deputy Chair)
- Dr. Leonhard Romig, Attorney-at-Law (Vice President 3rd Deputy Chair)

**Members**
- Dr. Maria Theresia Bablik
- Dr. Andreas Bierwirth, Chairman of the Board
- Hannes Bogner, Director
- Wolfgang Horak
- Helene Kanta, Director
- Gerald Neuber, Director
- Thomas Polzer
- Josef Pröll, Director

**Members Delegated by the Central Works Council (CWC)**
- Manfred Schönbauer (CWC Chair)
- Christian Holz
- Maria Laister
- Peter Löb
- Alexander Nachbaur
- Alois Suppan

**State Commissioners**
- Alfred Lejsek
- Dr. Alfred Katterl
- Johannes Pasquali

**THE AUSTRIAN LOTTERIES SUPERVISORY BOARD**

**Executive Committee**
- Dr. Walter Rothensteiner, Director General (President of the Supervisory Board)
- Gerhard Starsich, Director General (1st Vice President of the Supervisory Board)
- Dr. Erich Hampel (2nd Vice President of the Supervisory Board)

**Members**
- Dr. Maria Theresia Bablik
- Dr. Gerhard Baumgartner, University Professor
- Helene Kanta, Director
- Alfred Ludwig, Director General
- Gerald Neuber, Director
- Dr. Alexander Wrabetz, Director General

**Members Delegated by the Works Council**
- Bettina Lahoda
- Franz Baumgartner
- Norbert Eigl
- Tassilo Kager
- Gertrude Kopp
- Erika Pilz

**State Commissioners**
- Dr. Martin Atzmüller (State Commissioner)
- Christoph Schlager (Deputy State Commissioner)

**THE CASINOS AUSTRIA MANAGEMENT BOARD**

- Dr. Karl Stoss; Director General
- Bettina Glatz-Kremsner, Director
- Prof. Dietmar Hoscher, Director

**THE AUSTRIAN LOTTERIES MANAGEMENT BOARD**

- Dr. Karl Stoss; Director General, Chairman of the Board
- Bettina Glatz-Kremsner, Director

*as of 1 July 2016*
How seriously a company takes its responsibility to society is demonstrated most clearly in the way it deals and works with its various stakeholder groups. As the figure below shows, the stakeholder group environment in our case is extremely diverse. The position of our group and our type of business mean that a large number of organizations, institutions and people each have their own particular demands, interests and wishes.

We consider it part of our responsibility to keep in contact with our stakeholders, to clarify their demands and expectations at regular intervals and to foster corresponding dialog. The contact with our stakeholders provides us with valuable information on how our actions are perceived and allows us to continually adapt and develop the principle of responsibility to meet any new requirements.
Group CSR Organization

**CSR Director**
- Define CSR strategy
- Initialize CSR projects
- Approve CRS resources

**Head of Department**
Public & European Affairs / CSR / Compliance
- Produce CSR strategy / coordination with Board and CSR Officer
- Resource allocation
- Planning, budget

**CSR Officer**
- Produce CSR strategy / coordination with Board and Head of Department
- CSR organization / implementation / preparation / documentation / planning / goals / partnerships / reporting
- CSR Contact

**Employees**
- Proposals
- Implementation
- Feedback

**CSR Forum**
- Discussion body
- Communication of CSR activities
- Information exchange
- Members (currently 44) = representatives of all BUs and CFs
- CSR is an integral part of their job description
- Once a month

**CSR Working Groups**
- Project-oriented
- Development of concrete solutions
- Development of decision-making basis
- Experts for the respective topic from the CSR Forum
- Subject matter experts from the BUs and CFs
- External experts
There are several tiers to the CSR organization in the Casinos Austria and Austrian Lotteries Group. The first and top-level tier is the Management Board, or more specifically the Director entrusted with CSR topics in the distribution of responsibilities between the board members. A CSR Officer has been installed on the second tier, while the third tier — the CSR Forum — constitutes the central element of the CSR organization. The Director responsible for CSR decides on the details of the CSR strategy, the individual projects and the allocation of the necessary resources.

He or she is supported in this role by the CSR Officer, who coordinates CSR activities and serves as the center of operations in the CSR organization. The holder of this post is responsible for the accomplishment and monitoring of CSR projects as well as for reporting and the production of the CSR Report. These activities are carried out in close cooperation with the Head of Public & European Affairs / CSR / Compliance. The actual CSR measures themselves are carried out in the corresponding Business Units, where designated members of staff assume responsibility for the ongoing or project tasks. Process management and ongoing monitoring activities are handled in turn by the CSR Officer.

CSR Forum
The CSR Forum was set up to facilitate coordination and regular communication between all members of staff involved in the implementation of CSR measures. The members of this forum come from all Business Units, all CSR-relevant Corporate Functions and from the casinos in Vienna and Baden (as representatives of our twelve casino operations in Austria). The CSR Forum currently has a total of 44 members.

Communication in the CSR Forum is conducted on two levels. First, the members exchange information unbureaucratically via our internal e-mail system. The only organizational support provided here is an electronic mailing list, which allows them to send relevant news to all other members quasi at the click of a mouse. Bilateral dialog and the discussion of issues in smaller groups are also possible with little organizational effort.

However, these low-threshold forms of communication are by their nature unstructured. E-mails can easily get lost or end up saved somewhere on a hard disk. For this reason, a second medium was set up — the CSR Forum group on an internal collaboration platform. All data, facts, minutes and presentations as well as the discussions between group members are stored permanently on this platform, where they are readily accessible to users with corresponding rights.

CSR Monthly Meeting
The members of the CSR Forum also meet in person to share information and ideas at the monthly CSR meeting. The agenda for the meeting is prepared by the CSR Officer, and forum members can also add their own points to this agenda. At these meetings, all current or upcoming CSR activities are discussed, tasks allocated and questions relating to multiple departments clarified as required. The minutes of the meeting are also stored on the internal collaboration platform along with all additional documents and materials relating to the CSR topics discussed and worked on by the forum, thus making them permanently available to its members in electronic form.

External experts are also regularly invited to the monthly CSR meeting to report on current topics and trends in the sustainability field. In this way, important information reaches the Business Units and Corporate Functions.

CSR Working Groups
The CSR Forum can set up topic and project-oriented working groups to work on CSR projects or prepare CSR documents and brochures. These working groups analyze issues systematically and develop corresponding solutions.

Overall, this way of organizing CSR establishes a suitable framework for implementing the CSR strategy across the entire group of companies in close cooperation with the Board.
Our Business – Our Contribution to Value Creation

THE GROUP AND OUR RESPONSIBILITY IN THE VALUE CHAIN

Six Business Units are amalgamated under the umbrella of the Casinos Austria and Austrian Lotteries Group, each of which constitutes an independent company and addresses a different business segment: terrestrial casinos in Austria (Casinos Austria), gaming segments outside Austria (Casinos Austria International), lottery products (Austrian Lotteries), sports betting (tipp3), VLT outlets (WINWIN) and online gaming (win2day).

Services that are required across the entire group are bundled into so-called Corporate Functions. The Business Units draw on the services of these Corporate Functions. Each Business Unit (BU) and each Corporate Function (CF) is assigned strategically to one or more member(s) of the Casinos Austria or Austrian Lotteries Management Boards. Operative management is handled by the respective executive and divisional management teams.

Casinos Austria
Twelve casinos in Austria, twelve gaming venues whose characteristic local features make each and every one of them quite extraordinary. They all differ in their architecture, regional setting and atmosphere, yet all still bear the unmistakable hallmark of Casinos Austria. In Baden, Bregenz, Graz, Innsbruck, Kitzbühel, Kleinwalsertal, Linz, Salzburg, Seefeld, Velden, Vienna and Zell am See, guests at Casinos Austria’s casinos enjoy an international gaming mix that extends from Roulette, Blackjack and Poker through to the popular Mega Million slot machines.

Professional staff are on hand to ensure that all our casino guests enjoy a perfect casino experience. This starts the moment they enter the lobby, where each guest receives a warm and friendly welcome and, of course, immediately encounters the highest possible level of player protection. Each member of staff at our casinos is highly trained, thus ensuring in turn that each guest can relax and enjoy a carefree, responsible night of gaming.

Our casinos offer an all-round entertainment experience, with top quality gaming, cuisine, shows and events.

BUSINESS UNITS

Casinos in Austria
Dr. Karl Stoss
Bettina Glatz-Kremsner
Prof. Dietmar Hoscher
Business Unit Management:
Christian Schütz

International Business
Dr. Karl Stoss
Bettina Glatz-Kremsner
Prof. Dietmar Hoscher
Executive Management:
Alexander Tucek
Christoph Zurucker-Burda

Lotteries
Dr. Karl Stoss
Bettina Glatz-Kremsner
Business Unit Management:
Peter Ulovec

Betting & Sports-Related Skill Games
Prof. Dietmar Hoscher
Executive Management:
Philip Newald
Georg Weber

VLT/Slot Machine Business
Prof. Dietmar Hoscher
Executive Management:
Robert Vierziger
Fritz Pühringer

Online Gaming
Bettina Glatz-Kremsner
Executive Management:
Martin Jekl
Emmerich Hager

as of 1 July 2016
First-class dining and bar facilities, operated under the Cuisino – Genuss-Events by Casinos Austria brand, round off the experience. From light snacks to gourmet cuisine – there's always something for every taste.

But people also go to a casino for entertainment, and this is clearly reflected in the events on offer in our casinos, where art and culture, dinner shows and an impressive range of tournaments all feature prominently on the calendar – true to our motto “Casinos Austria – the Experience”.

With the added reassurance of absolute security in the handling of all games and Casinos Austria’s unrivalled reputation for integrity, the twelve casinos in Austria really do offer the very best in gaming and entertainment.

Austrian Lotteries

Austrian Lotteries has been offering a wide range of classic lottery games and instant lottery products for the adult gaming market since 1986. The company conducts all its business activities in a responsible manner, with player protection and responsible gaming always the top priority. Particular importance is placed here on the protection of minors and on protecting customers against excessive desire to gamble. The Austrian Lotteries product range comprises the Lotto, EuroMillions, Toto, Torwette, Bingo, ToiToiToi, Zahlenlotto, Joker, Rubbellos, Brieflos and Klasse lotterie lottery games as well as the gaming options offered by the subsidiary companies WINWIN and win2day. The company’s lottery products can be purchased at over 5,200 sales outlets across Austria and on the internet.

A dynamic and forward-looking enterprise, Austrian Lotteries is one of the best-equipped lottery companies in Europe from a technology perspective. Integrity, absolute security in the handling of games and the use of state-of-the-art gaming technologies are accorded utmost priority.

WINWIN – Video Lottery Terminals

WINWIN offers a combination of café, bar and modern gaming at a total of 16 outlets across Austria in Bruck an der Leitha, Krems, Kufstein, Landeck, Lienz, Linz/Urfahr, Mayrhofen, Salzburg City, Schärding, Schwaz, Steyr, Vöcklabruck, Wels (x2), Wiener Neustadt and Zell am See. WINWIN outlets are meeting places for entertainment-minded people who enjoy a good night out. They offer guests aged 18 and above the opportunity to try their luck on cutting-edge video lottery terminals (VLTs) in stylish settings, with good value bistro cuisine, well-trained staff and regular live music events and attractive entertainment programs.

VLTs differ from classic slot machines in their gaming mechanism. While each slot machine calculates win/lose decisions independently via a random generator, these decisions are calculated for VLTs by a central random generator based on predetermined odds and payout rates.

The WINWIN video lottery terminals outlets offer safe and reputable VLT gaming in stylish settings.
The games played on VLTs are classed as electronic lotteries. Safe, reputable and legal gaming fun is guaranteed. WINWIN is the VLT brand operated jointly by Casinos Austria and Austrian Lotteries.

**win2day – Online Gaming**

Computer, tablet or smartphone – win2day is the premier address for online gaming. From Ace Poker to Zero-Sum and from American Roulette to Zahlenlotto, the win2day gaming platform offers a comprehensive range of gaming options – from classic Austrian Lotteries lottery products and sports betting to the electronic lottery games on offer in its Casino Games section, Poker Room, Bingo Room and Games Room.

Pursuant to Section 12a of the Austrian Gaming Act, electronic lotteries are draws in which the player participates directly via electronic media and for which the win/lose decision is calculated centrally. The games offered in the win2day Poker Room, Bingo Room, Casino Games section and Games Room are such electronic lotteries. Keno is offered in accordance with Section 12b of the Austrian Gaming Act, but is only offered via the internet on win2day. win2day.at is the joint online gaming platform operated by Casinos Austria and Austrian Lotteries.

Access to the site is restricted to residents of Austria aged 18 and above.

**tipp3 – Sports Betting**

Since its first betting slip was played on 24 August 2001 in Vienna, tipp3 has come to epitomise sports betting in Austria. In addition to sports betting, tipp3 has also been offering popular skill-based games like Schnapsen (an Austrian variation of the Sixty-Six card game), Backgammon, Rummy and Jolly (an Austrian variation of Rummy) via the internet since 2009.

On average, around six million tipp3 bets are placed each year at over 3,300 sales outlets across Austria, via the internet portal www.tipp3.at or via smartphone. tipp3 bets can only be placed by persons aged 18 and above. As an Austrian company, Österreichische Sportwetten GmbH offers its products exclusively on the domestic market under the tipp3 brand. The company is licensed to operate sports betting in all nine federal states in Austria.

tipp3 is backed by renowned, financially strong and economically successful shareholders, who are known for their continuity and long-term corporate policies. Österreichische Sportwetten GmbH has also been offering system solutions for other betting providers and companies active in the sports betting segment under the BGS – Better Game Solutions – brand since 2010.

**Our Responsibility in the Value Chain**

Our group’s business activities are multifaceted. If you were to analyze the processes upstream of our daily gaming and event operations, and those downstream, you would uncover a highly sophisticated value chain with a multitude of different suppliers, sales partners and service providers.

To give you just a few examples. When considering sustainability in our casinos, the manufacturers of slot machines or cards and roulette tables need to be taken into consideration, as do maintenance service providers or suppliers of foodstuffs for our restaurants and bars. In the lottery sector, the tobacconists as primary sales partner are extremely important, as are the producers of special printed materials like lottery or scratch-off tickets as well as the producers of the lottery terminals. At headquarters, we work with a range of service providers – legal experts, graphic designers, banks, etc.

All these business partners – who likewise include cleaning services, waste disposal, recycling, etc. at the end of the chain – have to be integrated into our sustainability concept if we are to assure that they also support and conform to the requirements of our group regarding the environment and social responsibility.
This involvement of the complete supply and value chain in sustainability management is achieved through correspondingly worded contracts, which require our business partners to adhere to compliance provisions and other standards. Regular dialog with these stakeholders ensures they understand that CSR is about more than simply meeting formal requirements – they also have to embrace and support the philosophy behind corporate social responsibility. Indeed, we already look at the standards that are applied in a company when selecting potential business partners.

With the value we create in Austria, the Casinos Austria and Austrian Lotteries Group makes a significant contribution to the development of the country's economy. A study by the Economica Institute for Economic Research analyzed this value creation in detail for the 2015 business year. The results showed that in 2015 our direct contribution to value added amounted to 327.4 million euros. When the effects that are triggered along the upstream value chain and through so-called income effects are taken into account, this gross value added amounts to 587 million euros. For every euro earned in our group, a further 79 cents in value added is triggered in Austria.

Our group employs a total of 2,744 people in Austria. Through our close ties to supplier companies in the country and consumer effects, a further 3,762 jobs in Austria are created or secured. As a result, our group safeguards a total of 6,506 jobs in Austria.

The Casinos Austria and Austrian Lotteries Group has been one of the biggest taxpayers in the country for many years. In 2015, our license fees, gaming tax, sales tax, casino tax, salary-related taxes and social security contributions, corporation tax and other tax payments totaled 694.2 million euros – that's how much the activities of our group contributed to tax revenues in Austria in 2015.

Our investment activities are also of great relevance: in the decade from 2006 to 2015, the Casinos Austria and Austrian Lotteries Group invested a total of 259.2 million euros in our infrastructures. These direct investments triggered value-added effects to the sum of 159.9 million euros in Austria.
Our Value Chain

The concept of the value chain was first described by the Harvard economist Michael E. Porter, who advocates the notion that the value added generated by an organization must benefit all stakeholders in the entire production process. For a services sector organization like our group, these stakeholders include – alongside suppliers, staff, the regions in which our operations are located and the Austrian nation as a whole – above all our customers. Their gaming experience is the benchmark on which the quality of our products and services is measured.

A business model based on generating optimal not maximum revenue per customer is a prerequisite for responsible business in our sector: a balance must be attained between bets and winnings, so that it is the experience and the entertainment factor that are paramount for players and they are able to gamble responsibly.

The benefits to society should not only emerge at the end of the chain, they should be encountered wherever value added is generated. An organization can ultimately only be successful in the long term if it is built on social acceptance, i.e. brings a benefit to society. This applies especially to companies in sensitive business sectors like gambling. Society likewise profits from the activities of responsible organizations, as these create prosperity in a sustainable manner.

Based on this principle, we endeavor to incorporate our mission to do business responsibly at all points in the value chain. Just as the CSR principle permeates our entire group of companies, sustainability and responsibility should also take effect along the entire value chain.
Our Locations

GROUP HEADQUARTERS

The Casinos Austria and Austrian Lotteries Group has its headquarters at Rennweg 44, 1030 Vienna, Austria. The following companies are located at this site: Casinos Austria AG, Österreichische Lotterien Gesellschaft m.b.H., win2day Entwicklungs- und Betriebsgesellschaft m.b.H., Glücksspiel- und Unterhaltungsspiel BetriebsgesmbH (WINWIN), Österreichische Sportwetten Gesellschaft m.b.H. (tipp3) und Casinos Austria International Holding GmbH (CAIH).
OUR TWELVE CASINOS

Casino Baden
In Casino Baden, the glamour of the Belle Époque era remains alive to this day. The impressive building on the edge of the town’s spa gardens is home to one of the largest and most attractive casinos in Europe – with its own congress and event center. While its exterior is still resplendent in the classic style of a bygone age, its interior boasts cutting-edge, contemporary gaming areas. It is precisely this mix that makes the casino the place to go in the south of Vienna and a leading tourist operation in the region.

Casino Bregenz
Casino Bregenz is a popular leisure destination in the festival city on the shores of Lake Constance. Embedded in the city’s festival and convention center, floating stage and Hotel Mercure ensemble, the casino is a shining example of elegance and glamor. Casino Bregenz offers its guests international-caliber gaming, quality entertainment, top-class cuisine, countless “in” events and great promotions under one roof – directly at the spot where three countries meet.

Casino Graz
Casino Graz is a typical city casino – with a catchment area that extends well into the surrounding region and as far as neighboring Slovenia. Business travelers, wine enthusiasts touring the South Styrian wine route and city-break visitors drawn by one of the many festivals in the Styrian capital all flock to the popular casino in equal numbers for an exciting evening at the tables.

Casino Innsbruck
Casino Innsbruck’s elegant glass architecture lends the popular casino in the center of the city its own particular flair. Its prime location at the foot of the imposing Nordkette mountain range adds to its charm and makes Casino Innsbruck a very special place indeed. The casino is not just the venue of choice both for tourists and for Roulette and Blackjack fans from Austria, Italy, Germany, Switzerland and further afield, its event calendar is also full to the brim – making it a firm fixture in the city’s culture scene.

Casino Kitzbühel
At first glance, you wouldn’t initially expect to find a modern casino behind the colorful Tyrolean facade with its characteristic, traditional Lüftermalerei murals. But the casino in this chic and legendary Alpine resort is the place to be in Kitzbühel and plays an important and lively role in the town’s nightlife scene.

Casino Kleinwalsertal
Its unique location in a geographical enclave that is easily reachable from Allgäu in Germany, but almost inaccessible from Austria, makes Casino Kleinwalsertal a favorite destination for German guests and one of the main tourist attractions in this popular skiing and hiking region. Open all year round, the casino is an important visitor magnet for the Kleinwalsertal valley.

Casino Linz
Its central location on the Linzer Landstraße, Austria’s busiest shopping street outside Vienna, and close proximity to many of the city’s hotels, theaters, concert halls and art galleries are just two of this modern city casino’s many plus points. The interior design of this popular venue is really something special, with its fascinating color and lighting effects beautifully complemented by a colorful mosaic-like window frieze by the Austrian artist Hans Staudacher.

Casino Salzburg
Casino Salzburg is located in the majestic Klessheim Palace, providing its guests with fun and entertainment in the breathtaking setting of a regal baroque building created by Johann Fischer von Erlach. The generous interior design provides plenty of space, while the juxtaposition of baroque elegance and modern gaming give the casino a very special flair.

Casino Seefeld
Seefeld lies at the heart of the Inn valley plateau and is a paradise for downhill skiers, cross-country ski enthusiasts and fans of horse-drawn carriage rides in the winter months and an Eldorado for golfers in the summer. A visit to the town’s casino is the perfect end to a day of outdoor fun – and with its prime location in the heart of Seefeld’s pedestrian zone, the casino is the ideal meeting place for groups of friends congregating from the various hotspots around town.

Casino Velden
Life in Velden is pulsating and vibrant in the summer months. The casino terrace with its superb view over Lake Wörth is one of the best places around to sit back on a summer’s evening, soak up the Carinthian flair and enjoy the Mediterranean atmosphere of the lakeside promenade. With its colorful event program, Casino Velden remains a constant focal point in the Lake Wörth region’s nightlife scene.

Casino Wien
Casino Wien is a classic city casino in the traditional sense and style. Located in the Palais...
Esterházy, a 15th-century baroque palace, the popular casino is situated directly on the Kärntner Straße, one of the most elegant shopping streets in Vienna. Gaming at Casino Wien expands over three impressive floors. Its award-winning Cuisino – Genuss Events by Casinos Austria restaurant offers a top-class dining experience.

**Casino Zell am See**

Casino Zell am See is the newest casino in the Casinos Austria portfolio and opened on 1 January 2016. Its unique location in the north wing of the Grand Hotel, directly on the shores of picturesque Lake Zell, is not only easy to reach, it also underscores the casino atmosphere and the typical ambience found in a Casinos Austria casino.

**OUR MC4 LOGISTICS AND PARALLEL COMPUTING CENTER**

The group operates a logistics center in Wiener Neustadt, a city to the south of Vienna, which handles and processes all mailing activities and provides 2,960 m² of warehouse and packaging space. A parallel computing center is also located at this site.
WINWIN VLT OUTLETS

Under the motto “Café, bar and gaming”, the WINWIN VLT outlets offer entertainment at a total of 16 locations across Austria via a joint subsidiary. WINWIN outlets are meeting places for fun-loving, entertainment-minded people who enjoy a good night out.

All WINWIN venues offer guests aged 18 and above the opportunity to try their luck on cutting-edge video lottery terminals in a stylish setting. They also feature bistro cuisine at fair prices, well-trained staff and regular live music events and entertainment programs.
Which external changes and trends affect us?
Analysis of the environment

Social trends
Leisure behavior • increased mobility • individualization • demographic change • diversity • accessibility • inclusion
• health: stress, addiction, awareness, ... • education • labor market

Technological trends
Disruption • digitalization, digital transformation • mobile devices • geoblocking • multichanneling • green IT • innovation
• in- and outsourcing • cloud computing • biometry

Environmental trends
Green Events • regionalism • more environmental protection • energy efficiency • Paris 2015 – CO₂ reduction • climate change
• increased climate extremes

Media trends
Everyone is a communicator: social media • media consumption • fragmentation of the media landscape • concentration in media ownership and media agencies • reporting quality • mixing of advertising and editorial content

Political trends
Political influence on business • liberalization • EU-driven harmonization • distance between business and politics
• gender mainstreaming

Legal trends
Increased regulation • protection of minors • compliance • consumer protection • increased environmental protection directives
• anti-money laundering rules • responsible gaming • big data • advertising restrictions

Ethical trends
Corporate citizenship • change in values: me, nature, meaning • sharing not owning • loss of trust in institutions • call for honesty and transparency • staff awareness

Economic trends
Reduction in purchasing power • change in income structures • globalization • migration • concentration in trade
• exchange rate trends in border regions • Schengen • change in ownership
The challenges in detail and the strategies we are using to address them:

**Economic Challenges**

- **A reduction in purchasing power** and disposable income as a result of a changed income structure can lead on the one hand to reductions in sales; it can also on the other hand – through an intensification of customer support – increase individual customer winnings. At the same time, this calls on us to maintain and intensify our responsible gaming and corporate citizenship activities.

- **Increased globalization** creates many opportunities for our group, but also brings with it new challenges, which we need to rise to with a forward-thinking strategy. Opportunities arise here above all in organizational development and human resources in the field of diversity (intercultural exchange, diverse teams, broader horizons).

- **The concentration in trade** creates new sales channels (keyword: online trade), but at the same time strengthens dependence as a result of the associated concentration in sales partners. It is important here to foster existing sales channels and monitor any potential changes. In the online sector, a strong focus must also continue to be placed on responsible gaming.

- **Exchange rate trends** lead to a competition situation in border regions to countries with other currencies. In Austria, the countries concerned are Switzerland, Hungary and the Czech Republic, whereby Hungary and the Czech Republic as EU Member States clearly seek in their exchange rate policies to maintain stability vis-à-vis the Eurozone, while Switzerland regularly makes autonomous adjustments. Such changes can provide Casinos Austria with a competitive advantage, as has been the case with Switzerland since 2015, but can vice versa also put visitors from the neighboring country at a disadvantage in terms of purchasing power and lead to a corresponding drop in revenue.

- **A change in ownership** can increase financial strength and efficiency and place both organizations in a better position internationally. At the same time, care must be taken to maintain our previous pioneering role in the field of responsible gaming as well as the high level of trust and confidence shown by our customers, staff and the public. An active information policy and strengths management system as well as a clear business strategy that includes a responsibility strategy can counteract uncertainty – above all on the part of our staff.

**Social Challenges**

- **Diversity**, i.e. variety and equal opportunities for all regardless of gender, religion, origins or language, is a central topic for Casinos Austria and Austrian Lotteries. This creates many opportunities, e.g. with regard to labor market access and the corresponding change and expansion of our employee pool, or in terms of our customers. Education and sensitization measures are needed here to remove language and cultural barriers. Accessibility and inclusion also play a major role and require not only organizational and communication measures, but also infrastructure investments. For example, the reception area at our headquarters in Vienna (Rennweg 44) was recently renovated to make it wheelchair-friendly.

