



# Investor Day

17 November 2022

## **Disclaimer**

**This document contains certain forward-looking statements which are based on estimations and forecasts. By their nature, these forward-looking statements are subject to important risks and uncertainties, as well as factors beyond our control or ability to predict, in particular those described in FDJ Registration Document which is available on the website.**

**(<https://www.groupefdj.com/en/investors/financial-publications.html>).**

**These forward-looking statements should not be considered as a guarantee of future performance, the actual results may differ materially from those expressed or implied by them. The forward-looking statements only reflect FDJ's views as of the date of this document, and FDJ does not commit to revise or update these forward-looking statements.**

**The forward-looking statements should be used with caution and in no event can FDJ or its Management be held responsible for any investment or other decision based upon such statements. The information in this document does not constitute an offer to sell or an invitation to buy shares in FDJ or an invitation or inducement to engage in any other investment activities.**

# Speakers



**Stéphane Pallez**  
*Chairwoman and CEO*



**Charles Lantieri**  
*Deputy Chief Executive Officer*



**Cécile Lagé**  
*Lottery and Customer department  
Executive Vice-President*



**Pascal Chaffard**  
*Finance, Performance and Strategy  
Executive Vice-President*



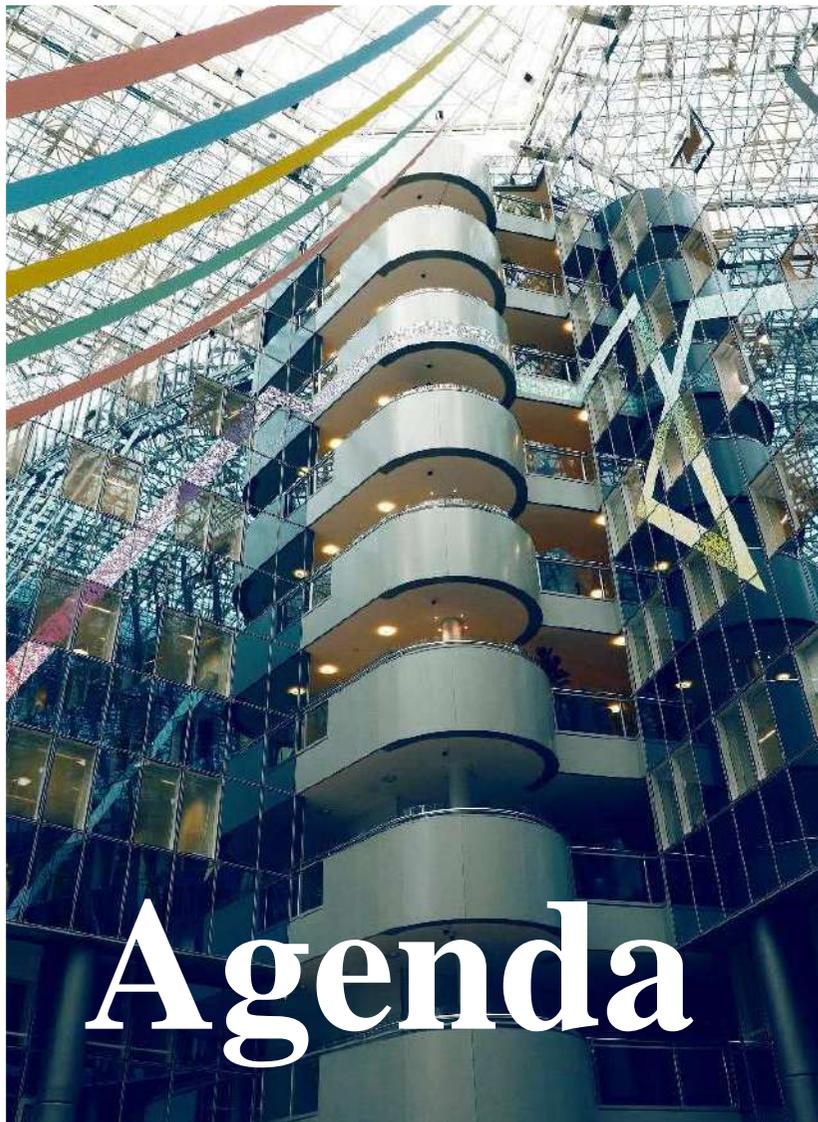
**Vincent Perrotin**  
*Commitment & Responsible Gaming  
Director*



**Cédric Breton**  
*Lottery deputy CEO*



**Richard Courtois**  
*Sports betting & Poker CEO*



# Agenda

## 01. Strategic ambitions

Stéphane Pallez

## 02. Sustainability

Charles Lantieri & Vincent Perrotin

## 03. Lottery

Cécile Lagé & Cédric Breton

## 04. Sports betting & online gaming

Richard Courtois

## 05. Finance

Pascal Chaffard

Q&A

## 06. Conclusion

Stéphane Pallez



# Strategic ambitions

**Stéphane Pallez**

# A successful journey since the IPO leading to a stronger FDJ

## New fiscal and regulatory framework

### Successful lottery digitalisation

~40% online lottery  
stakes 2019-2022 CAGR

### Remarkable 30,000 PoS network performance

### Pursuit of sports betting momentum

### Acceleration of diversification (*Payment & Services* – *International*)

### High-level financial performance combined with best-in-class extra- financial performance

### Entry in new online market verticals: poker and horse-racing



## Corporate purpose in FDJ bylaws

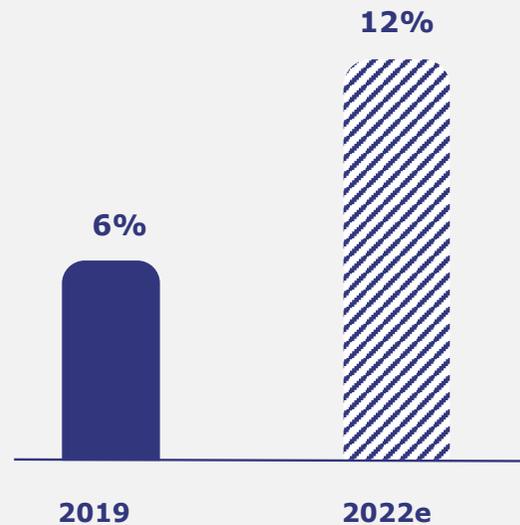
“Gaming is our business, giving back to society is what drives us,  
and responsibility is our constant focus”

# A successful journey since the IPO leading to a stronger FDJ

## High level operational and financial performance ...

x2

Group digital penetration  
2022 vs. 2019



Revenue (in €m)



EBITDA (in €m) & EBITDA margin (in %)



2019 adjusted for new regulatory & fiscal framework

## A successful journey since the IPO leading to a stronger FDJ

■ ... combined with best-in-class extra-financial performance

### Economic and social contribution\*

€6.2bn contribution to French GDP  
~55,000 jobs created or maintained

### Societal commitments

€25m FDJ Foundation  
€15m Rebound Fund

### Responsible gaming

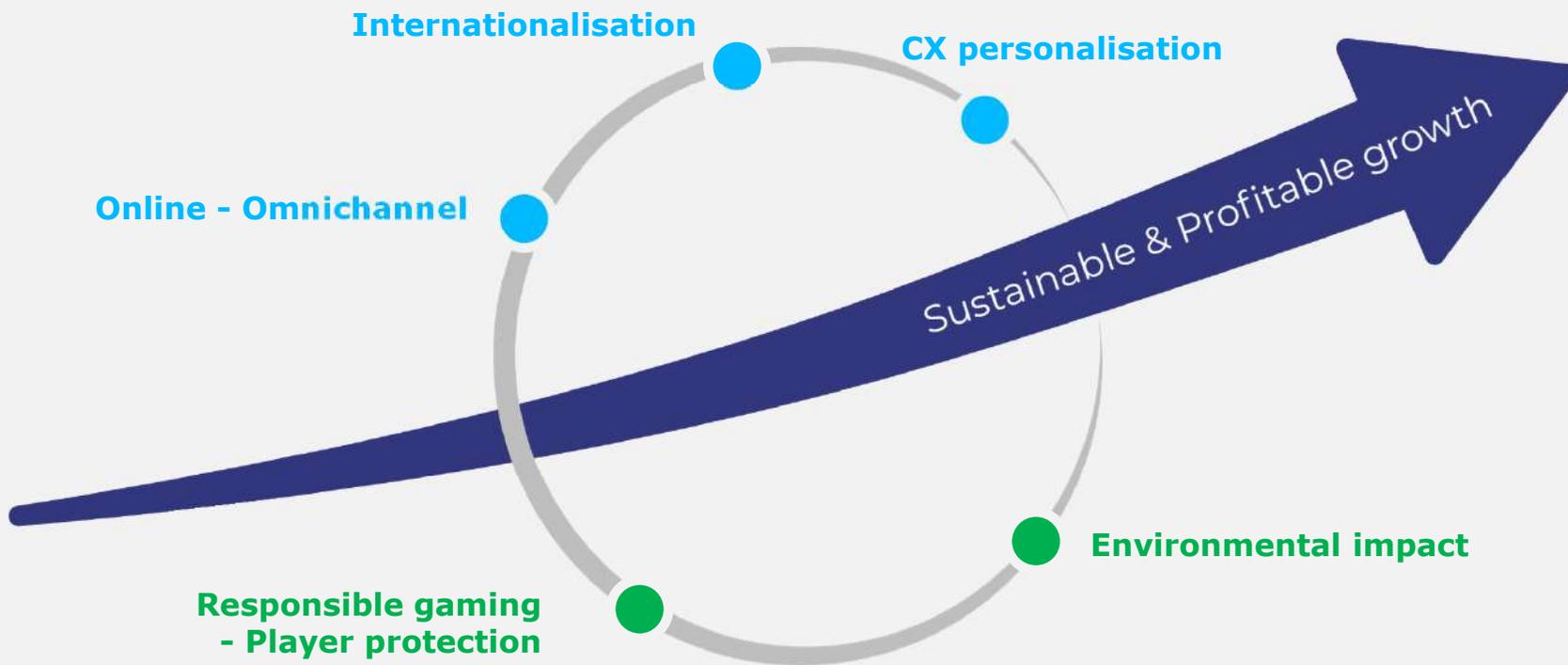
> 10% of the media budget

### MOODY'S | ESG

A1+ rating  
Renewed for the 4<sup>th</sup> year in 2022  
Score up from 66/100 to 72/100

\*2021 figures – Source: BDO-Bipe

# FDJ continues its transformation journey, spurring sustainable and profitable growth



## Confidence in our ability to successfully navigate macro uncertainties thanks to a well-proven track record

### A solid track record of profitable growth

- **Resilience:**  
+5.7% 1997-2022 stakes CAGR
- Ability to adapt to a changing environment

### French economy more resistant to an uncertain macro environment

- **GDP:**  
+2.6% in 2022 then +0.4% in 2023
- **Inflation:**  
+5.8% in 2022 then +4.4% in 2023

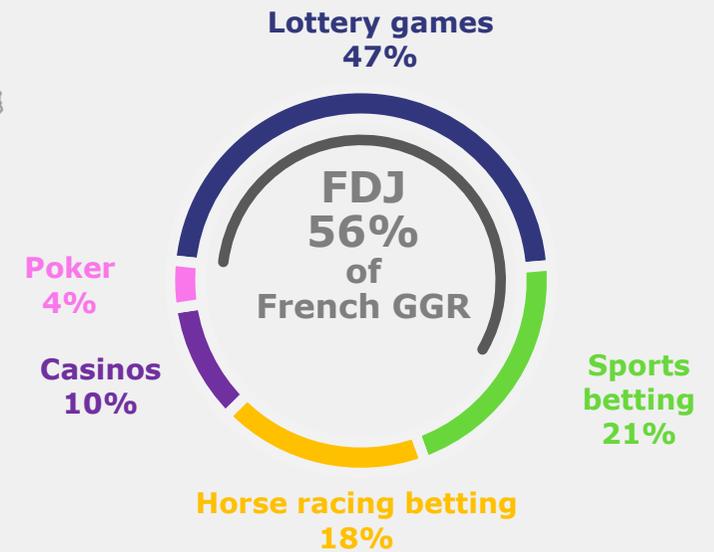
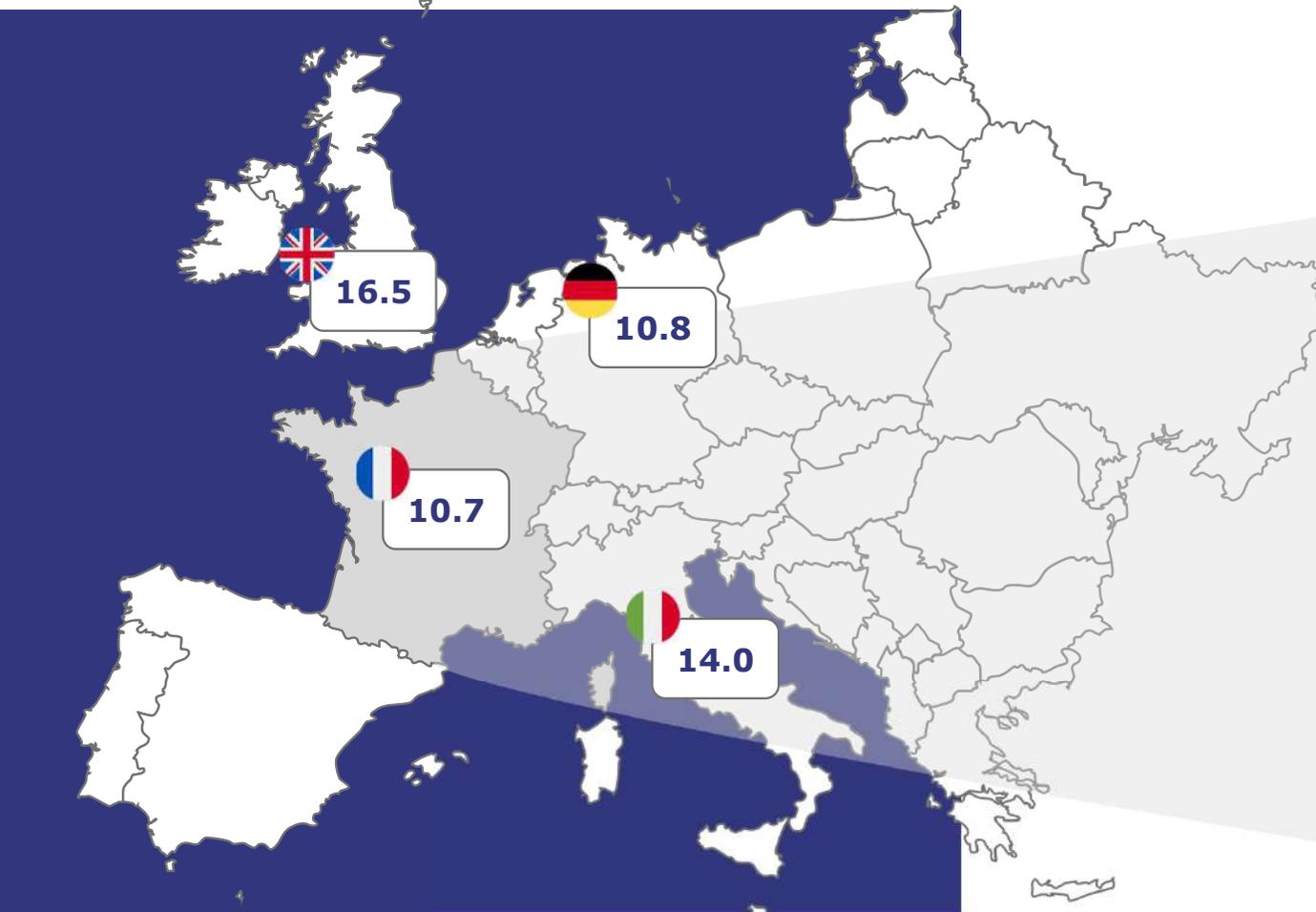
Source: European commission – November 2022

