

INTEGRATED REPORT

2021

GAMING IS OUR BUSINESS,
GIVING BACK TO SOCIETY IS WHAT DRIVES US,
AND RESPONSIBILITY IS OUR CONSTANT FOCUS.



About this report

— This integrated report is based on the framework recommended by the *Value Reporting Foundation* (formerly IIRC, *International Integrated Reporting Council*) and best practices in the area. It aims to provide our stakeholders with a comprehensive view of our strategy and commitments, as well as information about the Group's financial and non-financial performance. Its contents were prepared in consultation with the company's various departments and include testimonials from stakeholders, whom we would like to thank for their contribution.

FDJ Group warmly thanks all those who contributed to this document.

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La Française des Jeux
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92100 Boulogne-Billancourt
French limited company
(société anonyme) with share
capital of €76,400,000
Nanterre Trade and Companies
Register 315 065 292



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GROUP profile

La Française des Jeux is the historical and unique operator in lotteries, and the benchmark for sports betting in France. With a constantly evolving games portfolio, the Group offers a wide range of responsible gaming experiences and is constantly innovating to renew its offer. FDJ is also diversifying, with the development of three new businesses, namely international services, payment and services in points of sale, and entertainment.

Key figures

#2
lottery operator in Europe, **#4** worldwide

#1
local network, with more than **30,000** points of sale in **11,000** towns

More than
25 million
players

€19 billion
in stakes in 2021, of which **€13 billion** paid out to prize winners, and a total contribution of **€4.1 billion** to the general State budget

178
millionaires in 2021

€2.3 billion
in revenue

Nearly
400,000
individual shareholders

Over
2,500
employees

Over
90%
of employees are Group shareholders

100/100
Pénicaud Gender Equality Index (FDJ SA)

A1+
Moody's ESG rating

10%
of the television advertising budget devoted to responsible gaming

Purpose

— Gaming is our business, giving back to society is what drives us, and responsibility is our constant focus.

INTERVIEW WITH **Stéphane Pallez**

CHAIRWOMAN AND CEO

W

hat is your assessment of 2021?

S. P.: The Group resumed its pre-health crisis growth trajectory. In an environment still affected by the Covid-19 pandemic, especially in the first half of the year, our employees, our distribution network and all our partners worked hard to ensure business continuity. The results are clearly visible: our financial indicators all improved, not only compared with 2020, but also and above all compared with 2019. This has enabled us to wipe out the impact of the crisis and emerge stronger.

2021 saw confirmation of the success of digitalisation, with online stakes now accounting for over 11% of total stakes. Our *omnichannel* strategy in lotteries has confirmed its relevance, with both renewed momentum in the point-of-sale network and the acceleration of the digital channel. And with 2 million transactions in 2021, the new local payment service established on behalf of the French Treasury has also proved a success. Lastly, our international *business-to-business* (B2B) activities reached a milestone, with new contracts and, more importantly, the successful rollout of a full-service sports betting offer, both in PoS and online, in Canada.

How do you combine financial and non-financial performance?

S. P.: "Gaming is our business, giving back to society is what drives us, and responsibility is our constant focus." This triptych, which underpins our purpose, demonstrates the integration of corporate social responsibility into our strategy. Since its beginnings, FDJ has had a redistributive economic model designed to contribute to major causes. In 2021, we supported vulnerable groups particularly affected by the health crisis. We were there for our retailers and will remain by their side as the crisis comes to an end, through our contribution to the Rebond fund. And the FDJ Corporate Foundation is embarking on a new cycle for the 2023-2027 period, with its endowment increased to €25 million.

What is your medium-term vision?

S. P.: Our performance confirms the relevance of our strategy, and we are very confident in our ability to pursue sustainable growth for the benefit of all our stakeholders. We have accordingly revised up our 2025 targets, which dated from the IPO in 2019. To achieve them, I would stress the importance of three areas: the development of online lotteries to give our customers an increasingly modern, comprehensive and smooth gaming experience; investment in our gaming offer in the various distribution channels, while strengthening our responsible gaming policies and, in particular, the fight against underage gambling; and, lastly, the acceleration of our adjacent activities to make our business model even more sustainable.

"WE ARE VERY CONFIDENT IN OUR ABILITY TO PURSUE SUSTAINABLE GROWTH FOR THE BENEFIT OF ALL OUR STAKEHOLDERS."



A strategy BUILT ON SUSTAINABLE GROWTH

With its purpose as its foundation, FDJ has built its 2020-2025 strategy on four main focus points. The Group aims to strengthen its position as a responsible leader in the French gaming market and to become a leading international player in the gaming and services sector.

Three cross-business pillars to support the Group's strategic focus points

— Continue to offer its customers multiple touch points in an omnichannel experience, by using its network and continuing the transformation of its business model

— Roll out the technological strategy to allow the of development

digitalisation, the game experience and omnichannel uses

— Improve the Group's agility and operating performance by developing the efficiency and flexibility of its financial model, as well as the engagement and skills of its employees



POINT 1

DIGITALISE lottery games by developing the omnichannel approach for a renewed gaming experience and loyal customers.

FDJ aims to accelerate the digitalisation of its lottery activity and offer a gaming experience adapted to changing uses. FDJ distributes its games via an omnichannel approach and adheres to an ongoing customer loyalty strategy. This strategy is based on an enriched customer relationship policy, thanks to better knowledge of its customers. FDJ also continues to innovate to recruit new players, while promoting recreational and responsible gaming practices.



POINT 2

GAIN market share in online sports betting, while maintaining growth momentum in points of sale.

FDJ's aim is to significantly increase its market share in online sports betting and to achieve critical mass. The Group is accelerating the development of a distinctive and competitive offer and the implementation of a more personalised customer relationship that is both value-creating and responsible. At the same time, FDJ aims to make its sports betting in points of sale more attractive by expanding and enriching the product and service offer and stepping up distributors' role as prescribers.



POINT 3

BUILD a value-creating customer relationship, while strengthening the responsible gaming policy through customer identification and knowledge.

FDJ wishes to accelerate player identification both online and in points of sale by means of exclusive offers and services, optimised gaming experiences and customer benefits. Improved customer knowledge will allow FDJ to offer a customised experience and step up responsible gaming services, in a different and proportionate way, depending on players' behaviour.



POINT 4

STRENGTHEN the resilience of its economic model by developing new business activities.

The Group's aim is to leverage its technological assets and its brand awareness, as well as its distribution network, to develop new businesses and make its model more resilient and sustainable. In the international business-to-business (B2B) market, it aims to position itself as a leader, with a service offer for lottery and/or sports betting operators and payments and services in points of sale. FDJ also aims to develop its entertainment offer, outside of the gaming sector, in preparation for future models.

FOR MORE INFORMATION
See the Universal Registration Document, Chapter 1, "Overview of the Group and its activities."

A resilient and agile BUSINESS MODEL

FDJ's business model combines a variety of legacy activities with the strengthening of adjacent activities by 2025. In a growing market, the Group can count on robust assets. A recognised operator in gaming as well as in entertainment, it has built a digital offer aligned with players' changing uses.

Resources

◆ FINANCIAL CAPITAL

- €829 million in shareholders' equity
- €916 million in net cash surplus
- €76 million in investments

◆ INDUSTRIAL CAPITAL

- 100,000 connected devices in points of sale
- Two integrated supply chains directly distributing to 100% of points of sale
- IT and data center services

◆ INTELLECTUAL CAPITAL

- A constantly renewed, diversified and multichannel offer with 26 online games and 12 points of sales launched or relaunched in 2021
- A responsible gaming approach designed to the highest standards underpinning all of the Group's activities
- Well-known brands
- A portfolio of 14 patents

◆ HUMAN CAPITAL

- More than 2,500 employees
- 91/100 engagement rate ⁽¹⁾
- Over 90% of employees are shareholders, collectively holding approximately 4% of the share capital
- More than 25 million players representative of the French population

◆ ENVIRONMENTAL CAPITAL

- 40% reduction in scope 1 and 2 emissions in 2019 compared with 2017
- 100% of gaming materials printed on FSC paper from responsible sources

(1) Engagement rate from the annual internal survey of all employees by Harris Interactive.

Activities



LOTTERY GAMES

76.6%

of revenue
(under exclusive rights in points of sale and online)



SPORTS BETTING

20.6%

of revenue
(under exclusive rights in points of sale and in competition online)



ADJACENT ACTIVITIES

(International, Payments & Services, Entertainment)

2.8%

of revenue

Strategy

Our aim is to consolidate our position as *leader in the French gaming market* and to become a leading international player in the gaming and services sector.

1.

Digitalise lottery games by developing the *omnichannel* approach for a renewed gaming experience and loyal customers.

2.

Win market share in online sports betting while maintaining growth momentum at the point of sale.

3.

Build a value-creating customer relationship, while strengthening the responsible gaming policy through customer identification and knowledge

4.

Build on FDJ's robust economic model by developing new business activities

Value creation

◆ NOTEWORTHY FINANCIAL AND NON-FINANCIAL PERFORMANCES

- €2.3 billion in revenue
- €19 billion in stakes
- 23.1% EBITDA margin
- €294 million in consolidated net income
- 80% payout ratio of consolidated net income in 2021
- 4% share price growth in 2021
- Recognised CSR performance: A1+ rating awarded by Moody's ESG for the last three years
- FDJ certified to The European Lotteries' responsible gaming standards, with the highest level of compliance

◆ A REDISTRIBUTIVE AND RESPONSIBLE MODEL

- 68.4% player payout ratio and 178 millionaires, i.e. nearly one millionaire every two days
- Over €1.2 million donated through responsible gaming partnerships
- €4.1 billion contribution to public finances
- €6.2 billion in shared wealth (contribution of FDJ's activity to GDP)

◆ A CONTRIBUTION TO GENERAL-INTEREST CAUSES

- €19.5 million allocated to the FDJ Corporate Foundation for the 2018-2022 period and €25 million for 2023-2027
- €100 million raised since 2018 to support French cultural heritage through the "Mission Patrimoine" games
- €15 million contribution to the Rebond local business support fund

◆ A CONTRIBUTION TO REGIONAL DEVELOPMENT

- More than 30,000 points of sale in 11,000 towns within a 10-minute walk or drive
- 54,800 jobs created or maintained in total, of which 21,100 in the bar-tobacconist-newsagent sector
- €901 million in commissions paid to distributors
- 90% of purchases by French entities made in France

◆ A DIVERSITY AND INCLUSION POLICY CENTRAL TO THE CORPORATE STRATEGY

- 100/100 in the gender equality index (FDJ SA)
- 34.3% of women in management and 39% among all employees
- 5.21% of employees with disabilities

PURPOSE

Gaming is our business, giving back to society

is what drives us, and responsibility is our constant focus

Responsible PERFORMANCE

FINANCIAL INDICATORS

2022 targets

— Nearly **+ 5%** Increase in revenue

— More than **23.5%** Ebitda margin

— Over **+ 20%** Increase in online stakes

REVENUE



STAKES



EBITDA



2021 EBITDA margin: **23.1%**
(22.2% in 2020)

EBITDA-TO-CASH CONVERSION RATIO



(1) Changes compared with 2019 are based on 2019 data adjusted, net of tax, for the new tax and regulatory framework effective from the beginning of 2020, the impact of exceptional long lottery cycles, Sporting Group's full-year results, and expenses related to the Group's privatisation.