- **Health** is gaining increasing relevance in our society. Workloads and stress are on the rise, creating a growing demand for balance and relaxation. However, constant stress also increases the risk of addiction. By way of contrast to high levels of stress, awareness of health issues is growing, not least as a result of increasing life expectancy and the corresponding number of people reaching an advanced age. This bundle of trends creates both opportunities and risks for the Casinos Austria and Austrian Lotteries Group. The rising need for relaxation creates additional sales opportunities for a readily available leisure pursuit like gaming. However, the potential high addiction risk requires intensified efforts in the field of responsible gaming. The long-term changes in leisure habits as a result of increased health...
awareness pose a challenge to the gaming sector because this development is accompanied by increased mobility, and the trend is moving away from gaming to sport or more all-round experiences. For Casinos Austria – and for Austrian Lotteries to a lesser extent – these essentially positive developments for society as a whole mean that the entertainment and relaxation aspect must be brought increasingly to the fore. A clear focus on these trends must deliver the basis to react to changes in customer demands and requirements. And last but not least, responsible gaming must be practiced seriously and credibly to gain customer confidence and maintain this trust in the long term.

- **Demographic change** and the corresponding aging population mean that Casinos Austria and Austrian Lotteries have different generations to address as potential target groups – both in our product and services portfolios as well as in our communication activities. The demography is, however, not shaped solely by low birth rates and increasing life expectancy, but also by migration. The long-term result of this trend cannot yet be foreseen and must continue to be monitored.

- **Education** is the topic par excellence for the future, both for society as a whole as well as for our companies. Ongoing training and further education and above all flexibility are the name of the game here, both on the part of our staff and our group. New options like job sharing, flexible working hours models or mentoring approaches have already been in place in the Casinos Austria and Austrian Lotteries Group for some time. They increase trust, retain staff in our group longer and help to position our group in the labor market.

**Technological Challenges**

- **Digitalization** is changing society, work and corporate business models. It is a major challenge for Austrian business and society as a whole, not least because new technologies are characterized by rapid, short innovation cycles and thus need to be continually adapted and updated. This means we also have to adapt our strategy, structure, culture and corporate processes as well as our products and services. On the customer side, more and more customers are using online services via their mobile devices. People are now doing their work, buying groceries or pursuing their leisure interests independent of their location, i.e. wherever and whenever they want. This can lead to existing business models being substituted. Potential options here include the expansion of online services, virtual teams and virtual workplaces, as well as increased player protection.

- **Green IT** – an environmentally and resource-friendly form of information and communication technology (ICT) throughout its entire lifecycle – is a central topic for organizations. It requires investment, but in an ideal scenario also reduces costs in the long term. For Casinos Austria and Austrian Lotteries, this includes an optimization of existing equipment, a reduction in our energy and resource consumption, and the environmentally friendly disposal of equipment.

- **Multichanneling** is the coordination and linking of various sales channels, in particular the merging and consolidation of virtual and terrestrial products and services. This marketing strategy is of great relevance for Casinos Austria and Austrian Lotteries. While multichanneling does entail higher handling costs, it also offers us the potential to expand our customer base. Synergies are created here through new tools, channels and platforms, which not only attract new customers but also allow us to extend our communication beyond our existing customer base.

- **Online mobile devices**: many of the mobile devices that are now in common use make online products and services accessible from literally anywhere – smartphones, tablets with SIM cards and, in the not so distant future, also data glasses or wristwatches with smartscreens. The gaming habits of some of our customers have thus also changed accordingly. Gaming is no longer an activity for which they necessarily go to a casino or other gaming venue after work and stay for a while, it is something they can essentially do whenever and wherever they like. Attracting and maintaining these customers demands a mobile gaming portfolio that is not simply an online version of its offline and computer counterparts, but has instead been optimized to the requirements of mobile devices. At the same time, fast-moving, readily available gambling products increase the risks of gambling addiction. Consequently, existing responsible gaming features must be emphasized and extended. Experience shows that in addition to deposit limits, features like playing time restrictions or the provision of mentors to at-risk customers have proved beneficial.

- **Geoblocking** is the technology used on the internet to restrict access to content based on the user’s geographical location. Casinos Austria and Austrian Lotteries see this as an
effective means of preventing the spread of
unlicensed online gaming sites. Effectively
suppressing such sites is essential in order to
enforce the Austrian Gaming Act. At the same
time, geoblocking is always also a balancing act,
since it constitutes an attack on the freedom of
the media. Two fundamental democratic princi-
ples are thus set against each other, namely the
effective enforcement of a legal norm on the
one hand and the right to free use of a medium
on the other. The prevailing opinion among the
experts is that, in case of doubt, the health and
sociopolitical objectives attached to the en-
forcement of the Gaming Act – above all the
prevention of addiction and protection of mi-
nors – take precedence.

Environmental Challenges
- Climate change has manifold effects on
companies and organizations. Firstly, the use
of tourist regions is changing – the warmer
climate turns winter sports regions into year-
round destinations, while typical summer re-
sorts are avoided by travelers in the hotter
months. In places where climate change causes
natural disasters, the human suffering is accom-
panied by the destruction of both the cultural
landscape and the attractiveness of the area.
Since the casinos operated by Casinos Austria
have very close links to Austrian tourism, such
long-term changes – and, of course, any poten-
tial catastrophic events – have to be monitored
and taken into account. The battle against the
consequences of climate change is leading
to increasingly strict standards being placed
on organizations, above all with regard to re-
source consumption and CO₂ emissions. This
trend was intensified by the 2015 Paris climate
summit. Casinos Austria and Austrian Lotteries
are reacting to this by raising awareness for
environmental issues and through a range of
activities supported and embraced by our em-
ployees, which also strengthen the group’s sta-
tus as an environmentally-aware organization.
- Energy efficiency: high energy costs and reg-
ulatory requirements demand an even more tar-
eted approach to the use of energy. Casinos
Austria and Austrian Lotteries have launched
extensive initiatives to reduce energy con-
sumption across our entire group of companies.
- New environmental trends reflect the in-
creased environmental awareness in the popu-
lation, which also leads to intensified measures
to protect the environment. One such trend
which affects Casinos Austria in particular
are Green Events, i.e. the challenge to organ-
ize events in an environmentally and resource
friendly manner as possible.
- There is a strong trend toward regionality in
Austria. This can be seen in the increased trust
people place in local suppliers. Casinos Austria
and Austrian Lotteries are committed to re-
gionalization, and we take care in the selection of
our foodstuffs and our suppliers to support the
respective region. This creates a reliable, coop-
erative supplier network and strengthens the
region’s purchasing power. At the same time,
care must be taken to ensure that the reliance
on local suppliers does not lead to limitations in
supply and that our relationships with suppliers
are partnerships on equal terms.

Media Challenges
- Everyone is a communicator: information
habits and demands on media are changing. People want greater transparency and open
communication – from companies as well. The
power of social media is on the rise; their influence on business, politics and society is growing. Customers publish details of their experiences and no longer have to rely on media professionals to do so. When negative, such feedback can mean serious reputation crises and image damage for companies. But if they handle it well and recognize and address the problems quickly, it can also generate greater confidence and customer loyalty.

- **The fragmentation of the media landscape** makes it more difficult and expensive for companies to reach their target groups and creates, among other things, unclear profiles for the various different media. But large companies like Casinos Austria and Austrian Lotteries need clear media profiles and professional target group planning in order to be able to reach their customers directly.

- **The concentration of media agencies and media owners** creates greater dependencies on the thus dwindling number of providers and media and can have a whole range of different effects. This trend can be counteracted by strong principles, direct dialog and intensive contact management.

- **Fast-paced, short-lived reporting** is one consequence of the changes within the media landscape. As the same time, the complexity of and dependence on information is growing. For companies like Casinos Austria and Austrian Lotteries, this makes open communication with interested journalists essential, but also raises the need for other forms of direct, open communication with customers and the public.

- **The distinction between paid advertising and editorial reporting** is becoming increasingly blurred, due above all to the developments in the social media sector. This has a negative impact on the credibility not only of the media but also of the company in question. A responsible approach and adherence to ethical and legal standards are essential here. Casinos Austria and Austrian Lotteries are committed to maintaining such an approach and upholding such standards and always endeavor to communicate clearly and transparently.

**Political Challenges**

- The requirements placed on business by policymakers are also growing. This can also be seen in the stricter requirements for companies with regard to social responsibility. For Casinos Austria and Austrian Lotteries, this means above all stricter requirements vis-à-vis the protection of citizens. As a response to this challenge, our group has been operating a comprehensive responsible gaming program for many years. A leading approach in Europe, the program extends from systematic prevention and support for counselling and treatment facilities through to hotlines and the intensification of security measures.

- **Gender mainstreaming** is not just a social phenomenon, it is also a political one. We have implemented a range of gender programs in our staff development activities to support and promote women on various levels. The simplest and also most clearly visible measure is the consistent use of gender-neutral language in all communication issued by and used in the group.

- **Liberalization and harmonization** in the EU open up many opportunities for international companies like Casinos Austria and Austrian Lotteries – and not just in economic terms. Alongside the opportunities for expansion, the access to different cultures both in the workforce and among customers is an important source of new perspectives and ideas. But there are also risks involved, like lower revenues as a result of increased competition from other countries. These can only be met with forward-looking business and CSR strategies.

- **Maintaining a balance between proximity and distance** to politics is essential in business. In Casinos Austria’s case, we have to represent our interests in gaming legislation and gaming policy issues and be an active dialog partner in the political arena. Our dialog with policymakers is based on demographic discourse and, thanks to our industry experience, leads to sound, well-founded legislation. At the same time, all big companies and groups have to take care to maintain the necessary distance to politics, all the more so when they – like the Casinos Austria and Austrian Lotteries Group – are partly state-owned. Too much proximity can lead to a loss in credibility. Transparency and open communication on all levels are important means of maintaining this balance.

**Legal Challenges**

- The combination of increased regulation with stricter provisions (e.g. legislation governing working hours, environmental protection, consumer protection) establishes a clear framework. However, the different regulations that apply in different countries for international companies are a challenge, especially since EU directives are transposed differently into...

Open communication and transparency define our relationship with the media.

Our gender mainstreaming does not stop at simply changing our language habits. We systematically promote women on multiple levels throughout the group.
national law in the individual EU Member States. Key to ensuring the correct approach to these challenges are an effective compliance system, transparency and ongoing communication with stakeholders.

• **Strict adherence to and the continual improvement of measures to protect minors and players** are essential in the gaming sector, since our customers always tread a narrow path between fun and pleasure and the temptation to exceed their own limits. At Casinos Austria and Austrian Lotteries, we achieve this through our responsible gaming program, which we continually evaluate and develop and which far exceeds the statutory requirements, as well as through deliberate, scientifically evaluated advertising restrictions. We also adhere strictly to the different age limits for different forms of gambling. All such measures are subjected to a continuous process of reflection and further development.

• **Compliance**, i.e. the adherence by companies to codes of conduct, laws, standards and guidelines, is the basis for responsible management and is something that is taken for granted by the market. The challenge therein lies in motivating staff to assume personal responsibility without letting the efforts required become excessive. At Casinos Austria and Austrian Lotteries, we provide training for our staff and managers and also have our companies certified and audited by external third parties.

• **Big data** is a big challenge for gaming companies. The data collected helps us on the one hand to deliver customized offers to our customers and allows us to provide effective responsible gaming measures. At the same time, the risk of any abuse of such data must be prevented. It is therefore essential to provide transparent information and clarification to consumers, who are naturally skeptical and sensitive about the use of their data.

• **Anti-money laundering regulations** to prevent criminal activity are a central topic in the gaming sector. The EU has in the meantime issued four anti-money laundering directives. The Casinos Austria and Austrian Lotteries Group has always stressed the relevance of measures to prevent money laundering through the gaming sector and immediately adapted our rules of good practice accordingly. The role of our Compliance Officer was upgraded through corresponding training to that of an Anti-Money Laundering Officer. Through our participation in working groups, we are also actively involved in the further development of such regulations.

**Ethical Challenges**

• **The loss of confidence and trust in institutions** has further intensified since the recent economic crisis. This can be counteracted above all through honest and open communication. In contrast to gaming companies in other countries, surveys indicate that confidence and trust in Casinos Austria and Austrian Lotteries is very high.

• **The growing demand for honesty and transparency** means that expectations and requirements of organizations in this regard are on the rise. Transparency is increasingly expected of gaming operators not only in their handling of the games and their approach to preventing corruption, but in their business processes as well. Casinos Austria and Austrian Lotteries have responded to this trend by adhering strictly to all applicable guidelines, by continually optimizing processes, by seeking and obtaining certifications and, last but not least, through this CSR report.

• **The shift in values** is something everyone is talking about at the moment. People are becoming more individualistic and egocentric, yet also more sensitive, above all when it comes to their relationship with nature or the meaningfulness of their existence or their work. This poses a great challenge for companies with regard to their employees and their customers. They have to recognize and react to the different values and, at the same time, take into account any applicable cultural or geographical
differences. A strong corporate culture is the key when dealing with the shift in values.

- **Sensitivity of staff** to the responsibility demonstrated by their employer is likewise on the rise. Even if they pay well, people are reluctant to work for companies whose goals they do not identify with. At Casinos Austria and Austrian Lotteries, we have long set ourselves the goal of being attractive employers and offering our staff meaningful jobs as well as training, further education and personal development opportunities. The high average length of service, above average qualifications and high general level of job satisfaction indicate the success of these efforts. Continually raising these high standards is a challenge, with some potential to do so to be found in the fields of diversity and equal opportunities.

- **Corporate citizenship**, the commitment by companies and organizations to be “good citizens”, is by no means a new phenomenon, but it is of particular relevance for large companies like Casinos Austria and Austrian Lotteries. Our mission to support society and give back part of our profits – over and above our tax contributions – is part of our corporate philosophy. We gladly pursue this mission since it clearly reflects our values and enriches not only society but also us as an organization.

Details of our strategies and measures to address these major challenges are provided in the chapters below.
Focus on the Material Aspects

In 2015, the Casinos Austria and Austrian Lotteries Group conducted an analysis of the key aspects of its business operations for the first time in order to obtain new and additional insights for our long-term CSR strategy as well as to meet the constantly rising requirements of sound CSR reporting.

This focus on key areas of operation and intensified alignment of CSR activities to core business are hallmarks of a contemporary approach to CSR. Incorporating insights from the related CSR projects and processes into corporate strategy is likewise essential. Doing so serves to demonstrate how far a company has progressed with the integration of its social responsibility and its contribution to sustainable development beyond the legal requirements.

The CSR topics that are material to the Casinos Austria and Austrian Lotteries Group were determined in a multi-stage materiality analysis. Based on the results of this analysis, fields of action that were of particular relevance for the group’s business strategy were identified. We intend to continue with this approach and, from 2014 onwards, have structured and intensified our dialog with our stakeholders accordingly.

To allow us to identify the complete spectrum of material topics, we analyzed these topics in a first step on the basis of the GRI G4 standard and collected and prepared them in a series of workshops attended by representatives of all our Business Units, Corporate Functions and operations. We were supported and advised in this endeavor by the Center for Responsible Management in Vienna.

The fields of action were then ranked by their materiality from a company-internal perspective. To analyze the external perspective on these topics, we used the stakeholder survey method. At our Play Fair Open Days, a two-day fair held in our Studio 44 event venue, we not only presented our products and demonstrated our commitment, we also conducted a survey. More than 5,000 people from all stakeholder groups were invited to this event. The survey itself was carried out as an internship project by students from FH Wien University of Applied Sciences. The results were used to produce an initial ranking of the fields of activity by relevance to the individual stakeholder groups. The scope and relevance of these fields of activity will be further refined in future using suitable methods, in order to allow us to become better and more experienced at strategically integrating the CSR aspects of our core business. The corresponding processes will be refined, more strongly communicated, systemized and standardized in future in cooperation with our stakeholders. We will do this with the support of staff in our casinos and WINWIN outlets as well as in our Business Units and Corporate Functions. Our existing CSR organization will serve thereby as the main pillar for realizing this endeavor.
Our Fields of Activity Derived from the Materiality Matrix

The information in this section describes the key fields of activity defined on the basis of our CSR process and our stakeholder dialogs and surveys.

**Market**
- Socially compatible production/purchasing, implementation of social standards, consumer protection, fair prices

**Workplace**
- Job security, health protection, staff training and education, work-life balance, diversity, incentive systems

**Environment**
- Energy and resource efficiency, introduction and auditing of environmental standards

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From the group perspective

- **1** Entertainment
- **2** Jobs
- **3** Tax contributions
- **4** Responsible gaming

From the stakeholder perspective

- **1** Value creation
- **2** Corporate citizenship
- **3** Shareholder value

Particularly important

- **1** Prevention of criminal activity
- **2** Controlled and fair gambling
- **3** Environmental considerations

Very important

- **1** Value creation
- **2** Corporate citizenship
- **3** Shareholder value

Important

- **1** Prevention of criminal activity
- **2** Controlled and fair gambling
- **3** Environmental considerations
1 Entertainment
This refers to the manner in which the Casinos Austria and Austrian Lotteries Group’s products are offered. Customer satisfaction, a transparent portfolio of products, high quality of service and the establishment of our operations as regional event hotspots are the central aspects here. A key role is also played by all measures to protect players and thus to prevent gambling addiction: our products and services should ultimately be – and remain – one thing for our customers, namely fun and entertaining.

2 Jobs
The high value accorded to jobs – both by internal and by external stakeholders – can be ascribed to the importance of job security in this day and age. A job in the Casinos Austria and Austrian Lotteries Group is seen as attractive and desirable. The emphasis in our HR activities lies on job security, health protection, staff training and education, work-life balance, diversity and up-to-date incentive systems, as well as on motivation and job satisfaction.

3 Tax Contributions
Stakeholders expect a gaming company that exercises its business on the basis of a state gaming monopoly to make a significant contribution to the national budget. Also of key importance here is a regulatory mandate, which foresees an adequate, attractive legal offer to suppress illegal offers – in other words, profit optimization not maximization. The Casinos Austria and Austrian Lotteries Group endeavors to generate optimal earnings by offering attractive gaming and events, providing high quality service and developing and implementing innovative products and services.

4 Responsible Gaming
Protecting our customers and guests from the potential negative effects of uncontrolled consumption of gambling products is of utmost importance to the Casinos Austria and Austrian Lotteries Group. Our reputation in society and among our stakeholders is a key issue here. We have a comprehensive program of responsible gaming measures and activities in place and continually seek to develop this program further. From a stakeholder perspective, we enjoy a strong reputation in this field and are on the right path.

1 Value Creation
As far as value creation is concerned, the central demand of our stakeholders in the materiality matrix is that value is created and remains in Austria. The purchasing of regional products from as near to our venues as possible safeguards regional value creation. The Casinos Austria and Austrian Lotteries Group is a strong partner for Austrian tourist operations, and our venues are positioned as leading tourist enterprises in their respective regions.

2 Corporate Citizenship
Support and sponsoring of sport, the arts, culture and social projects are not only written into Casinos Austria’s and Austrian Lotteries’ statutes, they are also considered a key aspect by our stakeholders. In the interests of social diversity, we endeavor to support both small projects and large-scale projects with a broad cultural impact as well as creative activities outside the mainstream. In the interests of player protection and the prevention of gambling addiction, we help fund organizations which offer support to gambling addicts and create low-threshold access to counselling and treatment for addicts and their families. Social engagement by our staff is encouraged and supported through cooperations with non-profit organizations.

3 Shareholder Value
This point comprises measures to maintain cost efficiency, active innovation management, investment programs, site evaluations and quality management, as well as risk protection, recognizing and making use of opportunities and the active search for new sources of earnings.

1 Prevention of Criminal Activity
The implementation of auditable processes and concepts to prevent corruption, money laundering, fraud and theft are of utmost importance to this material aspect – as are measures to protect customers and guests.

2 Controlled and Fair Gambling
Gambling is not a replacement for gainful employment, and this must be clearly communicated to our customers and guests. Responsible advertising is essential here, as is the transparent and comprehensible indication of the odds for the different games. Gambling habits are actively monitored along with adherence to access and age restrictions.

3 Environmental Considerations
This point includes corporate energy and resource efficiency, recycling and waste disposal programs, environmental protection as well as the introduction and auditing of environmental standards in general.
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Our Responsibility
Toward our Stakeholders

The Casinos Austria and Austrian Lotteries Group conducts its business in an environment that is shaped by multiple and diverse stakeholder expectations. Dealing with the different stakeholder groups in society – and addressing their demands – is thus a central part of our corporate social responsibility. The interaction with stakeholders helps the group to recognize and react to trends and changes in society at an early stage. At the same time, it allows us to build up mutual understanding and trust as well as to develop and intensify partnerships. The CSR goals that we have set ourselves can only be achieved if we remain in constant contact with our dialog partners from society, academia, culture and sport as well as with our business partners and representatives of politics and the authorities.

The principle of dialog with stakeholders has been a central aspect of business at the Casinos Austria and Austrian Lotteries Group from the very outset. Indeed, it was already reflected in the organizational structure at the founding of Österreichische Spielbanken AG in 1967, which was renamed Casinos Austria AG in 1985. The “Customer Service Office” set up at that time was already tasked with the prevention of gambling addiction. This originally small department has since grown into a separate division in the group: the Corporate Function Responsible Gaming, Advertising and Sponsoring.

This meant that the most important stakeholder groups were already known when the first CSR Reports were published in the group in 2006. Dialog with these stakeholder groups was likewise already established practice. In the years that followed, this structure was critically analyzed in the course of the preparation of our CSR reports and adapted as required. Since the introduction of our monthly CSR meeting in 2013, which is attended by members of staff from the individual Business Units and Corporate Functions, stakeholder matters have featured regularly on the agenda.

In the course of the work on the materiality matrix (see previous chapter) in 2015, we also analyzed our stakeholder structure and adapted it to the current scenario.

The Casinos Austria and Austrian Lotteries Group communicates with its stakeholders through a range of channels: joint events with representatives of tourism (“Tourism Talks”) and culture (“Culture Talks”) serve to foster commonalities and enable concerns to be shared. In addition to normal contacts in the course of business, sales partners are also invited to responsible gaming events. Active dialog with casino guests is likewise an integral part of our corporate culture.

This continual contact with individual stakeholder groups is augmented through publications. Our annual reports, for instance, provide information on economic developments. Our staff magazine Ein.Satz and weekly intranet newsletter keep our employees up-to-date on what’s going on in the group and provide them with the opportunity to communicate their own issues and achievements.

In the following chapters, we will take a closer look at some of our stakeholder groups and their requirements and demands. For this purpose, we also conducted a series of interviews with representatives of these individual stakeholder groups, thus giving them the floor and allowing them to report on the interaction with the Casinos Austria and Austrian Lotteries Group from their own perspective.
Stakeholders

Customers and Guests

As a managing director and businesswoman, Andrea Schatzl likes to get away from the stress at work and relax at the Roulette table. She enjoys the atmosphere in the casino, the all-round entertainment, the restaurant and the bar. While she only gambles for fun, she still finds the player protection measures that are evident in the casino reassuring. For her, a few drinks at the casino bar and a couple of games at the tables are a pleasant distraction.

When guests come to our casinos, they are looking for lively entertainment. Customers who buy our lottery products also look forward to the fun of scratching open the numbers or watching the draw. To ensure these experiences remain at a consistently high level, invisible quality standards must be guaranteed in the background: fairness in the design of the games, security, data protection and, last but not least, adequate responsible gaming and player protection.

Harald Guggenberger plays Lotto almost every week, and occasionally also Zahlenlotto and EuroMillions. He normally fills in a play slip, but does also on occasion use the win2day site. For him, the fun factor lies more in trying to guess the winning numbers and less in the chance of winning millions. On the contrary – he would prefer lower jackpots and more frequent draws. If he were ever to find himself confronted with a responsible gaming issue, he knows where he can find the relevant information on the internet.

Florian Scheiblecker uses tipp3 regularly to bet on exciting sporting events and thus knows and appreciates the convenience of the sales outlets – both the fact that he can place a bet at virtually every street corner as well as the uncomplicated payout of winnings in cash. What he doesn't like are unattractive odds. In case of doubt, he opts for tipp3 not least because he knows that fairness and responsible gaming are a high priority there.
Andrea Schatzl
Regular guest at Casino Wien

Harald Guggenberger
Lotto enthusiast

Florian Scheiblecker
Avid sports betting fan
“The casino is a great place for socializing.”

Thank you for taking the time to talk to us. Let’s get straight to the point: What do you expect when you go to a Casinos Austria casino?

Andrea Schatzl: That’s an easy question. I expect a relaxed, pleasant and elegant atmosphere, coupled with a few exciting hours at the tables or slots. The total package is extremely important to me. Perhaps a welcome drink with friends at the bar, then a bite to eat in the restaurant and then on to the gaming floor. I love this combination, and, if you ask me, you really can’t beat it.

Do you make use of any additional offers and/or our event service? I’m referring here, for instance, to comedy shows, tasting events, mystery dinners, etc.

Andrea Schatzl: I regularly go, for example, to tasting events with my partner – and also with friends. We live nearby, so it’s not far to the casino. For me personally, other events are really too long. I just want to find out what something’s all about or taste what’s on offer and then get back to the gaming table and play a few chips. Personally, I prefer short distractions or interludes – a bit of light entertainment as it were – to longer events.

How happy are you with the service you receive in the casino from Casinos Austria staff?

Andrea Schatzl: The staff are extremely courteous and provide a wonderful level of service. That’s one of the reasons why we like to invite our friends to a night at the casino. Some of them still associate a casino with a sleazy “gambling den” and are then really surprised when they see how nice the ambiance and atmosphere are. The Casinos Austria staff look after every guest, regardless of how much time they spend at the tables. You’re treated extremely courteously throughout the casino. The casino really is a great place to socialize.

What about responsible gaming and player protection? Would you know where to go to obtain information and support?

Andrea Schatzl: Yes, I would definitely know, I would ask a member of staff. Personally, I’ve never had any experience with this topic. I just like to play my welcome chips! But I do know that people who were banned from the casino were treated in a very responsible manner.

Do you also have experience of online gaming and do you use any such sites?

Andrea Schatzl: I know that there are such sites, but I don’t use them. But there is plenty of information about them out there. As I already mentioned, what matters to me is the atmosphere in the casino, the live experience and having a fun evening with my friends.
“If I have any questions about responsible gaming, I can also ask the tobacconist.”

Thank you for agreeing to give us a short interview. Which Austrian Lotteries games do you play?

**Harald Guggenberger:** I usually play the national lottery, i.e. Lotto “6 aus 45”, then EuroMillions and, above all, the Zahlenlotto numbers lottery.

How often do you play these games?

**Harald Guggenberger:** I play several lines or several tickets in every draw.

In general, would you like to play more or less often? For example, only once a week?