## Various levers to maintain sustainable and profitable growth

- Capitalise on an extensive player base
- Reinforce Lottery's responsible growth levers
- Maintain sports betting momentum and develop online gaming
- Amplify Payment & Services business and international footprint

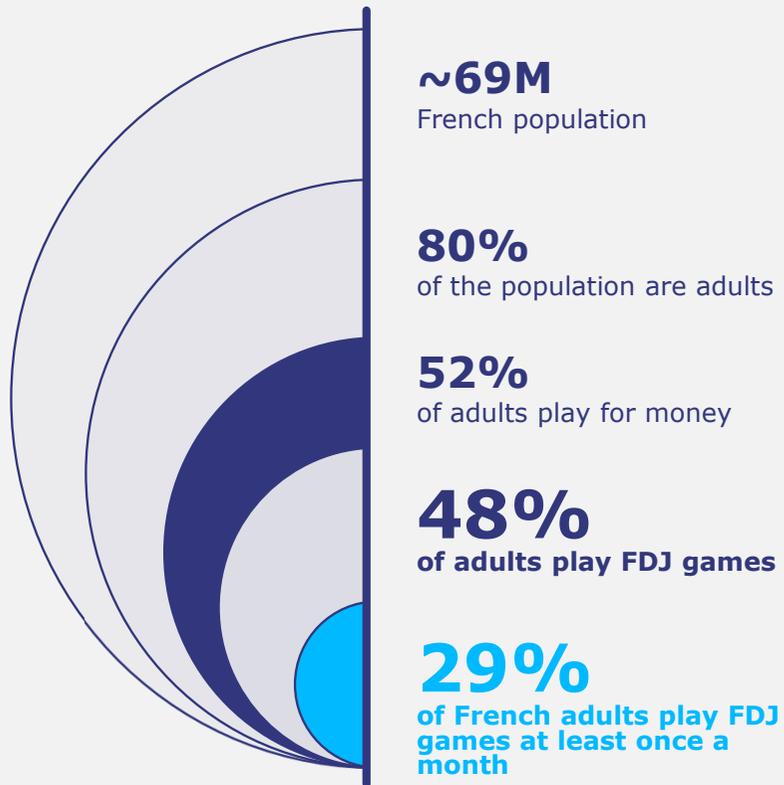


# France: 4<sup>th</sup> largest European gaming market

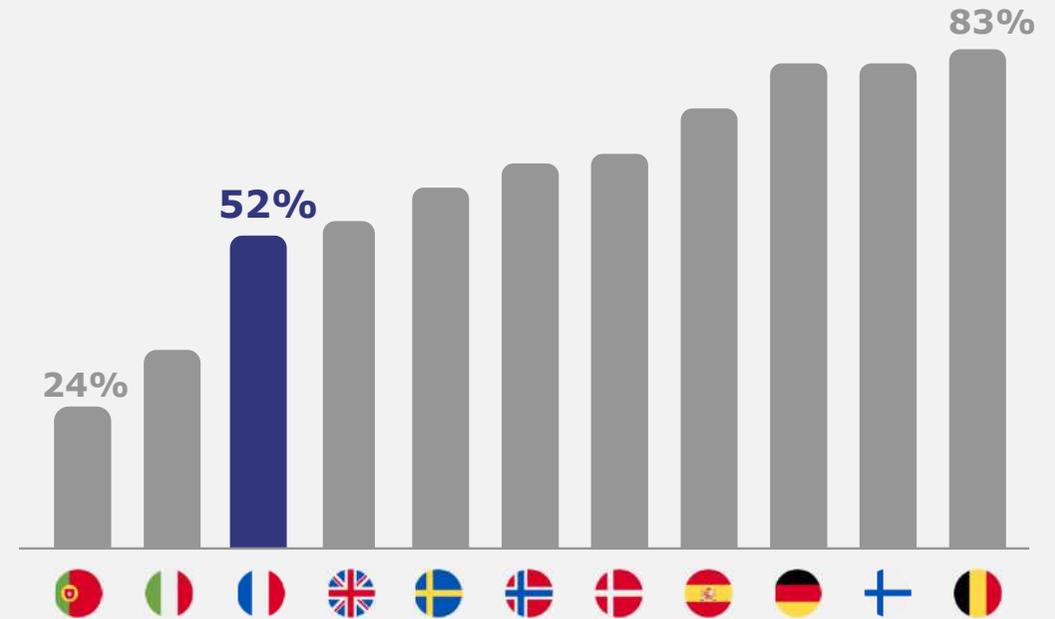


2021 GGR in €bn; Source: FDJ, H2GC

## An extensive player base...



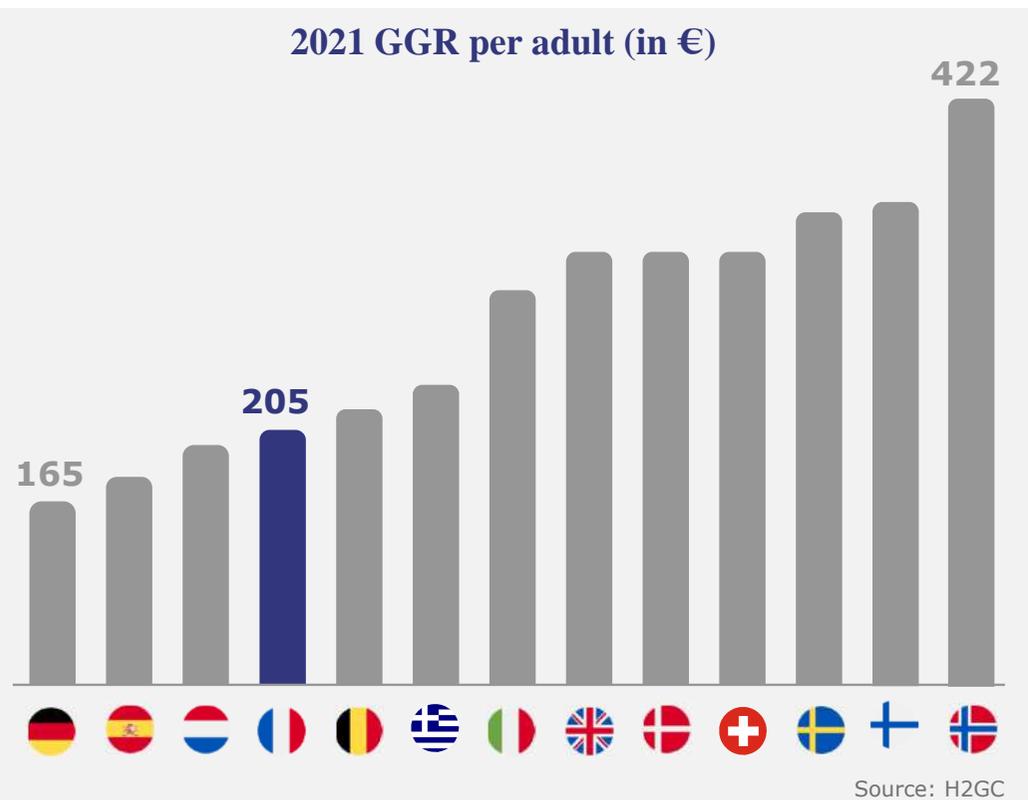
### % of adults playing for money



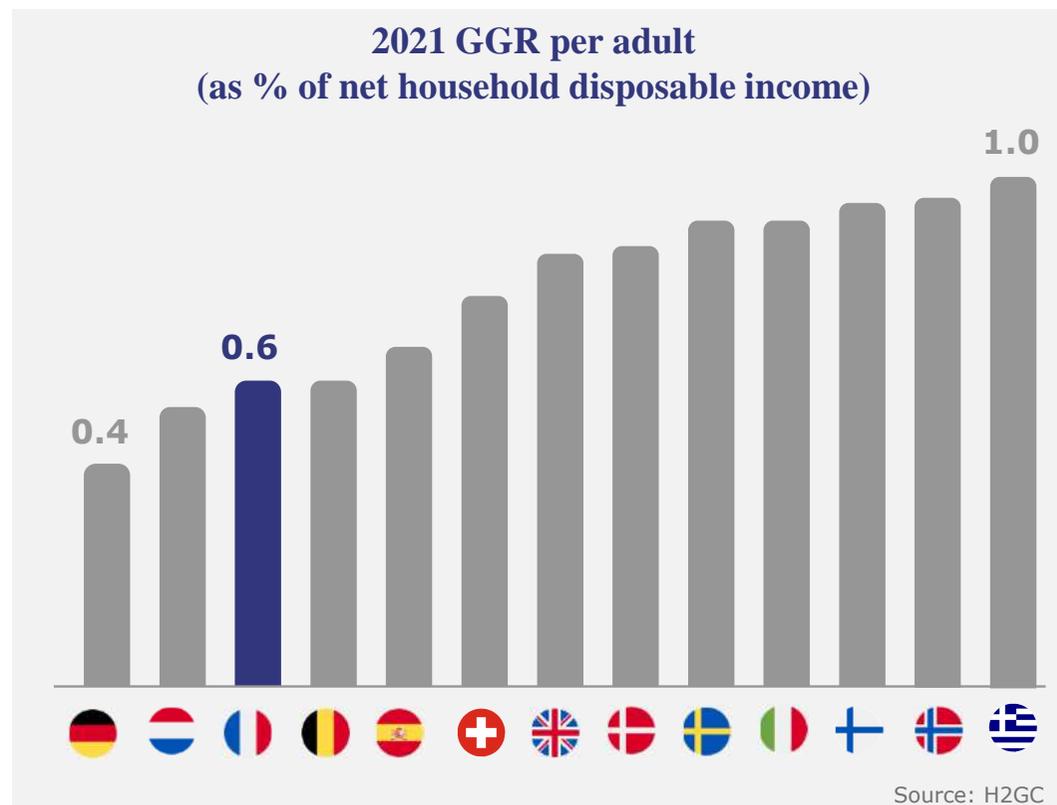
Source: FDJ and H2GC; some adults play more than one game

## ... with a moderate spend per head...

### Low GGR per head in France...



### ... representing a small share of disposable income



## ... and whose behavioral trends are well captured by FDJ



**Proximity /  
Mobility**

**Omnichannel**

**Enriched CX**

**Personalized customer  
relationship**

**Ethical and  
durable  
consumption**

**Responsible gaming  
& social impact**

## Lottery: reinforce responsible growth levers

- Solid lottery historical performance
- Digitalisation well under way
- Fuelling Group growth
- Through omnichannel further development

Online lottery stakes 2022-2025  
**CAGR >20%**

- Increased focus on player protection

**<2%** of online lottery GGR from high-risk players in 2025

- Games for good causes



## Sports betting & online gaming: maintain PoS momentum and develop a comprehensive online offering

- Maintain PoS growth momentum
- Gain further online market share
- Add online verticals



Become one of the **leading online gaming** operators in France

- An extensive responsible gaming & player protection

"Betting is not for minors even in a major tournament!"