NET INCOME



NET CASH SURPLUS



DIVIDEND PER SHARE⁽²⁾



(2) Proposed to the General Meeting of 26 April 2022.

2025 targets

— Between **+ 4%** and **+ 5%** Average annual revenue growth, 2021-2025

— More than **25%** EBITDA margin in 2025

— More than **20%** Proportion of online stakes

— Over **80%** EBITDA-to-cash conversion ratio

— Between **80%** and **90%** Payout ratio of Group net income from 2022

NON-FINANCIAL INDICATORS

MOODY'S ESG RATING

Confirmation of the A1+ rating
FDJ is among the top three in its sector

The sector comprises 133 companies in 11 main subsectors: hotels, casinos, resorts, advertising operators, catering and restaurants, cruise lines, online gaming, point-of-sale gaming, leisure, event management and sports venues.

DIRECT CARBON EMISSIONS – SCOPES 1 AND 2 (in tCO₂eq.)



2020 emissions are not representative in view of the health crisis.
2021 data were not available at the time of publication of the integrated report.

CANADIAN PROBLEM GAMBLING INDEX (CPGI)



— % of recreational or low-risk players
— % of moderate-risk players
— % of excessive gamblers

The CPGI is the world's leading assessment tool, measuring the proportion of problem gamblers in the pool of players. The CPGI is measured based on responses to a questionnaire, and places respondents in one of four profiles (recreational players, low-risk players, moderate-risk players, excessive gamblers). The aim is to be able to monitor changes in the risk profile of the pool of players over time and to compare the results with those of the prevalence studies carried out by the Observatoire des Jeux (ODJ).

NUMBER OF JOBS CREATED AND SUPPORTED BY FDJ'S ACTIVITY



— Nationwide
— Bar-tobacconist-newsagent network

Data from the study of FDJ's economic and social impact carried out by BDO-Bipe (Bureau d'informations et de prévisions économiques).

EMPLOYMENT RATE OF PEOPLE WITH DISABILITIES

4.95% in 2020

5.21% in 2021

FDJ CORPORATE FOUNDATION ENDOWMENT



AN EFFICIENT risk management organisation

Demographic and social changes, technological innovations, territorial dynamics, climate change: FDJ operates in a changing environment affected by multiple trends. Challenges are integrated into the Group's strategy and controlled by means of a rigorous risk management policy.

F

DJ's risk management framework enables risks to be identified, understood and managed at Group level. It is intended to provide reasonable assurance as to the achievement of operational objectives, compliance with applicable laws and regulations and the Group's ethical principles and standards, and, in particular, the reliability of financial and non-financial information. The risk management and internal control system is implemented by the executive management under the responsibility of the Board of Directors. Rolled out across all FDJ entities, it mobilises both internal and external operators, in a continuous improvement process. The Group reviews its risks and periodically updates its mapping of the main risks it faces (see opposite). Lastly, it focuses on identifying, assessing and addressing emerging risks. These risks, which are constantly changing and are characterised by a significant amount of uncertainty, can be identified

through prospective business analysis or by the collection of "weak signals", and then analysed and addressed within the overall system. This approach makes strategic decision-making more reliable and strengthens FDJ's ability to anticipate.

Limit the impacts of the health crisis

— The health crisis triggered by the Covid-19 pandemic and its effects on the global socioeconomic environment have prompted FDJ to increase its vigilance on a certain number of risks since 2020. Throughout the year, the Group maintained measures aimed at protecting the health and safety of its employees, service providers and partners; it worked to ensure

business continuity and control logistical and commercial risks; and it maintained dynamic management of its business in keeping with its responsible gaming model. The pandemic's main impact was the disruption of business in points of sale during periods of health restrictions, which closed nearly 10% of the PoS network, mainly bars, between January and May 2021.

FOR MORE INFORMATION
See the Universal Registration Document, Chapter 3, "Risk factors".

A RISK MANAGEMENT SYSTEM PRESENT AT ALL LEVELS OF THE COMPANY



RISK MAPPING

— All of the risks presented in this table were considered significant, taking into account the likelihood of their occurrence, their potential importance (financial or non-financial impact) and the existing control measures associated with them.

STRATEGIC RISKS AND RISKS RELATED TO THE GROUP'S TRANSFORMATION

- Risks related to the competitive environment of the gaming sector (High)
- Risks related to the development of the digital offer (Moderate)
- Risks related to customer knowledge (Moderate)
- Risks related to the organisation of the point-of-sale network (Moderate)
- Risks related to the strategy for developing adjacent activities (Moderate)

RISKS RELATED TO THE GROUP'S OPERATIONS

- Risk related to cybercrime and the continuity of information systems, particularly point-of-sale gaming systems (High)
- Risks related to the integrity and security of gaming operations (Low)
- Risks of interruption of the supply chain for points of sale (Low)
- Counterparty risk (Low)

RISKS RELATED TO THE REGULATORY FRAMEWORK OF THE GAMING SECTOR

- Risks related to the implementation of the sector's regulatory framework (High)
- Risks related to responsible gaming (Moderate)
- Money laundering risk (Moderate)
- Risks related to changes in the sector's regulatory framework (e.g. advertising, etc.) (Moderate)

LEGAL RISKS AND NON-COMPLIANCE RISKS

- Risks related to litigation, disputes and claims (Moderate)
- Risk of infringement to the security of personal data (Low)
- Legal risks related to the coexistence of activities carried out under exclusive rights and in competition (Low)

— High — Moderate — Low

Balanced GOVERNANCE

The Board of Directors promotes the Group's long-term value creation, taking the social and environmental challenges of its activities into account. To perform its tasks, the Board is assisted by three specialised committees: the Audit and Risks Committee, the Governance, Nominations and Remuneration Committee and the Corporate Social Responsibility and Responsible Gaming (CSR & RG) Committee.



COMPOSITION OF THE BOARD OF DIRECTORS AT 31 DECEMBER 2021

1_ Stéphane Pallez,
Chairwoman and Chief Executive Officer

INDEPENDENT DIRECTORS

- 2_ Pierre Pringuet, lead director ■▼★
- 3_ Fabienne Dulac ◆◆★
- 4_ Xavier Girre ■★
- 5_ Françoise Gri ▼
- 6_ Corinne Lejbowicz ■
- 7_ Predica, represented since 1 March 2022 by Florence Barjou⁽¹⁾ ■

- Audit and Risks Committee
- ▼ Governance, Nominations and Remuneration Committee
- Corporate Social Responsibility and Responsible Gaming Committee
- ★ Committee Chair
- ◆ Standing invitee of the Governance, Nominations and Remuneration Committee

REPRESENTATIVE OF THE FRENCH STATE

8_ Charles Sarrazin ■◆▼

DIRECTORS APPOINTED BY THE GENERAL MEETING ON THE PROPOSAL OF THE FRENCH STATE

9_ Ghislaine Doukhan ■

10_ Didier Trutt ●

DIRECTORS REPRESENTING VETERANS

11_ Fédération nationale André Maginot (Fnam), represented by Jacques Sonnet

12_ Union des blessés de la face et de la tête (UBFT), association incorporated under the law of 1901, represented by Olivier Roussel ●

DIRECTORS REPRESENTING EMPLOYEES

13_ Agnès Lyon-Caen ■▼

14_ Philippe Pirani ●

DIRECTOR REPRESENTING EMPLOYEE SHAREHOLDERS

15_ David Chianese ■

THE FOLLOWING ALSO PARTICIPATE IN THE MEETINGS OF FDJ'S BOARD OF DIRECTORS IN AN ADVISORY CAPACITY

16_ Pascal Chèvremont, general economic and financial controller

17_ Sébastien Devillepoix,⁽²⁾ representative of the Social and Economic Committee

18_ Alexandre Grosse, government commissioner

(1) Not in the photograph.
(2) Replacing Karim Dahdouh for the duration of his absence.

COMPLEMENTARY EXPERTISE SERVING THE GROUP'S STRATEGY

Key figures ◆

- 50% women⁽³⁾
- 50% independent directors⁽³⁾
- 59 years average age

BUSINESS, MARKETING AND CUSTOMER KNOWLEDGE

experience in branding and product development, distribution and customer knowledge



CHANGE MANAGEMENT

experience in supporting managers and companies in their development and transformation strategies



DIGITAL AND NEW TECHNOLOGIES

experience in the development and implementation of digital strategies



GOVERNANCE AND EXECUTIVE MANAGEMENT

experience as a company director, managing director or member of an executive committee



INTERNATIONAL

experience in companies with business activities in various parts of the world, supervision of international operations



FINANCING, CAPITAL AND M&A ISSUES

understanding of financial reporting, corporate finance, M&A, treasury and tax processes



CORPORATE SOCIAL RESPONSIBILITY (CSR), CLIMATE AND STAKEHOLDER DIALOGUE

experience in addressing environmental, social and societal issues



PUBLIC SECTOR AND REGULATORY ENVIRONMENT

experience in managing operations in which the French State is involved, knowledge of regulatory requirements related to the public sector and/or gaming (or other sectors operating within a specific regulatory environment)



FOR MORE INFORMATION

See the Universal Registration Document, Chapter 2, "Governance and remuneration".

(3) Excluding directors representing employees and employee shareholders.

Percentage of Board members with expertise

A Board of directors SERVING A LONG-TERM VISION

In 2021, the Board of Directors met 10 times to discuss the main challenges and developments affecting FDJ. It paid particular attention to the Group's strategic developments, and monitoring risks and prevention measures relating to responsible gaming and money laundering. The directors also discussed the Company's equal opportunity and equal pay policies.

