



LAROCURE ADVISORY (PTY) LTD

CORPORATE PROFILE

*Strengthening Governance.
Building Sustainable Industries.*



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1. EXECUTIVE OVERVIEW

Larocure Advisory (Pty) Ltd is a specialist African advisory firm that supports organisations operating within the gambling and lottery sector. Since its establishment in 2015, the firm has helped clients strengthen governance, improve oversight, and build institutions capable of delivering sustainable long-term outcomes.

The firm was founded on the belief that effective regulation alone cannot create a successful industry. Sustainable growth depends on strong institutions, transparent governance, sound commercial practices, and the ability to adapt to an increasingly digital environment. Larocure Advisory works with clients to develop these capabilities and ensure that public-interest objectives remain aligned with operational and commercial realities.

Drawing on extensive experience across gambling regulation, lottery operations, licensing, policy development, governance, and institutional reform, Larocure Advisory provides practical solutions that help organisations navigate complexity and maintain strategic focus.

2. OUR STORY

Larocure Advisory emerged from more than two decades of practical experience within gambling and lottery environments across Southern Africa. The firm evolved to meet a growing demand for governance, institutional strengthening, and sector transformation support.

Today, Larocure combines deep sector expertise with practical implementation experience to help clients navigate change, improve institutional performance, and achieve sustainable outcomes across Africa.



3. CORE PRACTICE AREAS

Regulatory Governance and Institutional Strengthening

Larocure Advisory supports governments, regulators, and public institutions in strengthening governance, enhancing regulatory effectiveness, and improving institutional performance. The firm provides advisory services relating to legislative reviews, regulatory reform, licensing frameworks, organisational transformation, capacity building, and strategic planning.

Transaction Advisory and Procurement Support

The firm delivers governance-focused transaction advisory services across lottery procurements, gambling licensing processes, public-sector procurements, and strategic transactions. Larocure assembles multidisciplinary teams with expertise in legal, financial, technical, governance, cybersecurity, operational, and project management disciplines to support assignments from planning through implementation.

Lottery and Gaming Sector Transformation

Larocure assists regulators and industry stakeholders in responding to structural and market change within the lottery and gaming sectors. Services include operational reviews, governance modernisation, digital transformation, licensing strategy, implementation planning, and operating model redesign to support sustainable sector development.

Digital Governance and Regulatory Technology

As gambling environments become increasingly digital, institutions face growing challenges relating to oversight, cybersecurity, compliance, and operational resilience. Larocure supports the development of digital governance frameworks, regulatory technology strategies, monitoring systems, and cybersecurity oversight mechanisms that strengthen modern regulatory environments.

Revenue Assurance and Monitoring Systems

Larocure is developing specialised capabilities in regulatory monitoring, revenue assurance, transaction verification, operational analytics, and compliance reporting. These services are designed to enhance transparency, strengthen oversight, and improve visibility into operator performance through data-driven monitoring systems.



Research, Policy and Thought Leadership

Larocure contributes to policy development and strategic discourse on gambling, lotteries, digital governance, responsible gambling, anti-money laundering, and broader development issues. Through research, policy analysis, and stakeholder engagement, the firm supports evidence-based decision-making and sustainable sector development.

4. GAMBLING AND LOTTERY SECTOR EXPERTISE

Larocure Advisory has experience across multiple segments of the gambling and lottery value chain. The firm's leadership and specialist network have participated in licensing, regulatory, operational, compliance, and strategic initiatives spanning betting, bingo, lotteries, Limited Payout Machines, route operations, and digital gaming environments.

The firm's experience includes support for betting licence acquisitions across multiple South African jurisdictions, participation in bingo and route operator licensing initiatives, gaming policy development projects, strategic planning assignments for gambling regulators, and advisory support within National Lottery environments.

Larocure's expertise is further strengthened by direct operational experience within South Africa's National Lottery environment, providing practical insight into lottery operations, retailer management, governance systems, prize administration, stakeholder engagement, and operational transitions. This experience enables the firm to provide advice that balances regulatory objectives with operational realities.

The firm has also contributed to policy development, procurement governance initiatives, regulatory reform discussions, and cross-border sector development projects across Southern Africa.



5. TRANSACTION ADVISORY CAPABILITY

Larocure Advisory provides governance-focused transaction advisory services for regulated industries. The firm's approach combines legal, financial, operational, technical, cybersecurity, and project management expertise within a structured delivery framework tailored to complex assignments.

Supported by a multidisciplinary network of specialists, Larocure assembles project-specific teams capable of supporting transactions from planning and procurement through implementation and operational transition.

A distinguishing feature of the firm's approach is its focus on implementation readiness. Beyond procurement and contracting, Larocure emphasises governance, stakeholder alignment, transition planning, and ongoing oversight to support sustainable project outcomes.

6. SELECTED EXPERIENCE

Larocure Advisory has supported licensing, regulatory, governance, and strategic initiatives across multiple jurisdictions within Southern Africa.

Key experience includes:

Supporting the acquisition of more than twenty betting licences across South Africa.

Participation in bingo licensing initiatives and route operator licensing projects.

Advisory support within National Lottery environments.

- Strategic planning assignments for gambling regulators.
- Contributions to gaming policy development and regulatory reform initiatives.
- Cross-border assignments relating to route operator licensing in Botswana and lottery policy development in Zambia.
- Participation in industry discussions focused on lottery governance, digital gambling regulation, and regional regulatory coordination.



7. DIGITAL GOVERNANCE AND REVENUE ASSURANCE

Digital transformation continues to reshape gambling and lottery sectors across Africa, creating new opportunities alongside increased regulatory, cybersecurity, and operational risks.

Larocure Advisory supports institutions in strengthening oversight through digital governance frameworks, monitoring systems, regulatory technology, and operational resilience programmes. These capabilities are designed to enhance transparency, improve accountability, and support effective regulatory decision-making.

The firm is also developing specialised capabilities in revenue assurance, transaction monitoring, regulatory analytics, and independent oversight to support confidence in regulated gambling and lottery environments.

8. LEADERSHIP AND EXPERT NETWORK

Larocure Advisory leverages a multidisciplinary network of specialists to support complex assignments across the gambling and lottery sector.

The firm's expert network includes professionals with experience in gambling regulation, lottery governance, legal advisory, procurement oversight, financial management, cybersecurity, ICT governance, project management, gaming operations, policy development, and institutional reform.

This model enables Larocure to scale its capabilities across jurisdictions and project types while maintaining high standards of governance, technical quality, and delivery.



9. THOUGHT LEADERSHIP AND RESEARCH

Larocure Advisory is committed to advancing evidence-based policy and governance within Africa's gambling and lottery sectors.

The firm contributes to research and strategic thinking on lottery governance, digital gambling regulation, anti-money laundering frameworks, responsible gambling, institutional reform, and development financing.

Through research, policy analysis, stakeholder engagement, and strategic frameworks, Larocure seeks to support informed decision-making and the development of transparent, sustainable, and socially responsible gambling and lottery sectors across Africa.

10. WHY LAROCURE

Clients choose Larocure Advisory because of its:

- Deep understanding of gambling and lottery sectors across Africa.
- Experience spanning regulatory, operational, and governance environments.
- Practical approach to institutional strengthening and sector transformation.
- Multidisciplinary network of specialists tailored to complex assignments.
- Commitment to implementation-focused solutions and sustainable outcomes.

By combining sector expertise with practical experience, Larocure helps clients navigate complexity and create lasting value.