- Strong partnerships to leverage the brand



# Payment & Services: become the leading proximity payment and collection network in France

## CLIENTS

### Day-to-day bills



### Payment card



### One brand



Local  
payment  
network



Payment  
institution  
licence

## RETAILERS

### Collection & payment solutions

### 360° PoS management

Purchasing

Accounting

Inventory

Payroll

Banking

Insurance

### Two acquisitions to bolster capabilities

**Aleda**

**l'addition**

# International expansion via leveraging our B2B international capabilities

## Already great achievements with 15 significant customers in 10 countries

### Lottery

- Marketplace for online lottery digital game distribution
- Point of Sales equipment and software

#### Customers



#### Partnership



### Sports betting

- Turnkey solutions to manage sports betting operations
- Trading services and risk management

#### Customers



#### Partnership



## International expansion as a lottery and online gaming operator

**Manage lottery operations internationally**

**Operate sports betting and online gaming in Europe**

Through opportunities such as tenders, licenses and acquisitions

# An innovation strategy to back future growth and benefit all stakeholders



## 5 MITs (Major Innovation Topics)

**FUTURE OF GAMING**

**FUTURE OF PLAYER EXPERIENCE**

**FUTURE OF OMNICHANNEL DISTRIBUTION**

**WEB3**

**TECH FOR GOOD**

## Confidence in our medium-term financial and extra-financial objectives

### Financial

#### REVENUE GROWTH

upper end of  
**+4% – +5%**  
CAGR 2022\*-2025

#### ONLINE STAKES

**>20%**  
CAGR 2022-2025

#### EBITDA MARGIN

**>25%**  
in 2025

### Extra-financial

#### RESPONSIBLE GAMING

**< 2%**  
of online lottery GGR\*\*  
from  
high-risk players in 2025

#### CARBON INTENSITY

**Reduce by half**  
our global carbon intensity  
by 2030 (all scopes)

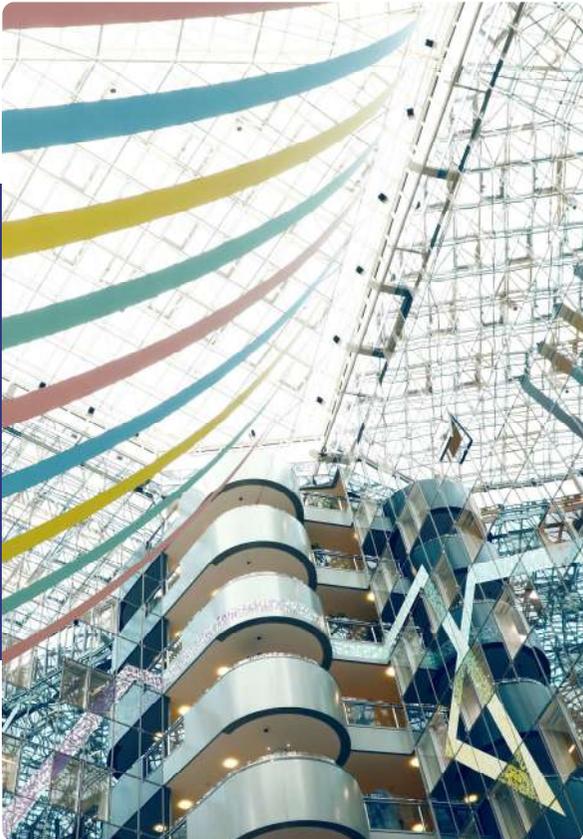
#### ESG PERFORMANCE

**Maintain A1+**  
Moody's ESG Solutions  
rating

\* With Aleda and l'Addition revenue on a FY basis

\*\* GGR = Gross gaming revenue is the difference between stakes and player winnings

## Looking further ahead...



**Strengthen our sustainable growth model based on player protection**

**Amplify our positive impact on society**

**Become a truly international player**

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



# Sustainability

Charles Lantieri & Vincent Perrotin

## Responsibility at the heart of FDJ's purpose



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

# A sustainability strategy based on six commitments

**Embedding responsible gaming at all levels within the Group**



**Taking part in the fight against climate change and the preservation of biodiversity**



**Sustaining the Group's contribution to society**



**Contributing to economic value creation nationwide**



**Ensuring integrity and business ethics**



**Promoting diversity and inclusion**



# A sustainability strategy informed by structured dialogue with stakeholders



# Focus on the Stakeholder Committee

## CHAIRWOMAN



**Rose - Marie  
Van Lerberghe**

Former Chief Executive Officer  
of AP-HP and Chairwoman  
of Korian

## LOTTERY & GAMING



**Elisabeth  
Belmas**

Gaming historian and  
specialist, Secretary General  
of scientific interest group "Jeu  
et Sociétés"



**Marion  
Caspers - Merk**

Former chairwoman of  
the Baden-Württemberg  
lottery

## ECONOMICS



**Philippe  
Moati**

Professor of Economics and Co-  
Chairman of the Observatoire  
Société et Consommation

## ENVIRONMENT



**Benoit  
Halgand**

Head of CSR and Climate - Comité  
21, Co-founder of Manifeste  
Etudiant pour un Réveil Ecologique

## DATA & AI



**Laurence  
Devilliers**

Professor of artificial  
intelligence at CNRS

## SOLIDARITY



**Joëlle  
Botalieo**

Vice-Chairwoman of Secours Populaire  
français, Haut Conseil de la Vie associative

## LOCAL COMMUNITIES



**Christophe  
Bouillon**

Mayor of Barentin  
Président of Association des  
Petites Villes de France



**Philippe  
Coy**

Chairman of Confédération des  
Buralistes



**Daniel  
Panetto**

Chairman  
of Culture Presse

## MONEY LAUNDERING



**Jean - Baptiste  
Carpentier**

Head of Compliance  
Veolia Group

## RESPONSIBLE GAMING



**Louise  
Nadeau**

Professor Emeritus of psychology  
at the University of Montreal,  
expert in addiction



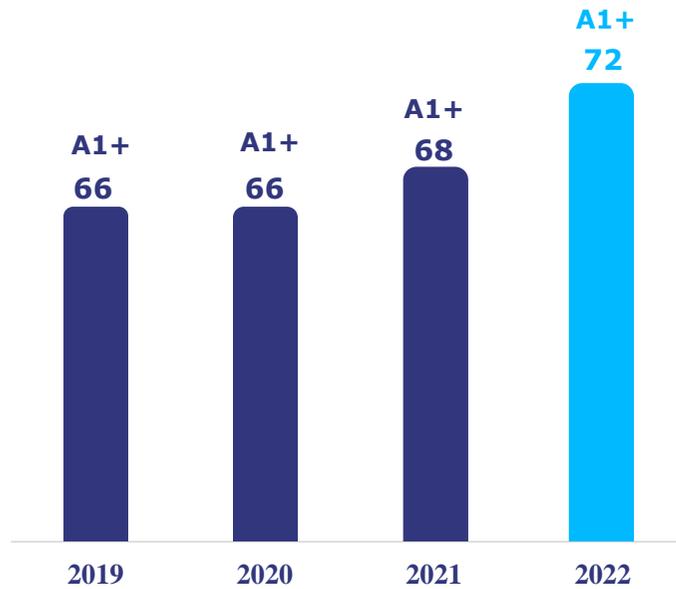
**Christian  
Bucher**

Psychiatrist specialising in  
addictive behaviour

# Recognised and constantly improving sustainability performance

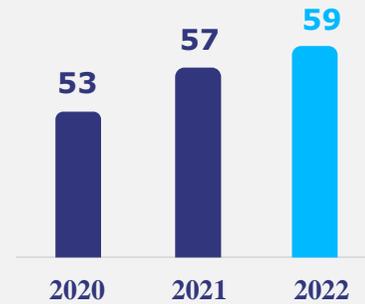
MOODY'S | ESG Solutions

FDJ is 1<sup>st</sup> in Hospitality, Leisure and Services sector



S&P Global

FDJ is among the top 15% of companies in the sector casino & gaming



Low Risk



MSCI ESG RATINGS



## Objective to maintain A1+ rating by Moody's ESG Solutions

# Maintain A1+

Moody's ESG Solutions rating and remain one of the three highest-rated operators in the gambling industry

- Comprehensive review of FDJ's extra-financial performance
- Continuous improvement needed to secure this high-level performance

## Sustainability criteria included in variable remuneration at every level of the company since 2019



### Executive directors

**30%** of the annual variable compensation for 2022

### Executive directors and a significant number of senior executives and managers

**20%** of long-term incentive plan (performance shares)

### All employees

**20%** of short-term incentive plan

# Focus on three commitments

**Embedding responsible gaming at all levels within the Group**



**Taking part in the fight against climate change and the preservation of biodiversity**



**Sustaining the Group's contribution to society**



**Contributing to economic value creation nationwide**



**Ensuring integrity and business ethics**



**Promoting diversity and inclusion**



## Embedding responsible gaming at all levels within the Group

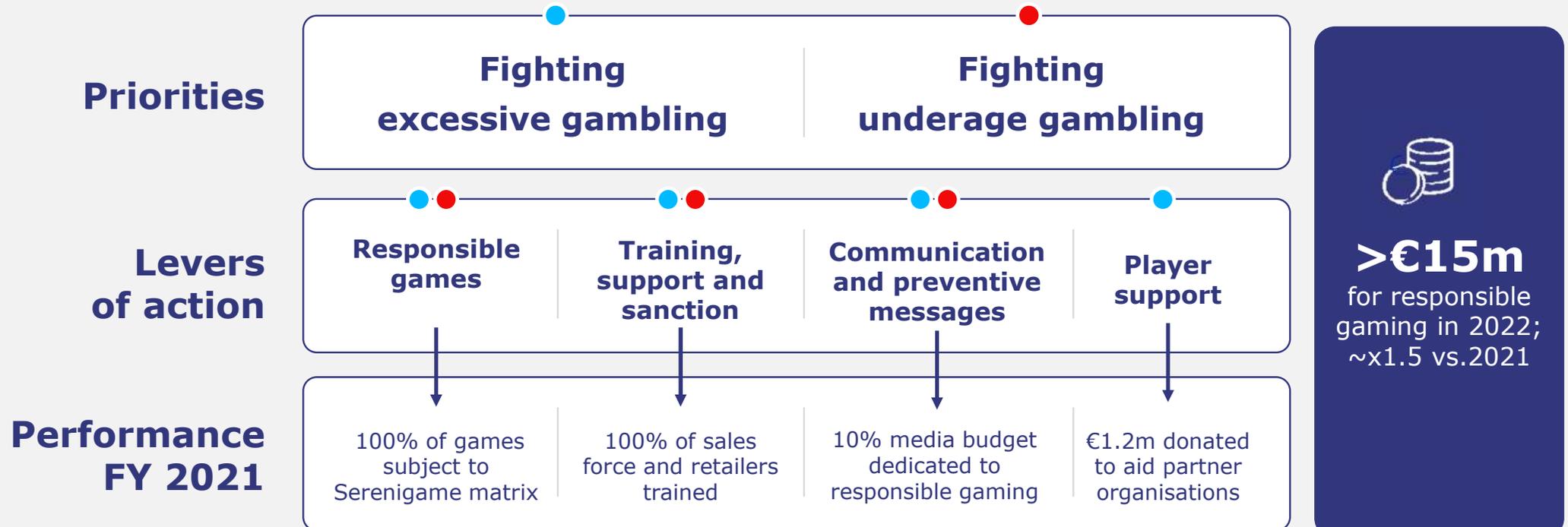


■ **FDJ has been committed to responsible gaming for more than 20 years and is continuously enriching its best-in-class initiatives**

■ In 2021, 100% compliance with the European Lottery Association's triennial Responsible Gaming Certification (for the 5<sup>th</sup> consecutive time)



## A proactive responsible gaming policy with two key priorities



## 2025 responsible gaming objective to reduce excessive gambling

<2%

of online lottery GGR\*  
from high-risk players

### Proactive responsible gaming initiatives focused on online lottery high-risk players:

- According to the risk level of their gaming behaviour
- Based on actual gaming data (*bet, duration, period of play, deposit amounts, etc.*)
- Working on AI models to detect and predict excessive gaming

\*GGR = Gross gaming revenue is the difference between stakes and player winnings

## Taking part in the fight against climate change and the preservation of biodiversity



■ **FDJ has long been committed to reducing its environmental impact**

- More than ten years of action
- Increased ambition for 2030

## Contribution to the fight against climate change

### ■ A commitment to achieve the SBTi reduction objective on scopes 1 & 2 (-50%) before 2025

- Effective reduction of 59% of CO<sub>2</sub> emissions on **scopes 1 & 2\*** in 2021 (vs 2017)
- 99% **renewable energy sourcing** (Covered by Guarantee Origin Certificates)
- 34% of our suppliers committed to an SBTi reduction trajectory

### ■ Contribution to carbon neutrality thanks to the financing of VCS\*\* and Gold Standard certified projects

\*Scope 1: gas, fuel oil, air conditioning, consumption of the FDJ Group's vehicle fleet; scope 2: electricity consumption at FDJ Group sites

\*\*Verified carbon standard

## Environmental objective to fight against climate change

# Reduce by half

our global carbon intensity  
by 2030 (all scopes)

- Acceleration of measures via a dedicated energy efficiency plan at Group sites in 2022
- Definition of a new trajectory by 2030 to align with the 1.5°C global warming target

## Contribution to the preservation of biodiversity

### ■ Achievements

- Since 2012, 100% of gaming materials printed on FSC® certified paper
- Since 2019, financing of 6 forest restoration and conservation projects
- In 2022, measurement of avoided impact on biodiversity

### ■ New ambition on biodiversity roadmap to be announced in 2023

## Sustaining the Group's contribution to society – three main pillars

### Corporate Foundation action for equal opportunities



Support to ~250,000 people over 2019-2022

**Strengthened commitment**  
€25m for 2023-2027

### Backing French sport



Partnerships to support French sport and promote sport values (*ethics, inclusiveness*)



### Support to national heritage



**“Mission Patrimoine” games in favour of national heritage**

€120m+ raised since 2018

600+ sites safeguarded or restored since launch

# A sustainability approach to benefit all our stakeholders

## ■ Comprehensive and ambitious sustainable strategy

### ■ 3 priority areas:

- Responsible gaming at the heart of our activity
- New ambition on environmental challenges
- Contribution to society

#### RESPONSIBLE GAMING

**< 2%**  
of online lottery GGR\* from  
high-risk players in 2025

#### ENVIRONMENT

**Reduce by half**  
our global carbon intensity  
by 2030 (all scopes)

#### ESG PERFORMANCE

**Maintain A1+**  
Moody's ESG Solutions rating

\* GGR = Gross gaming revenue is the difference between stakes and player winnings

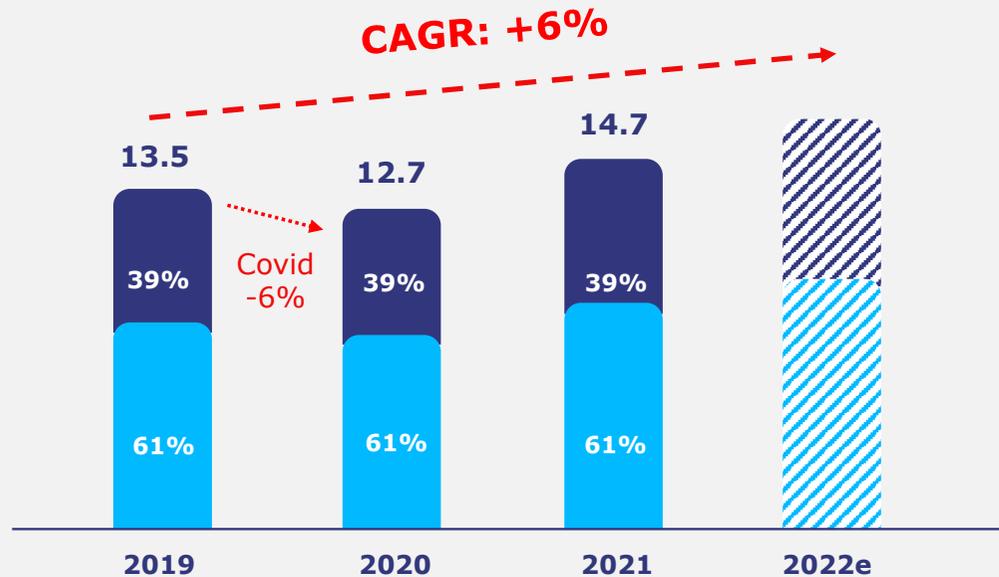


# Lottery

Cécile Lagé & Cédric Breton

## Strong average annual Lottery stakes growth, driven by both segments

Lottery stakes (in €bn)