Work of the Board of Directors' specialised committees in 2021

GOVERNANCE, NOMINATIONS AND REMUNERATION COMMITTEE

Review and proposals on the remuneration of executive corporate directors (ECD) and directors (review of the achievement of the criteria in 2021 by the ECDs; proposal for the allocation of directors' remuneration for 2020 and 2021; proposal for the compensation policy for ECDs and directors in 2022; proposal to implement a long-term incentive plan); annual review of director independence; report on the evaluation of the Board carried out by an external service provider.

3
meetings

100%
attendance rate

AUDIT AND RISKS COMMITTEE

Monitoring of the preparation of the financial statements and financial information; monitoring of the work of the statutory auditors; appropriation of earnings and setting of the dividend payment date; verification of internal control and risk management systems; review of risk mapping and anti-corruption measures; review of the achievement of financial criteria (*ex-post*) and determination of financial criteria (*ex-ante*) for the variable remuneration of the ECDs; review of the Group's M&A plans.

8
meetings

95%
attendance rate

A remuneration policy serving FDJ's sustainable growth

— The remuneration policy for the Group's executive corporate directors (ECD) is determined with a view to supporting sustainable growth. It consists of a fixed portion, a variable annual portion and a long-term variable portion in the form of performance shares. This remuneration policy has a dual perspective: short and long term on the one hand, and alignment of interests between the ECDs, the Company and the shareholders on the other hand. It aims to strike a balance in terms of performance horizon (short and long term), the nature of performance criteria

(value creation, operational profitability, growth, CSR and responsible gaming, and managerial performance) and structure (variable/fixed remuneration). As regards annual variable remuneration, in 2022 the Board of Directors decided to increase the weighting of the CSR and Responsible Gaming criterion from 25% to 30%. Three indicators have been adopted. — Responsible gaming, with a weighting of 20%: share of gross gaming revenue (GGR) derived from high-risk players in online lotteries operated under exclusive rights.

— Environment, with a weighting of 5%: reduction of direct carbon emissions in 2021 compared with 2017 (scopes 1 and 2)⁽³⁾. — Non-financial rating, with a weighting of 5%: Moody's ESG rating⁽¹⁾. The Board also decided to modify the governance criterion, together with its indicators and weighting. It has been replaced by a management performance criterion, which will be given a weighting of 10% and will be associated with the growth rate of online lottery stakes in 2022 compared with 2021.

FOR MORE INFORMATION

See the Universal Registration Document, Chapter 2, "Governance and remuneration".

CORPORATE SOCIAL RESPONSIBILITY AND RESPONSIBLE GAMING COMMITTEE

Review of responsible gaming action plans, in particular within the framework of Euro 2020; monitoring of the Moody's ESG⁽¹⁾ and S&P SAM⁽²⁾ non-financial ratings; review of environmental initiatives (biodiversity action plan, life cycle assessment of gaming materials, CSR criteria integrated into the ECD remuneration structure); feedback on the Group Stakeholder Committee meetings; review of the achievement of CSR & RG criteria (*ex-post*); determination of CSR & RG criteria (*ex-ante*) for the ECDs' variable remuneration.

5
meetings

100%
attendance rate



Pierre Pringuet
Lead Director and Chair of the Governance, Nominations and Remuneration Committee

"The Board of Directors' annual evaluation highlighted its good functioning,

which can be attributed notably to the variety and complementarity of skills and experiences represented around the table. The directors demonstrate a high level of availability and unfailing involvement. The Board's collective intelligence, combined with the quality of dialogue and transparency that prevails, allows it to play its role to the full."

Key figures

— **10** Board meetings

— **92%** attendance rate at Board meetings

— **16** committee meetings

(1) Formerly Vigeo Eiris.
(2) Annual external assessments of companies' ESG practices (environmental, social, governance).
(3) Scope 1: direct emissions; scope 2: indirect emissions (energy purchases).

A CLOSE RELATIONSHIP WITH **shareholders**

Confident in its strategic trajectory and performance, the Group is building close and transparent dialogue with its shareholders around its businesses and ambitions.

F

DJ is a popular company that has been around for almost a century, and has nearly 400,000 individual shareholders. In May 2021, according to the terms set by the Ministry of the Economy, individual shareholders who had kept their shares without interruption since FDJ's IPO were credited by the French State with 1 additional share for every 10 shares held. The Group maintains regular and transparent dialogue with its shareholders, both institutional and individual, as well as with the broader financial community. In 2021, the Group's executive management and the Investor Relations Department met with French and international institutional investors and financial analysts through seminars and broker forums, conference calls, roadshows and individual exchanges. In view of the public health situation, almost all such exchanges took place remotely, by telephone or videoconference. Despite the persistence of this highly disturbed environment, FDJ made every effort to maintain quality dialogue with its individual shareholders. To that end, the Group opted for a digital general meeting format that was as dynamic and interactive as possible. The meeting was attended by nearly 1,300 shareholders, who were able to ask managers their questions prior to the



General Meeting of 16 June 2021.

event via an online question form and a live chat. In mid-December, a first physical meeting took place in Lyon, during a conference-debate organised by the Federation of Individual Investors and Investment Clubs (F2iC). The Group also sought to enrich its shareholder relations system by consulting its individual shareholders on their wishes through

dedicated surveys conducted at the end of the year.

Key figures

— Market capitalisation at 31/12/2021 **€7.3 billion**

— Increase of **4%** in the share price in 2021

— Dividend of **€1.24** per share proposed to the General Meeting of 26 April 2022

— Approximately **18%** of the share capital held by nearly **400,000** individual shareholders

— Nearly **15,000** members of the FDJ Shareholders' Club

SHARE PRICE



Source: FDJ and SBF 120 share price, 100 at 20 November 2019.

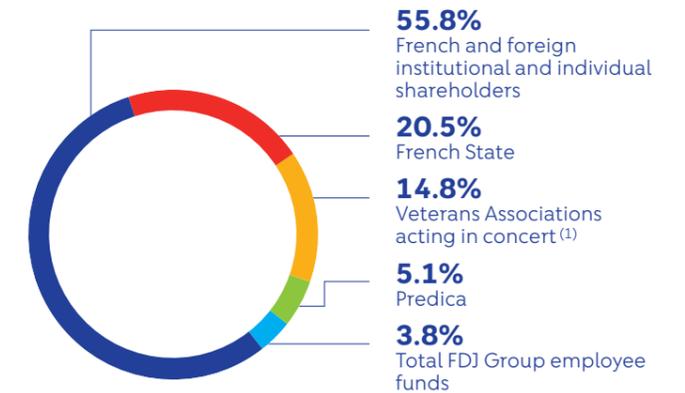
Strong momentum for the FDJ Shareholders' Club

— The FDJ Shareholders' Club took a host of new initiatives in 2021. Activities proposed included the continuation of online stock-market training, an invitation to celebrate the 45th anniversary of Loto in FDJ's historic studios in Boulogne-Billancourt, and a series of exclusive draws to win tickets to attend sporting events with which the Group has partnered.

To join the FDJ Shareholders' Club, go to: clubactionnaires-groupefdj.com, "Join the Club" page



SHAREHOLDING STRUCTURE AT 31 DECEMBER 2021



(1) The block of veterans' associations acting in concert comprises the following entities: the Fédération nationale André Maginot block (Fnam, Amgyo, Union fédérale, Carac, La France mutualiste) and the Union des blessés de la face et de la tête block (UBFT and Ailes brisées).

A **purpose** BASED ON THE GROUP'S IDENTITY AND INCORPORATED IN ITS BY-LAWS

As a preamble to its Articles of Association, since 2020, FDJ's purpose reflects the spirit in which the Group operates. It is the foundation on which its strategy is based.

Our six commitments

- 1. OFFER**
Develop a range of entertaining, upstanding and responsible games
- 2. CUSTOMERS**
Assist our customers at every stage of their online and PoS gaming experience
- 3. RESPONSIBLE GAMING**
Limit excessive gambling and prevent underage gambling
- 4. SOCIAL RESPONSIBILITY**
Step up our solidarity, societal and environmental initiatives
- 5. NETWORK**
Promote local businesses nationwide
- 6. INTERNATIONAL**
Promote our responsible gaming model worldwide

Gaming is our business, giving back to society is what drives us, and responsibility is our constant focus

FDJ Group provides everyone interested in betting and experiencing the thrills of a lifetime with a diversified and responsible range of games. In the interest of promoting recreational gambling practices, we have made customer support, gambling integrity and reduction of the risks and consequences associated with our business our top priorities. In so doing, we are taking action to prevent addictive behaviour and underage gambling. We are carrying on the torch of the National Lottery's efforts to help injured World War I veterans, furthering our societal and solidarity initiatives as well as our contributions to the funding of general-interest projects. As a major partner of local retailers, we make our games and services available to everyone, through a network of distributors operating all across the nation. Drawing on the commitment of our employees and our capacity for innovation, our ambition is to continue developing our business in accordance with a responsible, socially beneficial business model and working closely with our stakeholders.

The Stakeholders' Committee

— The Committee's role is to monitor the implementation of the six commitments of the purpose and to facilitate dialogue between the Group's executive management and its stakeholders on FDJ's main business challenges.

Key figure

— **13** members with a range of profiles representing the group's main stakeholders or expertise in key areas (artificial intelligence, environment, etc.).



Gaming IS OUR BUSINESS

Ranked number one in France and among the *leaders* in Europe, FDJ is a key operator in the global gaming market. Its expertise in gaming, its knowledge of players and punters in the service of responsible gaming, and its ability to innovate in order to constantly renew the customer experience make it a unique operator in its sector.

AN EVOLVING market

The largest operator in the French gaming market, the second-largest lottery operator in Europe and the fourth-largest worldwide, FDJ Group operates in the most buoyant market segments of a growing sector.

G

aming represented a global market of €322.5 billion in 2020, in terms of gross gaming revenue (GGR)⁽¹⁾. While the public health crisis caused this figure to fall by 21.2% in 2020, it is estimated that global GGR will resume its growth, reaching a projected €508.5 billion by 2025⁽²⁾.