**Harald Guggenberger:** No, it’s fine for me as it is, the frequency is ok. It’s also a matter of cost, after all.

And how do you play? How do you place your numbers? Do you fill out the lottery slips yourself or do you use the Quicktipp lucky dip option?

**Harald Guggenberger:** I have some lines and numbers that I always play. The rest I do using Quicktipps.

Do you also use online gaming services? Do you play, for instance on the online gaming platform win2day?

**Harald Guggenberger:** I’m familiar with the site and even have an account, but I rarely use it. I sometimes use it if I can’t make it to a tobacconist.

And how do you stand when it comes to trust and security? What’s your opinion of Austrian Lotteries in this regard?

**Harald Guggenberger:** Well, I’m not an insider, but I think that everything is done there by the book.

Have you ever heard about responsible gaming and player protection? Do you know where you could get information on this topic?

**Harald Guggenberger:** I have heard about it and I think I would find information or could even get support on the internet. I could also ask the tobacconist.

That’s correct, information is also available in the sales outlets. Is there anything else you would like to see from Austrian Lotteries? Have you any other wishes or expectations?

**Harald Guggenberger:** I would like to see the winnings distributed better, not the whole big sum going to one or just a few people. 70 people would also be happy, for example, to share 70 million euros. If it were done that way, 70 people would be happy.

What would you do if you won the Lotto jackpot?

**Harald Guggenberger:** I would take care of my family and try to continue life as “normally” as possible.
Many thanks for taking the time for this interview. What expectations do you have of a sports betting provider?

Florian Scheiblecker: I expect to be able to place my bets quickly and easily. I also want to know that I will get my money if I win. And, of course, the odds also have to be attractive. tipp3 meets all these requirements.

Where do you place your bets? Directly in the sales outlet or online as well?

Florian Scheiblecker: I sometimes place them online. But I generally use one of the many sales outlets.

Are you happy with the online service on all devices, i.e. also, for instance, on mobile phones, as well as with the layout of the website in general?

Florian Scheiblecker: I’m very satisfied with the online service and would describe the service for mobile phones as good but with room for improvement. The main reason for that is that the view is limited on the smartphone screen. You don’t have as good an overview of the games on offer as you do in the sales outlets or on a laptop or PC.

Do you feel that you receive good support?

Do you know where to go or who to contact if you have a problem? Keywords phone number or chat?

Florian Scheiblecker: So far I’ve never needed any support but I’m sure that tipp3 in particular offers many possibilities here. But as I said, I’ve never used any of them myself.

Do you also use other betting service providers?

Florian Scheiblecker: Very rarely. I perhaps used to do so a bit more in the past, but in the meantime only on very rare occasions.

Is there a reason why you prefer tipp3?

Florian Scheiblecker: Yes, there are several reasons. First, there are loads of sales outlets, so you can fill in and place a tipp3 betting slip on your way past. If you win, your winnings are paid out immediately in cash. So the whole process is easy, and you know that with tipp3 the products are totally reputable.

Reputation and integrity brings us to our last topic: security. Is this also an important topic for you?

Florian Scheiblecker: Of course. I know that security is a priority at tipp3. There is also plenty of information about it on the website. I haven’t read it all, but I would know where to go to get information. There is also material available, for example, at the sales outlets.

Herr Scheiblecker, thank you for talking to us today!
A great evening in one of our casinos, the quick purchase of a lottery ticket before the draw or a bet on an exciting football match – the diversity and scope of the products offered by the Casinos Austria and Austrian Lotteries Group are matched only by the variety in our guests, customers and players and their expectations of us. But they all have several things in common: they all expect great entertainment, excitement, a wide choice of gaming options, good food and high quality service as well as equal opportunities and security in the handling of the games, data protection, confidentiality for gamblers, recognition of potential gambling problems and possibilities for self-restriction.

Our group has been active in the Austrian market for almost 50 years, and our business activities have always been characterized by our strong approach to responsible gaming. We are fully aware of our great responsibility to society and thus take measures in all we do – from product development through to the payout of winnings – to meet and address the demands of our customers and guests.

PRODUCT DEVELOPMENT
Developments in recent years indicate that the challenges of the digital age require a continual change and adaptation of business models and processes. Customer expectations and behavior are changing at a rapid pace, particularly in connection with new information and communication technologies. Bringing a new product to market requires optimal preparation. Monitoring the market, customer demands and experiences gained in previous product launches all play an important role.

We use a number of different methods like co-creation and prototyping to obtain feedback on our products and services and identify customer demands. Focus group studies, quantitative and qualitative analyses and mystery shopping campaigns provide us with extensive data and material. This forms the basis for the development of the perfect customer journey.

Our customer focus thus leads to systematic investments in innovative and failsafe games and services as well as to exciting, entertaining products and services in the gaming, F&B and event sectors.

In 2015, we established additional parameters in the group to support product development through the use of new methods and to increasingly drive innovation forward. This culminated in 2016 in a change to our organizational structure: Innovation Management was established as a separate unit in our Corporate Function Corporate Development.

PRODUCT EXPERIENCE
To provide our customers and guests with an attractive gaming experience, we follow the broad strategy of taking the Austrian gaming market to an even higher level in a responsible and reputable manner. We seek to provide the most attractive all-round gaming experience and, at the same time, to meet all regulatory and sociopolitical requirements to the best of our abilities. To do so, we draw on our well-established venues, our comprehensive product and market know-how, the strength of our brands and the continual development of all our products and systems.

Our many years of experience in the gaming industry, but also in the food & beverage (F&B) and event organization sectors, make us the market leader in terms of variety, service and customer satisfaction. We simultaneously cover the increasing focus on the online sector as well as the intensified demand for real-life worlds of experience like those encountered in our casinos and VLT outlets. The outstanding price-quality ratio in our F&B services is likewise an important unique selling point (USP) for our operations. Our spacious venues all com-
bining Austrian charm and tradition with modern design elements.

In the product experience field, we launched a variety of new games in our casinos, our lottery sales outlets as well as on the win2day online gaming platform and at WINWIN and tipp3 in 2014 and 2015. The highlights are described in brief below; further details of the individual new games can be found in the Casinos Austria and Austrian Lotteries annual reports.

**Highlights 2014**
- The launch of Double Roulette in our casinos in Vienna and Baden provides a thrilling new Roulette experience with the chance to win up to 1,200 times the amount bet. The introduction of Double Roulette has allowed us to attract new target groups, extend the range of games on offer in our casinos and considerably increase our Roulette revenues.
- A change in rules for Easy Hold’em and the creation of a new bet option with attractive payout rates increased the popularity of this Poker game, which generated its best revenue results since its launch.
- Classic, Vegas and Party Blackjack, the new variations of the game that have been on offer in our casinos since December 2014, now make this casino favorite even more attractive.
- 2014 was also an exciting and successful year from a culinary perspective. The absolute highlight of the year was the positioning of our new F&B brand, Cuisino – Genuss Events by Casinos Austria. The cafés, bars, restaurants and lounges in our casinos have since all switched to the new brand. As event caterer in Baden and Velden, Cuisino also caters annually to several thousand event guests. Cuisino offers highest quality cuisine combined with perfect service.
- Austrian Lotteries opened a new chapter in Austrian lottery gaming in 2014 with its new TeamTipp and Anteilsschein options. By purchasing a TeamTipp (literally “team numbers”) for Lotto, EuroMillions or Toto, up to ten people can now play and (potentially) win together with the same numbers. Each member of the “team” receives an individual ticket and can thus claim their win independently of the other members.
- The Lotto or EuroMillions Anteilsschein (literally “share ticket”) allows customers a low-cost possibility to participate in draws with a number of lines and thus significantly increase their chances of winning.
- In response to the growing customer trend toward mobile applications, tipp3 introduced a mobile version of its tipp3.at betting service in the run-up to the 2014 FIFA World Cup.

**Highlights 2015**
- A casino display system (CDS) for card tables was installed in our casinos in spring 2015. The displays show information about the game that is being played as well as the applicable minimum and maximum bets. They also inform players directly at the table about any promotions, prize draws or other events that are going on in the casino.
- The introduction of the Punto Banco variant Macau Baccarat in September 2015 in Casino Wien was greeted with particular enthusiasm by guests from the Far East. New single-croupier tables were designed and produced especially for this game.
- To be able to continue offering prestigious national and international tournaments in the..
future, a casino operator has to constantly develop its Poker portfolio. Accordingly, Casinos Austria will continue to set trends and respond to customer demands to keep its portfolio exciting and attractive. The recent introduction of the Las Vegas favorite Open Face Chinese – Pineapple Poker in our casinos offers guests access to a new game that is particularly popular with Poker insiders.

- The EuroMillions system ticket that has been available since May 2015 offers Austrian Lotteries customers an easy and convenient way to play multiple picks in one draw and thus raise their chances of winning.
- In July 2015, Austrian Lotteries also launched a free program for customers who like to create their own personal picks and individual numbers systems at home on their computer. The Lotto and EuroMillions “System Champion” allows customers to try their luck using their own tailor-made system.
- A new “second chance to win” via the Austrian Lotteries website option was introduced for customers at the end of 2015.
- win2day has also been offering live Roulette since 2015 and has expanded its product range to include further slots and video poker games both on the internet and for mobile devices.
- tipp3 launched its digital betting slip system in its sales outlets in 2015. The tippBox is a touchscreen device that is easy to use for customers and guarantees sales outlets safe and reliable transactions.

<table>
<thead>
<tr>
<th>Casinos Austria Games</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Table games</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Roulette</td>
<td>70</td>
<td>68</td>
<td>65</td>
</tr>
<tr>
<td>Double Roulette</td>
<td>-</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Black Jack</td>
<td>48</td>
<td>63</td>
<td>58</td>
</tr>
<tr>
<td>Black Jack X-change</td>
<td>14</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>French Roulette</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Tropical Stud Poker</td>
<td>15</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Poker</td>
<td>50</td>
<td>50</td>
<td>39</td>
</tr>
<tr>
<td>Easy Hold’em</td>
<td>22</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>Punto Banco</td>
<td>5</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Macau Baccarat</td>
<td>-</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>234</td>
<td>235</td>
<td>211</td>
</tr>
</tbody>
</table>

| Slot machines         | 1,968| 2,010| 2,072|

<table>
<thead>
<tr>
<th>Austrian Lotteries Games</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lotto “6 aus 45”</td>
<td>Toto mit Torwette</td>
<td>EuroMillions</td>
<td></td>
</tr>
<tr>
<td>Zahlenlotto 1-90</td>
<td>Bingo</td>
<td>ToiToiToi</td>
<td></td>
</tr>
<tr>
<td>Joker</td>
<td>Rubbellos</td>
<td>Brieflos</td>
<td></td>
</tr>
<tr>
<td>Klassenlotterie</td>
<td>win2day</td>
<td>WINWIN – Video Lottery Terminals</td>
<td></td>
</tr>
</tbody>
</table>

Lotto for the inventive: everyone can create their own lottery system on their computer with the System Champion program.
**CUSTOMER SERVICE**

Our group is known for more than just reputable gaming. Our customers and guests expect and encounter an individual gaming experience, service excellence and the smooth, correct handling of games in our casinos, WINWIN outlets, lottery and sports betting sales outlets and, of course, online on win2day and tipp3, by our friendly and professional staff and sales partners.

Only in this way, for example, can we offer our guests a high-quality, all-round casino experience that is characterized by a friendly and courteous welcome, entry procedures that are fully compliant with relevant legislation, the reliable handling of the games, high-quality service in our restaurants and bars and highest levels of security – from the moment they enter the casino until the moment they leave, and regardless of whether they choose to spend their time in our gaming areas, event rooms or F&B facilities. This gains us the trust of our guests, a situation we intend to strengthen further in future through the systematic development of the services we offer. Back in 2001, Casinos Austria produced an extensive set of rules to ensure it achieved its stated quality goals. The Casinos Austria quality management system has been certified according to the international EN ISO 9001:2008 since 2011 and is audited annually by external auditors (see also Stakeholders - Regulatory Authorities). The most recent audit was carried out in June 2016.

Gaining and maintaining the trust and confidence of our guests is therefore a central element in our product and service portfolio policy for our twelve casinos, our VLT outlets, our lottery and sports betting sales outlets and our online gaming platform win2day.

Our customer relationship philosophy has always developed in parallel to technological advances. We now use an active, multichannel approach in this area, as our presence in the different platforms in the social web confirms. Social networks and web communities are becoming increasingly important for public information exchange. That’s why we make successful use of Facebook to exchange opinions, impressions and experiences with our customers and guests. The Facebook, Twitter and YouTube channels, for example, can all be found on win2day in a dedicated “Social Corner”, where they are clearly visible and readily accessible to users. This keeps us constantly in touch with gaming fans.

Our Customer & Retailer Service Center (CRS) serves as central point of contact for our external customers, guests, retail sales partners and business partners. The know-how accumulated in the CRS, regular training courses and the continual exchange of information with product managers guarantee absolute competence with regard to all products and services offered by the group. This competence is mirrored in the contact figures: 95 percent of all queries

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*Casinos Austria’s quality management is ISO certified.*

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**Casinos Austria’s high-quality gastronomy is an integral part of our guest services. Our twelve casinos offer gourmet dining at affordable prices; an excellent meal before or after the gaming action rounds off the evening in style.**
Customers and Guests

Can be answered or resolved by 1st level support in the CRS. The complete electronic logging of all queries provides the basis for regular analyses and facilitates the early recognition of global malfunctions, weak points and problems as well as the provision of optimal service hours.

SECURITY IN GAMING OPERATIONS
The trust and confidence of our guests and customers in the security of our games and competence of our staff form the basis for the general acceptance of gaming. Our group settles for nothing less than the highest level of security in our gaming operations, a fact that is evident in all our gaming processes. Long before our customers and guests come into contact with our games, we take effective measures to guarantee proper and ethically sound gaming. We apply the highest possible standards in the safe, lawful and transparent handling of our gaming operations and use sophisticated business continuity measures to guarantee undisrupted gaming. Through our risk management system, our avoidance of dependencies on contractual partners and the high level of security applied in our operations and gaming processes, we guarantee seamless continuity in our gaming products and services. A group-wide security committee assures adherence to all security guidelines and directives and provides for continual improvement to the group’s security standards.

We lay the foundations for secure gaming operations through a failsafe IT infrastructure, highest IT standards, redundant computer centers and a redundant data cable network, an ÖNORM 49000 compliant active risk management system and a comprehensive emergency and crisis management system.

We have decades of experience in the operation and development of complex and diverse lottery systems for terrestrial, internet and mobile gaming operations as well as in the logistics of instant gaming products. We have developed our own customized IT systems in line with customer demands, which guarantee smooth, uninterrupted gaming operations and have allowed us to successfully meet our goal of providing the best possible support to our dynamic and innovative product development over this long period of time. We thus achieve a maximum level of confidentiality, integrity and availability for our customers.

An extremely high level of responsible gaming is also guaranteed on our win2day online gaming platform – which offers users all forms of gaming permitted under the terms of our license and accepts all common forms of payment for current and future forms of access and devices (e.g. smartphones, tablets) – through strict registration requirements, deposit and time limits, sophisticated player protection and anti-money laundering measures.

Effective control measures likewise guarantee compliance with responsible gaming and anti-money laundering directives in our WINWIN video lottery terminals outlets, where the win/lose decision is calculated by a random generator on a central computer.

The infrastructure we have in place to successfully meet the demands of the Austrian gaming market has proved its worth for decades. Our 

<table>
<thead>
<tr>
<th>Casinos Austria Guests</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>National guests</td>
<td>1,345,702</td>
<td>1,317,911</td>
<td>1,351,371</td>
</tr>
<tr>
<td>International guests</td>
<td>1,017,018</td>
<td>1,186,511</td>
<td>1,369,328</td>
</tr>
<tr>
<td>Total</td>
<td>2,362,720</td>
<td>2,504,422</td>
<td>2,720,699</td>
</tr>
</tbody>
</table>

A high level of security is a prerequisite for customer trust and confidence.

A sophisticated IT infrastructure ensures safe gaming operations. Reliability is just as essential for the slot machines in our casinos as it is for our Lotto terminals and the online games offered on win2day.
contracts with external partners like regional F&B providers, event agencies, sales outlets and advertising or media agencies are designed to last and guarantee continuity and excellence in the gaming and services we offer to our customers and guests.

We address and meet the need for safety and security in our casinos both from a technical and an organizational perspective, whereby the well-being of guests at our twelve casinos across Austria assumes top priority. A total of 30 members of staff in these casinos are responsible for all aspects of safety and security. They are all highly trained and attend regular training and refresher courses, e.g. in first aid or handling emergencies.

The security camera installations in our casino foyers and gaming areas are kept as unobtrusive as possible and convey a sense of security rather than an impression of omnipresent surveillance. The video technology serves to prevent criminal activity and thus to protect our guests, our staff and the company as a whole. The central surveillance system is the key component of the Casinos Austria security system. This video-based system is extremely flexible and can be operated both from a local control center in the casino as well as from a central security control center.

PREVENTION OF GAMBLING ADDICTION AND PROTECTION OF VULNERABLE GROUPS

Most people gamble responsibly and within their means. Nonetheless, gambling can become a problem for some people. These people need to be afforded protection. Our goal is to prevent problem gambling. Player protection and responsible gaming has to be seen thereby in a larger context. Gambling addiction is not just a problem for the people directly affected, it is a problem for society as a whole. That’s why we pursue an open discourse on the risks of gambling and the measures we take to ensure that it remains a positive leisure pastime.

But there is more to our responsible gaming policy than just educating our customers and guests or training our staff and sales partners. The principle of responsible gaming is an integral part of our corporate strategy.

Clear rules and preventive measures can often serve to prevent problem gambling behavior at an early stage in its development. To reach this goal, we at the Casinos Austria and Austrian Lotteries Group have developed our own five-point responsible gaming program.

Point 1: Player Protection

To ensure gambling remains a fun pastime, the companies in the Casinos Austria and Austrian Lotteries Group are committed to ensuring adherence to the terms and conditions of play, to actively informing players, to considering player protection aspects in the development of new games and in game designs, and to the introduction of voluntary restrictions. Each new product and each new service is evaluated prior to its launch with regard to its potential effects on at-risk groups.

Our Measures in 2014:

- Responsible gaming screensavers installed on online terminals in sales outlets
- Poster campaign on the protection of minors in sales outlets
- 1,871 talks with casino guests in acc. with Section 25 (3), Austrian Gaming Act
- 4,536 restrictive measures imposed on casino guests in acc. with Section 25 (3), Austrian Gaming Act
- 1,220 self-exclusion orders requested by casino guests and implemented accordingly
- Preparations for the application of Section 25 (3) of the Austrian Gaming Act to WINWIN outlets with effect from 1 January 2015
- Test phase for the WINWIN Card
Our Measures in 2015:
- 2,376 talks with casino guests in acc. with Section 25 (3), Austrian Gaming Act
- 5,116 restrictive measures imposed on casino guests in acc. with Section 25 (3), Austrian Gaming Act
- 2,497 self-exclusion orders requested by casino guests and implemented accordingly
- 918 talks with WINWIN guests in acc. with Section 25 (3), Austrian Gaming Act
- 1,165 restrictive measures imposed on WINWIN guests in acc. with Section 25 (3), Austrian Gaming Act
- 926 self-exclusion orders requested by WINWIN guests and implemented accordingly

Point 2: Regular, Lasting Training
One of the core tasks in our five-point program is the development and provision of comprehensive training programs. Our managers and staff with direct contact to customers and guests attend specially designed annual training events and workshops, where they receive training from national and international subject matter experts. In addition, all employees in the group are required to complete a compulsory online basic training course in responsible gaming.

Our Measures in 2014 and 2015:
Since Section 25 (3) of the Austrian Gaming Act (as amended) came into force on 1 January 2015, a specific number of so-called specially trained staff must be employed in our WINWIN outlets. In addition to our regular training courses, we therefore assigned priority in 2014 to the training of such members of staff. The modular, interdisciplinary training program was held in fall 2014 in cooperation with the Competence Center for Behavior Dependencies and Self-Efficacy in Treffen, Carinthia under the guidance of Professor Herwig Scholz. Its goal is to provide staff with information, backing and support in dealing with at-risk gamblers and in offering guidance to players with risky, problem or pathological gambling behavior – including the necessary basic psychological and legal knowledge. In 2015, these specially trained members of staff extended their knowledge of gambling addiction, its diagnosis, prevention and treatment by completing a course on “Innovative Responsible Gaming”. This course also covered legal, legislative, social and psychological aspects of gambling addiction. As of 31 December 2015, WINWIN had a total of 45 specially trained responsible gaming staff who could provide qualified guidance or conduct talks with guests as the situation requires.

The follow-up training in 2014 for specially trained responsible gaming staff at Casinos Austria was unusual from a didactic perspective. In cooperation with Professor Scholz from the Competence Center for Behavior Dependencies and Self-Efficacy and the actors at the InterACT Workshop for Theater and Socioculture, a workshop was developed under the title “... and people always want to gamble”. The goal of this workshop was to create realms of experience and expand the available courses of action. At two workshops in Graz (on 11 November 2014) and Innsbruck (21 November 2014), the participants used the possibilities afforded by interactive theater to work on challenging, responsible gaming situations in the workplace.

Specialized training was also provided in May 2014 to WINWIN staff and in 2015 to the specially trained responsible gaming staff at Casinos Austria. The Emergency Psychological Service Austria (NDÖ) worked with the participants in these training courses to define the correct behavior to use when dealing with emotionally disturbed customers.

Further responsible gaming measures carried out in 2014 included a series of mystery shopping checks at the WINWIN outlets.

Contracts with new retail partners are only concluded when they have successfully completed the Austrian Lotteries responsible gaming training course. Our area sales representatives also provide player protection and responsible gaming training to all sales partners at least once a year.
Our Measures in 2014 and 2015:
In 2014, we provided responsible gaming training to 363 new sales partners and their staff. In 2015, we trained 516 new sales partners. Our area sales representatives also provided responsible gaming training in person to around 5,200 sales partners as part of our annual information campaign. Furthermore, our sales partners have been required to complete an obligatory annual responsible gaming refresher course via their online terminals since 2012. All staff in these sales outlets can, of course, also complete or repeat our basic responsible gaming training course online via their terminals. In 2014, the focus of our information campaign lay on feedback on responsible gaming. The in-depth refresher course and survey were used to define future training priorities in order to ensure that we provide our sales partners with the best possible help in their contacts with customers. The focus of our 2015 information campaign lay on preventive measures. A new edition of our Responsible Gaming ABC, a special customer brochure and regular reporting in the Lotterien aktuell magazine for lottery sales outlets rounded off our training activities in 2015.

Since 2004, the Casinos Austria and Austrian Lotteries Group has organized an annual, multi-day responsible gaming conference – the Responsible Gaming Academy (RGA) – for our staff. The program includes presentations on the latest findings in the fields of gambling addiction and prevention as well as knowledge exchange through best practice examples. National and international experts from the fields of psychiatry, psychology and the social sciences and representatives of regulatory authorities and independent organizations are all invited to attend – and speak at – the RGA.

Our Measures in 2014 and 2015:
On 22 May 2014, we hosted our 11th RGA in Vienna and were once again able to attract a range of prominent speakers to talk about hot topics in responsible gaming. Prof. Jeffrey L. Derevensky from McGill University in Canada reported on the frequently underestimated addictive potential of social media games for youth. Prof. Per Binde from the University of Gothenburg in Sweden provided key insights into gambling advertising. Dr. Tobias Hayer from the University of Bremen in Germany talked about risk potential in sports betting. Prof. Herwig Scholz from the Competence Center for Behavioral Dependence and Self-Efficacy in Treffen, Carinthia, presented new approaches in the training and further education of specially trained responsible gaming staff. Prof. Neven Ricijaš from the University of Zagreb reported on youth gambling in Croatia, and Dr. Doris Kohl, long-time Head of the Responsible Gaming Department at the Austrian Federal Ministry of Finance and now a Judge at the Federal Administrative Court in Vienna, provided an overview of the regulatory framework for gambling in Austria.

The 2015 Responsible Gaming Academy was held on 7 May 2015. This year, the main topic was social gaming and its legal framework and associated risks. Keith S. Whyte from the National Council on Problem Gambling in Washington attended the RGA for the third time and talked about the fastest growing sector in the gaming industry: social casino games. Dr. Kurosch Yazdi offered an insight into the history and services of the Gambling Addiction Outpatient Clinic in Linz. Using findings from psychiatry and the neurosciences, he described a recently launched project, which is using state-of-the-art methods to study the brain reactions of pathological and other groups of gamblers. The Brussels-based expert in EU law, Philippe Vlaeminck, explained the current legal situation with regard to social gaming and outlined the dangers of such games and apps. Doris Malischnig, Head of the Prevention Department in our Corporate Function Responsible Gaming, Advertising & Sponsoring, provided an overview of the many and diverse responsible gaming training measures offered to our sales partners over the last five years. She also reported a significant rise in the level of Austrian Lotteries sales partners are required to complete a responsible gaming training course. This ensures that the principle of responsibility is adhered to seamlessly right through to the point of sale.
of awareness of responsible gaming and the protection of minors in comparison to the results of studies carried out five years previously by a research team at the University of Hamburg. Dr. Rachel Volberg, Associate Professor at the University of Massachusetts, rounded the day off with a presentation entitled “Still Needed: A Gender Perspective in Gambling Research” in which she highlighted the need to differentiate between female and male gambling addicts and called for the inclusion of a gender perspective in research, treatment and prevention.

Point 3: Responsible Advertising

The objective behind our advertising is to provide appropriate information, yet not overly stimulate the desire to gamble. For this purpose, we have implemented a voluntary “Code of Conduct Responsible Advertising” across the Casinos Austria and Austrian Lotteries Group. This eleven-point code ensures that our advertising and marketing activities correspond to high ethical standards and, in particular, that they do not target vulnerable groups from a problem gambling perspective.

We have always voluntarily adhered to high ethical standards in the design of our marketing activities and take our role in promoting gambling literacy very seriously. Gambling literacy refers both to the development of the ability on the part of an individual to use different forms of gambling in a controlled manner and to the development of a suitable form of addressing a given target group.

Our Measures in 2014 and 2015:

The principles of responsible advertising are communicated clearly to all members of staff in our group who are involved with advertising as well as to all external partners, like media and advertising agencies – with the stipulation that these must be adhered to in their entirety in the realization of all advertising activities for our group. The Code of Conduct also forms an integral part of any contracts with media and advertising agencies. In the creation phase, the proposals submitted by the agencies are checked by our Responsible Advertising & Sponsoring Department using a special checklist. The results are then sent to the Marketing Department. In the event that a proposal is rejected or raises objection, the Marketing Department contacts the advertising agency, clarifies the briefing and requests revised proposals. This process ensures that the content of our advertising plan for the coming year and any further advertising activities added in the course of a year are always checked and approved in advance by our Responsible Advertising & Sponsoring Department. The department checked around 730 adverts and advertising activities in 2014 and some 970 in 2015.