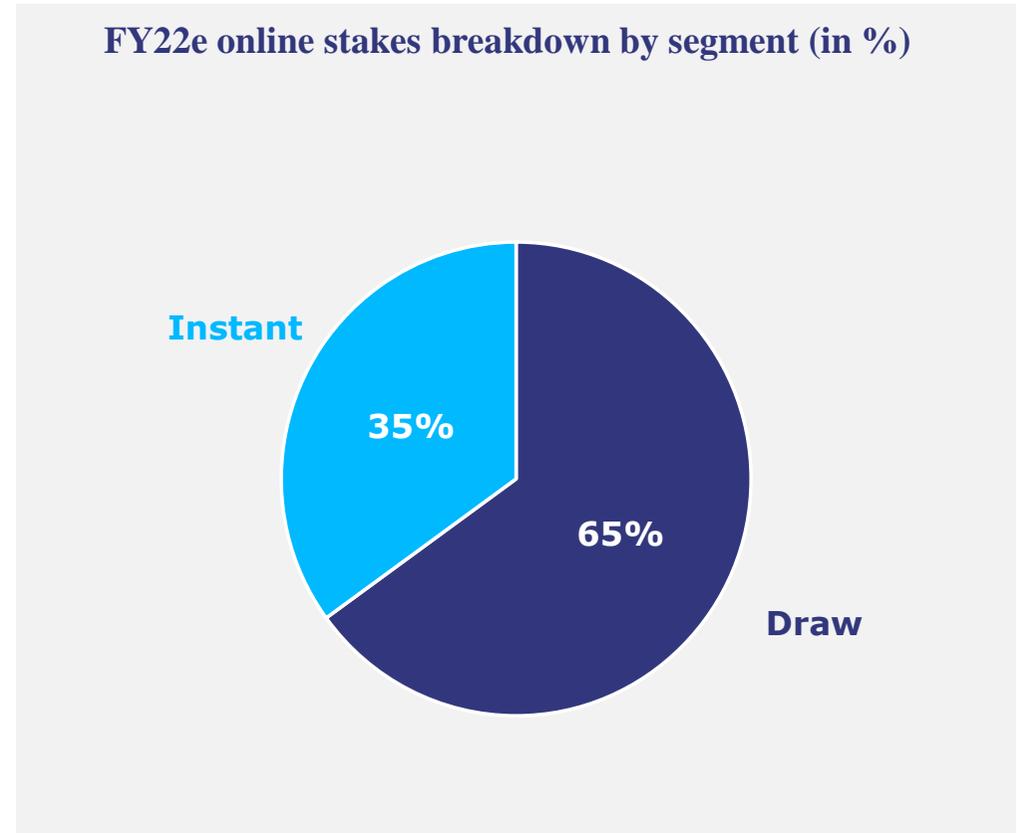
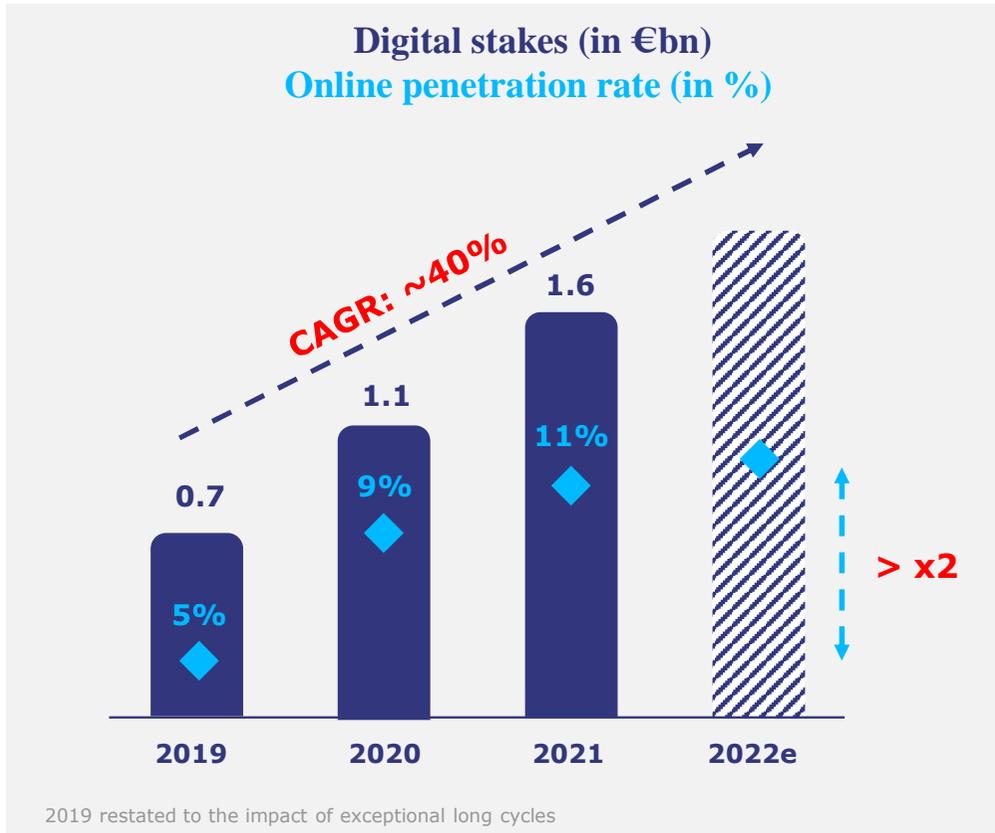


2019 restated to the impact of exceptional long cycles

**+5%**  
CAGR draw games

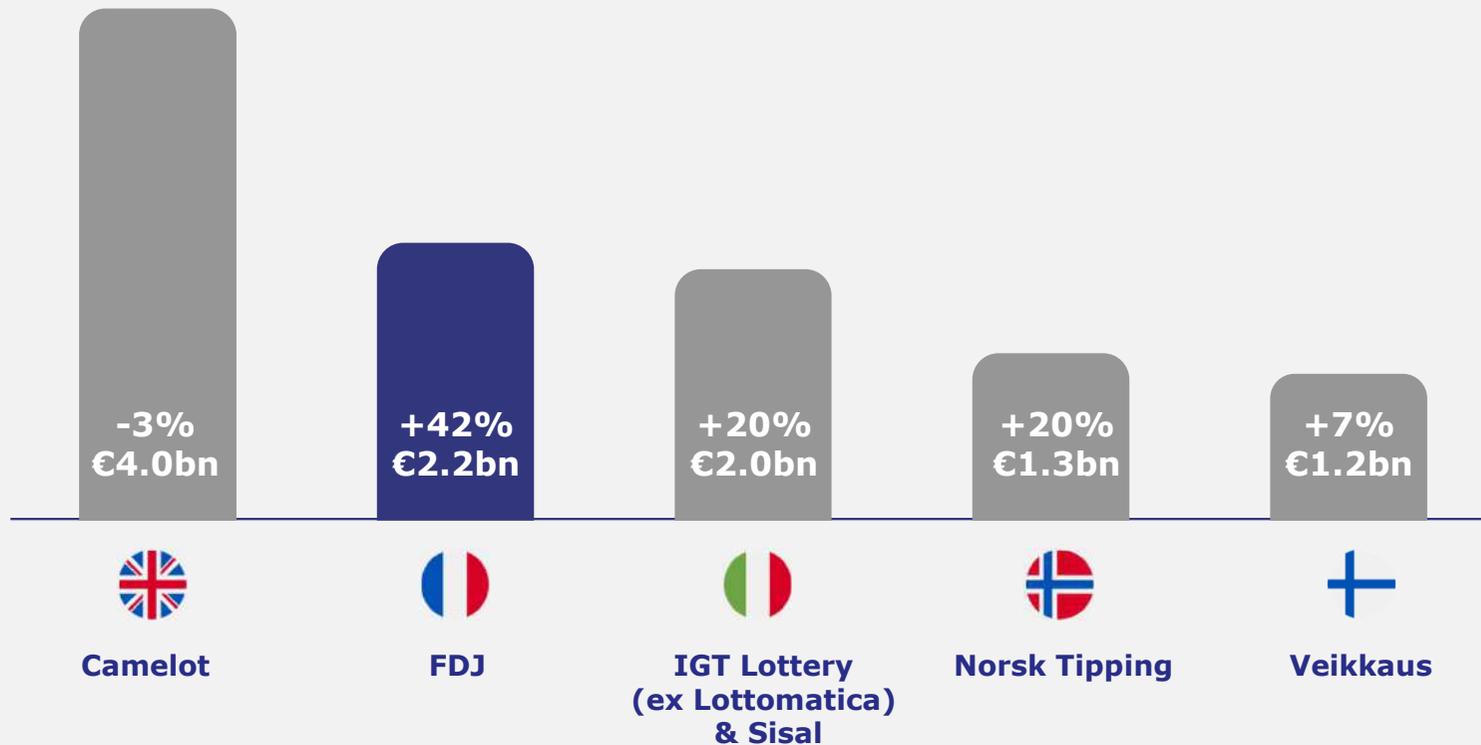
**+7%**  
CAGR instant games

## Online penetration has more than doubled in three years, with draw games being the main driver



# FDJ, one of the largest and most dynamic European online operators

Online stakes (% change 2021 vs. 2020; 2021 stakes in €bn)

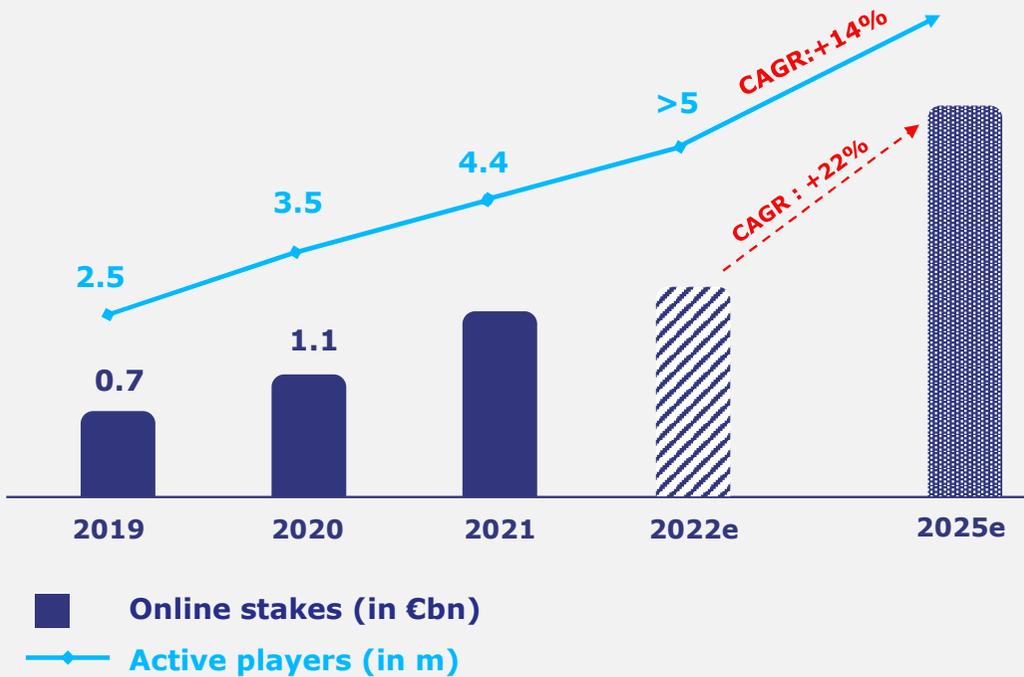


Source: annual reports, European Lotteries

## Online growth model focused on extending our player base

- 2/3 of online stakes growth fuelled by player base extension

Online Stake and Active players evolution



- Player base extension fuelled by recruitment and reduced churn



## Moderate average stakes growth and increased focus on player protection



### Online lottery GGR from high-risk players reduction target

H1 2022

2.8%



FY 2025e

&lt;2%

# Comprehensive player protection, beyond regulatory requirements

## Player behaviour CONTROL TOOLS



RG policy

Time spent playing alert on fdj.fr

Wagering moderator



Regulatory  
prerequisites

Payment limits

Wagering limits

Temporary self-exclusion

## Player behaviour ANALYSIS TOOLS

Auto score

All high-risk players excluded  
from all our commercial  
communications

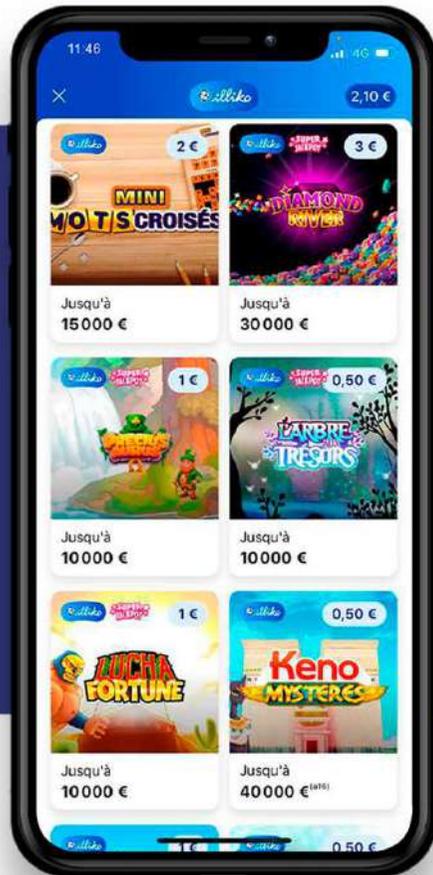


RG policy

Self-test on gaming practices

Dedicated support plan for  
internally-detected "excessive  
players"