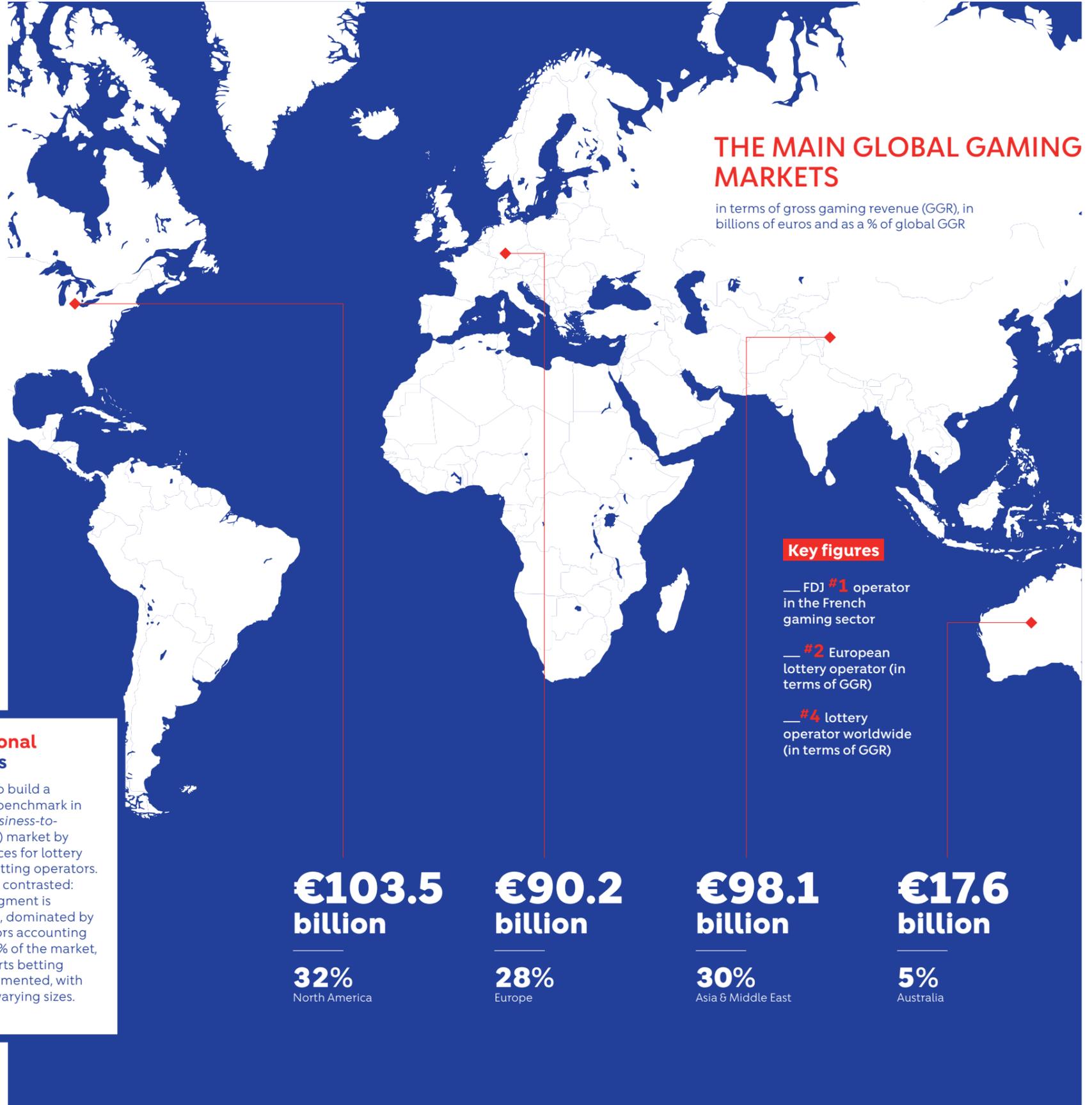
The lottery and sports betting segment accounts for more than 40% of the sector, which includes casinos and slot machines, lotteries, sports betting and horse-race betting. Lottery games are experiencing steady growth, driven by the increase in online lottery offers. Between 2015 and 2020, online lottery GGR increased from €3.9 billion to €8.9 billion. Sports betting – which is extremely dynamic – is growing rapidly, also driven by the boom in online betting. It is also the most competitive market, since the arrival of new online operators.

In Europe, the regulation and supervision of gaming differs from one country to another. For lotteries, the monopoly model remains predominant; for sports betting, most countries have opted to allow competition, especially for online betting. In the United States, the opening up of the sports betting market to competition in 2018 was a major change.

In France, the gaming sector is highly regulated. FDJ Group holds exclusive rights for the operation of online and PoS lottery games, and for the operation of PoS sports betting, i.e. more than 95% of its activities. This monopoly was confirmed by the French Pacte law (Action Plan for Business Growth and Transformation), which secured the scope and conditions of FDJ's exclusive rights for a period of 25 years from May 2019.

By contrast, the Group's online sports betting activities are operated in competition. Since the opening of this activity to competition in 2010, the online sports betting segment has seen significant changes in its size and the number of operators. By the end of 2021, 15 operators had been approved by the French gaming regulatory authority (ANJ).

(1) Gross gaming revenue is the difference between stakes and the amount paid out to prize winners.
(2) H2 Gambling Capital data. 2021 data not available at the time of publication of the integrated report.



Experts IN GAMING

FDJ is developing an extensive, recreational and responsible gaming model, based on two pillars, namely lottery and sports betting. The adjacent activities contribute to the model's resilience and are growth drivers.



LOTTERY

LOTTERY GAMES are FDJ's legacy business and its main source of revenue. The lottery offer includes high jackpot draw games and instant games operated under the Illiko umbrella brand, available at points of sale and online. On average, these games allow nearly 200 players to become millionaires each year. In 2021, FDJ launched or relaunched 16 exclusive online games and 12 PoS games.

◆ Exclusive rights in points of sale and online

€1,728 million
in revenue

or **76.6%**
of consolidated revenue

€14.7 billion
in stakes in 2021



SPORTS BETTING

SPORTS BETTING is the business segment in which the Group is recording its strongest growth in stakes, with an annual growth rate of 10.9% over the 2016-2021 period. In points of sale, FDJ offers two distinct sports betting products: odds-based betting (on more than 40 sports) and sports lotteries (on football, basketball and rugby). Parions Sport En Ligne's games portfolio differs from the PoS portfolio in terms of the diversity of bets offered and the gaming experience it provides.

◆ Exclusive rights in points of sale, competition for online sports betting

€464 million
in revenue,

i.e. **20.6%**
of consolidated revenue

€4.2 billion
in stakes in 2021



ADJACENT ACTIVITIES

TO STRENGTHEN ITS RESILIENCE and create new sources of revenue, the Group is developing its activities:

- Internationally, with a *business-to-business* (B2B) solutions offer in sports betting and lotteries, operated by the FDJ Gaming Solutions subsidiary
- In payments and services, with a range of third-party collection services capitalising on FDJ's know-how in managing the distribution network and associated financial flows
- In entertainment, in three high-potential emerging and niche segments, namely *eSport*, games and digital media, and experiential entertainment

75
customers in over 20 countries

12,400
points of sale offering the FDJ collection service on behalf of the French Treasury (DGFiP) (1), (compared with 9,000 in 2020)

(1) French Treasury.

Scratch games, the offer is growing

— New games were added to the scratch game offer in 2021. Among them, "La grosse roue" marks the return of an emblematic game in the Illiko range: players uncovering three star symbols on their card enjoy a unique experience in FDJ's premises, where they can spin the wheel to determine the amount of their winnings. Another achievement is FDJ's launch of its third *phygital* game, "À prendre ou à laisser". More than a simple scratch card, it offers an online phase where players can attempt to increase their winnings.



Success of the B2B offer in North America

— FDJ Gaming Solutions, a wholly-owned subsidiary of FDJ, is expanding its B2B solutions offer in North America for the first time by providing a comprehensive sports betting service to lottery websites in the Canadian provinces of Ontario and Alberta.

CUSTOMER KNOWLEDGE at the heart of the strategy

As an expert in gaming, FDJ makes its customers its central focus. Its detailed knowledge of players' expectations and behaviour enables it to target changes in behaviour and to promote responsible gaming.

F

DJ's ambition is to build a customer relationship and game pathways that create value, while respecting its reputation for integrity and responsibility. The Group sees getting to know its players, and monitoring and analysing their uses as an essential prerequisite for developing a personalised customer relationship. To that end, FDJ relies on a wide range of data collection methods (marketing studies, customer journey analyses, satisfaction surveys, customer barometers, voice of the customer, etc.). Building on the data collected, FDJ is continuously developing its customer relationship management systems to improve interaction with players, optimise their experience and implement personalised relationship management.

The emergence of new uses is prompting players to embrace an *omnichannel* approach, i.e. gaming or sports betting combining online and PoS uses, depending on the moment and the player's expectations. To respond to this new behaviour, FDJ is constantly optimising the experience it offers. In the lottery segment, for instance, the entire range of games is available on the FDJ app: not just the games available in points of sale, but also a number of exclusive games, adding up to a hundred or so games in total. A new product range has been developed to offer players a hybrid experience. Customers buy a scratch card in a point of sale and can continue the experience online if they wish. For sports betting, players have a choice between two dedicated apps. The first, "Parions



Sport Point de Vente", allows them to prepare their bet before paying for it in a point of sale. The second, "Parions Sport En Ligne", offers an entirely online experience and allows players to place bets during matches.

Lastly, knowing its customers well also gives FDJ the means to promote responsible gaming to them by building preventive information, behavioural evaluation and moderation systems adapted to each player's habits. The Group is committed to identifying customers whose gaming behaviour may place them at risk through the rollout of specific

systems to regulate gaming and by using the Playscan tool (see opposite).



"As customer and product marketing director at Parions Sport, my role is to grow our customer base and to retain customers by providing them with the most enjoyable gaming experience possible. With the entire team,

we work tirelessly to improve the customer experience, while respecting our customers and our core values, especially responsible gaming."

Fabrice Gibelin
Head of Customer and Product Marketing at Parions Sport



"The lottery strategy is based on responsible growth.

The challenge is to reconcile the quality of the experience offered and respect for our commitments in terms of responsible gaming.

The approach is based on customer knowledge and the digitalisation of services: better understanding of players' behaviour enables us to offer them suitable games, but above all to better supervise their practices."

Margot Guillin
Head of Digital and Customer Marketing, Lottery Department

Key figures

— **90%** of online sports betting stakes made from mobile phones

— **92.67%** of online lottery and sports betting players on FDJ's websites rated "green" by the Playscan tool

Getting to know each other better for more responsible gaming

— As an effective means of preventing gambling addiction, FDJ uses the Playscan tool developed by the Swedish lottery. Featured on the Group's gambling and sports betting websites, Playscan cross-references subscribers' habits and gaming behaviour (time spent on gaming platforms, amount of money wagered,

duration of online sessions, etc.) and the results of a personal evaluation test. In that way, it determines a behavioural profile that is given to the player in the form of a colour code symbolising his or her level of risk. In 2021, 92.67% of online lottery and sports betting players on FDJ websites were rated green.