The Responsible Gaming Academy is one of the most important international events on the topic of player protection and the prevention of gambling addiction. It is attended each year by renowned experts from all around the globe. (from l. to r.): Herbert Beck, Göran Wessberg (Sweden), Dirk Hansen (UK), Peter Naessens (Belgium), David Forrest (UK), Prof. Dietmar Hoscher, Trevor David (UK), Doris Malischnig
Point 4: Promotion of Research and Cooperation with Counselling Centers and Treatment Facilities

We commission renowned institutions and research facilities to conduct scientific studies into various aspects of responsible gaming. This international network of gambling research experts and institutes remains in permanent contact with our group to share knowledge and experience. The research findings serve as the basis for effective gambling addiction prevention measures. The companies in our group have also maintained a close cooperation and active exchange of information with various counselling centers and treatment facilities across Austria for many years.

Our Measures in 2014 and 2015:

- Research funding 2013/14: Baseline Study on the Use of Gambling Products and Services in the Offline and Online Sectors Among 12-24-Year-Olds (Institute for Youth Culture Research in cooperation with the Vienna Children's and Youth Ombuds Office and saferinternet.at)
- Research funding 2015: "Representative Study of the Gambling Habits of the Austrian Population and the Acceptance of Measures to Protect Players and Minors" (Association for the Study of Non-Substance-Related Dependencies in cooperation with the Institute for Interdisciplinary Addiction and Drug Research at the University of Hamburg, Germany); Press conference on 28.10.2015 in Klagenfurt, Austria
- Funding for the Gambling Research Unit at the University of Hohenheim, Germany
- Research funding for the International Centre for Youth Gambling Problems and High Risk Behavior at McGill University, Montreal, Canada

Point 5: Quality Assurance in Content and Processes

Given the diverse nature of their respective products and services, independent active responsible gaming processes have been introduced into the quality management procedures at each individual company in the Casinos Austria and Austrian Lotteries Group.

Our Measures in 2014 and 2015:

On the evening of the RGA 2015, we organized our first Stakeholder Round Table. The purpose of this round table was to establish a forum in which responsible gaming in general and the Casinos Austria and Austrian Lotteries Group’s corresponding principles and approach could be discussed from the perspectives of the main stakeholders. The following people participated in this stakeholder round table (in alphabetical order): Herbert Beck (Head of the Corporate Function Responsible Gaming, Sponsoring & Advertising, Casinos Austria and Austrian Lotteries Group), Prof. Christian Haring (Chief Physician, Psychiatric Hospital Hall in Tirol; Head of the Addiction Section, Austrian Society for Psychiatry and Psychotherapy; Chairman of the Austrian Suicide Prevention Society), Dr. Izabela Horodecki (Health Psychologist, Psychotherapist and Supervisor; Head of the Therapiezentrum AS Counselling and Outpatient Center for Gambling Addiction), Dr. Peter Jonas (Director of Certification, Austrian Standards Institute), Dr. Adelheid Kastner (Chief Physician, Forensic Department, Wagner-Jauregg State Psychiatric Clinic, Linz), Hermann Pamminger (CSR Officer, Casinos Austria and Austrian Lotteries Group), Alice Schogger (Department of Responsible Gaming, Austrian Federal Ministry of Finance), Friedrich Stickler (Director, Austrian Lotteries to 30 June 2015), Paul Vogel (Casino Director), Wanda Wisgrill (Head of the Customer & Retailer Service Center, Casinos Austria and Austrian Lotteries Group) and Stefan Woschitz (former gambling addict, volunteer in the Gamblers Anonymous self-help group).
Since the last amendment to the Austrian Gaming Act, the Financial Police, who report to the Federal Ministry of Finance (BMF), have assumed a central role in the prevention of illegal, unlicensed gambling in Austria. Wilfried Lehner, who has been head of this authority since 2013, is well qualified for the task: before joining the Financial Police, he worked as an auditor, tax investigator and fraud prevention coordinator.

Gambling is heavily regulated in Austria – and with good reason. License holders like Casinos Austria and Austrian Lotteries not only have to adhere to strict legal requirements, they are also frequently inspected and monitored by specially designated authorities. It is an integral part of our group philosophy to work proactively with these authorities toward our common goal: the provision of safe, legally compliant and clean gambling.
Wilfried Lehner
Head of the Financial Police
“Illegal gambling must be made unattractive.”

Where do you as head of the Financial Police see the biggest challenges to responsible gaming?

**Wilfried Lehner:** Definitely in enforcing the law. Our goal has to be to create so much regulatory pressure that it becomes unattractive to operate illegally in this sector. That is currently not the case. The prospect of being able to operate undetected for a sufficiently long period of time is obviously still attractive enough to tempt illegal operators.

Where does the problem lie? Are there not enough inspections?

**Wilfried Lehner:** That’s one reason. The Financial Police doesn’t have the resources to cover everything; we already dedicate around a third of our time to the battle against illegal gambling. But there are others who could also be doing more, including the licensed operators.

What do you as a stakeholder expect of responsible providers?

**Wilfried Lehner:** That they actively support our efforts. First by monitoring the market, because they have a very good insight into where illegal activities are going on. And second, I would like to see them systematically making even more use of the legal possibilities or producing documentation that we could use when we intervene, documentation that could provide us with proof or help us obtain the evidence we need. After all, it’s essentially about creating a big enough potential threat.

Licensed operators could also take more systematic action against illegal operators.
Do such deterrents work?

**Wilfried Lehner:** There is a kind of break-even point: intensive controls, high penalties, back taxes and then lawsuits – eventually you reach the point when you see that the situation in a particular region is clearly changing. Illegal operators then withdraw. This point has already been reached, for instance, in Lower Austria and Burgenland. And Vienna is also on the right path – the market there is just bigger. In Salzburg and Upper Austria, the authorities in the metropolitan areas still have a long way to go to catch up.

Do you get enough external support?

**Wilfried Lehner:** Over 95 percent of our work is triggered by reports to the authorities. The public and some of the players in the market are very attentive and also inform the authorities of their suspicions.

Do you consider the current legal situation to be adequate?

**Wilfried Lehner:** The current legal situation is sufficiently clear, but there is room for optimization when it comes to its enforcement. In some cases, for instance, we need a reversal of the burden of proof. It can’t be that we turn up for an inspection and are not let in, the hard disks on the gaming machines are then deleted, and the operators then simply lean back and say: ‘So, now prove that we really were offering games of chance’. If an operator doesn’t allow the inspector onto the premises and then turns off the slot machines, this should be able to be used against that operator.

How has the illegal gambling scene in Austria changed in recent years?

**Wilfried Lehner:** It has become more polarized, less prolific but, at the same time, tougher. We are dealing here quite categorically with organized crime; the operators tend to be criminal bands, not companies; the machines virtually all belong to offshore companies.

How well does responsible gaming on the internet work in your view?

**Wilfried Lehner:** The protective measures provided by the licensed operators work well. But the situation in the illegal online gambling sector is unsatisfactory. The problem here ostensibly is not responsible gaming, but how to eliminate illegal gambling from the market. In Austria, the legislator announced an initiative in 2011, which has not yet been fully carried out. It is clearly difficult, but there are some very interesting approaches available.
Our Regulatory Authorities

Gaming in Austria is subject to comprehensive federal and state regulations, adherence to which is monitored by regulatory authorities. The Casinos Austria and Austrian Lotteries Group actively seeks a good cooperative relationship with the authorities responsible for regulating and inspecting our activities at federal and state level. It is the task of these authorities to control licensed gaming and to combat illegal offers because the latter reduce the tax revenues generated through gaming and threaten to undermine responsible gaming, especially the protection of minors. This also includes submitting each new or changed game and each adaptation to the rules of a game to the authorities for the required approval prior to implementation.

However, terms like “authorities” and “control” give a false picture of the actual working relationship. The Casinos Austria and Austrian Lotteries Group and the authorities work in close cooperation with each other toward a common goal, namely to offer consumers safe gaming products and services and to prevent all forms of criminal activity – from money laundering to tax evasion – in the gaming industry.

Accordingly, the core demands of the regulatory authorities stakeholder group relate firstly to responsible gaming, where measures beyond the monitoring of actual gambling behavior – such as those to prevent gambling addiction and, above all, to ensure the protection of minors – are expected to be taken and implemented. Responsible advertising is another such preventive measure. The second core area is the battle against money laundering, where one international trend has so far been successfully prevented from reaching Austria, namely the abuse of gaming (online or terrestrial) as a vehicle for the undetected channeling of illicit funds into legal circulation. Since the international organized crime syndicates are becoming increasingly inventive in their efforts to abuse gaming in this manner, operators have to make sure that they and their preventive measures constantly keep pace.

Key success criteria for this good cooperation are close contacts and short reaction times. In the event of any problems in our gaming operations or complaints from the authorities, Casinos Austria and Austrian Lotteries can react very quickly and resolve such problems. The most important tool for safeguarding compliant gaming operations is comprehensive compliance management.

**COMPLIANCE MANAGEMENT**

Compliance in our group of companies stands for the totality of measures taken to ensure adherence to external rules and regulations and internal guidelines and provisions. Through our Code of Conduct, our companies and staff commit to acting in an ethical and legally responsible manner. Compliance permeates the entire group and is thus an integral part of our corporate culture.

Our core internal compliance competences lie in the fields of data protection, anti-corruption and the fight against money laundering. However, areas like responsible gaming, information security, quality management and CSR are also relevant for our internal compliance since compliant behavior and actions are a prerequisite for adherence to the provisions of all rules that are applicable or relevant to our group.

Nonetheless, compliance in the Casinos Austria and Austrian Lotteries Group is not simply a set of rules or commitments, it is backed up by comprehensive management systems, which ensure that all members of staff are involved and that all rules are adhered to in our everyday business. A joint process framework based on the ISO 9001 and 27001 standards has been defined for all our existing management systems. In addition to the joint process elements, this
framework also covers the specific elements of each individual management system. This joint process framework is the prerequisite for the amalgamation of multiple management system certification audits and thus for reducing and optimizing our certification overheads.

**Basics of our Compliance Management**

A quarterly management review ensures optimal information and knowledge transfer to decision-makers and serves as a basis for any adaptations to our compliance management system that might be required. The management review contains information on all current compliance topics, in particular those relating to data protection, anti-money laundering and anti-corruption. It also contains recommendations for corrective and preventive measures and follow-up measures to points contained in previous management reviews.

Alongside regular audits and staff training measures, our “tone at the top” principle guarantees appropriately high standards. The example set by the members of our management board, who clearly assume a high level of responsibility and view compliance as a necessary and correct approach, has a role model effect throughout our entire group of companies.

We consider it our duty not just to satisfy the minimum legal requirements but also to go beyond these and voluntarily meet internationally recognized standards. Permanent monitoring of external trends and analysis of our internal operations allow us to react rapidly to new demands and meet them as quickly as possible.

**Responsible Gaming**

All responsible gaming and responsible advertising measures at Casinos Austria are managed through our responsible gaming management system. Casinos Austria obtained certification for this system in February 2014 when the Austrian Standards Institute defined corresponding criteria that could be used to audit a responsible gaming management system. These criteria are based, in turn, on the responsible gaming principles established by the European Casino Association (ECA). Our responsible gaming management system was positively assessed in a subsequent maintenance audit in fall 2015. The certification process involved an intensive audit of several areas of activity, namely staff training in responsible gaming, information for casino guests, access controls, advertising and marketing, alcohol sales, stakeholder involvement and researching/raising awareness of risk factors in the development of new gaming products.

Certification to European Lotteries (EL) responsible gaming standards is a further guarantee of excellence in responsible gaming. Austrian Lotteries has been fully certified to these standards since 2009. A maintenance audit was successfully completed in October 2014. As part of the full re-certification process, Austrian Lotteries was extensively audited by BDO Auxilia Treuhand GmbH in October 2015. The audit process was based on the EL framework, which covers, among other things, aspects like staff training, game design, advertising and marketing, and cooperation with stakeholders. Austrian Lotteries’ full re-certification was confirmed on 15 December 2015.

**Data Protection**

Data protection ensures that personal data is handled securely and thus serves to protect both our customers and guests as well as our staff. The law establishes detailed data protection rules for licensed gaming operators, which we have implemented through a well-established management system. Mandatory and group-specific training courses have established a strong sense of awareness of the data protection issue within our group and an enhanced sense of responsibility when handling personal data. Particular attention is paid in this regard to maintaining the right of confidentiality for gamblers.

Adherence to all these standards is checked through regular audits. Casinos Austria and

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“Our staff need support to ensure they themselves are able to comply with our compliance rules in everyday business: effective training and clear guidelines facilitate this process.”

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“*The tone at the top* makes the difference: responsibility begins with top management.”
Austrian Lotteries have both been certified under the GoodPriv@cy standard since February 2010. This confirms our safe handling of personal data and our compliance with all legislative and contractual data protection provisions, contributes to the continual improvement of our data protection and information security and provides our organization with the GoodPriv@cy seal of approval for data protection as evidence of our compliance. The obligatory maintenance audits are conducted on an annual basis. In the 2014 and 2015 reporting years, these audits were carried out and successfully concluded each year in July. In May 2016, an external re-certification audit of our data protection management system was conducted. The external auditors from the Swiss Association for Quality and Management Systems (SQS) confirmed our full compliance with the international GoodPriv@cy standard and emphasized in particular our high level of awareness and respect for data protection and compliance.

**Anti-Money Laundering**

Casinos Austria and Austrian Lotteries use an ISAE 3000 (International Standard on Assurance Engagements) compliant management system for the prevention of money laundering and criminal activity. We continually assess money laundering risks and systematically and demonstrably enforce the measures required by the “know your customer” principle set out in the Austrian Gaming Act and the Austrian Banking Act (Bankengesetz). All business processes are documented to ensure full transparency for our management team and our anti-money laundering officer. Transactions which give rise to suspicion of money laundering should be recognized in good time, assessed and, if necessary, prevented. Particular attention is accorded here to transactions like the payout of winnings or the conversion of gaming chips in our casinos and our online gaming operations. In the case of doubt regarding the harmlessness of a transaction, our anti-money laundering officer is informed immediately and initiates our standard procedure measures, e.g. puts a stop on the payment in question.

Internal controls and checks integrated into the management system ensure that the statutory provisions are reviewed at regular intervals and are incorporated into our business processes. The effectiveness of our anti-money laundering measures and controls was verified in 2014 through internal audits. The recommendations contained in the 4th EU Anti-Money Laundering Directive, which will in future also be incorporated into national law in Austria, were already taken into consideration in our 2015 anti-money laundering analysis.

**Anti-Corruption**

At the Casinos Austria and Austrian Lotteries Group, we orient ourselves on the IDW PS 980 auditing standard in all our anti-corruption activities. Issued by the Institute of Public Auditors (IDW) in Germany, this international standard defines the elements that a compliance management system must contain in order to be considered appropriate. Four compliance managers certified to the ÖNORM standard set by the Austrian Standards Institute manage and enforce compliance to the legislative provisions.

Our goals: further optimization of our anti-money laundering systems, preparation for the 4th EU Anti-Money Laundering Directive.

Our croupiers also receive training in the topic of anti-money-laundering. Transactions like the conversion of chips or the payout of winnings must be observed and monitored in an unobtrusive manner.
and to the internal rules that are obligatory for all our staff. These compliance managers report to our anti-corruption officer. The design of our management system was positively audited in April 2013 by independent, external auditors and verified in spring 2014 in an effectiveness audit. The system was also subjected to an internal audit in 2015.

Anti-corruption deals with the prevention of abuses of power intended to procure improper and unfair advantages. The maintenance and preservation of a culture of incorruptibility and transparency are of utmost importance across our entire group of companies and in all areas of our business.

Group-wide guidelines on financial payments, in particular in the areas of sponsoring, donations and advertising, serve to safeguard adherence to our high anti-corruption standards and guarantee compliance by all the companies in our group, our management bodies, our staff and any third parties we deal with (e.g. suppliers or sub-contractors).

The fact that we take the prevention of corruption very seriously indeed is also demonstrated by our membership of Transparency International (Austrian Chapter). Our membership of this non-governmental organization underlines our rejection of corruption in any form and reflects our support for high ethical standards in the anti-corruption field.

Information Security
The security organization and the security measures implemented by Casinos Austria and Austrian Lotteries are operated in accordance with the ISO/IEC 27001:2013 information security management standard, the internationally recognized standard for operational security in all business processes. This guarantees that all business processes relevant to information security are subject to a regular improvement cycle.

Our information security focus in the 2014 and 2015 reporting years lay on the operation of our information security management system, which serves as the basis for certification under the GoodPriv@cy data protection management standard (see also “Data Protection” in this chapter). Particular emphasis was placed here on the implementation of and adherence to the data security measures required to meet data protection provisions.

Training was provided to new members of staff to strengthen their awareness of information security. Internal information security audits were likewise carried out. The continued development of our crisis and emergency management systems was a further key task. In 2014, we conducted an electronic survey of 220 random members of staff to verify and check their levels of knowledge and awareness. A similar survey of 320 members of staff was carried out in 2015.

The security organization and security measures implemented at Austrian Lotteries are certified to the World Lottery Association’s security control standard (WLA-SCS) and to the ISO 27001:2013 information security standard for management systems by the British Standards Institution. These internationally recognized standards apply to operational security in the provision of games of chance. This guarantees that all business processes relating to the provision and handling of Austrian Lotteries’ games are subject to a regular improvement cycle. Special emphasis was placed in 2015 on adherence to the changed provisions for the management system. Compliance with the applicable standards was verified in June 2015 in an external certification audit in which a total of 21 members of staff were audited over a four-day period.

Quality Management
Casinos Austria’s guests appreciate our high quality service, our professional handling of the games and the responsible, personal service they encounter in all our casinos. Our quality...
management system has been certified to the EN ISO 9001:2008 international standard since 2011 and is audited each year by independent, external auditors.

The ISO certificate for our quality management system was re-issued in the 2014 and 2015 business years without reservation. The external auditors from SQS confirmed the outstanding quality of the service awareness of all our staff, their professional handling of the games on offer, their adherence to the defined work processes as well as their extraordinary efforts to continually improve the already very high level of quality encountered at Casinos Austria. The audit report likewise confirms that the quality management system, practices, systematics and processes are identical in all locations. The management system also meets and is capable of meeting the complex internal and external requirements.

INTERNAL AUDIT
The work carried out by our Corporate Function Internal Audit also plays an integral role in quality assurance. This CF contributes to the continual improvement of our business processes by carrying out independent audits, which in practice assume more of a consulting character. In this way, the CF Internal Audit supports all departments in the group in reaching their specific targets. In doing so, the CF works to a longer-term audit plan agreed with the management board. However, it can also initiate special audits should internal circumstances require.

The CF Internal Audit supports the principle of low-threshold dialog and has an open door policy: all members of staff can contact the CF with their own observations or questions.

We are compliant because...
The list below shows the key criteria which indicate the value that is assigned to compliance in the Casinos Austria and Austrian Lotteries Group:

- Example set by the members of the management board, who serve as role models and view compliance as necessary and correct
- Continual monitoring of trends and developments
- Continual analysis of risks
- Continual adjustment of internal group policies
- Adherence to recognized standards
- Information and knowledge transfer through regular management reviews
- Training and awareness-raising measures for staff

RISK AND OPPORTUNITY MANAGEMENT
The Casinos Austria and Austrian Lotteries Group has comprehensive strategic risk and opportunity management procedures in place. The permanent overview of key strategic corporate risks and opportunities and timely introduction of corresponding measures support decisions to promote our continued existence and corporate growth.

This risk and opportunities management system extends to all Business Units and Corporate Functions. Pursuant to Article 30g (4a) of the Austrian Companies with Limited Liability Act (GmbH-Gesetz) and Article 92 (4a) of the Austrian Stock Corporation Act (Aktiengesetz), the audit committee is required by law to monitor the effectiveness of the risk management system.

The goal here is to identify the key risks and opportunities that (could) have an impact on the group. In this way, we are better able to capitalize on new business opportunities and consciously manage the associated risks. Risk and opportunity management provides a basis for decisions on strategic measures, projects, investments, restructuring programs, etc.

Three scenarios, namely the “worst case”, “best case” and “most likely case”, are scrutinized for each risk and opportunity along with the respective likelihood of occurrence. Risks and opportunities which are deemed to be expected to have a financial impact of more than 100,000 euros in a given year are classed as “must be reported”. The use of a unified system across the entire group of companies guarantees the comparability of reference values and provides a unified structure to the catalog of risks and opportunities.
Our risk and opportunities management process is structured as follows:

- All relevant risks and opportunities are identified by the risk owners and documented in the risk management system.
- An in-depth analysis of the risk allows it to be appraised. The principles applied in the appraisal are likewise documented. The reappraisal of the risks and opportunities is carried out on an annual basis by the respective departments in the form of a full appraisal for the next three business years and an update for the current business year.
- Finally, the risk owner takes appropriate measures to manage the identified risks and opportunities and documents them in the risk and opportunities management system.
- Continual monitoring forms part of the controlling task. The implementation of the risk management measures is continually monitored. Our Corporate Risk Management department coordinates the preparation of reports by the individual companies in the group, which are submitted to the management board and the respective audit committee twice a year.

Optimized in 2014, our reporting procedures include a new graphical presentation of risk and opportunities aggregation. This provides an improved basis for risk and opportunity data plausibility checks.

Control Steps in the Risk and Opportunity Management Process:
Our Corporate Risk Management department is responsible for establishing the guidelines for the unified implementation of the risk and opportunity management system throughout the Casinos Austria and Austrian Lotteries Group. This department also supports the individual companies in the group throughout the entire plausibility check reporting process. Responsibility for the identification, appraisal and management of risks lies with the heads of the Business Units and Corporate Functions (risk owners). Through their participation in this group-wide process, the risks and opportunities for the group become the targeted concern of all managers, thereby ensuring awareness of the need for timely risk management. The respective controllers responsible for the individual Business Units or Corporate Functions support their BU or CF heads in every phase of the process with their risk and opportunity management know-how.
Josef Kneifl worked for Casinos Austria for no less than 43 years, the last 21 of which as a casino director, before retiring at the end of October 2016. With his engaging manner, his strong people skills and his talent for building networks, Kneifl played a decisive role in shaping the casino in Austria’s third largest city.

In September 2013, Stefanie Vohla joined Austrian Lotteries as a commercial trainee. In June 2016, she successfully completed her apprenticeship. Over the course of these three years, she completed a comprehensive educational journey with stops in the Human Resources, Marketing and Finance departments. At the end of her apprenticeship, she was offered a job in our Customer Service Center and has been working there since July 2016.

A company can ultimately only remain successful in the long term if it has qualified and motivated employees who produce high quality work day in and day out. At the Casinos Austria and Austrian Lotteries Group, we do our utmost to be an attractive employer. We seek to offer new talent and experienced members of staff alike an open, flexible and diverse working environment in which they are both challenged and supported.
Herr Kneifl, you worked for Casinos Austria for 43 years, including 21 years as a Casino Director, the last 15 of which in Casino Linz. When you think back to when you joined the company, what expectations and demands did you have of Casinos Austria as an employer at that time?

**Josef Kneifl:** When I did the croupier course in Salzburg in 1973, I was still a student and was only really looking for an interesting student job or, at best, a temporary job. But I was fascinated from the outset by the job of the croupier, by the casino world, by the encounter with interesting guests. So very soon after I started, I decided to see if I could turn my student job into a real career.

How did your expectations change over the course of the years? Above all when you yourself moved into a management position.

**Josef Kneifl:** I quickly had the opportunity – in particular through my role as staff representative – to look beyond the job of croupier. When I was promoted to the management crew, I was already fairly well aware of what to expect. Or so I thought. In fact, my expectations and images of the position of casino director were vastly exceeded, above all with regard to the diversity of the role, but also as far as the pressure of responsibility was concerned.

What motivated you to stay with Casinos Austria for so long?

**Josef Kneifl:** I never wanted to do anything else and definitely not for another company!

What does the term “good employer” mean for you? What demands do you have of a good employer?

**Josef Kneifl:** A good employer offers job security, good social benefits, forward-looking sustainable corporate strategies, integrity, good pay, decent working conditions and chances of promotion. A good employer also challenges its managers according to their abilities, whereby a warm, caring personality should also be a definite criterion no matter how much business acumen a person has.

What are you particularly proud of when it comes to your employer?

**Josef Kneifl:** Even after so many years in the industry, I can’t think of another company anywhere in the world that has such a strong reputation and image as Casinos Austria – which is all the more impressive given the sensitive nature of a business like gambling. The fact that the company, its casinos, and the croupier profession – and thus all Casinos Austria staff – rightly receive so much recognition and respect from the public is the result of our long-standing corporate philosophy. Having had the honor to work for such a company fills me with enormous pride.
“Apprentices are taken seriously here.”

Why did you decide to apply for an apprenticeship with Austrian Lotteries?

Stefanie Vohla: I was impressed by the training program they offered. I wanted to know what goes on in a big company because I couldn’t really picture it for myself, even if I was familiar with Austrian Lotteries as a company. At the interview, I got the chance to prove myself.

Did your expectations change over the course of the apprenticeship?

Stefanie Vohla: Yes, the longer I was there, the more work I wanted to take on, because I knew increasingly more about the different departments. In the Marketing department, for example, I was allowed to manage the secretary’s office on my own for a while because I already knew how things worked. I didn’t feel challenged enough in the Accounting department at the start, but then I was also given more to do.

What does corporate social responsibility mean for you?

Stefanie Vohla: That a company shows responsibility for its staff and for society. And that the company sets an example for its staff and makes it possible for them to actively participate.

What has impressed you most so far?

Stefanie Vohla: So far, I’ve been impressed most by the fact that apprentices are taken seriously and that our suggestions are taken on board. We were looked after really well.

What does the term “good employer” mean for you?

Stefanie Vohla: It’s important to me that an employer listens and reacts to the wishes, expectations and suggestions of its employees. At Austrian Lotteries, my interests were taken into consideration, my wish to work in the Marketing department for example. When something wasn’t quite right, people talked to me and showed me what needed to be changed.

How do you experience CSR in the group?

Stefanie Vohla: From a personal perspective, I’ve profited from the opportunity to learn and develop. I learned about important topics like responsible gaming and anti-corruption through training courses and eLearning modules.