## Three key online lottery growth pillars



**Enrich game offering**

**Develop app / mobile usage**

**Focus on digital marketing**

## Responsible lottery growth prioritising draw games

### Enrichment of draw games portfolio with new launch



### Existing draw games portfolio optimised to maximise digital performance

#### Digital penetration by event category



High jackpots

+5 pts

No high jackpots

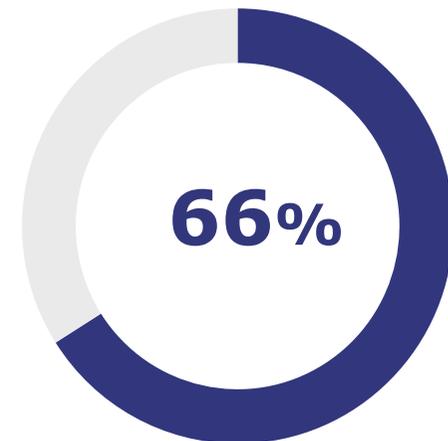


High jackpots

+5 pts

No high jackpots

### Percentage of new players recruited during high jackpots in 2021



# Instant games innovation to recruit new players

Constant innovation within the  *iliko* gaming range

**MAGOT DINGO!**

**Les mystères DU Mage**



Breakthrough innovation: **Wizz**, the first lottery multi-player app



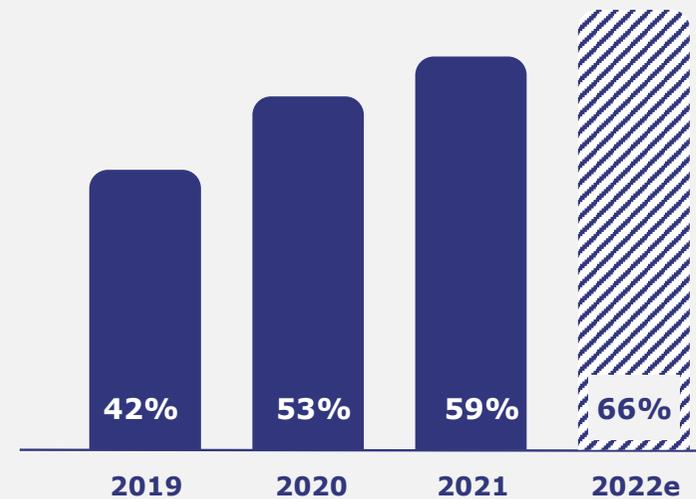
Pioneer in phygital games



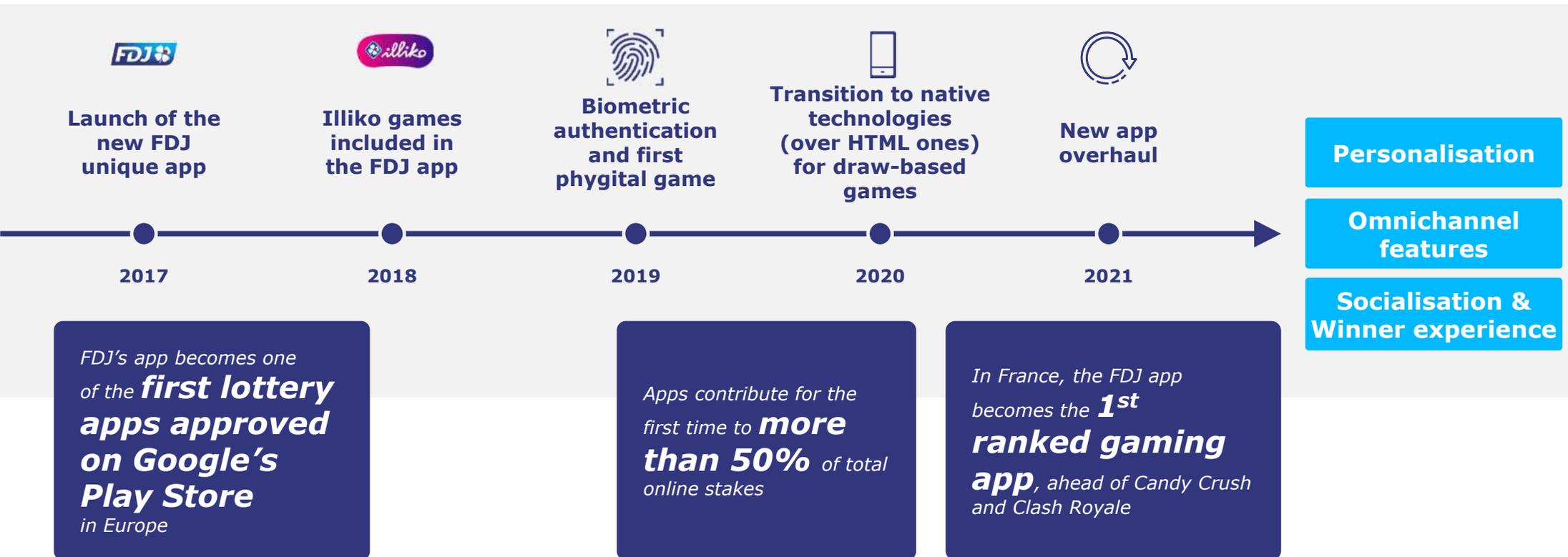
# FDJ app is the main driver of digitalisation



App stakes as % of online stakes



# App-first strategy to increase customer value and develop loyalty



## Customer-centric vision backed by investments in data & tech

### Control our recruitment value chain

- In-house digital media strategy
- State-of-the-art ad tech solutions
- Acquisition costs control
- Anticipating cookieless



### Developing a proprietary martech stack

- Responding to GDPR
- AI
- Responsible gaming
- Personalization
- Automated & segmented approach

>5m

digital customers 2022-end

### Prerequisites in our omnichannel approach

## Lottery: reinforce responsible growth levers

- Solid lottery historical performance
- Digitalisation well under way
- Fuelling Group growth
- Through omnichannel further development

Online lottery stakes 2022-2025  
**CAGR >20%**

- Increased focus on player protection

**<2%** of online lottery GGR from high-risk players in 2025

- Games for good causes



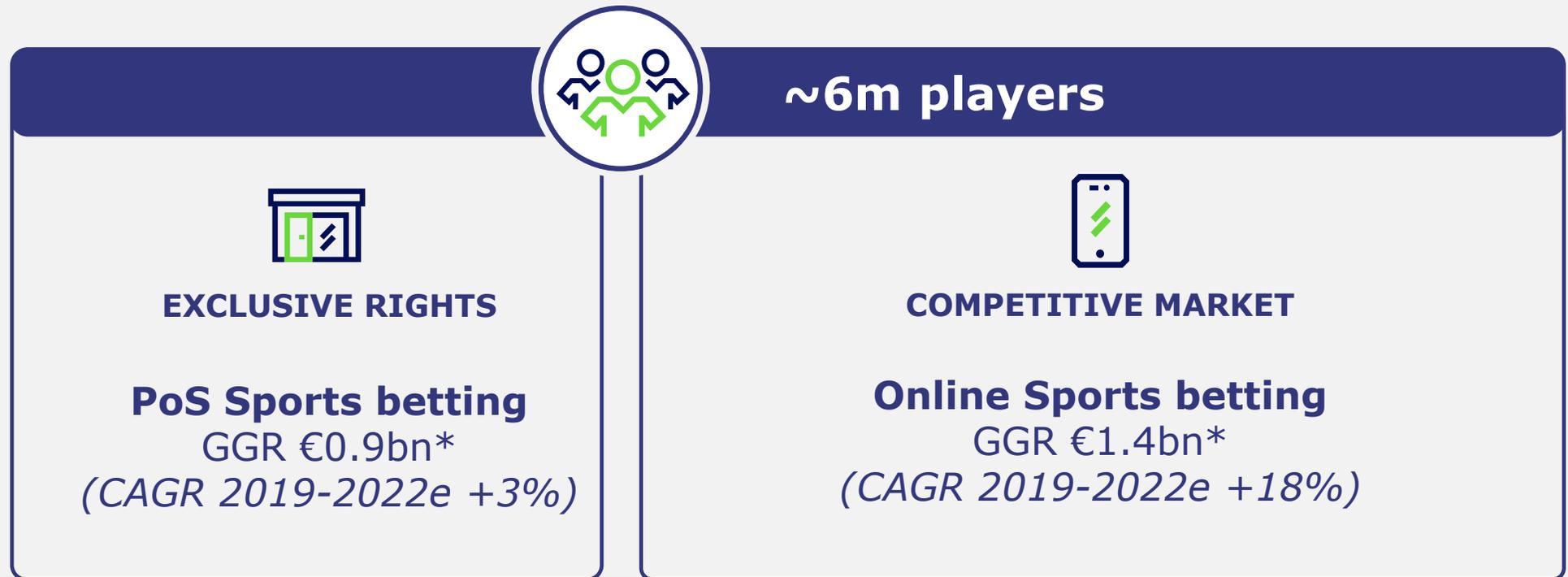


# Sports betting & online gaming

Richard Courtois

# 04

# French sports betting market in 2022



Source: FDJ  
\*GGR excluding bonuses

## Our objectives...



**Consolidate point-of-sale activity**

**Become one of the top operators in online gaming in France**



## ... relying on comprehensive responsible gaming & player protection

10% of media budget dedicated to responsible gaming  
100% of games tested through Serenigame matrix

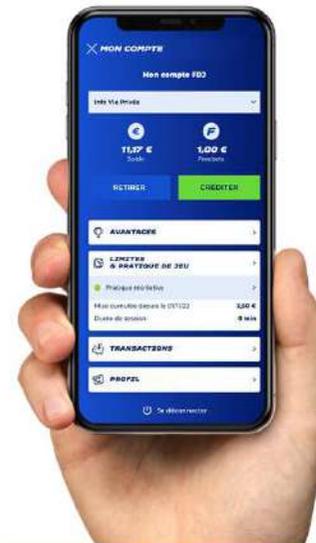
**PARIONS SPORT**  
POINT DE VENTE



100% of sales force and retailers trained on responsible gaming, fraud and money laundering

"Betting is not for minors even in a major tournament!"

**PARIONS SPORT**  
EN LIGNE



Player behaviour controls and analysis tools beyond regulatory requirements:

- ✓ Risk assessment score
- ✓ Self-test
- ✓ Dedicated support plan for high-risk players

## Strong support to regulatory initiatives to reinforce the current communication framework

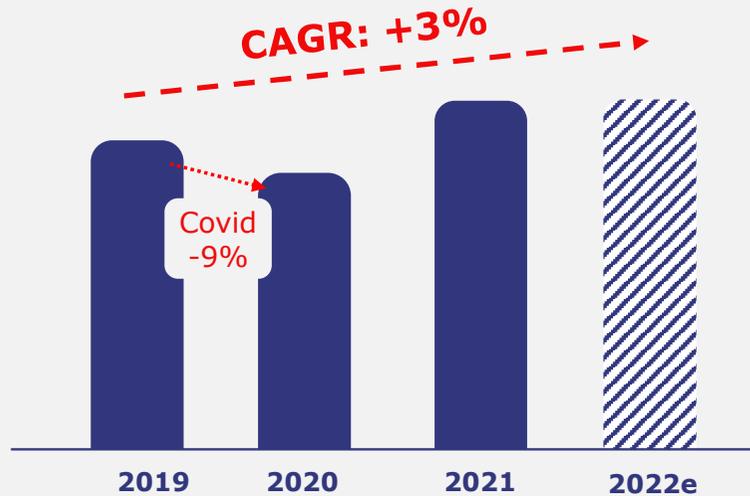
Ahead of the FIFA World Cup 2022, regulators, main operators in France, media outlets and media associations have committed to moderate advertising and to prevent underage and excessive gambling



# PoS sports betting

## PoS growth maintained within a constrained framework

PoS sports betting GGR\*



\*GGR excluding bonuses

- ➖ Stricter regulation for PoS  
(maximum player payout ratio of 76.5% vs. 85% online, no live betting, ...)
- ➕ Constant enrichment of our games & services offering
- ➕ Continued QR code success, launched in 2015

## Seven customer-centric priorities to maintain PoS growth momentum



**INNOVATION**

**OFFER ENHANCEMENT**

**BRAND**

**ODDS COMPETITIVENESS**

**RETAIL NETWORK  
SUPPORT & TRAINING**

**IDENTIFICATION &  
PERSONALISATION**

**RESPONSIBLE GAMING**

# An innovation strategy serving our players and retailers

## A best-in-class player app



### QR code usage



## A new retailer app



## A continued enhancement of our PoS offering



# Online sports betting & gaming

## Steady French online gaming market growth driven by sports betting

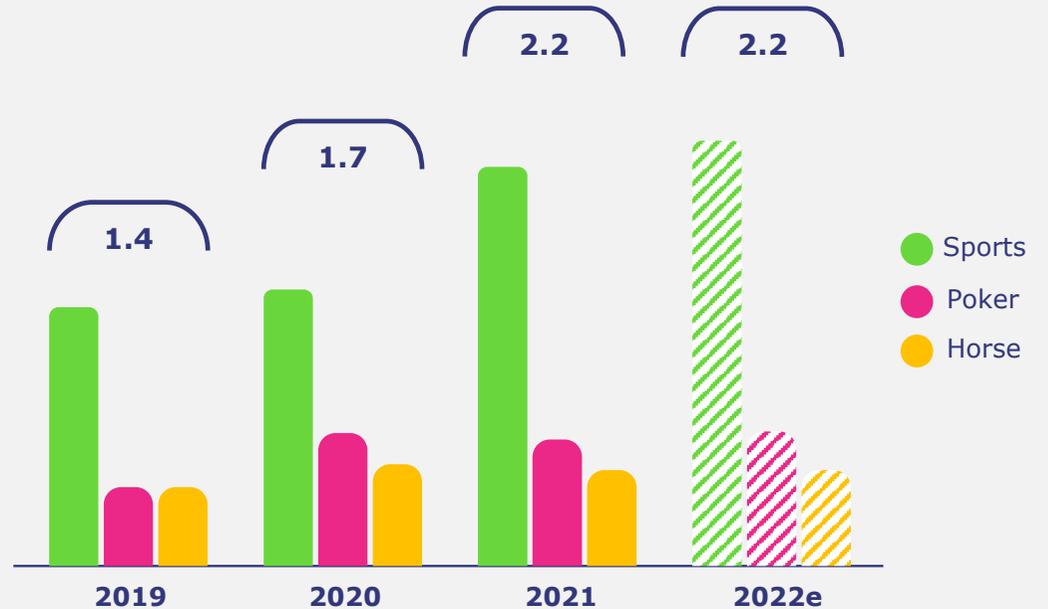
### Online gross gaming revenue (GGR) 2019-2022 CAGR: +15%