Innovative AND LEADING

FDJ sees innovation as a major strategic priority for ensuring sustainable and responsible growth with a positive impact.

The Group has always seen innovation as an opportunity to develop its business over the long term. It has resulted in many successes in recent years: dematerialisation of PoS games thanks to QR codes, *phygital* lottery games⁽¹⁾ such as “Qui veut gagner des millions?”, the *marketplace* for the distribution of digital lottery games, local payment services and the organisation of *eSport* tournaments. FDJ’s innovation strategy is based on four major challenges: identifying and understanding customers, creating *phygital* experiences, the point of sale in 2030, and emerging technologies (Web3, artificial intelligence, etc.). For example, the Group is currently testing innovative solutions that will enable it to provide greater support to retailers in preventing underage gambling. To implement its innovation strategy, FDJ relies on its technological and R&D capacities, its internal expertise (*UX design*,⁽²⁾ *data*, artificial intelligence, etc.), its testing and rapid industrial scale-up capabilities, the commitment of its employees – in particular via an intrapreneurship programme (see opposite) – and its investment capacities (via proprietary venture capital funds). The Group can also draw on its open innovation approach, which consists in connecting FDJ with the most relevant innovative players in its environment. It has formed partnerships with venture capital funds, think tanks and *start-up* incubators. This approach allows it to detect weak signals and trends in the ecosystem. It gives

the Group special access to *start-ups* and the capacity to develop win-win relationships with them.

This was the case in 2021 with French *start-ups* PandaScore and Umay (formerly Garde Ton Corps, see opposite). PandaScore provides real-time statistics on professional *eSport* tournaments. After receiving financing from the Group’s venture capital fund, the *start-up* was integrated into its *business-to-business* (B2B) offer. This allowed PandaScore to step up its international expansion. In exchange, FDJ now benefits from a differentiating offer on the B2B *eSports* betting market.

In keeping with its purpose FDJ also contributes to the development of *French Tech* companies⁽³⁾. The Group finances and supports, directly or indirectly, more than 300 French or European *start-ups* (of which 15 feature in the Next 40 and French Tech 120 rankings). In 2021, it was awarded the “Corporate Venture” prize at the second edition of the CF News Tech Awards.

(1) Offer combining PoS and online gaming experiences.
 (2) *UX design* consists of thinking and designing a website in such a way that the user experience is the best possible.
 (3) Official label awarded by the French authorities to competitiveness clusters in mainland France recognised for their *start-up* ecosystem, and a joint brand to be used by innovative French companies.



Employees as “innovation heroes”

— In 2021, FDJ launched an intrapreneurship programme dubbed “Inno4Heroes”. The aim is to enable willing employees to contribute directly to the implementation of the innovation strategy, outside of their day-to-day role. Twelve employees have taken up the challenge, which will start with training to help them take the step from idea to proof of concept.

Innovation serving the societal role of points of sale

— In 2021, FDJ entered into a partnership with the *start-up* Umay (formerly Garde Ton Corps), which is developing a civic and solidarity-based app aimed at combating street harassment and insecurity thanks to “potential shelter” partners. After trials in a hundred or so FDJ points of sale in Lille, the Group is participating in the *start-up*’s nationwide rollout and, in particular, the recruitment of volunteer retailers.

- Key figures**
- More than **1,000** *start-ups* identified
 - **18** experiments with *start-ups*
 - **€16 million** in unrealised capital gains on venture capital investments
 - **7** new *start-ups* financed by FDJ’s venture capital funds



Roland Marzo
Technical Director

"FDJ has designed, implemented and today manages sports betting operations for two Canadian lotteries."

Our international successes demonstrate our competitiveness in this market, as well as our ability to step in 24/7, 365 days a year on solutions hosted outside our premises. And they are especially remarkable in that we have succeeded in combining adaptability to the needs of each customer and scaling up in line with their needs in real time."

Key figures

— **5 billion** transactions per year, or more than **1,000** transactions per second during peak periods

— **€300 million** in IT investment from 2015 to 2021

— More than **14,000** virtual servers

Vitrolles, at the heart of the Group's technology

FDJ has state-of-the-art technological infrastructure that is mostly proprietary, and which supports all gaming operation processes. This is a major advantage that gives the Group secure end-to-end operational control of its activities.

Historically designed to manage an offline distribution network, the Group's information system has been undergoing a profound transformation for several years, in line with the Company's strategy. FDJ's global infrastructure consists of the Vitrolles data centre, a data integrity centre in Marseille and local infrastructure dedicated to warehouses for logistics operations. This infrastructure is operational 24/7 every day of the year, with an extremely high availability rate. More than 100,000 items of point-of-sale equipment (terminals, promotional displays, etc.) are connected in real time to the Vitrolles computer centre, which processes approximately €17 billion in financial flows, or 5 billion transactions, every year. The system is capable of



FDJ's Vitrolles site in Bouches-du-Rhône.

supporting the connection of nearly 100,000 Internet users simultaneously, making it one of France's most efficient transactional information systems.

Performance engineering centre: a large-scale simulator

— Before launching a new application, FDJ tests its use in the "Lab", a team led by the performance engineering centre in Vitrolles, simulating a range of different scenarios. For example, the "Lab" carries out tests with a large number of players connected simultaneously and monitors

the behaviour of the information system, looking for flaws or anomalies. One thousand test campaigns are carried out and more than 1 million requests created each year, not to mention 750,000 lines of code designed to reproduce and simulate player activity.



Giving back to society IS WHAT DRIVES US

Social responsibility is at the heart of the FDJ model. FDJ is the successor to the Loterie Nationale (National Lottery) created in 1933 to assist the victims of the Great War and agricultural disasters. Social responsibility is embodied in the Group's longstanding support for French sport, its commitment to the preservation of cultural heritage and the work of its Corporate Foundation in favour of equal opportunities.

A committed OPERATOR

FDJ is the successor to the Loterie Nationale (National Lottery), launched to support veterans. The conviction that the value created must be redistributed is what underpins its model.

Interview with Charles Lantieri, Deputy Chief Executive.

FDJ's purpose cites giving back to society as the Company's driving force. What does that mean in practical terms?

C.L.: Since the Loterie Nationale's (National Lottery) creation in 1933, FDJ has always made a big contribution to French society. While this legacy is naturally reflected in the Group's participation in the financing of the general interest via public levies on gaming (€3.8 billion in 2021), it is embodied above all in the societal and solidarity-based initiatives carried out by FDJ itself. Here are three examples. Since 2018, the FDJ Corporate Foundation has allocated nearly €20 million to roughly a hundred projects promoting equal opportunities and, more recently, initiatives aimed at young people particularly affected by the public health crisis. Second, the Group contributes to the restoration of French heritage sites through the "Mission Patrimoine" games and direct sponsorship. Lastly, FDJ has long been committed to French sports, both by supporting athletes and encouraging integration through sport, and as a partner of major sporting events such as the Paris 2024 Olympic and Paralympic Games.

This contribution is also embodied in FDJ's local roots. What are your commitments in respect of regional communities?

C.L.: In France, our games and services are distributed by over 30,000 distributors. With over 21,000 jobs created or maintained in the bar-tobacconist-newsagent sector, we are a major partner of local busi-

nesses and play a significant role in the vitality of the regional economic fabric. We also aim to support the points of sale in our network in diversifying and modernising their offer. Due to the challenging situation of the last two years, we felt it was necessary to make a long-term commitment. So in 2021, we partnered with Bpifrance to help create and finance – to the tune of €15 million – an investment fund designed to support local businesses through equity loans.

What place do you give to dialogue with your stakeholders? Why is dialogue important?

C.L.: It is essential to be open to external viewpoints and to accept questioning. Creating forums for dialogue with our stakeholders allows us to discuss what we are doing to bring our purpose to life, to echo the expectations of civil society and to gather suggestions. This culture of openness dates back to 2010. Since that date, we have systematically consulted a Committee of Responsible Gaming Experts comprising addiction specialists and experts in social science when developing a new game or a new version of a game. In 2014, the Group also established a Social Laboratory which brings together non-profits with which we are developing initiatives aimed at strengthening our CSR policy, particularly in the field of responsible gaming. Lastly, at the end of 2020, we created a Stakeholders Committee designed to inspire us on the practical implementation of our commitments.



"The Stakeholders Committee is designed to inspire us on the practical implementation of our commitments."

Charles Lantieri,
Deputy Chief Executive



CLOSE TO retailers

At the heart of the economic fabric and life of the regions, FDJ supports France's leading local network.

W

ith a network of over 30,000 points of sales in 11,000 towns, FDJ Group contributes to the economic and social activity of all French regions. In 2021, more than €900 million in commissions were paid to retailers. These commissions often represent their second-largest source of income.

To maintain this unique territorial coverage and contribute to upholding local businesses throughout the country, FDJ has successfully initiated a twofold diversification.

First, the Group has expanded its distribution into new types of PoS, such as service stations and convenience stores. This complementary network already represents over 1,100 points of sale.

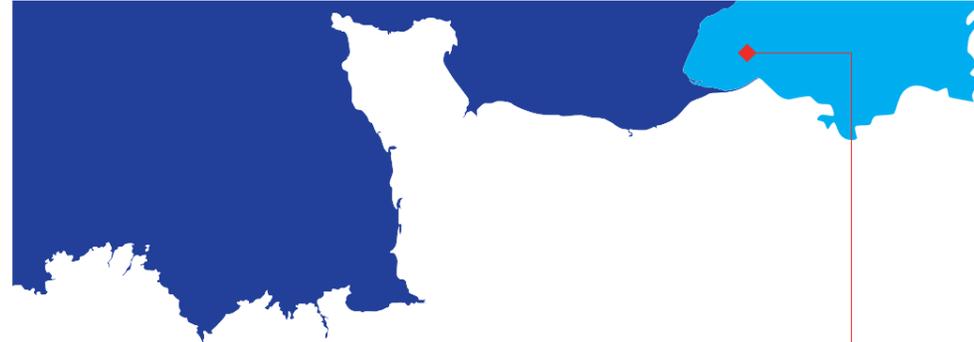
Second, FDJ is leveraging both the transactional know-how derived from its lottery and sports betting business, and its sales force to develop a payment services business, a source of revenue for both the Group and the distributor network. FDJ is supporting its legacy PoS network in diversifying their activities, with the long-term objective of turning its network

into a local service platform.