The diversity of the training offered makes an apprenticeship at Austrian Lotteries an attractive option.

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Were your expectations met?

Stefanie Vohla: Yes, definitely. It was important to me to get to know several departments. And that was indeed what happened: I spent one year each in the HR, Marketing and Accounting departments and gained an increasingly detailed impression of how the company is set up. I also gained self-confidence and am now able to approach other people more openly.

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Our Employees

The job profiles in our group are extremely diverse: croupiers, bar managers and bookmakers apply their skills day in day out alongside gaming technology experts and sales representatives. And that list is by no means exhaustive!

Our employees provide absolute service excellence – virtually around the clock. Our casinos feature Jackpot Cafés, which are already open for business in the morning. Our gaming rooms with their Roulette, Blackjack and other tables open in the afternoon and don’t close again until the early hours of the morning. There are lottery draws every evening, and our Customer and Retail Service Center is on hand to provide information at virtually any time of the day. The goal of our approach to personnel management is to contribute to our competitive ability through capable, high-performing employees. Only with qualified and motivated employees can we maintain our high level of service excellence and safeguard the success of our group in the future.

Consequently, we consider an attractive working environment to be especially important – one in which versatility and flexibility are encouraged and which offers good career and training opportunities. We are also committed to maintaining a healthy workforce and ensuring our employees enjoy a good work-life balance. These goals were addressed in 2015 through measures like our Casino & Lotteries Mentoring Program, our health day and our new working hours models.

An investment in our staff is thus also an investment in the success of our group and this is reflected in turn in the measures we take, such as:

- performance-based, market-oriented salaries
- training and further education
- challenging roles and career opportunities
- a family-friendly corporate policy
- the highest possible level of job security
- healthcare services and social benefits
- flexible working hours models
- working relationships based on respect and cooperation, and
- open communication.

The skills and abilities of our employees are decisive for the success of our group.

Croupiers need thorough training to do their job: they combine the role of friendly host with absolute precision in the handling of the games.
An Investment in the Future: Our Future Employees

Employer branding communicates our corporate values authentically to the outside world and makes us an attractive option for qualified new hires. We attend numerous recruiting events and make active use of social media platforms like Xing, LinkedIn and employer rating sites. We also work in close cooperation with various education establishments.

To support these activities, we introduced a new recruitment management tool in 2015. The new tool allows us to carry out the entire recruiting process using one single system, is far more convenient and has led to a clear rise in our recruiting efficiency. The quality of our recruiting activities was recognized in 2015 for the fourth time with a “Best Recruiters – Silver Seal of Approval”.

An Investment in Integration: Our New Employees

The first few weeks in a company are decisive for the successful integration of new employees. In the Casinos Austria and Austrian Lotteries Group, new employees and their managers are supported extensively in this process by our Human Resources department. A Welcome Day offers new and existing employees the opportunity to get to know each other and provides the new members of the team with information on the structure and specifics of our group. eLearning modules and feedback meetings with their line managers subsequently assist them with their induction. We also run a special program for Junior Croupiers, who are mentored in their first twelve months with the group by experienced colleagues known as Advisors.

An Investment in People: Our Employees

Personnel and organizational development is a key element of value-adding HR management. We achieve this using innovative employee performance, development and retention tools.

The Casinos & Lotteries Academy (C&L Academy), our internal training and further education platform, is the central pillar for professional and personal development in the group. It is used both to share knowledge and best practices in specific subjects or target groups as well as to provide training to employees in all group companies. As the following excerpt shows, the programs offered are as diverse as the occupational fields in the group.

- **Personal development** measures and professional training, e.g. guest services seminars
- **“Train the Trainer”** courses for internal trainers who share their knowledge with both internal and external (e.g. sales partners) participants
- **Legally relevant** courses to ensure we fulfill all corporate social responsibility, legislative and regulatory requirements
- **“Fit to Use”** IT courses to ensure rapid and safe handling of all technologies in use in the group
### Casinos Austria Gender Quota in Management

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<tr>
<td>Management Board</td>
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<td>Department Managers and Group Leaders</td>
<td>77.6</td>
<td>22.4</td>
</tr>
<tr>
<td>Casino Directors, 1st and 2nd Tier Managers</td>
<td>91.13</td>
<td>8.87</td>
</tr>
</tbody>
</table>

### Austrian Lotteries Gender Quota in Management

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>m</td>
<td>f</td>
</tr>
<tr>
<td>Management Board</td>
<td>66.67</td>
<td>33.33</td>
</tr>
<tr>
<td>Division and Senior Department Heads</td>
<td>75</td>
<td>25</td>
</tr>
<tr>
<td>Department Managers and Group Leaders</td>
<td>64.6</td>
<td>35.4</td>
</tr>
</tbody>
</table>

- **Management development**
  
  Our “Leadership Workshop” is a comprehensive program for all managers – in particular those who have recently assumed a management position – aimed at ensuring professionalism in our leadership and management practices. The curriculum is designed to establish a shared understanding of leadership culture in the group. We also place importance on filling management positions whenever possible from within the group.

- **C&L Mentoring**
  
  A new one-year mentoring program for young high potentials between the ages of 25 and 35 was launched in the group at the beginning of March 2015. In the interests of gender equality and to promote the advancement of women, two-thirds of the places on this program were reserved for women. The mentees attended workshops on topics like innovation, entrepreneurial thinking, customer excellence and presentation skills. They also worked on practice-related projects, the results of which were presented to the board at the end of the program in February 2016.

- **Apprentices**
  
  Austrian Lotteries has run a “Commercial Apprenticeship” scheme since September 1999. In 2014, this program was evaluated for the “place to perform” study (see also the section on “Stakeholders – Public” in this report) and ranked in first place.

- **Junior Croupier**
  
  This training program is unique to our group. In 2015, Casinos Austria launched a further nationwide call for applicants for places on one of our three nine-week croupier training programs. The program covers the complete handling of the American Roulette and Blackjack games and includes all mandatory responsible gaming, data protection, anti-money laundering and information security training modules for croupiers in our casinos.

### Performance Management

The success of an organization is the result of the contributions made by each and every one of its employees. The more these contributions follow a common path, the more efficient the organization.

This is achieved at the Casinos Austria and Austrian Lotteries Group through performance management – structured one-to-one interviews between employees and their line managers to...
agree their targets and appraise their performance. Performance management thus makes a valuable contribution to securing the group’s success in the long term and is an important cornerstone of constructive, transparent and trust-based collaboration.

An advanced form of the balanced scorecard system is also used in Casinos Austria’s casinos to provide for effective management of business by managers at local level.

**Diversity and Equal Opportunities**

We demand, advocate and promote fairness and equal opportunities not only in the handling of our games, but also in our daily work and interactions. One of our objectives in this regard is to increasingly deploy women with qualifications equal to those of men in male-dominated areas and to provide special training and further education measures for women to continually improve our gender balance. Accordingly, comprehensive equal opportunities and diversity targets and measures were defined in 2013 and 2014 in a series of workshops attended by staff from all Business Units and Corporate Functions. Three specific areas of priority were defined – gender, generations and people with disabilities – for which appropriate measures are now continually being developed and implemented.

**Employee-Friendly Corporate Policy**

We support our staff in achieving a good work-life balance and in balancing their work and family commitments. Austrian Lotteries has held the Austrian Federal Ministry of Families and Youth’s basic berufundfamily (“workandfamily”) certificate since 2011 and obtained full certification in November 2014. All measures set in the course of the “workandfamily” audit benefit all staff in the group. These include, for example, a flexible life phase model (full-time and part-time options), an information and support roadmap for staff on maternity/care leave (which was extended in 2015 by a Care Leave and Part-Time Work for Caregivers module), a family business breakfast for staff on maternity/care leave and in-house childcare by so-called Flying Nannies on workdays when schools are closed.
### Seminars

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th></th>
<th>2014</th>
<th></th>
<th>2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment in</td>
<td># of</td>
<td>Investment in</td>
<td># of</td>
<td>Investment in</td>
<td># of</td>
</tr>
<tr>
<td></td>
<td>training (in €)</td>
<td>seminar</td>
<td>training (in €)</td>
<td>seminar</td>
<td>training (in €)</td>
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</tr>
<tr>
<td>🍀</td>
<td>564,027</td>
<td>4,901</td>
<td>407,751</td>
<td>1,765</td>
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<tr>
<td>🍁</td>
<td>901,179</td>
<td>2,287</td>
<td>878,353</td>
<td>1,992</td>
<td>656,000</td>
<td>1,437</td>
</tr>
<tr>
<td>Total</td>
<td>1,465,206</td>
<td>7,188</td>
<td>1,286,104</td>
<td>3,757</td>
<td>904,000</td>
<td>3,984</td>
</tr>
</tbody>
</table>

**Corporate Volunteering – Good for Austria**

In April 2013, we launched a nationwide corporate volunteering scheme for all our staff under the motto “Good for Austria”. Further information on this program can be found in the “Stakeholders – Public” section of this report.

**“Don’t Gamble with your Health”**

Working on the principle that health is not something to be gambled with, we offer our staff numerous health-related measures and options each year. These measures are based on three pillars: nutrition, exercise and mental health. Our health program is extremely diverse and includes:

- On-site fitness classes at our headquarters in Vienna (e.g. in spinal gymnastics, yoga and Pilates).
- Support for jogging and walking groups.
- Menus based on Five Elements nutrition theory in our Bistro 44 staff canteen at our headquarters in Vienna and a hot meals service in the staff canteens in our casinos even after midnight.
- On-site medical care and advice from local occupational health professionals, including medical check-ups.
- A large-scale “Health Day” in April 2015, where staff at our headquarters could have health and vitality check-ups or attend introductory presentations on specific health-related topics. The “Health Day” also served as the official kick-off event for a training program for all jogging and walking groups in the group, with the ultimate goal of running together in the Vienna Business Run in September 2015.
- A comprehensive evaluation of psychological stress in the workplace and use of the group-wide working group to implement corresponding measures.
- Regular surveys and evaluations are carried out to identify possible improvements and ensure these become part of daily life at work in our group.

From fitness courses to walking groups – many measures are taken to promote the health of our staff.

Diversity is a clear priority: we continually set ourselves new diversity goals, including promoting unity, interaction and a sense of belonging.
If people have ideas, they can put them into practice right away through our 'Ideenforum'.

Idea Management
To further promote idea management across the group, we launched two new tools – the "Ideenforum" ("Forum for Ideas") and the "Ideenchallenge" ("Ideas Challenge") – in the summer of 2015 on our internal collaboration platform to facilitate the uncomplicated, unbureaucratic exchange of ideas. Suggestions to improve processes can now be posted in the Ideenforum, where co-workers can react to them immediately, voice their opinions and propose solutions. Members of staff can post their own ideas in the Ideenchallenge forum and work on them with other people in the group. The Ideenchallenge is an excellent example of community building in practice.

Making Innovation a Tangible Experience
With our broad-scale innovation initiative, we are currently working to drive innovation and establish it even more strongly as a core value in our group. In 2015, we launched a series of initiatives designed to promote understanding for innovation and, at the same time, to involve our staff in the innovation process. All available communication channels in the group were used for this purpose – from face-to-face meetings, posters and the intranet through to our staff magazine and internal collaboration platform.

We began at the start of 2015 with a "Digital Native Management Challenge", which provided teams of junior members of staff with an opportunity to develop their ideas on a predetermined topic. The winning team presented its idea at the annual top management strategy meeting. Since June 2015, we have been hosting a quarterly "Innovation Breakfast" at which external experts give presentations on current trends and developments.

Every year since 2012, we have held an "Innovation Day" in our Studio 44 event venue in Vienna. Organized by our internal Innovation Management team for all staff, the Innovation Day offers participants a glimpse into the future. The 2015 Innovation Day also served as the kick-off event for our “Awesome!ness Challenge”, which called on all members of staff across the group to develop ideas for an “Awesome Customer Experience”. The challenge ran until summer 2016, and the winning team was invited to a one-week inspirational tour in Silicon Valley. The development and strengthening of our innovative power have also been boosted by the establishment of a working environment that supports innovation and in particular through our new Innovation Hub, which opened at our headquarters in Vienna in March 2016.

Thank You for Your Commitment and Dedication
When people leave our team, it is important to us that they do so on the best possible terms. Regardless of whether they are retiring, moving away for personal reasons or simply seeking a new career challenge, we always conclude their working relationship with us in a professional manner. As a sign of our appreciation and respect, we also regularly invite our pensioners to events (such as staff Christmas parties, company outings, etc.). Alongside these social aspects, the exit interview with our HR department is the central element in our off-boarding process. It serves to ensure that all open points have been clarified, and provides us with the opportunity both to thank the person directly for their dedication and commitment and to say goodbye. To make our exit interviews even more professional, we commissioned a corresponding study in 2015.
### Number of Employees in Austria

#### average annual full-time equivalent

- **2013**: 1,700
- **2014**: 1,700
- **2015**: 1,689

- **2013**: 550
- **2014**: 500
- **2015**: 497

#### Employees with Special Needs

- **2013**: 35
- **2014**: 31
- **2015**: 32

- **2013**: 5
- **2014**: 5
- **2015**: 6

#### Share of Female and Male Employees

- **2013**: Female 30.45%, Male 69.55%
- **2014**: Female 30.79%, Male 69.21%
- **2015**: Female 31.99%, Male 68.01%

- **2013**: Female 42.76%, Male 57.24%
- **2014**: Female 41.80%, Male 58.20%
- **2015**: Female 41.86%, Male 58.14%
### Average Length of Service

<table>
<thead>
<tr>
<th>Year</th>
<th>Males</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>19.1</td>
<td>8.0</td>
</tr>
<tr>
<td>2014</td>
<td>10.8</td>
<td>8.6</td>
</tr>
<tr>
<td>2015</td>
<td>19.8</td>
<td>11.4</td>
</tr>
<tr>
<td></td>
<td>19.8</td>
<td>8.2</td>
</tr>
<tr>
<td></td>
<td>12.1</td>
<td>12.6</td>
</tr>
</tbody>
</table>

*Casinos Austria Austrian Lotteries*
As owner of a tobacconist’s shop in Pöchlarn in Lower Austria, Josef Prirschl comes into direct contact each and every day with customers who want to buy Lotto and scratch-off tickets or place sports bets. He has also been an active member of the Austrian Tobacconists’ Association since 1996 and its Chairman since 2015. There he represents Austrian Lotteries’ and tipp3’s most important group of sales partners – and makes it very clear that he considers responsible gaming and the protection of minors to be very much a task of the tobacconists.

Companies do not do business on their own. Instead, they carry out their activities in a network that is made up of business partners, suppliers and sub contractors. Sustainability thus requires that the contributions which these partners make to a company’s products and services also fulfill the principles of social responsibility. We therefore make it a priority to ensure that our partners also share our values in this area.

From brightly patterned umbrellas to 3D glasses in company logo colors, Promotia continually delivers new ideas for advertising materials and promotional products. Manfred Janku is the company’s Head of Sales for Austria.
Josef Prirschl
Chairman of the Austrian Tobacconists’ Association

Manfred Janku
Head of Sales at the advertising and promotional materials producer Promotia
As Chairman of the Austrian Tobacconists’ Association, you head this official representative body. What are its tasks and responsibilities?

Josef Prirschl: As a service organization, we are the point of contact for nationwide issues and special individual cases. We continually supply our members with information and represent their interests vis-à-vis the lawmakers and authorities in Austria and at EU level, but also vis-à-vis business partners like Austrian Lotteries.

What are the biggest challenges facing this sector at present?

Josef Prirschl: Quite simply protecting the economic viability of tobacconists. Alongside the sale of tobacco products – which are our “bread” – the gaming products are de facto our “butter”. These two product groups are the key pillars of business for a tobacconist in Austria.

How would you describe your relationship with Austrian Lotteries?

Josef Prirschl: We have a partnership on equal terms in which both sides naturally have their own specific interests. But we always seek to find a consensus. A good and constructive climate of discussion is very important, after all we want to shape the future together and in a positive way.

Tobacconists have a great responsibility when selling gaming products. How do they demonstrate this responsibility in practice?

Josef Prirschl: The absolute priority lies on the protection of minors. Austrian Lotteries already introduced an initiative many years ago that goes beyond the legal requirements, namely the 16+ initiative. As a result, no lottery products can be sold to persons under the age of 16. As tobacconists, we want to be the reliable sales channel that asks for proof of age and enforces precisely this measure to protect minors. That's the clear promise we have made to ourselves.

What demands or expectations do you as sales partners have of our group?

Josef Prirschl: We want to remain the number one sales channel for your gaming products. In recent times, these have also been increasingly sold at petrol stations. We see this as a kind of cannibalization. We also expect to see new products, some of which are sold exclusively via tobacconists – innovation in the lottery and sports betting products portfolio really important to us. People should come to our shops because we are the only ones who sell such a broad range of lottery and sports betting products, because we have the necessary expertise and know-how and because we safeguard the protection of minors. After all, a tobacconist is ultimately also a "specialist shop for gaming products".

Casinos Austria and Austrian Lotteries see their social responsibility as a main pillar of their business. Does this have any advantages for you as a sales partner?

Josef Prirschl: Austrian Lotteries, Casinos Austria and tipp3 – and also their products and services – are seen by customers as reputable and trustworthy – everything fits perfectly. The group's high level of social commitment is also good for us – we profit to a certain extent from their good reputation and image.

“Tobacconists are ultimately also specialist shops for gaming products – they are the only ones who offer the full range of products and have the necessary knowledge to do so.”
“CSR will become increasingly important – and rightly so.”

What do you consider to be the essence of a good business relationship? What demands and expectations do you have of a business partner?

**Manfred Janku:** The most important things for me are professionalism and trustworthiness. I like to work with people who know what they’re talking about and who keep their word. Orders should be defined as precisely as possible from the outset – that makes the subsequent steps much easier. We’ve been working with Casinos Austria and Austrian Lotteries for over four years now, and I think our partnership has developed very positively for both sides. We now know each other and our respective work processes very well and can thus respond to one another easily. In the end, it’s a win-win situation for all concerned.

What does your company do?

**Manfred Janku:** We produce advertising and marketing products – from simple ballpoint pens through branded USB sticks to high-value packaging and electronic devices like Bluetooth loudspeakers. We offer well over a hundred different cutting-edge products and are constantly on the lookout for new innovations.

How do you verify products which come, for example, from the Asian region?

**Manfred Janku:** CSR plays a big and very significant role for us. In Casinos Austria and Austrian Lotteries’ case, we also have to adhere to very strict and very precise purchasing guidelines. We monitor the working conditions and product quality at our suppliers and their manufacturing plants on an ongoing basis. We have our own people in place directly on site to do this and are in permanent contact with them. We also fly over to the Far East two or three times a year to see for ourselves and check out our suppliers in person. But we, of course, also take our social responsibility here in Austria very seriously. We recently, for instance, produced a Poker kit for Casinos Austria in cooperation with a workshop for disabled people.

Casinos Austria and Austrian Lotteries also seek to demonstrate their social responsibility in their advertising products. How is this reflected in your work with the group?

**Manfred Janku:** Firstly, we offer high quality products which don’t end up simply being thrown away. Durability and a long lifespan are essential for a sustainable, socially responsible product. The product thus also retains its effectiveness from a marketing perspective for a much longer period of time. We also make sure in the case of Casinos Austria and Austrian Lotteries that the products have no appeal to children or young people – keyword responsible gaming.

How do you think the CSR topic will develop in future?

**Manfred Janku:** CSR will continue to gain in relevance in the coming years – and rightly so! Big companies in particular have a huge responsibility to society. And given the continuing trend toward globalization, rules are needed and these rules have to apply to all.
Our Suppliers and Sales Partners

The Casinos Austria and Austrian Lotteries Group’s responsibility to society also extends to our dealings with our business partners. Our suppliers are all competitive partners who share and commit to our values and codes of conduct.

All service providers and suppliers who would like to establish contact with central purchasing at the Casinos Austria and Austrian Lotteries Group can find information on the services and products we procure and our general procurement terms and conditions on a centralized platform on the internet.

In the selection and commissioning of our partners, we expect them to commit to the principle of sustainable development and actively support and influence its realization to the best of their abilities. Core aspects here are above all protection of the environment, job safety and security, and adherence to social standards.

Safeguarding these principles is one of the reasons why our central purchasing department seeks to establish longer-term supplier relationships. By coordinating our purchasing activities, we are able to guarantee that products and services are available at the right time, in the right place and in the defined quality – and that they are purchased at the best possible conditions. We thus also safeguard fair competition and can guarantee that our principles of responsibility have been adhered to.

e-Procurement plays an important role here. Using the internet, we can continually optimize our processes in conjunction with our suppliers and partners and thus increase efficiency.

Code of Practice for Suppliers

To guarantee adherence to the principle of responsibility along our entire value chain, the Casinos Austria and Austrian Lotteries Group has established a code of practice for our suppliers and contractors. This code of practice is based on the code of conduct that applies to our suppliers and sales partners are also partners in the realization of our sustainability principles. Comprehensive product knowledge and care at the point of sale are the prerequisite for this.
Suppliers and Sales Partners

internally in our group. Since it forms part of all our contracts, all our business partners are obliged to adhere to it.

In practice, however, it is about more than just legally safeguarding responsible behavior. The real value of this written obligation lies in the fact that it clearly lists and details what the principle of responsibility covers. The code makes it easier for our suppliers and contractors to adhere to this principle. Of top priority is the obligation to comply with all legal requirements and provisions. While this might at first glance seem redundant and superfluous, business scandals in the past have repeatedly shown that companies and even entire industries do on occasion systematically ignore the law. We therefore consider it important to make it very clear in our contracts that Casinos Austria and Austrian Lotteries operate a zero tolerance policy toward circumventions of the law and alleged “misdemeanors”.

Other points in the code of practice cover all forms of corruption, kick-back deals and unjustified agency commissions. When it comes to the treatment of the supplier’s or contractor’s own employees, the code refers to the standards set by the International Labour Organization (ILO) with regard to employee rights and working conditions, especially those pertaining to respect for human rights and the prohibition of child or forced labor as well as adherence to minimum workplace health and safety standards, the payment of a fair wage and the equal treatment and non-discrimination of workers. Their employees must have the right to freedom of expression and association as well as to representation of their interests and collective negotiations.

A third major point in the agreement concerns the protection of the environment. Our group requires its suppliers and contractors to apply environmentally-friendly production and sourcing methods and to adhere in general to all legislation and statutory provisions to protect the environment.

Our contracts also foresee that suppliers and contractors accord our group the right to verify adherence to the code of practice.

Regional Value Creation

As Austrian companies, we recognize the importance of contributing to value creation in our home market. Our purchasing guidelines clearly stipulate that Austrian origin should be a factor in decisions and play a role in the award of any purchase contracts. We give due consideration to the economic circumstances and always select the best, and not the cheapest, bidder. We strive to look at the costs from a lifecycle perspective for those goods and services which incur follow-up (maintenance, operating and disposal) costs as a consequence of their period of use. Ecological aspects are also considered when selecting products.

Wherever possible, subsequent recycling and disposal options are considered during the procurement phase by the purchasing unit and, if necessary, agreed in advance with the supplier.

An Efficient Sales Organization

Austrian Lotteries provides a broad service for all its sales partners through its comprehensive sales organization.

The sales organization serves as the link between Austrian Lotteries’ headquarters and its sales partners. The back office administers and processes all data and thus establishes the basis for all further internal processes. Together with the field sales representatives, they handle all inquiries and all measures to install new sales outlets or transfer or close existing ones. All marketing and sales measures like promotions, training courses and product launches are handled by the field sales representatives, whose

Casinos Austria and Austrian Lotteries buy Austrian – from the food served in our restaurants to our central procurement, the focus is always on keeping it in the region.

### Annual Purchasing Volumes for Lottery Products

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rubbellos scratch-off tickets</td>
<td>53.8</td>
<td>51.7</td>
<td>26.28</td>
</tr>
<tr>
<td>Brieflos break-open tickets</td>
<td>31.1</td>
<td>17.6</td>
<td>16.9</td>
</tr>
<tr>
<td>Lottery play slips</td>
<td>16.2</td>
<td>45.25</td>
<td>78.99*</td>
</tr>
<tr>
<td>Thermal receipt rolls</td>
<td>0.27</td>
<td>0.22</td>
<td>0.32</td>
</tr>
</tbody>
</table>

*In 2015, all lottery play slips were newly produced for the Multiple-Joker project.
role likewise includes the provision of continual support to all sales partners. The field sales representatives also attend and give presentations at regular tobacconist get-togethers or at the so-called Tobacconists’ Academy.

Sales and customer service quality is a particular area of focus in all lottery products sales activities. After all, well-trained sales staff who know the products turn passing trade into regular customers. But to do so they need support, support which Austrian Lotteries is happy to provide. There are several levels to the support provided. First, the sales representatives visit the sales outlets in person to discuss current topics and issues. Second, the sales partners receive monthly letters with information on current promotions. Information on promotions that are organized at short notice is also provided via the online sales terminals. *Lotterien aktuell*, the magazine for lottery sales partners, rounds off the portfolio and also provides information about our group. Austrian Lotteries also regularly asks sales partners for their opinions on specific topics via the online terminals. The results are then fed into the product development process.

Under the motto “Fresh Wind”, Austrian Lotteries launched a new initiative in spring 2014: the Competence Cup. The goal of this initiative was to expand and deepen the knowledge of staff in sales outlets regarding the sale of lottery products. Participants in the Competence Cup profited from this knowledge management program on multiple levels: first, they could apply the knowledge gained in their daily work, and second they had the chance to win a study trip to Tuscany.

Around 16,000 people from some 5,200 sales outlets were invited to participate in the 2014 Competence Cup. The program consisted of three rounds of knowledge, which were held in March, June and October 2014 and each covered different topics and key areas. Particular emphasis was placed thereby on the protection of minors and on responsible gaming.

Our lottery field sales representatives also joined up with tipp3 to provide special training for the 2014 FIFA World Cup. In addition to the general focus on the World Cup, information events for sales partners were held to deepen their knowledge of the relevant products and thus create the optimal basis for sales.

Lottery sales partners also received in-depth training in 2014 on the new TeamTipp (“Team Pick”) option for the Lotto, EuroMillions and Toto products and the new Anteilsschein (“Share Ticket”) option for Lotto and EuroMillions. The complexity of these new options for playing lottery products raised the need for in-depth training.

Well-trained sales partners who know the products will always succeed in establishing a regular customer base. Our lottery sales partners are supported here by our field sales force.
As of 31 December 2015, there were 5,193 sales outlets in the Austrian Lotteries sales network. 4,414 of these were full sales outlets, i.e. outlets at which play slips can be filled out and handed in. 776 were so-called Quick sales outlets, which also offer the full range of Austrian Lotteries products, but where products can only be purchased in the form of so-called QuickTipps (“Quick Picks”). The remaining three sales partners only sell instant lottery products.