Sports betting: +17%

Poker: +17%

Horse: +6%

French online gaming market GGR by segment (in €bn)

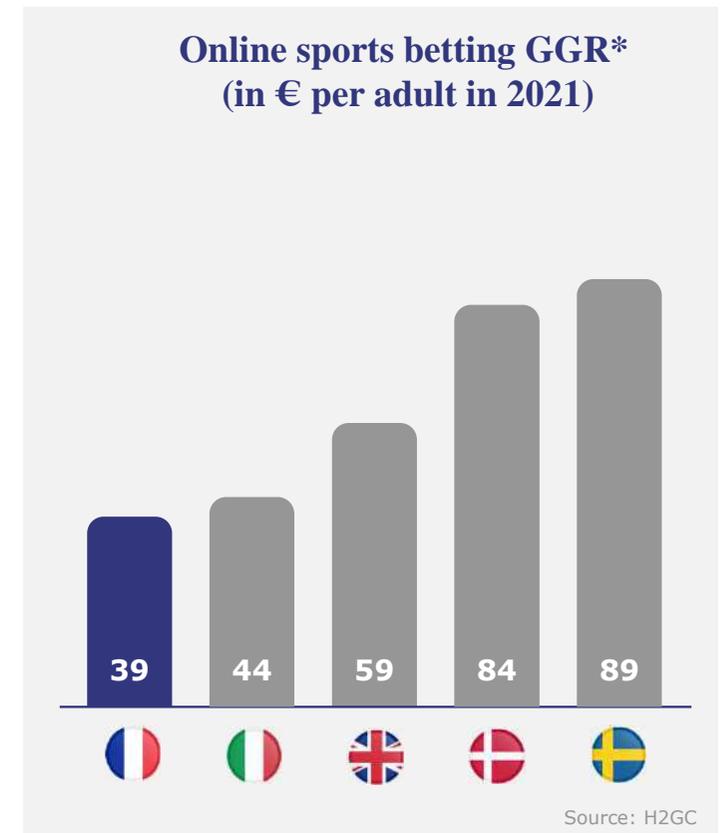
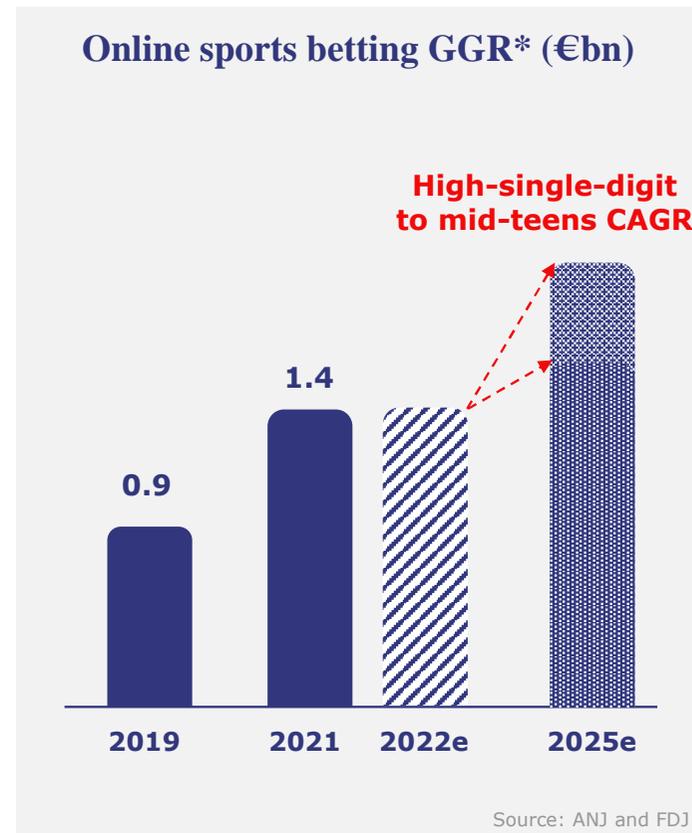


Source: ANJ and FDJ; Note: GGR excluding bonuses; online gaming = sports betting + poker+ horse racing

# Sports betting growth momentum expected to continue

## 2022-2025 CAGR high-single-digit to mid-teens

- Based on GGR per adult in France vs. other leading European markets



\*GGR excluding bonuses

## FDJ has been outperforming the online sports betting market

FDJ's online sports betting GGR 2019-2022 CAGR: +26%

Constant market share gains since 2017 regardless of recent market fluctuations

Online sports betting stakes, year-on-year % change



## Six customer-centric priorities to sharpen our online edge



**DIVERSIFICATION**

**DIFFERENTIATION**

**BRAND  
AND MARKETING ROI**

**OPERATING MODEL  
ENHANCEMENT**

**CUSTOMER  
SATISFACTION**

**RESPONSIBLE GAMING**

## Differentiation through odds competitiveness, capitalising on our partnerships

**N°1 SUR LES COTES DE L'OM\***



**JE PARIE**

**PARTENAIRE PREMIUM DE L'OLYMPIQUE DE MARSEILLE**

\*Etude réalisée par Nielsen Sports sur les cotes (pari [1N2]) de L'OM du 15/10/21 au 21/05/22 (4) matchs (à révéler H:2h, H:12, H:15, H:30mn) auprès de 5 opérateurs (Parions Sport En Ligne, Winamax, Betclix, Unibet, Zebet, NetBet)

**N°1 SUR LES COTES DU PARIS SAINT-GERMAIN\***



**JE PARIE**

**PARTENAIRE PREMIUM**

\*Etude réalisée par Nielsen Sports sur les cotes (pari [1N2]) du PSG du 15/10/21 au 21/05/22 (25 matchs (à révéler H:2h, H:12, H:15, H:30mn) auprès de 5 opérateurs (Parions Sport En Ligne, Winamax, Betclix, Unibet, Zebet, NetBet)

**N°1 SUR LES COTES NBA\***



**J'Y VAIS**

\*Etude réalisée par Nielsen Sports sur les performances (cotes « à la 1N2 ») au 15/10/21 et 10/11/21 (à révéler) auprès de 5 opérateurs (à révéler de cotes avant le match) : H:12, H:15, H:30mn) auprès de Parions Sport, En Ligne, Winamax, Betclix, Unibet, Zebet, NetBet.

JOUER COMPORTE DES RISQUES. ENJOUEMENT, SOLEMENT. APPELZ LE 09 74 75 13 13 (APPEL NON SURTAXÉ)

**N°1 SUR LES COTES DU XV DE FRANCE\***



**JE PARIE**

**PARTENAIRE OFFICIEL DU XV DE FRANCE**

**PARTENAIRE PREMIUM**

\*Etude réalisée par Nielsen Sports sur les cotes (pari [1N2]) du XV de France du 6/11/21 au 5/7/22 (10) matchs (à révéler de cotes avant le match) : H:2h, H:12, H:15 et H:30mn) auprès de Parions Sport, En Ligne, Winamax, Betclix, Unibet, Zebet, NetBet.

Cotes = Odds

## Entering new segments will provide additional value opportunity



% of PSEL\* players  
intending to play in  
the new segment...

... % of which intend to  
increase their overall  
gaming budget

23%



24%

29%



16%

Source: Louis Harris 2021 study for FDJ

\* PSEL (Parions Sport en Ligne): FDJ's online sports betting brand

## Online poker launched in November 2022



### ■ An attractive market boosted by the Covid pandemic

- Player base characteristics similar to sports betting
- Reduce sports betting player churn / increase loyalty
- Develop player value
- Not related to an events calendar

Online poker GGR (€m)



Source: ANJ and FDJ

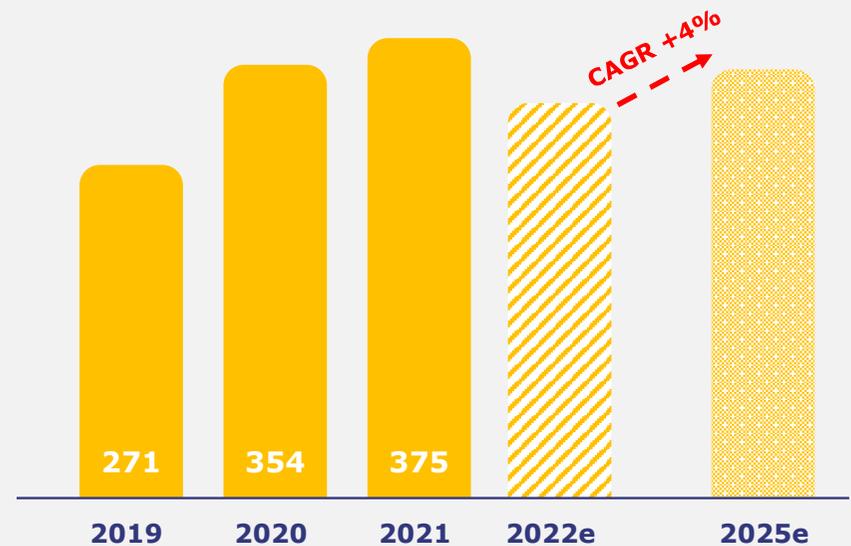
# Horse-race betting opportunity



## A compelling market

- High value players
- Develop a multi-segment loyalty program to reduce churn and increase player value
- A complementary daily/yearly events calendar
- Limited recurring direct costs

Online horse-race betting GGR (€m)



Source: ANJ and FDJ

## **ZEturf Group acquisition to turn FDJ into an all-online-segment operator**



**Major online horse-race betting operator**

**Strong, leading brand**

**Strengthening of FDJ's sports betting positioning and profitability**

**Opportunity for online gaming international development**

## Sports betting & online gaming: maintain PoS momentum and develop a comprehensive online offering

- Maintain PoS growth momentum
- Gain further online market share
- Add online verticals



Become one of the **leading online gaming** operators in France

- An extensive responsible gaming & player protection

"Betting is not for minors even in a major tournament!"



- Strong partnerships to leverage the brand





# Finance

Pascal Chaffard

## Confidence on our financial objectives



### ■ On track to achieve FY 2022 guidance

- Revenue up by more than 8%
- “Exceptional” 24% EBITDA margin
  - PoS operating leverage combined with dynamic online growth

### ■ Confidence in 2025 objectives

- Revenue 2022\*-2025 organic CAGR at the upper end of +4% — +5%
- EBITDA margin above 25%