Lastly, with a view to guaranteeing a quality offline experience for players and retailers alike, FDJ rolls out and maintains more than 380,000 items of equipment throughout its network, which is now fully connected. The Group has been investing heavily in network modernisation since 2015. Expanding the use of FDJ applications and QR codes also helps to maintain the flow of activity in points of sale. Players can prepare their game on their mobile before validating it on the PoS terminal.

As simple as everyday payments

— In 2021, FDJ's network of authorised points of sale carried out more than 1.4 million transactions and collected nearly €126 million on behalf of the French Treasury. By the end of the year, almost 12,000 distributors were offering this new local service, which allows people to pay taxes, fines and public service bills (crèches, canteens, hospitals, etc.) close to home, in cash or by bank card. For FDJ, this is a promising market that is just opening up.



A BUSINESS ESSENTIAL TO LOCAL LIFE

"I've been in business for nearly 20 years, so I know all my customers. Over the years, I've built up a relationship of trust with many of them, especially with the older ones who've lived in the area for a long time. I'm a genuine local trader who sees listening to and satisfying the customer as an essential service."

Élise Loscun
Le Havre (Seine-Maritime)



DIVERSIFY WITH THE FRENCH TREASURY SERVICE

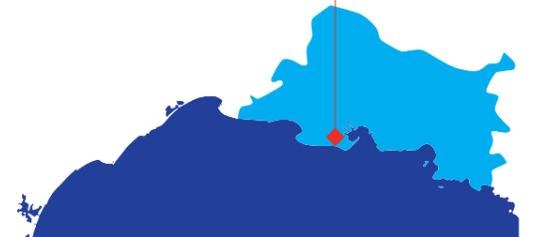
"Having the most varied offer possible allows me to protect my business from the ups and downs. That's why I now collect payments for taxes and fines. It's a service that saves customers the trouble of having to go into the city to deal with these routine matters, which are never very pleasant. It's an extra service, and one that represents a guarantee of success over time."

Richard Pussier
Marseille (Bouches-du-Rhône)

Key figures

- **2 million** transactions at tobacconists since the launch of the payment collection service for taxes and fines
- **21,100** jobs created or maintained in the bar-tobacconist-newsagent sector thanks to FDJ's activity⁽¹⁾
- **€901 million** in remuneration paid to retailers

(1) BIPE (Economic Information and Forecasting Bureau).





Guillaume Garbe
Owner of the Château de Carneville, an iconic 2018 Mission Patrimoine site

“Much more than a simple restoration, our project has a reach and social utility for our contemporaries.”

We are preserving buildings and the natural heritage (fauna and flora) but also social bonds by welcoming the public and non-profits, by integrating holiday accommodation and by restoring the bakery, which dates back to 1725. Mission Patrimoine’s support has enabled us to restore the château to its 18th century glory. It also gave our project a lot of media coverage, boosting the number of annual visitors from 7,000 to almost 30,000!

Key figures

— More than **€100 million** collected between 2018 and 2021

— **627** sites benefiting from the operation since 2018

— **145** sites already restored

— **191** sites currently undergoing restoration

Mobilised to safeguard heritage sites

FDJ and its Corporate Foundation are committed to giving new life to endangered heritage sites. This commitment has proven popular among players, with over €100 million raised since 2018.

Since 2018, FDJ has been offering, in partnership with the French national heritage foundation and Mission Stéphane Bern, a series of “Mission Patrimoine” games that has been very successful and attracted new players. Each year, 18 iconic endangered sites are selected and featured on scratch cards. Along with a hundred or so other sites, they benefit from part of the stakes collected thanks to the scratch card game

and the special Loto draws that accompany the operation. In 2021, FDJ extended its partnership with the French national heritage foundation for a further four years, undertaking to allocate €500,000 to a specific project each year. The FDJ Corporate Foundation has also decided to donate €200,000 annually to social and professional integration schemes in 2021 and 2022, on the condition that they are run on the selected sites.



Château de Carneville, in Cotentin.

The Paris YMCA, exceptional in more ways than one

— As patrons of the French national heritage foundation (Fondation du Patrimoine), the Group and its Corporate Foundation are to finance the restoration of the historic YMCA site in the 9th arrondissement of Paris. This architectural complex designed by Emile Bernard, a contemporary of Gustave Eiffel, houses a

theatre, a hostel for students and young workers, a community centre and also the world’s oldest basketball court! FDJ and its Corporate Foundation have decided to provide exceptional support over two years to this project, which combines its various commitments in the fields of heritage, sport and young people.



Kevin Mayer
Double Olympic silver medallist in decathlon and FDJ Sport Factory ambassador

“Being an FDJ Sport Factory ambassador is a source of pride for me.”

Every career is different within our group. And being able to exchange with sportspeople from outside your own discipline is a great learning experience.”



Marie Bochet
Eight-time Paralympic champion in para-alpine skiing and FDJ Sport Factory ambassador

“FDJ helps us prepare our future career.”

We have access to special training courses designed for high-level athletes. Having a partner that can help us make a success of our post-competition career is very valuable.”

Key figures

— Contribution of **€6 billion** to the National Sports Agency’s budget over 40 years

— **24** athletes from the FRENCH team belonging to FDJ Sport Factory qualified for Tokyo

— **10** medals won in Tokyo

Commitment to sport

For over 40 years, FDJ Group has been a committed force in French sport. Its support is based on shared values: respect for rules, equal opportunities, ethics, performance, solidarity and social bonds.

FDJ’s links with sport are close and longstanding. They are reflected in the support of amateur clubs throughout the country and the Group’s participation in the renovation of sporting facilities for everyone’s benefit. FDJ has also been working alongside high-level athletes for the past 30 years with its Challenge programme, which became FDJ Sport Factory in 2019. As an Official Partner of the Paris 2024 Olympic and Paralympic Games, FDJ is enabling 27 champions and 30 hopefuls belonging to the FDJ Sport Factory incubator to get ready for major sporting events with greater peace of mind while also preparing their professional transition.

In 2021, the Group continued a commitment to women’s sport dating back to the 2016 launch of the “Sport pour Elles” programme, with the fourth edition of the “Performance pour Elles” call for projects,



which aims to help high-performance women athletes in the run-up to the Paris 2024 Olympic and Paralympic Games. Five federations each received a grant of €20,000. The Group also announced its partnership with the Tour de France Femmes for three editions, starting in 2022.

Playing with the French Olympic and Paralympic Team

— As part of the partnership with Paris 2024, the “Tous avec l’Équipe de France Olympique et Paralympique” scratch card was launched in July 2021. This new immersive game features different sports with four scratch-off areas, and offers the chance to win up to €600,000. Other lottery, scratch and draw games, such as the new online Illiko game,

launched in January 2022, will help to build the excitement in the PoS network until 2024.





Christophe Paris
Chief Executive Officer of Afev

"Initially, our partnership with the FDJ Corporate Foundation focused on mentoring for children from disadvantaged neighbourhoods.

This "living" partnership adapted to the public health crisis by increasing aid for students,

particularly for housing, demonstrating our collective capacity to be where children and young people most need it, at key stages for their success."

Key figures

— **300** non-profits supported since 2018

— **200,000** beneficiaries since 2018

— **1/3** of FDJ employees involved in equal opportunity initiatives

Useful for equal opportunities

Since 2018, the FDJ Corporate Foundation has been working to promote equal opportunities. Reflecting the Group's purpose, it gives the Group's social commitment a practical embodiment and illustration.

In 2021, the Foundation's latest call for projects for the 2018-2022 period was launched. For the first time, the general public was asked to select one of the winners via social media. The non-profit selected was "Entourage", whose purpose is to break the isolation of excluded and isolated people by providing them with the support networks they need. Four other projects were selected, and a total of €2.3 million will be shared between the five winners over two years. A new five-year cycle began for the Foundation with the vote, at the end of 2021, on a new five-year period covering 2023-2027. Its action plan will revolve around education and inclusion, and one dominant concern, namely young people. Its implementation budget will be €25 million.



"Entourage" is a non-profit that aims to break people's isolation.

Support for vulnerable youth

— In 2021, in the face of heightened vulnerability stemming from the public health crisis, the Foundation launched an exceptional programme for young people in difficulty. With FDJ's financial support, it mobilised €2 million that

went to around 15,000 young people through four non-profits, namely Restos du Cœur, Apprentis d'Auteuil, Afev and Article 1. The aim was to meet basic needs (housing, food, etc.) and to combat isolation and dropping out of school.



Responsibility IS OUR CONSTANT FOCUS

As a responsible company, FDJ makes strong commitments in all aspects of its activities and towards its various stakeholders. Embodied at the highest level, this requirement is reflected in all of its initiatives, be it responsible gaming, skills development, the well-being of its employees at work or the control of its environmental impact.

RESPONSIBILITY, A requirement AT THE HIGHEST LEVEL

Responsibility is central to FDJ's purpose. It is defended by each member of the Group's Executive Committee. The Executive Committee manages the business and oversees the proper implementation of the strategy.



The Group Management Committee (GMC)

— The GMC shares strategic priorities and operational objectives. It strengthens the understanding of cross-functional challenges and the proper coordination of Group functions and *business units* (BU). The CDG has 23 members: the eight members of the Executive Committee plus 15 *top managers* in charge of the Company's major functions.

FOR MORE INFORMATION

See the Universal Registration Document, Chapter 2, "Overview of the Group and its activities".

1. Stéphane Pallez,

Chairwoman and CEO

"FDJ will continue to combine financial performance with non-financial commitments for the benefit of all stakeholders."

2. Patrick Buffard

Executive Vice-President, Offline Distribution, Sport, Media, TV Production and Events Business Unit, Chairman of the Board of La Pacifique des Jeux

"Our network of 30,000 retailers is a significant part of the regional economic fabric, and FDJ's activity is essential there. Our responsibility is to support it in its digitalisation and diversification."

3. Xavier Étienne

Executive Vice-President Technology & International, Chairman of FDJ Gaming Solutions

"Ensuring 100% of FDJ's daily gaming transactions and those of its B2B customers internationally is a major challenge for the Technology & International department. Our ambition is to increase our technological capabilities to support the Group's growth."

4. Raphaël Botbol

Director responsible for Strategy, Innovation and New Activities, and Payments & Services Acceleration Business Unit and Entertainment, Chairman of FDJ Services

"The sustainability of our development depends on a good balance between innovation and responsibility. The aim is to improve the quality of our gaming offers, to better support our customers and to reinforce the usefulness of our service."

5. Charles Lantieri

Deputy Chief Executive Officer, Chairman of FDP, Chairman of the Supervisory Board of FDJ Services, Chairman of the FDJ Corporate Foundation

"By including the purpose in the preamble to FDJ's Articles of Association, we are affirming our determination to continue to combine growth and responsibility."