With its digital tippBox, tipp3 offers a new generation of betting devices in its sales outlets. By the end of 2015, a total of 293 TippBox machines had been installed across Austria. Thanks to the new machines, both sales outlets and customers save time, yet still profit from the customary high quality and security in tipp3’s handling of bets.

In July 2015, Austrian Lotteries began pilot operations of its new “Premium Partner” strategy at 27 sales outlets in the tobacconist sector. Premium sales partners are identified using a clear and instantly recognizable lottery branding and offer customers a particularly high level of service (product knowledge, quality of advice, sales service, product placement). The premium sales outlets were fitted with new exterior signage with an integrated LED ticker, which automatically displays the current jackpot amount. When there is no jackpot, the ticker shows general advertising information. The lottery branding is also clearly recognizable in the interior of the shops, where the placement of the Austrian Lotteries products is immediately visible to customers. All staff in the premium partner sales outlets also received extended training in the content and sale of lottery products as well as in responsible gaming. The insights obtained from this pilot project will be evaluated in spring 2016, when a decision will be taken regarding the form in which the experiences gained can be transferred to a larger number of interested sales partners.

Responsible gaming and the protection of minors are given particular attention in Austrian Lotteries sales activities. Comprehensive responsible gaming training is provided each year in the fall in every sales outlet by the company’s field sales representatives. The redesigned responsible gaming booklet supplied to all sales outlets formed the basis for this training in 2015. New responsible gaming brochures for customers were also distributed in 2015 to further support sales outlets in their dealings with customers. From July to October 2015, the level of knowledge pertaining to responsible gaming was extended and checked using an online training course delivered via the sales terminals.

The focus of the product training activities lay on the introduction of the new Systemschein (“System Ticket”) for EuroMillions and SystemQuicktipp (“System Quick Pick”) for Lotto in spring 2015 and on the relaunch of the Brieflos break-open lottery product in the fall.

Since November 2015, tipp3 sports betting products have also been available via the online terminals in selected Austrian Lotteries sales outlets. Those sales outlets which were to add tipp3 products to their portfolio were selected in conjunction with the tipp3 sales team. The staff in these sales outlets then received in-depth training in the tipp3 products from the field sales representatives. tipp3 betting slips, brochures and display stands were also placed in the sales outlets.
The legal scholar Gerhard Strejcek teaches at the Law School at the University of Vienna and also heads the Center for Gambling Research, which networks university research into the gambling sector across the individual disciplines and supplements it with its own projects. Professor Strejcek is the author of numerous publications on the topic of gambling law.

Observe the law is important for every organization – but is not enough in itself. Public acceptance is also required. Only when a company has been given the “license to operate” by public opinion can it really go about its business unhindered. Companies which attract such a high level of public attention as casinos and lotteries are challenged all the more to convince the public – and in our case all Austrians – that their business is good for the whole country.

Chief Physician at the State Psychiatric Hospital in Tyrol and Chairman of the BIN Addiction Support Association and the Austrian Suicide Prevention Society, Professor Christian Haring has been working with addictions and the possibilities to prevent and treat them throughout his whole career. As a dialog partner, he regularly provides our group with the benefit of his expertise in gambling addiction.
Gerhard Strejcek
Head of the Center for Gambling Research at the University of Vienna

Christian Haring
Chief Physician and Chairman of the BIN Addiction Support Association
Expectations of gaming companies

Public expectations
Representing and serving as the voice of the “public” in this context means:

a) seeing things from the perspective of a general group for whom fun and entertainment in a safe environment are a legitimate demand,

b) understanding the rules (Austrian Gaming Act 1989, fundamental rights and freedoms) set by the democratic, sovereign state and the supreme courts as a public duty and underlining the related demands of the public, and

c) drawing attention to the responsibility of gaming companies to recognize the current demands of society and take corresponding preventive measures, in particular to prevent gambling addiction.

Entertainment
The first approach (“entertainment”) relates to the expectations of a general group of participants who basically seek quality, safe fun and entertainment. In line with Johan Huizinga’s philosophy that play is the formative element in human culture (“homo ludens”), the public’s primary expectations of gaming are unquestionably fun and entertainment. A gaming company meets these expectations by offering a broad range of gaming products and services, but also a fair and realistic chance of financial gain. No one plays a game of chance (or buys a lottery/raffle ticket or places a cash bet) without harboring at least a subconscious hope of winning. This deeply rooted human desire is found in various terms and expressions. It’s not (just) about “selling hope”, the phrase used to describe the 18th century numbers lottery, it’s about the certainty and security of players that if they do win, they will do so right here and now, a notion that is expressed very well in win2day’s web presence.

Regulation
The second public expectation (“regulation”) manifests itself in the form of the law and, more generally, in the regulations which lawmakers establish for gaming companies and which are interpreted and specified by the courts and administrative bodies. The public’s expectations with regard to a) and b) match on many points; the Austrian Gaming Act, for instance, requires the license holder to provide a comprehensive portfolio of games. These should include well-known games, but also less well-known games that are nonetheless still in demand and preferred by a significant group. In this case, the license holder also has to focus on less profitable areas, a fact that distinguishes it from competitors whose sole focus lies on optimizing their market position. The Gaming Act – and pursuant to this also the laws of some of the individual states in Austria – also requires the license holder...
holder to take measures to prevent gambling addiction and to question players whose gambling frequency and intensity attracts attention. This is indicative of a duty to public welfare on the part of the lawmaker, a duty that the European Court of Justice in Luxembourg (ECJ) states even more clearly for the entire European Economic Area by requiring a coherent state policy on games of chance. This means an actual and genuine pursuit of public interests, which frequently coincide with the expectations of the general public. According to the ECJ, the public has a right to fair market communication, which informs it of the available gaming options yet does not literally “incite” participation.

Responsibility
The third group (“responsibility”) when it comes to public expectation concerns the social responsibility of gaming companies. This coincides in many areas with the gaming company and license holder’s efforts in the field of corporate social responsibility and particularly strong and characteristic sense of responsibility. Players know that they won’t be left out in the cold if the game that should provide them with fun and entertainment ultimately becomes a problem for them, their friends and their family. The resulting demands and expectations of gaming companies are manifold and varied. They include, for instance, the provision of support for effective, non-substance-related addiction therapies, of which residential programs (such as the one offered at the hospital run by the Diakonie de la Tour Foundation in Treffen, Carinthia) constitute one of the scientifically proven best options. When gambling becomes a problem, comprehensive treatment and physical separation from the source (usually PCs or slot parlors) are the things that help best. But social responsibility goes far beyond this extreme situation: the public also sees gaming companies as promoters of areas beyond their core business, like the leisure, arts, sports or research sectors. Supporting these areas of social concern is the best way for a gaming company to meet public expectations over and beyond its legal obligations (e.g. the funding of sports).
What do you as physician, psychotherapist and chairman of an addiction support organization consider to be the most important measures when it comes to responsible gaming?

Christian Haring: In my opinion, all aspects are equally important – from prevention through early recognition and the monitoring of unhealthy gaming habits to therapy. As far as prevention is concerned, I consider the provisions regarding the protection of minors and responsible advertising to be crucial. I also think it is very important that staff develop a high level of awareness of and sensitivity to these issues. And at the end of the spectrum, you need a support system.

You represent an important group of stakeholders, namely those who are actively engaged in the battle against gambling addiction. What expectations do you have of a gaming operator in this regard?

Christian Haring: That can be summed up in one sentence – I expect them to take responsible gaming seriously. If an operator develops a corresponding philosophy, and this is practiced across the entire organization by all members of staff, it will automatically become known for its reliability and develop such a reputation that it no longer becomes necessary to talk about the actual details.

Do you consider the legislative situation in Austria satisfactory?

Christian Haring: In principle, yes. In Austria, we have opted for a model that by and large works, namely the availability of gambling on the market, but subject to a strict legislative framework. You only have to imagine what it would be like if there was something similar in place for other forms of addiction – responsible drinking promoted by the alcohol manufacturers, for instance – to see how much we have already achieved in this regard. But a law is, of course, always a work in progress; there will always be ideas on how it could be extended and optimized.

Where do you see the biggest potential risks in the gambling sector?

Christian Haring: For me, the biggest differences don’t lie in the individual types of gambling, but in the difference between legal and illegal offers. We have more than a few patients who had themselves barred from the WINWIN outlets after talking to the responsible gaming counsellors only to then end up in illegal slot parlors. And, of course, no one there cares if a customer has problems or debts.

How problematic in your opinion is the online sector in this regard?

Christian Haring: It is, of course, much harder to control because the providers operate across international borders. If you ask me, this is a typical case in which we have to at least try to win people over from the illegal to the legal sector, particularly since it seems clear that we cannot prohibit it effectively. I know that in the licensed sector problem cases are recognized and given support.

How would you describe your cooperation with the Casinos Austria and Austrian Lotteries Group?

Christian Haring: First, I am really glad that they support the work we do. We also maintain an ongoing dialog, which in my experience is highly constructive. I have the impression that the ideas we put forward are taken seriously.

“I find the dialog very constructive.”

Winning players over from the illegal to the legal sector remains a permanent goal.
Casinos Austria and Austrian Lotteries are very much in the public eye. The constant media attention on the one hand – be it reports on big jackpots and winners or articles regarding the changes in our ownership structure – means that there are very few people who do not have a clear opinion of gambling and of our group of companies. Through our casinos, VLT outlets and Austrian Lotteries and tipp3 sales partners, we are also, on the other hand, neighbors, members of the community, regional players, partners or customers in projects – and in this respect also key drivers of the economy. The public expects us as Austrian companies to work for Austria, to demonstrate optimal responsibility toward our players and customers, to afford protection to vulnerable groups, to be both pioneers and the best in our class – and to do so in all manner of different ways and forms.

**VALUE CREATION AND INVESTMENTS**

We consider it a matter of principle that we contribute to value creation in our home market. Our procurement guidelines clearly stipulate that an emphasis must be placed on strengthening the regional economy in the purchasing site’s host location. We give due consideration to the economic circumstances and always select the best, and not the cheapest, bidder.

In 2015, the Casinos Austria and Austrian Lotteries Group generated revenues of 3.51 billion euros in Austria. With a total expenditure of 555 million euros nationwide, we made a direct contribution of 327.4 million euros to domestic value creation in Austria. Our contribution had a direct effect of 0.11 percent and a 0.2 percent total effect on Austrian gross domestic product (see also “Our Business – our Contribution to Value Creation”).

Casinos Austria invested almost 23 million euros in 2015 in the development of our domestic casinos. The casinos in Bregenz, Salzburg, Vienna, Linz and Graz were extensively renovated and/or refurbished in the reporting period, with gaming operations continuing uninterrupted throughout the renovations. We also built and opened a new casino in the Grand Hotel in Zell am See. The planning and realization of such complex undertakings is handled by our internal Building and Facility Management division and, if necessary, by an internal project team – in conjunction with the architects, contractors and building services planning experts and in close cooperation with the local authorities and the respective host communities. Wherever possible, preference is given to Austrian companies in the award of such contracts. In this way, Casinos Austria strengthens the domestic economy and secures a large number of Austrian jobs.
According to the widely accepted definition, a leading company is an enterprise which focuses not on short-term profit but on long-term, sustainable corporate success and, as such, demonstrates a particularly high level of responsibility to society. Casinos Austria is such a leading company. Our twelve casinos in Austria provide impetus to their regions, contribute to value creation in far more than just revenue terms, and do so with a clear focus on sustainability.

Casinos Austria's extraordinary range of products and services also convinced the Leitbetriebe Institut, Austria's Institute of Leading Companies, and not for the first time. On 21 July 2014, Casinos Austria was certified as a Leading Company by this institute. This certification is valid for a period of two years. The extensive and precisely documented certification process focused above all on sustainability, market positioning, corporate social responsibility, staff and general stakeholder orientation. The individual criteria were assessed

### Casinos Austria Revenues* 2013-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues (in millions euro)</th>
<th>Change</th>
</tr>
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<tr>
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<tr>
<td>2014</td>
<td>258.34</td>
<td>+1.7%**</td>
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<tr>
<td>2015</td>
<td>310.73</td>
<td>+20.3%**</td>
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</table>

* Excl. ancillary revenues from F&B and events
** Change in comparison to previous year

### Casinos Austria Taxes Paid* 2014 and 2015

<table>
<thead>
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<th>Year</th>
<th>Taxes Paid (in millions euro)</th>
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<td>2015</td>
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* Taxes, duties and social security contributions in Austria
** Change in comparison to previous year

### Austrian Lotteries Sales 2013-2015

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<td>2015</td>
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<td>-2.1%*</td>
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* Change in comparison to previous year

### Austrian Lotteries Taxes Paid* 2014 and 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Taxes Paid (in millions euro)</th>
<th>Change</th>
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<tbody>
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<td>464.77</td>
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<tr>
<td>2015</td>
<td>461.28</td>
<td>-0.8%**</td>
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</table>

* Taxes, duties and social security contributions in Austria
** Change in comparison to previous year
in line with specific guidelines, similar to a credit rating or corporate assessment procedure.

**MEMBERSHIP OF THE EUROPEAN CASINO ASSOCIATION AND THE EUROPEAN LOTTERIES**

To allow us to incorporate Europe-wide and global changes as well as any expectations and requirements of gaming companies formulated by governments and/or the public into our own strategy and actively participate in discussions, Casinos Austria and Austrian Lotteries are active members in their respective European-level associations.

The European Casino Association’s (ECA) members include over 800 casinos in 24 countries. The ECA thus represents the elite among licensed, responsible casino operators in Europe. Casinos Austria Director Prof. Dietmar Hoscher has been a Member of the ECA Board since June 2011 and its Vice President of Responsible Gaming and Social Corporate Responsibility since 2015. One of his first initiatives in this capacity was to have the ECA accepted to the UN Global Compact – as the first-ever gaming industry association to achieve this. This undertaking was successfully achieved in summer 2015.

The European Lotteries is the umbrella organization of licensed national and private lottery and Toto operators and currently has around 80 members from over 40 countries across Europe. European Lotteries member organizations commit to apply a sustainable gambling policy based on the principles of subsidiarity, integrity, solidarity and prevention. Representatives of our group are active participants in the CSR & Responsible Gaming Committee, the Innovation Committee, the Legal Committee, the Public Order & Security Committee and in the Sports Committee. These committees meet at regular intervals to discuss and work on current issues.

**DISCOURSE, KNOWLEDGE SHARING AND INFORMATION**

Our group of companies not only embodies the classic qualities of a leading Austrian company, we are also an important regional and tourism factor. We maintain a lively program of dialog and knowledge sharing with representatives of local authorities and communities and regularly invite them to round table discussions to present and talk about current issues and topics.

In the course of the establishment of Casino Zell am See, we held a presentation event on 27 November 2014 at which Director General Dr. Karl Stoss, Business Unit Head Christian Schütz and Casino Director Paul Vogel presented our plans for this new casino project. Around 250 people came along to the Ferry Porsche Congress Center, where we had set up a show casino, and took advantage of the opportunity to find out more about the new casino.

The Casinos Austria “Tourism Talks” and “Culture Talks” are a particularly interesting series of events initiated by Casinos Austria Director Prof. Dietmar Hoscher designed to promote dialog between the various stakeholders in the Austrian tourism sector. Two “Tourism Talks” events were held in 2014: a discussion on “Future scenarios for tourism – value added versus overnight stays” in Casino Bregenz in March, and a debate between tourism experts in Casino Baden in October on the difficulties involved in financing innovative tourism offers. In the 2014 edition of the “Culture Talks”, one topic of debate was “Living for art, living from art”. A panel of experts led by the Federal Minister for Art and Culture Dr. Josef Ostermayer talked at length about the current situation facing Austrian artists and, in particular, about the issues of copyright law, blank media tax and fair payment.

As licensed casino and lottery operators, Casinos Austria and Austrian Lotteries are also active on behalf of the gaming industry on the international stage.
Casinos Austria and Austrian Lotteries Director Bettina Glatz-Kremsner hosts a regular “ladies-only” after work event in our casinos. The focus of these get-togethers lies on the participants, who relate stories from their own lives and provide each other with career tips and advice specially for women.

23 and 24 September 2015 saw the Studio 44 event location in Vienna transformed into a veritable world of gaming, when we hosted the “Play Fair”, our first-ever in-house fair. All members of staff and their families and friends, as well as representatives of all our stakeholders, were invited to come along and see the full portfolio of services offered by our group. Each company in the group was represented with its own booth and provided information on its products and services – each with its own playful twist. A separate area in the Studio 44 Loft was dedicated to responsible gaming, allowing guests to find out about the broad range of important, group-wide issues in this field – from responsible gaming, CSR, sponsoring and compliance through to human resources. Our IT and Purchasing units offered insights into our internal services and product development processes. Guests also had the opportunity to visit our computer center, the room where lotteries are drawn and our security control center. Catering for the event was supplied by our own gastronomy subsidiary – Cuisino – Genuss Events by Casinos Austria. Interest in the Play Fair was huge. More than 1,000 guests came along on each of the two days to experience first-hand the great enthusiasm with which our group does business.

Since 2012, Austrian Lotteries has held an annual “Innovation Day” in Studio 44. Organized for all members of staff by our Innovation Management department, this event essentially offers a glimpse of the future. Trends are presented, and keynote presentations take a new look at new work methods and changed customer demands. The theme of the 3rd Innovation Day at the end of October 2014 was “Digital Transformation”. The speakers, who included marketing guru Dietmar Dahmen, provided insights into how companies can enrich and intensify the so-called customer experience in the digital transformation era. The “New Business Order” was the topic of the 2015 event, where three absolute experts in this field – Prof. Julian Kawohl, Christoph Giesa and Werner Wutschcher – took to the stage to share their know-how and expertise.

**VOLUNTARY CERTIFICATIONS**

**SAFEGUARD AND RAISE QUALITY**

We subject ourselves voluntarily to external inspections and audits far beyond our legal requirements. Only in this way can we ensure that we constantly develop and improve and that we live up to the public’s expectations and demands of a licensed gaming operator.

**Austrian Advertising Council’s “Pro-Ethik” Seal of Approval for Casinos Austria**

Each and every day, the Austrian Advertising Council looks at whether advertising is ethically correct or not. The Austrian advertising industry’s code of ethics commits companies to advertising quality criteria that go beyond the legal “ethical and moral” requirements. The Austrian Advertising Council’s “Pro-Ethik” seal of approval confirms a company’s adherence to these ethical principles in all its advertising activities and serves customers as a guarantee of ethical compliance. Casinos Austria was awarded the Pro-Ethik seal of approval in both the 2014 and the 2015 reporting years, thereby demonstrating that we conduct our business according to ethical principles and that our advertising not only meets our own strict responsible advertising guidelines, but is also ethically correct.

**Social Responsibility Certificate for win2day**

In the 2014 and 2015 reporting years, Austrian Lotteries was again awarded the GamCare Social Responsibility Certificate for the responsible gaming provisions on win2day. London-based GamCare is the UK’s national center for information, advice and support for the prevention and treatment of problem gambling and carries out annual responsible gaming and social responsibility audits. With the award of this certificate, GamCare again attests that the win2day platform continues to comply with the “GamCare Player Protection Code of Practice for Remote Gambling”.

**Full “workandfamily” Certification for Austrian Lotteries**

Austrian Lotteries has held full “workandfamily” certification since November 2014. To obtain this prestigious certificate, Austrian Lotteries was required to subject itself to the in-depth “workandfamily” audit initiated by the Austrian Federal Ministry of Families and Youth. All measures taken at the company to ensure a family-friendly work environment are thus developed, implemented and audited in accordance with this program. An employee- and family-friendly corporate policy supports staff in achieving a balance between their work and family commitments and in reconciling these two key areas of their lives. Austrian Lotteries had already obtained basic “workandfamily” certification

*The number of certificates and seals of approval held by our group is large – and each and every one of them is a confirmation of our efforts and quality.*
Casinos Austria was certified in 2014 as a leading company in the Austrian economy – in other words, as a company whose activities have a significant impact well beyond its own sector. As partners to domestic tourism, our twelve casinos deliver substantial impetus to development in their host regions.

What makes us proud: our staff also do something for society and make use of our corporate volunteering program.

back in 2011 and now holds full certification for its commitment in this area. All measures set in the course of the “workandfamily” audit benefit all members of staff in the Casinos Austria and Austrian Lotteries Group.

“place to perform” – First Place for Apprentice Program

Austrian Lotteries’ apprentice program was also recognized in 2014. In the course of its 2014 “place to perform” survey, uniforce Consulting GmbH evaluated apprenticeships in Austria for the first time. Around 550 apprentices from a range of different Austrian companies participated in the survey and assessed their training company in five categories (work experience, social setting, working environment, learning aspects, satisfaction and motivation). Austrian Lotteries was assessed in first place ahead of ÖBB Personenverkehr AG and Erste Bank der österreichischen Sparkassen AG. Participation in this survey offered us a good opportunity to have our apprentice program assessed from an external perspective and find out where there is potential for improvement. We have been running a “commercial” apprenticeship program since September 1999 and an “IT and engineering” program since September 2012.

Recruiting Excellence

Each year, Career magazine conducts a survey of “Best Recruiters”, which tests over 500 Austrian companies based on the following criteria: recruiting presence, online job adverts and job markets, approach and feedback from applicants. Casinos Austria and Austrian Lotteries received the “Silver Seal of Approval” for 2014/2015.

“Trusted Shops” Seal of Approval for Casinos Austria

The Casinos Austria online shop was again granted the “Trusted Shops Seal of Approval” – the leading seal of approval for online shops in Europe – in the 2014 and 2015 reporting years. In 2015, we also received the “Austrian E-Commerce Trust Mark” for the twelfth year in succession as well as the “mobile E-Commerce Trust Mark” from Euro-Label in Austria for the first time. These seals of approval also confirm the high quality and professionalism of the products we offer.

CORPORATE VOLUNTEERING – HELPING WHERE HELP IS NEEDED

Under the motto “Good for Austria”, we launched a nationwide corporate volunteering scheme for all our staff back in April 2013. Corporate volunteering is an internationally recognized term used to describe the promotion and encouragement of social engagement by staff for good causes. At the Casinos Austria and Austrian Lotteries Group, each member of staff is allowed to spend one working day per year doing voluntary work. The focus lies on people – be it spending a day with senior citizens, people with special needs, children or people in need or putting one’s manual skills to good use.

We work in this program with some of our long-term partners like Caritas, the Hilfswerk public aid organization, the Lebenshilfe counselling and aid organization, the Soma social markets, the Wiener Tafel association for social transfer and the Austrian Red Cross. These organizations regularly need support for events and trips or help with renovations or other projects.

A total of 517 members of staff have already made use of this option and volunteered to spend a day working for a good cause. Several teams also used the opportunity to do something together to help others.
Dr. Wolfram Tertschnig heads the Department for Environmental Aid Policy, Sustainability and Biodiversity at the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW). A biologist and psychologist, his responsibilities include the development of national strategies for sustainable development and corporate social responsibility. Dr. Tertschnig is the Austrian Sustainable Development Coordinator, Co-Chair of the European Sustainable Development Network (ESDN; www.sd-network.eu) and Chair of the CSR Committee at the Austrian Standards Institute.

Environmental protection and ecological responsibility gain enormously in relevance in times of climate change. Non-manufacturing companies in the services sector also have to make careful use of natural resources and examine the carbon footprint left by their business activities. The Casinos Austria and Austrian Lotteries Group has made environmentally and climate friendly business a core principle that applies to all activities carried out by the group.
Casinos Austria and Austrian Lotteries are service providers – does environmental protection even play a role in this sector?

Wolfram Tertschnig: Oh yes! The ecological profiles of service providers do, of course, have to be assessed differently to the environmental effects of manufacturing companies – Casinos Austria and Austrian Lotteries, for instance, obviously don’t produce any direct emissions. But they are companies whose activities and complex supply chain extend over a large area. They have more than 2,000 direct employees, their casinos are leading tourist attractions and cater to many thousands of guests each year, and Austrian Lotteries supplies a huge sales network. All these aspects open up a range of possibilities for reducing their ecological footprint.

Can we really describe the environment as a stakeholder? What demands and expectations does the environment set?

Wolfram Tertschnig: For “the environment” as a common good, the principle is simple: don’t exceed sustainability or boundaries. There’s a concept known as “planetary boundaries” – we exceed these boundaries in many areas by the way we live and do business. In many cases, the effects cannot be reversed and are becoming an increasing threat, not just in terms of climate change. So it is absolutely essential that we reduce our consumption of resources wherever possible.

What does that mean in practice for our group of companies?

Wolfram Tertschnig: You are a big group with a high profile. That gives you the opportunity and also the obligation to set an example. Responsible gaming also extends to ecological aspects. I see hitherto unused potential, key levers for optimization and significant benefits for your reputation.
Could you give us some examples?

Wolfram Tertschnig: With more than 2,000 employees, mobility is one issue. How do these employees get to work? What modes of transport are used for business trips? Or the slot machines in your casinos and the VLTs in the WINWIN outlets. Do they need to be replaced at regular intervals? That must produce a lot of electronic waste. Then you could ask yourselves to what extent the Cusino restaurants and catering services adhere to the principles of environmentally-friendly hospitality. I welcome the fact that you are starting to work on these aspects, but think there is still some room for additional efforts.

How far must ecological responsibility go?

Wolfram Tertschnig: Casinos Austria and Austrian Lotteries have lots of possibilities to encourage changes among their stakeholders. That's something you are already doing to a certain extent. The ecological footprint is an issue that can be raised across the board – from your international guests, energy suppliers, cleaning staff and F&B suppliers right through to the companies who manufacture your chips or gaming machines. It might sound trivial in each individual case, but when you think about the number of gaming chips, playing cards, lottery tickets, etc. that are used each year, then these little things all mount up and have a big effect.

What would you like to see more of in the future?

Wolfram Tertschnig: The group should focus more in overall strategy terms on the ecological optimization of its portfolio. That begins with energy management at the infrastructure level or your sports sponsoring activities – perhaps it might be possible to give preference here to sustainable sport in – and continues all the way through to your contractors and cooperation partners in the tourism sector and in the event industry. Through its size, the group can make a big impact everywhere. You have already set yourselves a number of goals in this regard. It will be really interesting to see how things develop.
In times of climate change and scarce resources, environmental and climate protection are clearly in the public interest. Even non-manufacturing companies in the services sector – like the companies in the Casinos Austria and Austrian Lotteries Group – are called upon to pay special attention to environmental protection and the careful use of natural resources.