### ■ Stable 2023 EBITDA margin of ~24%

- Based on 2022\*-2025 revenue growth objective

\* With Aleda and l'Addition revenue on a FY basis

## A clear set of 2025 financial objectives

Revenue  
2022\*-2025 CAGR  
**upper end of  
+4% – +5%**

Online stakes  
2022-2025 CAGR  
**> 20%**

EBITDA  
margin  
**> 25%**

**Capex 2020-2025 (€m)**

**600**

**EBITDA to FCF conversion rate**

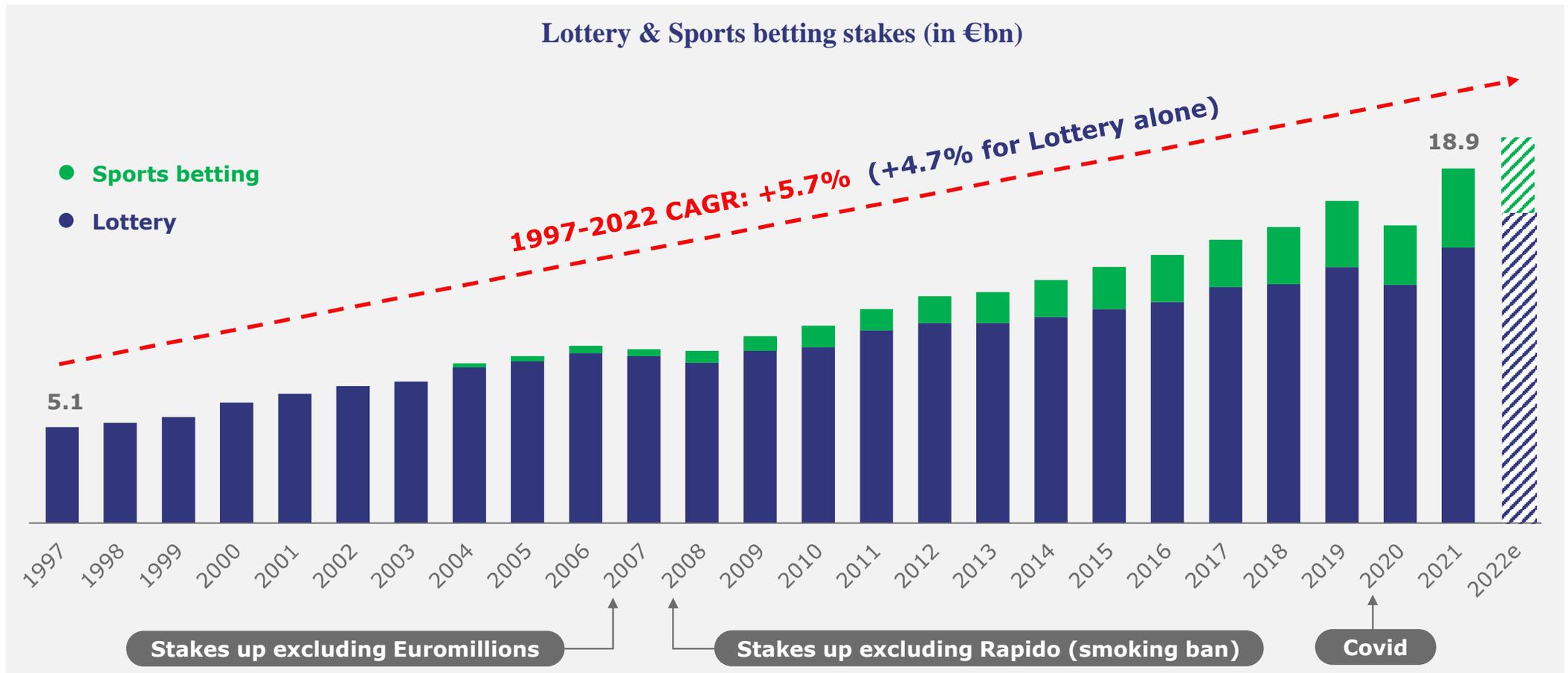
**> 80%**

**Dividend pay-out ratio**

**80% - 90%**

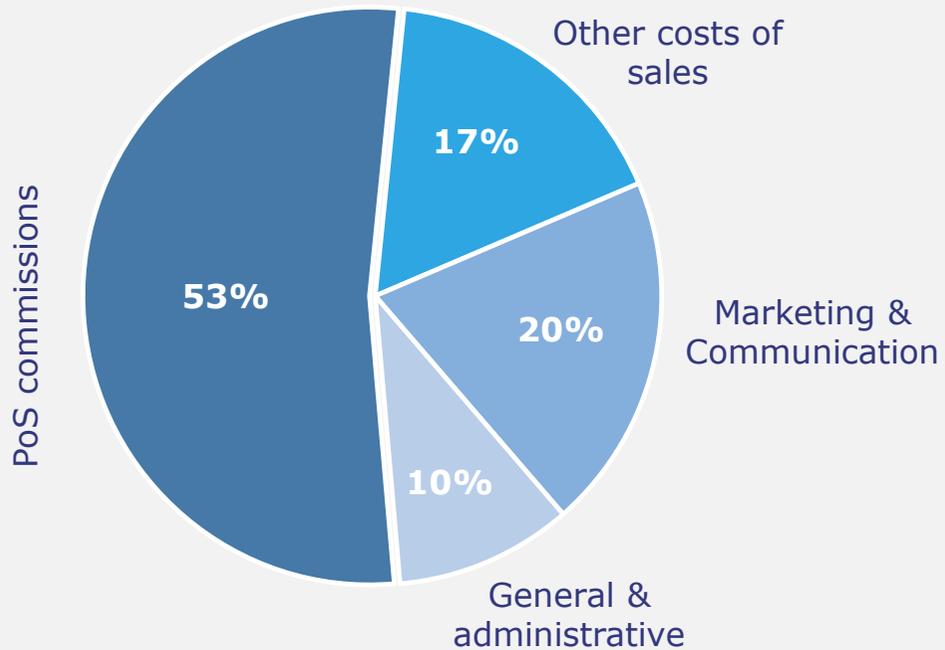
\* With Aleda and l'Addition revenue on a FY basis

## An acyclical business with a mid-single-digit long-term growth profile



## An agile cost structure: ~60% variable

2022e operating costs breakdown as % of total

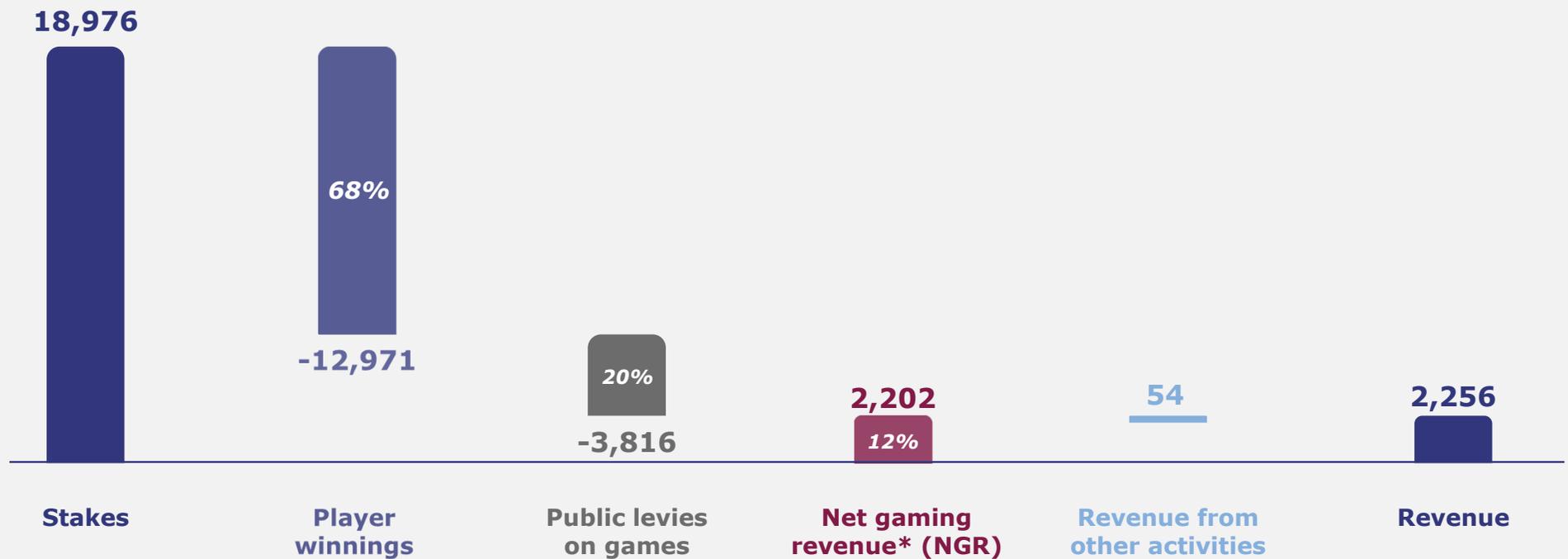


2023e fixed costs outlook

	Inflation	Savings
Outsourced services	▲ ▲	▼ ▼
Tickets & slips	▲ ▲	
Labour	▲	
Energy	▲	
Advertising & promotion		▼ ▼
General & admin.		▼ ▼

## 12% of stakes converted into net gaming revenue

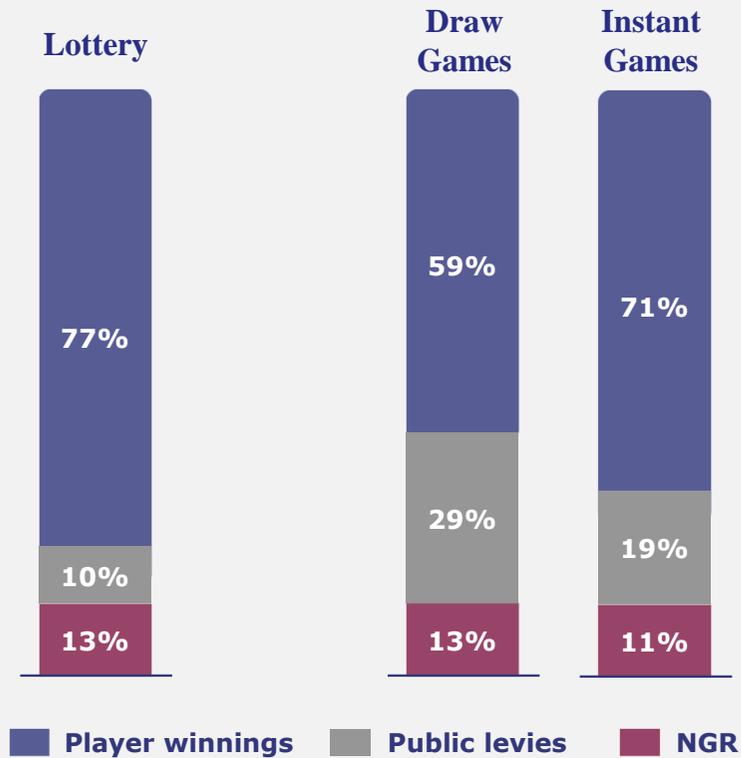
FY 2021 Group stakes to revenue (in €m)



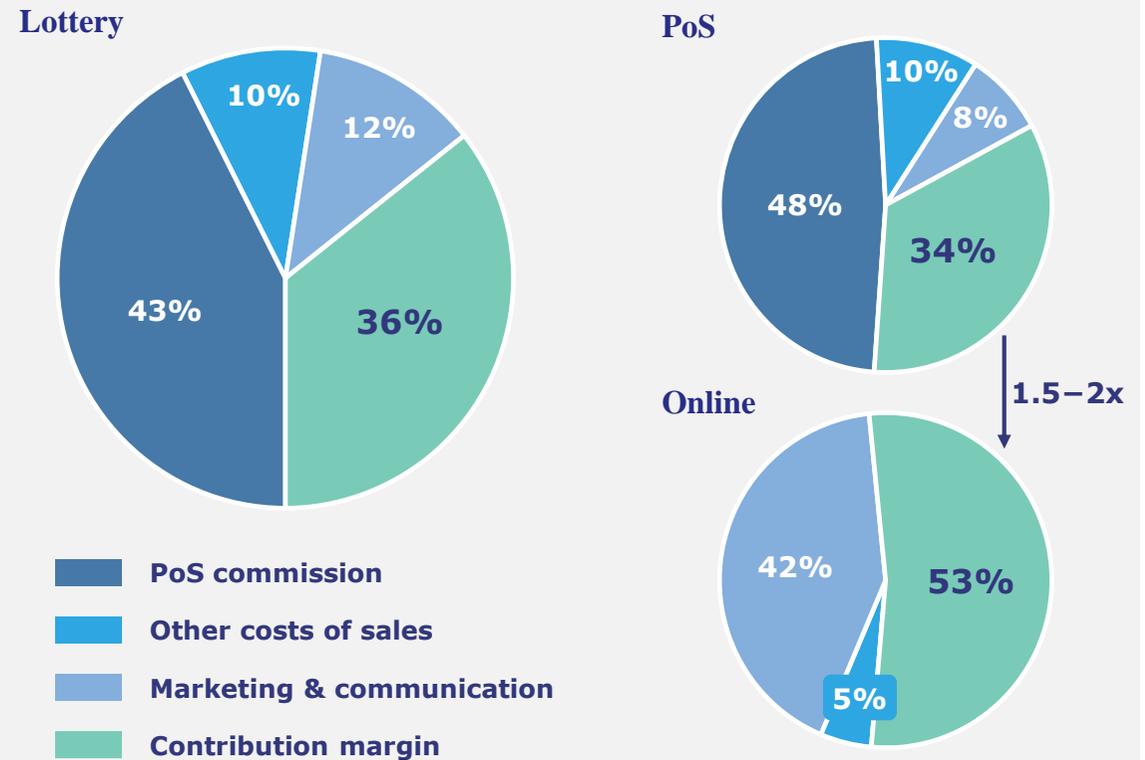
\* Including other revenue from sports betting

## Lottery contribution margin benefiting from online penetration

FY21 Lottery stakes breakdown (in %)

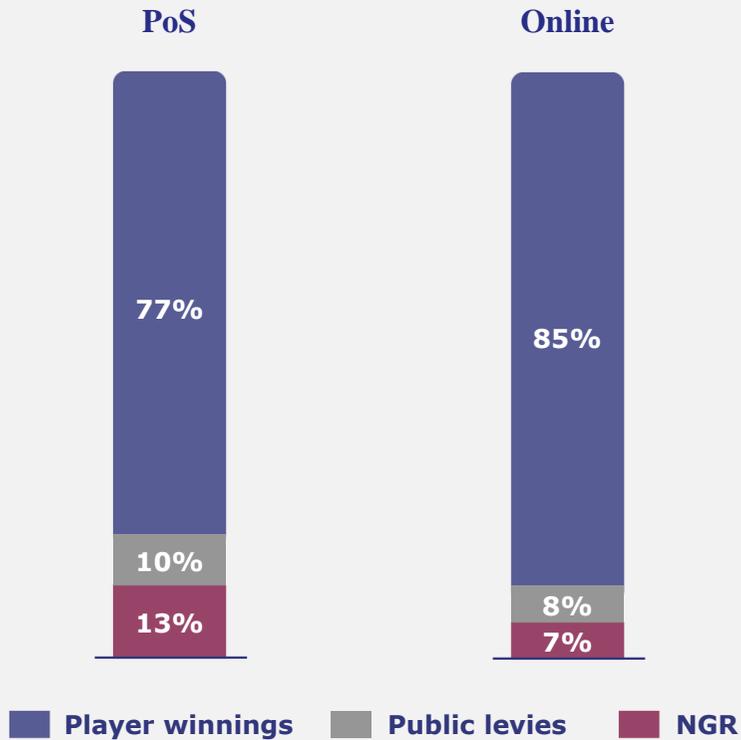


FY21 Lottery NGR breakdown (in %)

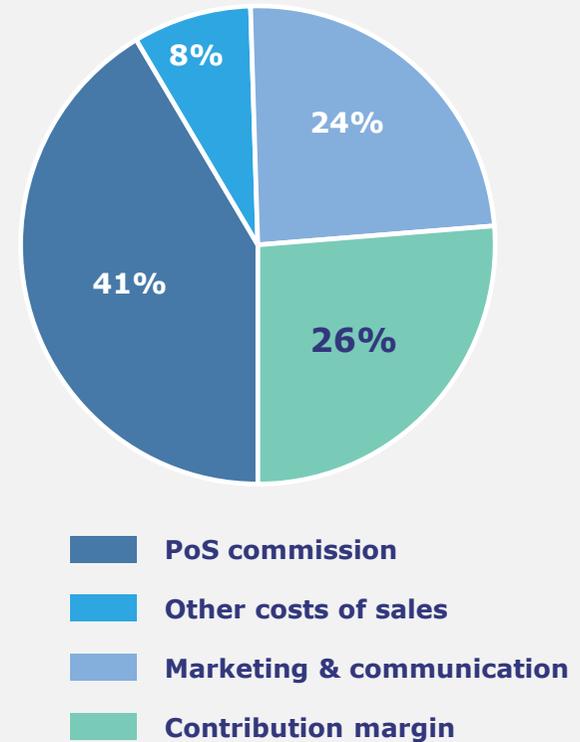


## Sports and online gaming contribution margin relying on scale-up

FY21 Sports betting stakes breakdown (in %)