6. Pascal Chaffard

Executive Vice-President, Finance, Performance & Strategy

"The Group has always viewed its performance in a holistic way, with financial and social responsibility as the two pillars of sustainable and profitable growth."

7. Cécile Lagé

Executive Vice-President, Lottery Business Unit, Customers Department

"Responsible gaming is central to our business. Knowing more about players' practices is essential, both to be able to offer them relevant products and to help them keep their behaviour recreational."

8. Raphaële Rabatel

Director in charge of Communication & CSR

"On top of its gaming offer, FDJ is a solidarity-based company that has a genuine social purpose: the Group's beneficiaries are much more numerous than just the winners of its games. That is the message we wanted to deliver with our 'Et voir la France gagner' platform."

RESPONSIBILITY TOWARDS players

Information for players, and training and control systems for distributors: FDJ's commitment to combat excessive gambling and underage gambling was further strengthened in 2021.

To combat excessive gambling and underage gambling, FDJ acts on three main levers: informing players and the general public, training and monitoring retailers.

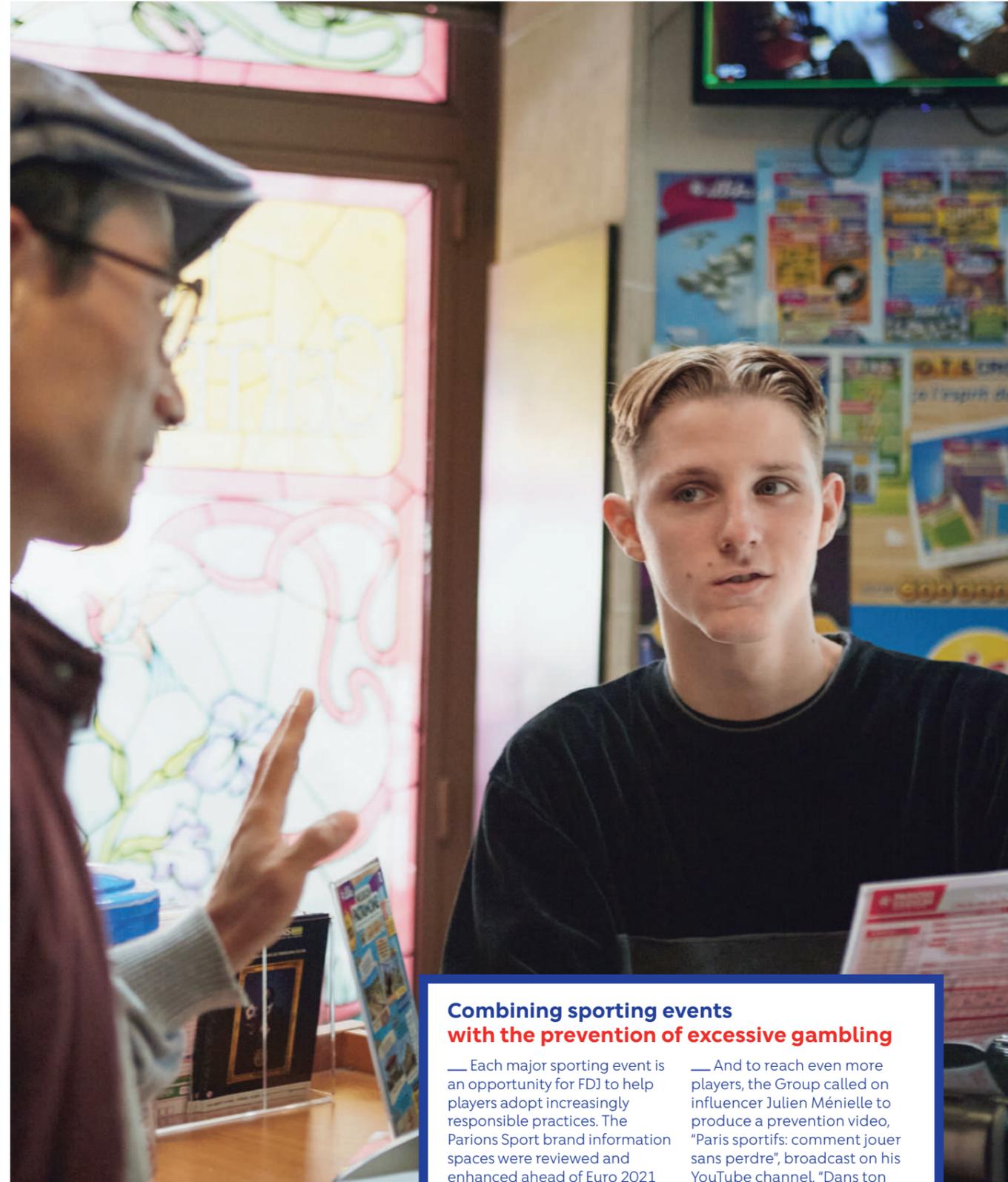
In accordance with its commitment to allocate 10% of its television advertising budget to responsible gaming messages, FDJ continued to regularly communicate preventive information in 2021. The Group dedicated one of the episodes of its "Et voir la France gagner" corporate campaign to this theme. Throughout the period of the Euro 2020 tournament, it also circulated prevention messages on excessive gambling by sending targeted messages to online players.

Training and awareness-raising in the distribution network is one of the pillars of FDJ's responsible gaming policy, particularly with regard to the prevention of underage gambling. FDJ worked hard to round out its systems ahead of Euro 2020, starting with the points of sale with the biggest sports betting activities.

The Group launched a new action plan to combat underage gambling in 2021. Co-constructed with professional distributor organisations, it strengthens the training, monitoring and sanctioning of retailers that fail to comply with the ban on the sale of gaming products to minors.

The new plan aims to further adapt prevention mechanisms to the needs and specific characteristics of the points of sale. It is based on differentiated actions, together with new and more interactive formats (workshops and round tables) that facilitate the exchange of good practices between distributors in the field.

FDJ carries out *testing* campaigns to evaluate the effectiveness of its training and to check the compliance of point-of-sale practices. Carried out in partnership with the Société d'entraide et d'action psychologique (Sedap), they are based on random visits by minors in points of sale, under the supervision of a network inspector. FDJ was able to resume these campaigns, which were temporarily interrupted during the successive lockdowns, in the second half of 2021. More than 1,000 inspections were carried out, and showed a clear increase in the compliance rate.



Combining sporting events with the prevention of excessive gambling

— Each major sporting event is an opportunity for FDJ to help players adopt increasingly responsible practices. The Parions Sport brand information spaces were reviewed and enhanced ahead of Euro 2021 to improve the availability of the preventive information needed for punters.

— And to reach even more players, the Group called on influencer Julien Ménielle to produce a prevention video, "Paris sportifs: comment jouer sans perdre", broadcast on his YouTube channel, "Dans ton corps". Specialising in health issues, Mr Ménielle's channel has over 700,000 subscribers.

Key figures

— **2,000** retailers specifically trained on refusing to sell to minors in 2021

— **100%** compliance with the Group's Responsible Gaming policy, in line with the European Lotteries Association standards



"FDJ has always had protocols intended to raise the alarm about situations of potential vulnerability or excessive gambling."

But lockdown in 2020 confronted us with the reality of the atypical playing practices of some online players. This prompted us to further strengthen our system by launching an experiment to identify and contact players, and thus ensure the early detection of risky practices. In 2021, we continued and expanded this approach, contacting 2,000 people by phone. This innovative initiative reflects a pioneering approach compared with what other operators in the sector are doing. It shows that we are giving ourselves the means to achieve our ambitions."

Brigitte Roth
Prevention and customer support manager

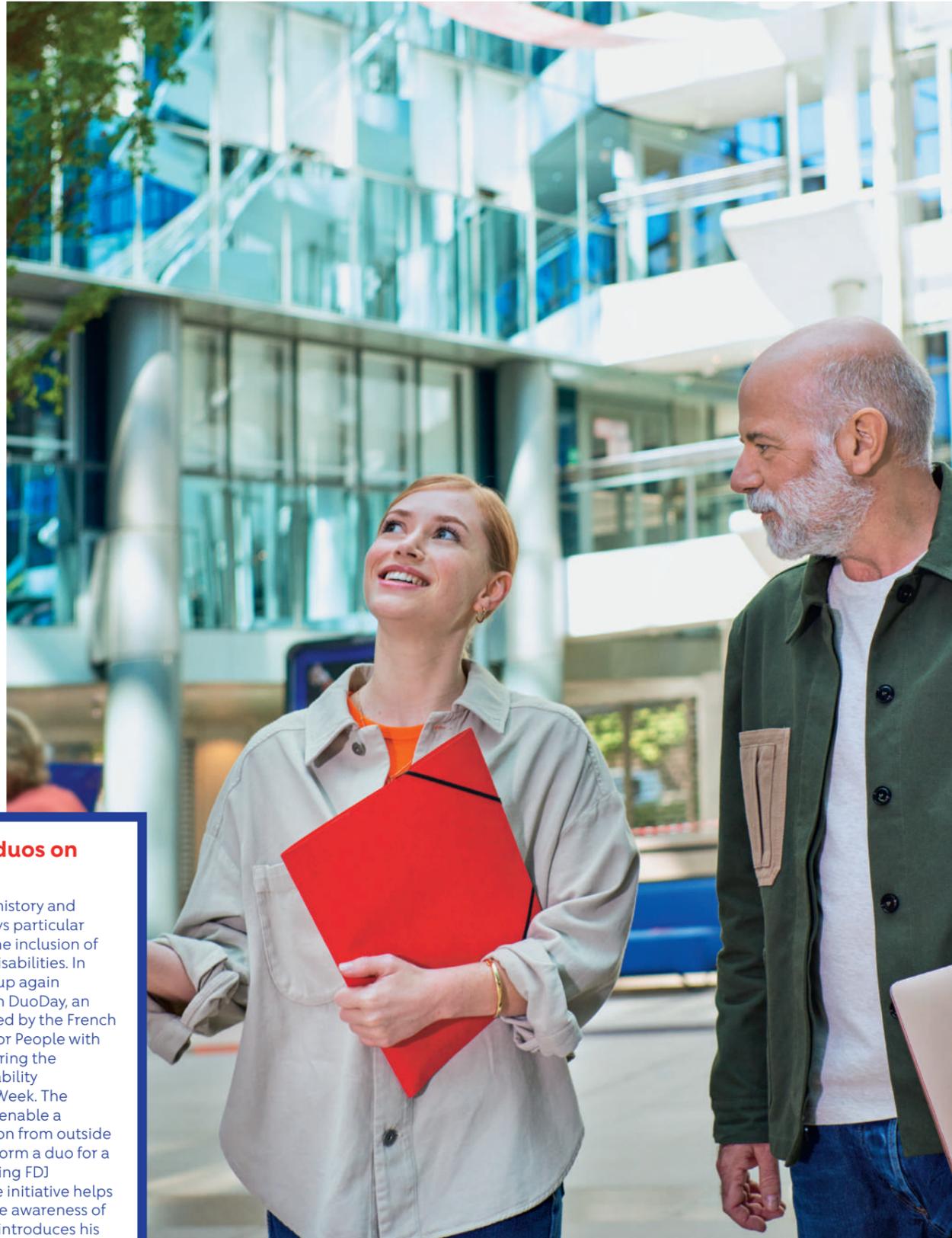
RESPONSIBILITY TOWARDS employees

Employee engagement is an essential condition for the sustainability of FDJ's performance and the success of its strategic plan. The Group is working to build and implement ambitious, innovative and inclusive policies for its teams.