All activities in our group are conducted according to the principle of environmentally and climate friendly business. Our lottery play slips and all printed materials are produced to Austrian ecolabel stipulations. Thermal receipts and scratch-off lottery tickets are subjected to an impact assessment. Our Studio 44 event location in Vienna is officially authorized to hold and certify so-called green events and green meetings, which must conform to a catalog of predefined environmental criteria. These include, for example, environmentally-friendly travel options to and from the event location, the sending of invitations by e-mail or the use of regional, seasonal and organic produce in the catering. In the 2014 and 2015 reporting years, a total of 15 green events or meetings were held in Studio 44.

Be it e-bikes, electric cars or free tickets for the public transport system for business meetings in Vienna, we offer our staff many opportunities to be environmentally friendly. But our staff also show plenty of initiative here too: duty rosters in our casinos are set up to allow car sharing. We also run a so-called Ideenforum (“Forum for Ideas”), a tool on the group's internal collaboration platform where ideas can be proposed in an uncomplicated and unbureaucratic manner and also be quickly turned into practice.

We also protect the environment by buying locally to keep delivery distances as short as possible and to strengthen the local economy. Our casinos and casino restaurants have excellent networks of local partners and suppliers. This strengthens the regions and safeguards jobs, while at the same time providing the chefs in our casino restaurants with the best raw materials to indulge our guests each evening.

The protection of animal and plant species is a further logical expectation that the public has of our group. In this regard, we have been a sponsor of the World Wildlife Fund (WWF) in Austria since 1989. Our first joint project with the WWF was "Natur freikaufen" ("Buy Land for Nature"), a call for donations which resulted in the purchase of 441 hectares of land. This was an important partial victory on the way to the creation of the

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**Green Events 2015**

<table>
<thead>
<tr>
<th>Event date</th>
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<th>Event</th>
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<tr>
<td>22 January 2015</td>
<td>Mertel Events</td>
<td>Federal Environment Agency Kick-Off</td>
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<tr>
<td>9 March 2015</td>
<td>Fair Finance Vorsorgekassa</td>
<td>Fair Finance Five-Year Anniversary</td>
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<td>26 March 2015</td>
<td>Casinos Austria</td>
<td>CD Presentation Norbert Schneider</td>
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<td>7 October 2015</td>
<td>Casinos Austria</td>
<td>CD Presentation Monti Beton</td>
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<td>14 October 2015</td>
<td>Auftakt</td>
<td>15-Year Anniversary</td>
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<tr>
<td>14 November 2015</td>
<td>The Green Party</td>
<td>Party Conference</td>
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<tr>
<td>17 November 2015</td>
<td>Casinos Austria</td>
<td>Alpha Prize for Literature Awards Ceremony</td>
</tr>
</tbody>
</table>

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Our Engagement for the Environment
As sponsors of WWF Austria, we have helped to resettle the lynx on the Danube, March and Thaya plains, to conserve the white stork and to resettle the bearded vulture in the Hohe Tauern National Park. We are also long-term partners of Schönbrunn Zoo in Vienna and Salzburg Zoo.

The Austrian Federal Energy Efficiency Act (Bundes-Energieeffizienzgesetz/EEffG) obliges large companies to carry out energy audits or introduce energy or environmental management systems since 1 January 2015. The Act also aims to indirectly improve the security of energy supplies by reducing consumption, to increase the share of renewables in the energy mix and to reduce greenhouse gas emissions. The Casinos Austria and Austrian Lotteries Group conducted the energy audit pursuant to Section 9, EEffG in November 2015.

We also continued our replacement of lighting at all sites with more energy-efficient LED lighting in the 2014 and 2015 reporting years and will continue to do so in the coming years.

In 2015, we built a new casino in the Grand Hotel in Zell am See, which opened on 1 January 2016. The new casino’s cooling system uses a water-based refrigeration system that draws water from Lake Zell to cool the casino. The warm water generated in the cooling cycle is used in turn in those areas where heating is required.

Unless otherwise indicated, the environmental and ecological figures given in this section of our CSR report refer to the following sites: our headquarters at Rennweg 44 and 46 in 1030 Vienna (RW44 and RW46), our logistics and parallel computer centers at Marie-Curie-Straße 4 in Wiener Neustadt (MC4) and our Pfaffstätten warehouse.

We optimize our energy consumption, for instance by using LED lighting.

### Headquarters, Rennweg, Vienna (RW44)

#### Building specifications

<table>
<thead>
<tr>
<th>Description</th>
<th>Specification</th>
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<tbody>
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<tr>
<td>Effective area</td>
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<tr>
<td>Gross floor area</td>
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<td>Completion of construction</td>
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<td>Employees at site*</td>
<td>461</td>
</tr>
</tbody>
</table>
ENERGY OPTIMIZATION

Energy Consumption
We have been purchasing 100 percent of the electricity for our RW44 and MC4 sites from renewable sources since 2008. Electricity consumption was reduced in 2014 by 442.6 MWh compared to 2013 and in 2015 by 463.4 MWh compared to 2014. This was achieved through the continued virtualization of IT systems in our computer centers and the replacement of copier systems. We also replaced the elevator controls in stairwell 3 at the RW44 site, adapted the high-efficiency pumps in the air conditioning system and converted the MC4 computer center to cooling/heating cycles. The building control system now supports the optimal cooling of the offices at these sites, which led to further reductions. The number of cooling cycle hours was also reduced in the reporting years as a result of the general weather conditions.

Electricity Consumption in kWh and Change in Comparison to the Previous Year in %

<table>
<thead>
<tr>
<th>Year</th>
<th>Consumption kWh</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>5,729,746</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>5,287,130</td>
<td>-7.7%</td>
</tr>
<tr>
<td>2015</td>
<td>4,823,760</td>
<td>-8.7%</td>
</tr>
</tbody>
</table>

The Rennweg 44 building is connected to the leased area at Rennweg 46 by a bridge on the 5th floor, which spans Kleistgasse. The bridge was opened in May 2009.

Marie-Curie-Straße 4, Wiener Neustadt (MC4)
Building specifications

<table>
<thead>
<tr>
<th>Item</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plot area**</td>
<td>20,000 m²</td>
</tr>
<tr>
<td>Constructed area</td>
<td>4,630 m²</td>
</tr>
<tr>
<td>Effective area</td>
<td>5,960 m²</td>
</tr>
<tr>
<td>Gross floor area</td>
<td>6,418 m²</td>
</tr>
<tr>
<td>Warehouse and commissioning</td>
<td>2,960 m²</td>
</tr>
<tr>
<td>Palette spaces</td>
<td>3,000</td>
</tr>
<tr>
<td>Start of construction</td>
<td>March 1999</td>
</tr>
<tr>
<td>Completion of construction/opening</td>
<td>July 2000</td>
</tr>
<tr>
<td>Employees at site*</td>
<td>14</td>
</tr>
</tbody>
</table>

* As of 31 December 2015

** The non-built-up area at the MC4 site is greened and watered as necessary. Given the size of the greened area, the weather conditions in the summer months have a significant impact on water consumption levels for this site.

Headquarters, Rennweg, Vienna (RW46)
Building specifications

<table>
<thead>
<tr>
<th>Item</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leased effective area</td>
<td>8,032 m²</td>
</tr>
<tr>
<td>Employees at site*</td>
<td>271</td>
</tr>
</tbody>
</table>
**Reduction in Electricity Consumption, Comparison 2013/2014** for the RW44 und MC4 sites

<table>
<thead>
<tr>
<th></th>
<th>in MWh</th>
<th>in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>RW44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply to core areas 1-4 (offices, corridors, kitchenettes, WCs etc.)</td>
<td>-63.1</td>
<td>1.1</td>
</tr>
<tr>
<td>IT and air conditioning computer center</td>
<td>-59.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Cooling/heating offices, auxiliary facilities</td>
<td>-100.0</td>
<td>1.7</td>
</tr>
<tr>
<td>Elevators</td>
<td>-6.6</td>
<td>0.1</td>
</tr>
<tr>
<td>Heating pumps</td>
<td>-26.0</td>
<td>0.5</td>
</tr>
<tr>
<td>MC4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT computer center</td>
<td>-17.1</td>
<td>0.3</td>
</tr>
<tr>
<td>Office tract and logistics (HACVS building services systems)</td>
<td>-170.8</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Total reduction</strong></td>
<td><strong>-442.6</strong></td>
<td><strong>7.7</strong></td>
</tr>
</tbody>
</table>

**Reduction in Electricity Consumption, Comparison 2014/2015** for the RW44 und MC4 sites

<table>
<thead>
<tr>
<th></th>
<th>in MWh</th>
<th>in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>RW44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT and air conditioning computer center</td>
<td>-266.2</td>
<td>5.0</td>
</tr>
<tr>
<td>Cooling/heating offices, auxiliary facilities</td>
<td>-37.9</td>
<td>0.7</td>
</tr>
<tr>
<td>MC4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT and air conditioning computer center</td>
<td>-159.3</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Total reduction</strong></td>
<td><strong>-463.4</strong></td>
<td><strong>8.7</strong></td>
</tr>
</tbody>
</table>

**Heat Consumption**

Heat consumption for 2014 lay at 2,018.70 MWh, a reduction of 15.8 percent (-378.5 MWh) compared to 2013. This reduction can be attributed to the optimization of the office air conditioning systems as well as the milder outside temperatures in the traditional heating periods. Heat consumption in 2015 lay at 2,204.6 MWh, a rise of 9.2 percent compared to 2014. The reasons for this rise were the colder average temperatures for the year and corresponding increased demand for heating.

**Heat Consumption in kWh and Change in Comparison to the Previous Year in %**

<table>
<thead>
<tr>
<th>Year</th>
<th>Heat Consumption in kWh</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2,397,160</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>2,018,700</td>
<td>-15.8%</td>
</tr>
<tr>
<td>2015</td>
<td>2,204,660</td>
<td>+9.2%</td>
</tr>
</tbody>
</table>
**Reduction in Heat Consumption**

for the RW44 und MC4 sites

<table>
<thead>
<tr>
<th></th>
<th>Comparison 2013/2014</th>
<th></th>
<th>Comparison 2014/2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>in MWh</td>
<td>in %</td>
<td>in MWh</td>
<td>in %</td>
</tr>
<tr>
<td>RW44 Heating supply offices</td>
<td>-369.0</td>
<td>15.4</td>
<td>+164.2</td>
<td>8.1</td>
</tr>
<tr>
<td>MC4 Heating supply office tract and logistics</td>
<td>-9.5</td>
<td>0.4</td>
<td>+21.8</td>
<td>1.1</td>
</tr>
<tr>
<td>Total reduction</td>
<td>-378.5</td>
<td>15.8</td>
<td>+186.0</td>
<td>9.2</td>
</tr>
</tbody>
</table>

**Water Consumption**

Water consumption was reduced in 2014 by 473 m³ compared to 2013 (-4.2 percent). In 2015, overall water consumption was reduced by 755 m³ compared to 2014 (-7 percent). This figure takes account of the rise in consumption at the RW44 site due to the need for additional sprinkling of the IT heat exchangers in the summer months and the increase in consumption in kitchenettes, WC facilities and office humidifiers as a result of the high outside temperatures. In contrast, consumption at the MC4 site fell sharply due to the reduction in the need to water the garden and the repair of the exterior facilities.

**Water Consumption in m³ and Change in Comparison to the Previous Year in %**

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>11,190</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>10,717</td>
<td>-4.2%</td>
</tr>
<tr>
<td>2015</td>
<td>9,962</td>
<td>-7.0%</td>
</tr>
</tbody>
</table>

**Reduction in Water Consumption**

for the RW44 und MC4 sites

<table>
<thead>
<tr>
<th></th>
<th>Comparison 2013/2014</th>
<th></th>
<th>Comparison 2014/2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>in m³</td>
<td>in %</td>
<td>in m³</td>
<td>in %</td>
</tr>
<tr>
<td>RW44 Office building</td>
<td>-79.0</td>
<td>0.7</td>
<td>+378.0</td>
<td>-4.0</td>
</tr>
<tr>
<td>MC4 Office tract and logistics</td>
<td>-394.0</td>
<td>3.5</td>
<td>-1,133.0</td>
<td>11.0</td>
</tr>
<tr>
<td>Total reduction</td>
<td>-473.0</td>
<td>4.2</td>
<td>-755.0</td>
<td>7.0</td>
</tr>
</tbody>
</table>
### Water, Energy and Heat Consumption in Casinos 2015

<table>
<thead>
<tr>
<th>Casino</th>
<th>Water in m³</th>
<th>Electricity in kWh</th>
<th>Gas in kWh</th>
<th>Heating/cooling energy in kWh*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baden</td>
<td>9,785</td>
<td>5,048,000</td>
<td>38,374</td>
<td>3,209,839</td>
</tr>
<tr>
<td>Bregenz</td>
<td>7,339</td>
<td>2,309,874</td>
<td>1,129,735</td>
<td>-</td>
</tr>
<tr>
<td>Graz</td>
<td>3,561</td>
<td>1,595,000</td>
<td>-</td>
<td>379,010</td>
</tr>
<tr>
<td>Innsbruck</td>
<td>9,819</td>
<td>1,835,000</td>
<td>-</td>
<td>899,810</td>
</tr>
<tr>
<td>Kitzbühel</td>
<td>2,305</td>
<td>675,000</td>
<td>496,211</td>
<td>-</td>
</tr>
<tr>
<td>Kleinwalsertal</td>
<td>2,813</td>
<td>534,000</td>
<td>-</td>
<td>198,683</td>
</tr>
<tr>
<td>Linz</td>
<td>11,700</td>
<td>1,176,000</td>
<td>-</td>
<td>610,600</td>
</tr>
<tr>
<td>Salzburg</td>
<td>4,586</td>
<td>1,270,000</td>
<td>939,000</td>
<td>-</td>
</tr>
<tr>
<td>Seefeld</td>
<td>2,527</td>
<td>650,000</td>
<td>-</td>
<td>463,242</td>
</tr>
<tr>
<td>Velden</td>
<td>4,196</td>
<td>3,200,000</td>
<td>-</td>
<td>1,236,173</td>
</tr>
<tr>
<td>Wien</td>
<td>8,789</td>
<td>2,600,000</td>
<td>40,405</td>
<td>719,717</td>
</tr>
<tr>
<td>Zell am See**</td>
<td>n.a.</td>
<td>41,000</td>
<td>8,154</td>
<td>-</td>
</tr>
</tbody>
</table>

* If not included in electricity or gas consumption.

** Casino Zell am See was built in summer 2015 and opened on 1 January 2016. Its water consumption figures could not be obtained for 2015.

No data available for Casino Bad Gastein, which was closed in June 2015.

---

### WASTE AND PACKAGING MANAGEMENT

We send some 700,000 items of mail (e.g. letters, mailshots, parcels, etc.) to our customers and sales partners each year. All mail dispatch activities are coordinated and bundled by our Logistics team to save costs and, of course, to protect the environment. We have sent all our mail in recent years via the Austrian mail service (Österreichische Post AG), whose delivery practices in Austria have been CO₂ neutral for some years. Casinos Austria and Austrian Lotteries have received environmental protection certificates for 2014 and 2015 from Österreichische Post AG, officially confirming this CO₂ neutrality.

---

### Austrian Lotteries Packaging Quantities

in kg

<table>
<thead>
<tr>
<th>Item</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lottery ticket cartons</td>
<td>5,481</td>
<td>4,076</td>
<td>20,550*</td>
</tr>
<tr>
<td>Cardboard for use in transport</td>
<td>548</td>
<td>650</td>
<td>430</td>
</tr>
<tr>
<td>Disposable palettes and cover boards</td>
<td>7,153</td>
<td>6,572</td>
<td>3,663²</td>
</tr>
<tr>
<td>Iron strips</td>
<td>34</td>
<td>44</td>
<td>0</td>
</tr>
<tr>
<td>Packaging film for lottery ticket packages, packaging film for transport, plastic bands</td>
<td>96</td>
<td>74</td>
<td>1,759³</td>
</tr>
<tr>
<td>Plastic bands</td>
<td>219</td>
<td>186</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>13,531</td>
<td>11,602</td>
<td>26,402</td>
</tr>
</tbody>
</table>

1) There are several reasons for the increase in 2015 compared to 2014. Since 2015, receipt rolls and play slips have been imported on EURO palettes from Greece or Poland. Since the 2014 Packaging Regulation (Verpackungsverordnung) came into force, the cardboard tubes in the receipt rolls have been classed as packaging, which itself alone resulted in a 6,552.49 kg increase compared to 2014. The Packaging Regulation also requires that some purchased packagings be disposed of internally.

2) The quantity of cover boards has fallen due to reductions by suppliers.

3) Until 2014, this item only contained the packaging films for lottery ticket packages. The changes to the Packaging Regulation consolidate plastics.
Waste

In 2014, 780.68 tons of waste were generated at our RW44, MC4, Pfaffstätten warehouse and casino sites. In 2015, waste volumes at these sites amounted to 811.43 tons. Waste materials like scrap metals, plastics and glass components (from gaming machine workshops, etc.) are collected and correctly disposed of at our Pfaffstätten warehouse site.

### Waste Volumes* at Casinos 2015 in kg

<table>
<thead>
<tr>
<th>Casino</th>
<th>Non-recyclable</th>
<th>Recycled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baden</td>
<td>25,990</td>
<td>52,148</td>
</tr>
<tr>
<td>Bad Gastein</td>
<td>3,080</td>
<td>5,184</td>
</tr>
<tr>
<td>Bregenz</td>
<td>19,920</td>
<td>23,053</td>
</tr>
<tr>
<td>Graz</td>
<td>10,860</td>
<td>7,047</td>
</tr>
<tr>
<td>Innsbruck</td>
<td>7,800</td>
<td>10,580</td>
</tr>
<tr>
<td>Kitzbühel</td>
<td>2,270</td>
<td>16,446</td>
</tr>
<tr>
<td>Kleinwalsertal</td>
<td>555</td>
<td>6,986</td>
</tr>
<tr>
<td>Linz</td>
<td>6,500</td>
<td>9,240</td>
</tr>
<tr>
<td>Salzburg</td>
<td>13,920</td>
<td>18,343</td>
</tr>
<tr>
<td>Seefeld</td>
<td>1,348</td>
<td>1,661</td>
</tr>
<tr>
<td>Velden</td>
<td>32,000</td>
<td>36,587</td>
</tr>
<tr>
<td>Wien</td>
<td>48,180</td>
<td>49,172</td>
</tr>
</tbody>
</table>

* excluding F&B

1) Increased volumes of non-recyclable waste due to the efforts to calculate and include waste volumes at the RW46 site on a pro-rata basis.
2) Increased volumes due to the inclusion of the disposal of grease separators, which are difficult to calculate precisely.
3) Less paper was shredded at the MC4 site in 2015.
4) Glass waste volumes were calculated based on the number of collections by the disposal firm. The volumes correspond to full containers (100%). For the RW46 site, the figures were extrapolated from the figures for the RW44 site based on the number of employees. The conversion factors were also adjusted by the environmental helpdesk.
5) The figures for the RW46 site were extrapolated from the figures for the RW44 site based on the number of employees. The conversion factors were also adjusted by the environmental helpdesk. Since these cannot be calculated more accurately, the volumes correspond to full containers (100%).
6) Increased volumes due to the reconstruction work on stairwell 4 at the RW44 site.
7) Maximum volume due to disposal of oil separators at the RW44 site.

### Waste Volumes Casinos in kg

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-hazardous waste (rest)</td>
<td>176,540</td>
<td>171,194</td>
<td>173,263</td>
</tr>
<tr>
<td>Non-hazardous waste (recyclables)</td>
<td>331,487</td>
<td>287,947</td>
<td>314,881</td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>1,371</td>
<td>765</td>
<td>752</td>
</tr>
<tr>
<td>Total</td>
<td>509,398</td>
<td>459,906</td>
<td>488,896</td>
</tr>
</tbody>
</table>

### Waste Volumes at RW44, MC4 and Pfaffstätten Warehouse Sites in tons

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper (incl. cartons)</td>
<td>146.00</td>
<td>131.92</td>
<td>100.90</td>
</tr>
<tr>
<td>Glass (clear and colored)</td>
<td>6.60</td>
<td>3.32</td>
<td>5.80</td>
</tr>
<tr>
<td>Scrap metal</td>
<td>8.90</td>
<td>10.02</td>
<td>9.72</td>
</tr>
<tr>
<td>Organic waste (incl. recyclables)</td>
<td>33.30</td>
<td>34.16</td>
<td>32.96</td>
</tr>
<tr>
<td>Light waste (plastics)</td>
<td>5.88</td>
<td>7.32</td>
<td>7.45</td>
</tr>
<tr>
<td>Non-recyclable waste</td>
<td>42.47</td>
<td>56.78</td>
<td>81.13</td>
</tr>
<tr>
<td>Bulky waste</td>
<td>16.48</td>
<td>16.5</td>
<td>20.93</td>
</tr>
<tr>
<td>Electrical items (e-scrap)</td>
<td>16.44</td>
<td>10.71</td>
<td>10.43</td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>3.16</td>
<td>1.95</td>
<td>20.89</td>
</tr>
<tr>
<td>Other waste</td>
<td>42.72</td>
<td>48.09</td>
<td>32.32</td>
</tr>
<tr>
<td>Total</td>
<td>321.95</td>
<td>320.77</td>
<td>322.53</td>
</tr>
</tbody>
</table>
Sponsoring Partners

Erich Fenninger is a social worker, social scientist and human rights activist and has been the Managing Director of the Volkshilfe Austria public aid organization since 2003. He sees the fight against poverty as a mandate to eradicate inequalities and facilitate a world in which everyone can enjoy a good life. Fenninger has also written several research papers on the causes and consequences of poverty and published numerous articles on this topic. Casinos Austria sponsors Volkshilfe’s annual “Night Against Poverty” fundraising gala.

Sponsoring is an integral part of our corporate social responsibility. The sponsoring of the arts, culture, sport and social initiatives is explicitly defined in the Casinos Austria and Austrian Lotteries statutes. Promoting cultural diversity, serving social cohesion and supporting grassroots sports and top-class athletes – these are the long-term goals of our sponsoring endeavors.

A native of Upper Austria, Dr. Johanna Rachinger has been Director General of the Austrian National Library since 2001. To ensure that the enormous treasure trove of knowledge accumulated at the library is not only preserved, but is also made easily accessible, she began a forward-looking project with Google: all books at the library that (because of their age) are no longer subject to copyright – some 600,000 in total – will be digitalized. To prepare them for digitalization, these books – some of which are extremely old – are being cleaned and restored. The Austrian Lotteries Group is funding this preparatory work.

A native of Germany, Karin Bergmann was appointed Director of the Burgtheater in Vienna in 2014. One of her goals is to make the theater more open. In her opinion, theater should not be reserved for the elite, it should reach broad sections of the population. Casinos Austria is supporting this goal with a promotion that playfully centers on the Lucky Number 13: “On the 13th of the month in the 13th row for just 13 euros”. These tickets are available one month in advance.
Erich Fenninger
Managing Director of the Volkshilfe Österreich public aid organization

Johanna Rachinger
Director General of the Austrian National Library

Karin Bergmann
Director of the Burgtheater in Vienna
Volkshilfe is an organization that has a lot of experience with sponsors, donors and other benefactors. What constitutes a good partnership for you?

Erich Fenninger: In every good partnership, the participants are drawn to one another. They try to find a common denominator. If they succeed in doing so, their relationship can be sustainable, long-term and in the interests of both parties.

How long have Volkshilfe and the Casinos Austria and Austrian Lotteries Group been working together?

Erich Fenninger: We’ve been working together for ten years now. But our relationship is not just a partnership between two organizations, it is also a relationship between people. We have built up strong personal connections that are based, in my opinion, on mutual understanding and empathy.

Has your cooperation changed over the course of time?

Erich Fenninger: Yes, definitely. In a good partnership, people influence each other and trigger changes – very much in line with the thinking of the philosopher Hegel, who said that people find themselves through others.

What has been achieved so far through the support from Casinos Austria and Austrian Lotteries?

Erich Fenninger: Casinos Austria has supported us in reaching our general goal, not just in financial, but also in non-material terms. Volkshilfe’s goal is to fight poverty, eradicate inequalities and facilitate a good life for all. Help always has to be provided on equal terms, not high-handedly from the top down. Eradicating inequalities is also a political mandate and includes making
people aware of problems and at times applying political pressure from the bottom up. It’s not always a given that a sponsor will be consistently supportive.

If you think back, are there any particular projects that stand out? **Erich Fenninger:** Definitely the “Night Against Poverty”. That was an idea that targeted precisely this awareness-raising aspect: an evening of entertainment with character, linking a sociopolitical message with fundraising. The event thus made a direct impact, but will hopefully also bring about a permanent change in attitudes.

Do you think your partnership also has an impact on Casinos Austria and Austrian Lotteries? **Erich Fenninger:** All I can say is that I see how carefully and meticulously they think through and scrutinize their own business model. Gambling is not without risks, uncontrolled gambling often results in poverty. But at the same time, it is not a bad thing if people gamble. Gambling just has to be organized in a way that prevents the negative risks. Casinos Austria and Austrian Lotteries do that very well – perhaps also because they have come to understand the nature and mechanics of poverty through us.

On a general level, how important do you think CSR is for a company? **Erich Fenninger:** I think it has a very important function, because it specifically emphasizes the fact that a company can follow more than just economic goals. Companies also have a responsibility toward society. It is important to understand that if business is not ultimately there for the people and has a positive effect, it won’t be able to survive.

Is there a risk that Volkshilfe might become dependent on specific financial backers or that the influence of business might become too large? **Erich Fenninger:** No, none of our benefactors is so big that something like that could happen. Moreover, our work basically leaves no room for substantive differences in any case. You cannot remain neutral when it comes to poverty, and those who support us must by default do so wholeheartedly.
You have been Director General of the Austrian National Library for 15 years now, a place that can be described as a material and accessible home to cultural memory – particularly in the digital age. You have worked with many cooperation partners over the years. What do you think makes a good partnership?

**Johanna Rachinger:** It’s important that both partners profit from the relationship, that it is a win-win situation. For both sides to really be content, all aspects of their agreement must bear an advantage. Satisfaction is absolutely essential. But we also expect our sponsors to identify with the library. A good partnership can only develop when they know what happens here, understand what we’re doing, concur with it and can contribute to it. That’s very important to us.

How long have you been working with Austrian Lotteries and how would you describe your cooperation?