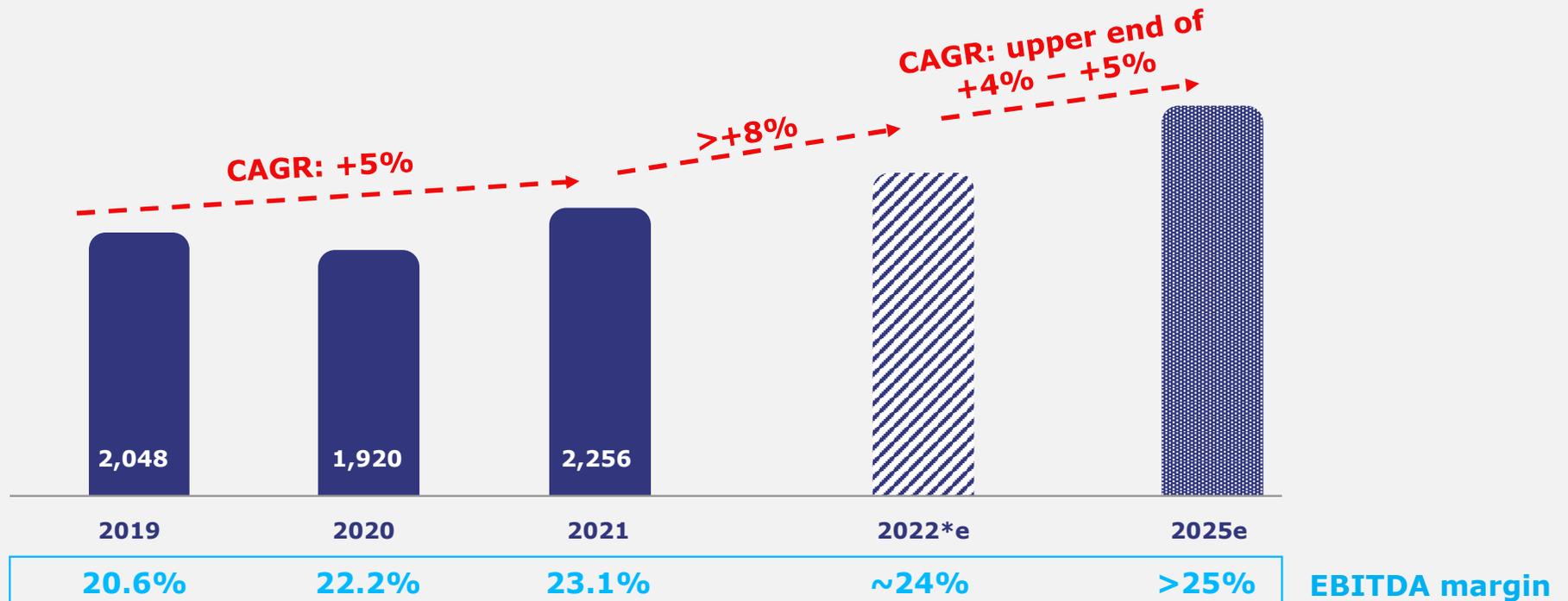


FY21 Sports betting NGR breakdown (in %)



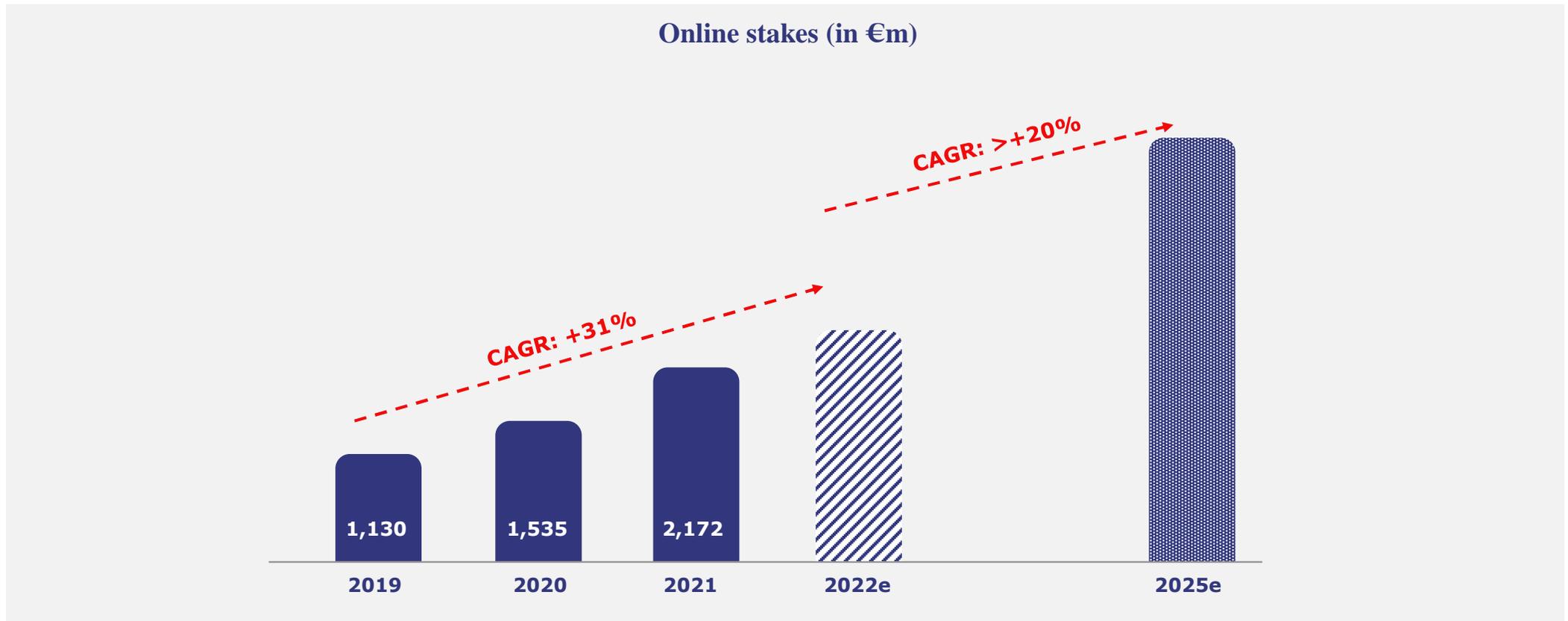
## Solid track-record backing 2025 objectives

Revenue (in €m) & EBITDA margin (in %)



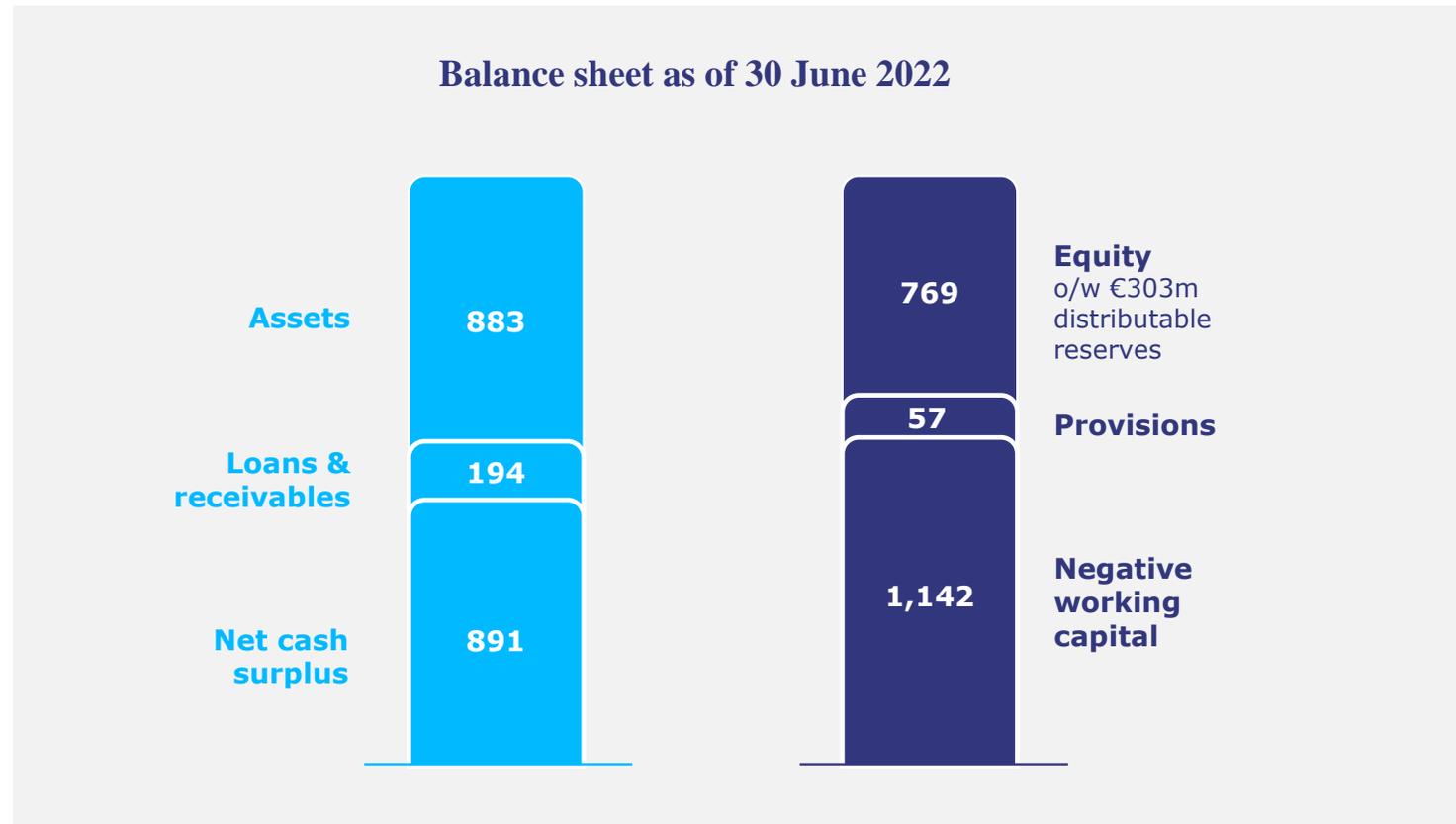
\*With Aleda and l'Addition revenue on a FY basis

## 2025 objectives fuelled by strong online growth



## Strong FCF generation leading to a solid balance sheet

- A model structurally generating excess working capital
- Normalised EBITDA to cash conversion rate >80%
- Net cash surplus ~€900m related to operating working capital



## Capital allocation strategy

### High shareholder return

Pay-out ratio increased  
from 80% to 80-90%

### Cautious cash management

Limited working capital needs

### Stockholder equity optimised

Distributable reserve optimised  
(AGM 2021)

### External growth

From bolt-on to structuring deals  
Geographical expansion &  
diversification strengthening

Leverage up to ~2x net financial debt /  
EBITDA

## External growth strategy

### LOTTERY

Acquisitions, tenders,  
licenses

International operations

Capabilities along the  
value chain

### SPORTS BETTING AND ONLINE GAMING

Acquisitions, licenses

B2C operations mainly  
in Europe

Scale and synergies

### DIVERSIFICATION

Bolt-on acquisitions

Accelerate strategy

Scale, legitimacy,  
expertise

## Confidence in meeting our short-and medium-term financial objectives



**Ability to offset the impact of potential macro-economic turmoil**

**Online lottery operating leverage to benefit Group margin**

**Recurring operating cash flow generation model**

**Clear vision regarding external growth and capital allocation**



# Q&A



# Conclusion

Stéphane Pallez

## Confidence in our medium-term financial and extra-financial objectives

### Financial

#### REVENUE GROWTH

upper end of  
**+4% – +5%**  
CAGR 2022\*-2025

#### ONLINE STAKES

**>20%**  
CAGR 2022-2025

#### EBITDA MARGIN

**>25%**  
in 2025

### Extra-financial

#### RESPONSIBLE GAMING

**< 2%**  
of online lottery GGR\*\*  
from  
high-risk players in 2025

#### CARBON INTENSITY

**Reduce by half**  
our global carbon intensity  
by 2030 (all scopes)

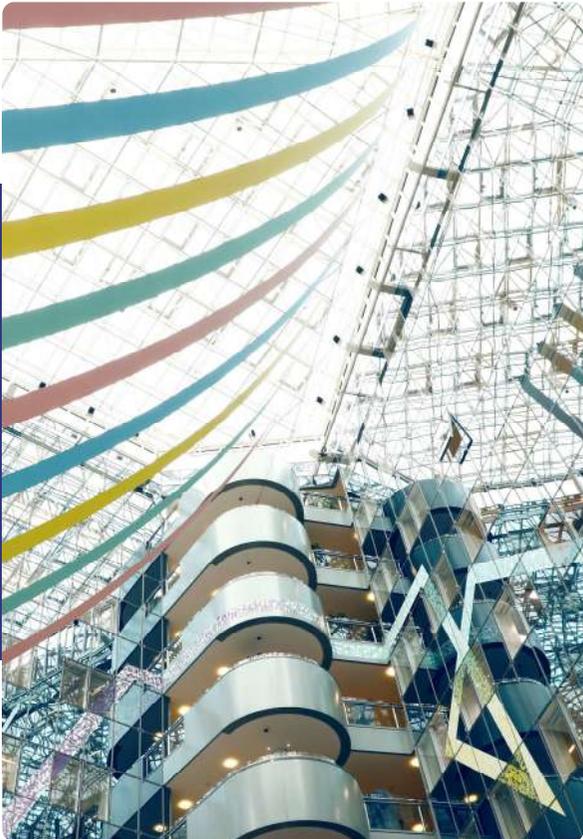
#### ESG PERFORMANCE

**Maintain A1+**  
Moody's ESG Solutions  
rating

\* With Aleda and l'Addition revenue on a FY basis

\*\* GGR = Gross gaming revenue is the difference between stakes and player winnings

## Looking further ahead...



**Strengthen our sustainable growth model based on player protection**

**Amplify our positive impact on society**

**Become a truly international player**

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