In a year once again marked by the public health crisis, FDJ adapted its managerial approach to new hybrid working methods. It capitalised on the practices launched in 2020, including regular managerial practices, transparency and frequent internal communication. The aim is to gain flexibility and improve performance in a context where protecting the health of employees has remained a priority. The Group is always keen to include all forms of diversity (gender, disability, social, etc.), and has strengthened the management of its diversity and gender equality *management* system. This resulted in the renewal of the French national organisation for standardisation (Afnor) "Diversity" and "Professional Equality" labels in 2021. Each year, FDJ Group devotes a significant part of its budget to training its employees. In 2021, it helped maintain their employability by offering the majority of its training courses remotely. To provide personalised support for each situation, FDJ's skills development plan combines several approaches: individual support in the event of a change of job – particularly when moving into a managerial position – and access to training to build a career plan. Specific programmes are also dedicated to certain groups: to "Jeniors" ⁽¹⁾

to help them grow in the latter part of their career, and to women to support them when returning from maternity leave. These policies are paying off, as shown by the results of "FDJ Scope", the annual employee engagement survey conducted by Harris Interactive. Overall engagement reached 91% in 2021, an increase of 4 percentage points compared with 2019. The level of job satisfaction came in at 88% and the inclusion and diversity policies are well-received, as are the efforts to promote gender equality. Employees' satisfaction with their work-life balance increased by 3 points compared with 2019, with a result of 87%.

(1) "Jeniors" are professionals aged 45 and over.



One-day duos on disability

— True to its history and values, FDJ pays particular attention to the inclusion of people with disabilities. In 2021, the Group again participated in DuoDay, an event organised by the French Department for People with Disabilities during the European Disability Employment Week. The principle is to enable a disabled person from outside the Group to form a duo for a day with a willing FDJ employee. The initiative helps raise employee awareness of disability and introduces his or her partner to a profession and a company.

"In 2021, FDJ gave strong support to youth employment, in line with impetus from the government."

The Group intensified its recruitment of work-study students and published its job offers for young people on the "1Jeune1Solution" platform. The initiative was relayed on screens across the 30,000 points of sale in its network. The young people hired by the Group benefited from collective and individual support to ensure that they enjoy a successful experience in their professional career."

Anne Thouret
Head of Talent Development



Key figures

— **98%** of employees received training during the year

— **91/100⁽¹⁾** engagement rate

— **5.21%** of employees with disabilities

— **39%** women among employees (long term and short term work contracts)

— **169** employees on work-study programmes

(1) Annual employee engagement survey conducted by Harris Interactive.

RESPONSIBILITY TOWARDS the environment

FDJ acts responsibly by reducing the impact of its activities on the environment in two main areas: reducing its carbon footprint and preserving biodiversity.



Sandra Ben Jilani
Head of CSR Performance

"With a 40% reduction in its direct emissions (scopes 1 and 2) in 2019 compared with 2017,

the Group achieved its initial objective of a 20% reduction by 2025

six years ahead of schedule. This has given us the opportunity to raise our ambitions, lifting our carbon reduction target to 50% by 2025."

Key figures

— **40%** reduction in direct emissions (scopes 1 and 2) as of 2019 compared with 2017

— **90%** of purchases by French entities made in France

— **100%** renewable energy with guarantees of origin for all FDJ sites and all sales branches of the FDP subsidiary

To reduce its greenhouse gas emissions by 2025, the Group set targets in 2019 aligned with the Science-Based Targets initiative (SBTi):⁽¹⁾ reducing its direct emissions, sourcing renewable energy and calling on its suppliers to join the SBTi process. To offset emissions that could not be avoided, the Group supports two Verified Carbon Standard⁽²⁾ certified carbon offsetting projects: the preservation of the Floresta de Portel forest in Brazil, and the "Gandhi" programme to develop wind energy in India. To help preserve biodiversity, FDJ's main avenue of action is targeted partnerships and the financing of "FSC biodiversity ecosystem services" projects. In 2021, support was provided for the protection of old trees in the Saint-Sylvestre forest (Haute-Vienne), which serve as a refuge for endangered species, the preservation of trees in the Saint-Pardoux-la-Rivière forest

(Dordogne) on the banks of the Dronne river, and a reforestation project using species adapted to global warming in the Gravière forest (Cantal). Since 2012, 100% of FDJ's gaming materials have been printed on paper from responsible FSC[®]-certified⁽³⁾ sources. To better quantify the impact of its materials on the environment and biodiversity, FDJ conducted a life cycle assessment (LCA) in 2020. Based on the findings, it then launched eco-design projects for scratch cards in order to further reduce their footprint in 2021.

(1) International initiative promoting the setting of greenhouse gas reduction targets aimed at limiting the increase in the global average temperature to 2°C by 2100.
(2) Carbon emissions reduction certification standard.
(3) Forest Stewardship Council[®].

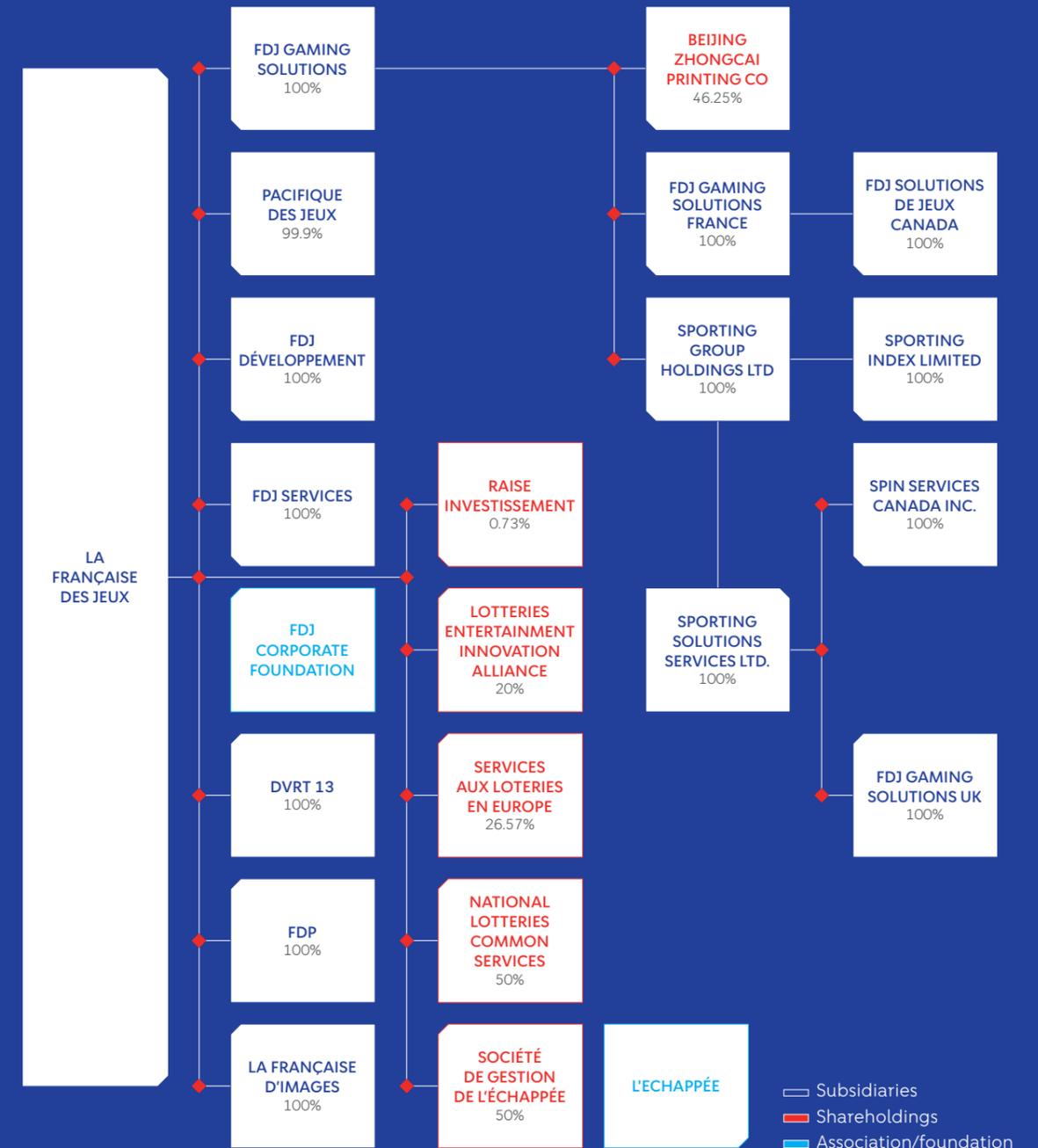


Determination to raise awareness

— To raise awareness among the general public about the protection of biodiversity and to promote its commitments, FDJ ran four TV infomercials on its various initiatives in this area on the France Télévisions Group channels (France 2, France 5, France 24 and TV5 Monde) in 2021.



FDJ GROUP ORGANISATIONAL CHART AT 31 DECEMBER 2021



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FOR MORE INFORMATION,
SEE THE 2021 UNIVERSAL REGISTRATION
DOCUMENT AVAILABLE ON THE FDJ WEBSITE,
UNDER THE HEADING FINANCE:
<https://www.groupefdj.com/fr/investisseurs/publications-financieres.html>

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TO FOLLOW THE GROUP'S NEWS,
VISIT THE FDJ CORPORATE WEBSITE:
<https://www.groupefdj.com/fr/>



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