**Johanna Rachinger:** We have been working together for a very long time, more than 15 years in fact. I think it’s fantastic to see how our cooperation has strengthened and developed in a positive direction over the years. It is a very enjoyable, long-term collaboration based on stability and trust. You can also see that in the many personal relationships that have developed over the course of time. I can now pick up the phone and call one of the directors. Karl Stoss, for example, sits on the board of the Society of Friends of the Austrian National Library, a fact that also demonstrates how important the library is to him. I meet Dietmar Hoscher each year at the annual awards ceremony for the Casinos Austria Alpha Prize for Literature, a very apt, connecting element. And Bettina Glatz-Kremsner is a frequent and very welcome guest at the opening events for our exhibitions. But the partnership doesn’t just work at board level: the professional relationships between staff on both sides are also very good.

Public funding for many large cultural situations has not increased for years. Without private sponsors, the National Library could not realize many of its projects to the same extent – from digitalization to its extended opening hours until 9 pm.
After a sponsoring contract is concluded, what then happens with the funding that is made available?

**Johanna Rachinger:** In Austrian Lotteries’ case, we agreed to work together on a very interesting project, namely the preparatory step in our flagship project: the digitalization of our books on a grand scale. We have entered a major Public Private Partnership with Google to digitalize the complete inventory of books in the library that are no longer subject to copyright. However, before the books can be processed in the digitalization center, they have to be cleaned and, if necessary, restored or subjected to conservation measures. All this preparatory work was funded by Austrian Lotteries. That’s extremely valuable to us.

Aside from that particular project, what would change at the library if you didn’t receive funding from sponsors? Can the cultural sector survive in its current form without such funding?

**Johanna Rachinger:** The big cultural institutions receive basic funding from the state, but this funding hasn’t been increased for many years. Without partners and sponsors, we would thus not be able to realize many projects the way we’re able to do with their support. That applies not only to special exhibitions, but also to our extended opening hours: the National Library is open seven days a week from 9 am to 9 pm.

How would you describe the Austrian sponsoring landscape in general?

**Johanna Rachinger:** In Austria there is, if you will, one “sponsor pie” and many institutions who would like a slice of that pie. The demand continues to grow, but the pie doesn’t get any bigger. Since the last economic and financial crisis, companies think even more carefully about where they can and want to invest. It has definitely become much harder than it was before. That makes values like trust and stability extremely important in partnerships. I count us very lucky that all our sponsors have remained loyal to the library even in difficult times. That demonstrates not only a high level of trust and satisfaction, but also confirms that we have chosen the right sponsors! In that respect, I am looking forward to the coming years and to many new and exciting projects.

Personal relationships also develop over the course of a long-term sponsoring partnership. You can then just pick up the phone and call someone on the board.
As Austria’s national theater and the largest spoken theater in Europe, the Burgtheater is undisputedly the most important and best-known stage in the land. How long have the “Burg” and Casinos Austria been working together?

Karin Bergmann: We can already look back on 13 years of partnership based on mutual interests, open communication and “equal terms”. Both parties are well aware of the importance of the Burgtheater for Austrian society. What is also important is that we both have the same goal: offering people an outstanding cultural program.

What other expectations do you have of a sponsoring partner?

Karin Bergmann: In addition to openness, which I already mentioned, trust and sustainability are naturally also very important attributes. Without these values, you can’t make the plans that every big cultural institution needs to make. And that means that important projects don’t come to fruition.

Can you think of an example? Is there one particular project that you would perhaps like to mention?

Karin Bergmann: Well, there’s our joint idea based on the Lucky Number 13 – a project that we’ve been running for many years. On the 13th of every month, all tickets for seats in the 13th row are sold for 13 euros – a greatly reduced price! That really is a phenomenal thing. Which play or which performance you then see on the 13th is also a bit of a “game of chance”. This project is particularly important to us, because it allows us to reach people who have perhaps for financial reasons not yet been to the Burgtheater.

“The Number 13 promotion is phenomenal!”

Large establishments in the cultural sector have to be able to make plans and need reliable sponsors to allow them to do so.
What are the benefits of the partnership for your institution?

Karin Bergmann: Developing new ideas and projects is a very creative process – and one that benefits both sides and produces many attractive things. The concert by Herbert Grönemeyer, for example, was a resounding success and was essentially a performance that was outside our core business. Things like that are very rewarding – and a lot of fun. Both the reduced price tickets I mentioned earlier and such unusual additions to our program allow us to reach totally new audiences. Our partners, in turn, profit from the theater’s powerful appeal, which extends far beyond Austria’s borders: from its striking architecture to its unique cultural ensemble, the true jewel of our establishment. That’s something Casinos Austria understands and appreciates. And I’m always delighted to be able to welcome representatives of our business partners at premiers or special events.

Financial support is often described in cultural circles as a taboo. How do you see that?

Karin Bergmann: I have to disagree. Money cannot and should not be a taboo subject in a big cultural institution like the Burgtheater. The Burg is also a business and with 570 members of staff, we have an important role to fill as an employer. We are also very important for Austrian tourism. But in general, we need funding to fuel society with something it urgently needs: fantasy! We want to make use of creative potential to also put explosive topics on the stage, to make great, challenging, innovative and contemporary theater.

So you don’t think that it puts the much cited independence of art at risk?

Karin Bergmann: If the partnership is based on trust, openness and respect, and the partners meet at regular intervals and feel comfortable with their contractual agreements, then it is absolutely clear that both partners will fully retain their autonomy. We discuss lots of projects, formats and performances at great length with our partners, but the theater program is always taboo!

Finally, are there any new ideas for the future?

Karin Bergmann: We continually discuss future projects and how to develop our cooperation further. We also provide each other with regular feedback. The “Open Burg” will definitely be a topic here in the future.
Casinos Austria Director Prof. Dietmar Hoscher with ImpulsTanz Festival organizers Ismael Ivo and Karl Regensburger and the Casinos Austria Prix Jardin d’Europe.

Burgtheater Director Karin Bergmann and Casinos Austria Director General Dr. Karl Stoss present the “Row 13” promotion.
At the Casinos Austria and Austrian Lotteries Group, we consider our sponsoring activities to be part of our social responsibility. We are well aware that our own business can only flourish in a stable social environment. That’s why our sponsoring activities are not done just for their marketing effect, but also to support social diversity and development. At Casinos Austria and Austrian Lotteries, we see ourselves as a reliable sponsoring partner for projects and organizations with a high level of benefit to the public – these can just as easily be small endeavors as they can be large, local or even international projects.

Since the recipients of sponsorship funding have to be able to make plans, our group places great importance on establishing long-term partnerships.

This principle of sustainability is impressively demonstrated in our many long-standing partnerships, some of which have been in place for several decades. We have been supporting the Wiener Festwochen arts festival in Vienna for 48 years, the Bregenz Festival for 36 years, and the Casino Grand Prix, Austria’s largest and most lucrative show jumping tournament, for the past 27 years. A good example of the broad impact of our sponsoring activities are the Lotterientage (“Lotteries Days”) in museums, theaters or zoos. On Lotteries Days, all customers who present a ticket for an Austrian Lotteries product enjoy free entry to the designated venue. Over the last five years, more than 43,000 people have taken advantage of this offer.

With our CSR partnerships, Casinos Austria Rising Star Award, Casinos Austria Music Line, Casinos Austria Prix Jardin d’Europe Prize for Choreography and Alpha Prize for Literature, we sponsor the next generation of musicians and writers and provide valuable start-up capital for up-and-coming young talent. Launched in 2010 in cooperation with Vienna Municipal Libraries, our Alpha Prize for Literature is one of highest value awards specifically for literature in the whole of the German-speaking world. This 10,000 euro award was presented on 18 November 2015 in Studio 44 in Vienna for the sixth time.

Our long-term sponsoring activities also bore fruit in 2015 for the science and research sector.
The research group led by Dr. Arabella Meixner at the Institute of Molecular Biotechnology (IMBA) at the Austrian Academy of Sciences has achieved remarkable success in its efforts to find a cure for “Butterfly Children”. The project is being carried out in cooperation with DEBRA Austria, the organization for people with epidermolysis bullosa, and has been supported by Austrian Lotteries since 2012.

The large influx of refugees into Austria in 2015 generated a particular need for spontaneous social engagement. Quick to offer assistance, we provided, for example, financial support to the Red Cross Refugee Aid Fund and the Volkshilfe public aid organization’s “Night Against Poverty” gala fundraising event. Integration in the social cohesion sense is also something that we have always considered to be very important. One good example of how integration can work in practice is the Casinos Austria Integration Football World Cup: 132 teams and over 1,800 amateur footballers from different ethnic, religious and geographical backgrounds, all living in Austria and playing symbolically for their respective countries of origin. In the 2015 final on 11 October, the title of “Austrian Integration Football World Champions” went to the team Lebanon Salzburg.

Another inclusion project is particularly dear to us: the residents of the Karl Ryker Village in Sollenau, which is run by the Lower Austrian counselling and aid organization Lebenshilfe Niederösterreich, were once again invited to an extraordinary concert in the gardens of Grafenegg Palace. This “Sollenau Meets Grafenegg” event combines inclusion with our sponsoring goal of making art and culture accessible to everyone – and brings together two of the projects supported by Austrian Lotteries.

Our support for the sports sector goes far beyond the mandatory 80 million euros contributed to sports by Austrian Lotteries each year. Austrian Lotteries has been a premium partner of the Austrian Olympic Committee for many years and is a long-standing sponsor of the Austrian Paralympic Committee. Casinos Austria is a long-term partner of the Vienna Sportpool, a support association which provides young sportsmen and sportswomen with monthly bursaries. At Austrian Lotteries’ annual “Night of Sports” gala, people or projects which demonstrate an extraordinary level of social engagement or civic courage are recognized with the “Sportswoman or Sportsman with a Heart” award.

Sustainability and durability are key indicators of quality in responsible sponsoring. But there also has to be space for immediate assistance, wherever it might be needed.
A Small Selection of our Sponsoring Projects

- Alpha Prize for Literature
- Austria’s Leading Companies
- Austrian National Library: long-term conservation of books in the State Hall in preparation for “Austria Books online”
- Austrian Red Cross Refugee Aid Fund and Caritas Refugee Aid: fundraising concert
- Bregenz Stadtmarketing (city marketing organization)
- Burgtheater in Vienna
- Bregenz Festival
- Caritas Vienna: House Immanuel for Mothers and Children in Need
- Casino Grand Prix
- Casinos Austria Integration Football World Cup
- Casinos Austria Music Line
- Casinos Austria Rising Star Award
- Charity Ball “20 Years of the Integrationshaus” (integration center for refugees and asylum-seekers)
- Charity Ball “The Other Mother’s Day” (in support of the Women’s Shelters in Graz)
- Danube Island Festival in Vienna
- DEBRA Austria/IMBA Research (Institute of Molecular Biotechnology)
- Diakonie Österreich (support organization)
- “Ein Funken Wärme” (“A Spark of Heat”) initiative: Kronen Zeitung and Caritas
- European Forum Alpbach: livestream
- Genussgipfel (gourmet food summit)
- Hohe Tauern National Park: resettlement of bearded vultures
- Hospiz Österreich (Austrian counselling and competence center for hospice and palliative care)
- Klassik in den Alpen (“Classical Music in the Alps”)
- Kunsthistorisches Museum Wien (Museum of Art History in Vienna); annual membership card, Lotteries Day
- Kurier Romy Gala Drama Awards
- Lebenshilfe Niederösterreich (counselling and aid organization in Lower Austria)
- Ludwig Boltzmann Institute for COPD and Pneumological Epidemiology: LEAD Study (Lung, hEArt, socIAI, boDY)
- MuseumsQuartier Wien (art and culture complex in Vienna); Lotteries Day
- Naturhistorisches Museum Wien (Museum of Natural History in Vienna); annual membership card, Lotteries Day
- Nestroy – Vienna Theater Award/Audience Prize
- Neuerhaus (homeless shelter in Vienna)
- Police Gala: “133-Award”
- Prix Jardin d’Europe (ImpulsTanz)
- Rabenhof Theater in Vienna
- Radio Ö1 Christmas Quiz for Licht ins Dunkel (children’s charity)
- Schönbrunn Zoo in Vienna, Lotteries Day
- Seefestspiele Mörlisch (operetta and musical festival)
- Simultanea Award for Disabled Artists: art calendar
- Sollenau meets Grafenegg / Grafenegg Festival
- Sportpool Wien (support association for sportmen and sportswomen in Vienna)
- Tango en Punta
- Theater in der Josefstadt, Vienna: “Kunst”, Lotteries Day
- Trabrennverein Baden (harness racing association)
- Vienna Technical Museum: “Mobility” exhibition, Lotteries Day
- Vereinigte Bühnen Wien (theater company in Vienna)
- Vienna Opera Ball
- Volkshilfe (public aid organization)
- Volksoper in Vienna: “Im weißen Rössl”, Lotteries Day
- Volkstheater in Vienna: “Sommerachtstraum”, Lotteries Day
- Wiener Festwochen (arts festival in Vienna)
- Wiener Kabarettfestival (comedy festival in Vienna)
- Wien Work Integrative Betriebe (work cooperative in Vienna)
- WWF Austria: resettlement of the lynx/stork colonies in the March-Thaya plains
A key concept in the Casinos Austria and Austrian Lotteries Group’s CSR philosophy is “promoting diversity”. By this we mean both social diversity and cohesion in a multicultural, multilayered society as well as diversity in cultural initiatives and artistic productions.

Based on this philosophy, we have developed a whole range of CSR initiatives in recent years, working in each case with selected partners to realize the goals of enabling artists and helping them to get started. All of these partnerships have a cultural link and go far beyond the notion of sponsoring in the familiar sense of the word.

Sponsoring is, as a rule, based on the principle of mutual benefit – the recipients receive financial support, the sponsors achieve advertising impact. Casinos Austria’s CSR partnerships in contrast are based on the notion of social responsibility. The benchmarks used to measure the success of each individual initiative are as follows: Did we succeed in facilitating a cultural event or an artistic production that would not have been possible without our help? Did we succeed in helping an up-and-coming artist to get started on his/her creative career?

We achieve the latter through three prizes sponsored by Casinos Austria, namely the Casinos Austria Rising Star Award, the Casinos Austria Alpha Prize for Literature and the Jardin d’Europe. The Rising Star Award, or CARSA for short, has been presented each year since 2013 in cooperation with the University for Music and Performing Arts (mdw) in Vienna and comes with a cash prize of 10,000 euros for the winner. It is targeted as it were at the “stars of the future” – talented young musicians, who enter a demanding multi-stage competition in order to win the prize. The prize money is intended to help them to embark on a professional musical career. The success of the previous winners confirms that the idea behind the CARSA works: the bassoonist Raffaele Giannotti (2013), the violinist Emmanuel Tjeknavorian (2014) and the oboist Katharina Hörmann (2015) have all made interesting progress in their careers.

In 2014 and 2015, the CARSA jury was led by
Markus Hinterhauser, the Artistic Director of the Wiener Festwochen arts festival in Vienna (who will become Artistic Director of the Salzburg Festival from 2017). The other members of the jury were Ursula Magnes (Head of Music and Presenter, Radio Stephansdom), Prof. Barbara Gisler-Haase (mdw), Alexander Moore (Secretary General, Jeunesses-Musicales), Angelika Möser (Director, Arnold-Schönberg Center) and Prof. Dietmar Hoscher (Director, Casinos Austria).

The Casinos Austria Alpha Prize for Literature was launched in 2010 in cooperation with Vienna Municipal Libraries. The prize is awarded each year to an author with links to Austria who is just starting out on a literary career: he/she must have published at least one – and a maximum of three – book(s). The 10,000 euro cash prize – which makes the Alpha one of the highest value prizes for literature in German – is intended to help the winner concentrate on his/her next book.

On average, some 60-100 books are submitted each year to the Alpha preliminary jury (led by the head of the main library in Vienna, Christian Jahl), who then draw up a shortlist of nine candidates. Even at this early stage, the selection process is becoming increasingly difficult from year to year because the quality of the submitted works is quite outstanding. Accordingly, the work of the main Alpha jury involves long discussions before the members finally agree on the best or the most impressive work. The main Alpha jury was initially led for a number of years by the author Josef Haslinger, who has long dedicated time alongside his own writing career to awakening the desire to write in others and to encouraging literary talent. He was followed in his role as head of the main Alpha jury in 2014 by another successful Austrian author, Paulus Hochgatterer. The other members of the jury are the literary journalist Gabriele Madeja, musician and author Ernst Molden, and Christian Jahl.

The list of Alpha prizewinners already now includes some household names. Several of the authors have won further prizes for their work or are already enjoying success in the bookstores: Thomas Stangl with his novel Was kommt ("Whatever Comes") (2010); Anna-Elisabeth Mayer with Fliegengewicht ("Flyweight") (2011); Milena Michiko Flasar with Ich nannte ihn Krawatte ("I Called Him Necktie") (2012); Marjana Gaponenko with Wer ist Martha? ("Who is Martha?") (2013); Eva Menasse with Quasikristalle ("Quasicrystals") (2014); and Karin Peschka with Watschenmann ("Fairground Dummy") (2015).

To expand the sphere of impact of these Austrian literary works beyond our national borders, the Alpha prizewinners are invited each year to
give a reading at the Vienna House in Brussels, where they can present their work to an international audience (albeit with good German language skills).

Alongside music and literature, dance is a form of art with a high relevance in society. Casinos Austria has been a partner of the ImpulsTanz dance festival for many years. Under the watchful eyes of founder Ismael Ivo und artistic director Karl Regensburger, ImpulsTanz is now one of the world’s most important dance festivals. In 2015, Casinos Austria began sponsoring a prize for the best choreography, which is presented each year at the end of the festival. The Casinos Austria Prix Jardin d’Europe was shared by two winners in both 2015 and 2016: in each of the two years, the jury considered two productions worthy of the prize.

In 2015, one half of the prize was awarded to the production Personal Symphonic Moment by the Finnish choreographer Elina Pirinen, while the other half went to Sorrow Swag by Ligia Lewis, who was born in the Dominican Republic and now lives in Germany. The prestigious award was shared in 2016 by Katerina Andreadou and the American Will Rawls for A kind of fierce and the Planet-Eaters: Seconds. As well as recognizing outstanding artistic work, the Prix Jardin d’Europe should also provide the winners with additional impetus for their future careers: in addition to the cash prize of 10,000 euros, the winners receive an artistic residency in Vienna lasting several weeks.

The Casinos Austria Prix Jardin d’Europe also brings with it another opportunity to support the visual arts: a new trophy for the winner is commissioned each year. The trophy was created in 2015 by Deborah Sengl and in 2016 by Markus Schinwald.

Diversity and integration always take center stage at the ImpulsTanz festival. This applies in particular to the DanceAbility workshops that are organized during the event. DanceAbility is a special form of dance training in which people with and without special needs rehearse and perform rhythmic body expression together. More than 500 people have now attended an ImpulsTanz DanceAbility workshop, where they also have the possibility to qualify as a certified DanceAbility trainer. This program also fits perfectly with the Casinos Austria and Austrian Lotteries Group’s CSR philosophy, which is why we have established a longer-term partnership with the festival.
Der Blues organist Raphael Wressnig – seen here at the “Play Fair” – talking about the Casinos Austria Music Line: “Music outside the mainstream needs sponsors. My CD Soul Gumbo was widely praised by the critics around the world but would never have been produced without the support of the Music Line.”

Sponsoring Partners

Sustainability and durability are key quality characteristics of all these CSR partnerships. It takes time, perseverance and patience to facilitate something new. That is why it is important that our partners can rely on the Casinos Austria and Austrian Lotteries Group. If our commitment is going to have a lasting effect, it is not enough simply to finance one good idea or another. Instead, longer-term strategies and programs have to be developed on the basis of a common goal.

This innovative approach, which combines sustainability and durability with the goals of enabling and promoting diversity, won the Casinos Austria Music Line the 2015 MAECENAS Recognition Award, a prize for sponsoring of the arts awarded by the independent Austria Business Committee for the Arts in cooperation with the Austrian broadcasting corporation ORF.

And there is indeed an unusual idea behind the Casinos Austria Music Line: also based on the notion of CRS, this initiative promotes high quality Austrian music that is either outside the mainstream and would thus remain in the shadows without support or that could not be produced without additional funding.

The partnerships founded under the Casinos Austria Music Line include both CD and record productions as well as support for musical theater or the Vienna Master Courses. These partnerships allowed Casinos Austria to play a role, for example, in the realization of the horror musical Hafen Wien (“Harbor Vienna”) by Ernst Molden.

Almost two dozen CDs and records that would otherwise not – or at least not in the same quantity – have been produced, have now made it to the recording studios. These include, for example, Grobn by Andreas Julius Fasching, A Tribute To Gipsy Swing by Harri Stojka or the record comeback by the legendary Mojo Blues Band with Walk the line.

In the case of such recordings, Casinos Austria not only sponsors the production, but also offers the artists the chance to perform in Studio 44 and helps them with media and PR activities. The event venue in our headquarters in Vienna has thus been host to some amazing music nights, for instance with Hans Krankl and Monti Beton, with the recalcitrant “Andi Fasching’s Kuchlradio” formation or with the inimitable guitarist and singer Norbert Schneider.

In the interests of sustainability and durability, all these initiatives will be continued with the respective partners in 2016 and in the years to follow.
## Communication on Progress (COP)

### Goals for the Casinos Austria and Austrian Lotteries Group

<table>
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<th>Goal</th>
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<tbody>
<tr>
<td><strong>Strategic Goals</strong></td>
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<tr>
<td>Reorganization of CSR activities; establishment of a CSR platform in the group intranet; implementation of a monthly CSR forum; definition of a process to handle CSR topics</td>
<td>Continual adaptations</td>
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<tr>
<td>Planning and holding of dialog with stakeholders</td>
<td>Implemented</td>
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<tr>
<td>Definition of materialities for the group</td>
<td>Ongoing</td>
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<tr>
<td>Preparation for CSR reporting based on GRI 4</td>
<td>Ongoing</td>
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<tr>
<td>Further development of CSR partnerships</td>
<td>Ongoing</td>
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<tr>
<td><strong>Ecology and the Environment</strong></td>
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<tr>
<td>Replacement of the cooling machines at the RW44 site</td>
<td>Planned for 2016</td>
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<tr>
<td>Replacement of lighting at all sites with more energy-efficient LED technology</td>
<td>Ongoing</td>
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<tr>
<td>Green Location certification for Studio 44</td>
<td>Completed</td>
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<tr>
<td>Unification of environmental indicators for WINWIN outlets in order to be able to include these in future reports</td>
<td>Ongoing</td>
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<tr>
<td><strong>Employees</strong></td>
<td></td>
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<tr>
<td>Diversity</td>
<td></td>
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<tr>
<td>a. Continual raising of the percentage of women in leadership positions</td>
<td>Ongoing</td>
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<td>b. Promotion of a cross-generation approach to work</td>
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<tr>
<td>c. People with special needs: now that the physical barriers have been removed and adapted to meet legal requirements, attitudinal barriers must also be removed</td>
<td>Ongoing</td>
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<tr>
<td>Strengthen the culture of innovation in the group; increase and embed innovation know-how; create a physical space for innovation; establish adequate parameters for a (more) innovative working environment; encourage participation</td>
<td>Planned for 2016</td>
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<tr>
<td>Increase cooperation with training and further education institutions (measure derived from the mentoring program)</td>
<td>Planned for 2016</td>
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<tr>
<td>Optimization of exit process (research project)</td>
<td>Planned for 2016</td>
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<tr>
<td>Promote talent</td>
<td>Ongoing</td>
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<tr>
<td>Promote and maintain health</td>
<td>Ongoing</td>
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<tr>
<td>Promote intrapreneurship</td>
<td>Ongoing</td>
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<tr>
<td>Expand intercultural competence</td>
<td>Ongoing</td>
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<tr>
<td>Management development and staff training measures for topics relevant to our group</td>
<td>Ongoing</td>
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<tr>
<td>Training and development of junior staff</td>
<td>Ongoing</td>
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<tr>
<td>Measures to support the work-life balance (compatibility of career and family)</td>
<td>Ongoing</td>
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</tbody>
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<thead>
<tr>
<th>Goal</th>
<th>COP</th>
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<tbody>
<tr>
<td>Inclusion of CSR duties in the job descriptions of members of the CSR forum</td>
<td>Completed</td>
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<tr>
<td>Survey on psychological stress in the workplace</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>Responsible Gaming</strong></td>
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<tr>
<td>Continuation of the Responsible Gaming Academy, an established event where latest research and findings in gambling addiction prevention and responsible gaming are presented: the program for the 2015 RGA also included a new stakeholder round table on responsible gaming</td>
<td>Implemented</td>
</tr>
<tr>
<td>Focus in 2015 on one of the most challenging topics for the future: social gaming (part of the RGA 2015)</td>
<td>Completed</td>
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<tr>
<td>Austrian Lotteries: Re-certification according to the highest levels of standards of the European Lotteries and the World Lottery Association</td>
<td>Completed in 2015</td>
</tr>
<tr>
<td>Casinos Austria: Mid-term audit of the certification of the Responsible Gaming Management System on the basis of the European Casino Association's responsible gaming standards</td>
<td>Completed in 2015</td>
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<tr>
<td>win2day: Re-certification of the online player protection measures according to the GamCare Player Protection Code of Practice</td>
<td>Completed in 2015</td>
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<tr>
<td>Inclusion of a reference to the consumer protection information on our responsible gaming website spiele-mit-verantwortung.at on all advertising and marketing materials</td>
<td>Completed in 2015</td>
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<tr>
<td>Redefinition of the group-wide training and further education program for responsible gaming: a comprehensive online training tool developed in cooperation with internal and external responsible gaming experts is currently in the final development phase</td>
<td>Planned for 2016</td>
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<tr>
<td>Austrian Lotteries: Continuation in 2016 of effective measures to date, in particular the use of mystery shopping checks at sales partners’ premises</td>
<td>Planned for 2016</td>
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<tr>
<td>win2day: Evaluation and further development of the MENTOR prevention tool</td>
<td>Planned for 2016</td>
</tr>
<tr>
<td>win2day: Certification according to GamCare Player Protection Code of Practice</td>
<td>Planned for 2016</td>
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In accordance with the requirements of the Global Reporting Initiative ("CORE"), the general standard disclosures and specific standard disclosures for the relevant aspects determined in the materiality analysis are described in this CSR Report according to the G4 indicators. The respective content and corresponding chapters are indicated in the GRI Index below.

### General Standard Disclosures

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“Of course I am interested in the future, because I want to spend the rest of my life in it!”

Mark Twain
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The Casinos Austria and Austrian Lotteries Group has been working for many years with a range of institutions which carry out research into gambling addiction and which provide caring advice, counselling and treatment to people with gambling problems and their relatives.

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