

Integrated Report

2022

About this Report

— This Integrated Report is based on the framework recommended by the Value Reporting Foundation and related best practices. It is designed to provide FDJ's stakeholders with a comprehensive view of the Group's strategy and commitments, as well as its financial and non-financial performance. Its contents were prepared in consultation with the Company's various departments and includes testimonials from stakeholders, whom we would like to thank for their contribution. This year, for the first time, the Report will be the opening chapter of the Universal Registration Document to provide an even more global presentation of FDJ. The Report is available on our website, where it may be read or downloaded www.groupefdj.com.

Contents

- Group profile
02
- 2022 Highlights
03
- Interview with Stéphane Pallez
04

RAISON D'ÊTRE & GOVERNANCE 06

- Our Raison d'être, a strategic compass
10
- The Stakeholder Committee
11
- Creating value with a balanced governance
12
- A Board of Directors serving a long-term vision
14
- A demanding vision of the Group's future
16

STRATEGY & BUSINESS MODEL 18

- The megatrends transforming society
22
- The gaming market
24
- Risk knowledge means risk control
25
- Sustainable and profitable growth
26
- A sustainable value creation model
28
- Gaming specialists
30
- Levers for success
32
- Responsible performance
34

CREATING VALUE FOR OUR STAKEHOLDERS 36

- For employees, a responsible and attractive employer
40
- For players, acting responsibly
42
- For local regions, with local businesses
44
- For shareholders, building trust through dialogue
46
- For equal opportunities, with the FDJ Corporate Foundation
48
- For French sport, a committed partner
49
- For French heritage, with the French nation
50
- For the environment, reducing our footprint
51



Benoît Halgand
MEMBER OF THE ECOLOGICAL AWAKENING COLLECTIVE
FDJ Stakeholder Committee member and one of the founder members of the Student Manifesto for an Ecological Awakening.



Eliette Vray
CLIMATE AND BIODIVERSITY STRATEGY OFFICER
FDJ employee since 2020, in charge of climate and biodiversity within FDJ's Commitment & Responsible Gaming Department.



Soumia Y.
FDJ CUSTOMER
Soumia, a Group customer, is a secretary at Paris Prefecture and enjoys FDJ's draw, scratch, and sports betting offers, both at points-of-sale and online.

2022 Contributors

THIS REPORT'S CONTRIBUTORS SHARE THEIR VIEWS ON THE ISSUES AND CHALLENGES OUR INDUSTRY FACES.

Jean-François Vigouroux
RETAILER
Le Maurepas (Yvelines) point-of-sale owner and FDJ partner since 2006.



Nathalie Sandre Rauzy
POINT-OF-SALE MERCHANDISING, CUSTOMER EXPERIENCE, PROMOTION, ORGANISATION AND COMMUNICATIONS MANAGER
FDJ employee since 2017, in charge of organising the promotions materials and events which help make up the point-of-sale customer experience.



Thomas Coutand
PRODUCT MANAGER
FDJ employee since 2017, in charge of designing draw games within the Lottery BU's Offers, Services & Innovations team.



Each chapter in this Integrated Report includes a summary of the conversations between these stakeholders and three FDJ Business Steering Committee members - Charles Lantieri, Cécile Lagé and Patrick Buffard. The QR codes provide access to the video recording of their conversations.

Group profile

La Française des Jeux is the gaming leader in France. Its constantly updated portfolio offers an extensive range of responsible gaming experiences, and FDJ continuously innovates to renew this offer. The Group is also diversifying its services by marketing international technological solutions, creating a local point-of-sale payment and collection offer, and positioning itself in entertainment activities.



€2.5 billion
in revenue

24.0%
Recurring EBITDA margin

€20.6 billion
in stakes, of which
€14.1 billion were paid to winners,
and **€4.4 billion** were contributed
to the French State's budget

1st
local network with almost
30,000 points of sale

MORE THAN
25 million
players

209
millionaires

ALMOST
2,700
employees

100/100
Pénicaud Gender Equality
Index (FDJ SA) rating

A1+
Moody's ESG Solutions rating

10%
of the overall advertising budget
devoted to responsible gaming



◆ ROBUST POINT-OF-SALE AND ONLINE LOTTERY

The lottery business experienced strong growth, both online, where players now amount to almost five million (up 12% compared to 2021) and at points of sale, where the post-Covid resilience of the retailer network was confirmed.

◆ ONLINE POKER, FDJ STYLE...

By launching its online poker offer in November on its Parions Sport en Ligne app, FDJ has strengthened its position in the French gaming market open to competition. This is in line with its development and innovation strategy.

◆ FURTHER PROGRESS IN PAYMENT & SERVICES

The Group's decision to become one of the first leading French point-of-sale payment and collection networks resulted in the launch of the Nirio app and two point-of-sale management and payment solutions sector acquisitions (Aleda and L'Addition).

2022 Highlights

◆ AN INTERNATIONALLY PIONEERING PHYGITAL CONCEPT

FDJ announced an exclusive partnership with Scientific Games, a leading gaming and lottery services provider, to market phygital gaming internationally under the iDecide brand. Both partners were able to present this pioneering initiative to the gaming industry in October 2022 during the World Lottery Summit in Vancouver.

◆ FDJ'S RESPONSIBLE COMMITMENT RECOGNISED

FDJ won the World Lottery Association's (WLA) Best Responsible Gaming Advertising ⁽¹⁾ award for its "Gambler's Rules" advertisement campaign. This award is proof of FDJ's commitment to responsible gaming. In 2022, advertising expenses for responsible gaming awareness campaigns almost doubled compared to 2021.

◆ FDJ'S FIRST INNOVATION DAY

FDJ held its first Innovation Day to showcase its innovation projects. "Let's build our future", the event's chosen theme, was the opportunity to ramp up employee innovation knowledge through panels with French Tech speakers. In total, 2,500 employees and guests (start-ups and partners) attended the event.

(1) Best responsible gaming advertisement.

Stéphane Pallez

◆ CHAIRWOMAN AND CEO

◆ INTERVIEW

How would you sum up 2022?

S. P.: FDJ's performance was very robust in 2022 despite the uncertain global context. We are proud of our point-of-sales' momentum because this reflects our retailer network's resilience. In 2022 our digital activity also continued to develop, particularly the online lottery which now amounts to almost five million players. Our sports betting activity continued to grow, thanks to the offer's development. The FIFA World Cup at the end of the year, and the French team's remarkable performance, were also beneficial to this activity. This global good performance mirrors our strategy's relevance and our long-term responsible growth model.

What about non-financial performance?

S. P.: Financial and non-financial performance are inseparable and our flagship commitment in this area is responsible gaming. It is at the heart of our business, from assessing the risk level of the games we launch to supporting players. Moreover, for years FDJ has been working towards environmental protection with two priorities - the fight against climate change and protecting biodiversity - for which we have set high standards. This is how, in 2022, we already reached our goal of reducing our carbon footprint on our direct scope, which was initially targeted for 2025. We are now working on defining a new trajectory so that we can reduce our carbon emission intensity by 50% between now and 2030.

What are the medium-term perspectives?

S. P.: By 2025, we are aiming for an average annual revenue increase of between +4% and +5%. In order to do this, we are continuing to strengthen the lottery's growth levers with our digital transformation and omnichannel approach. We are also going to step up the sports betting momentum and expand our online gaming offer in competition with horse-race betting, just like we did with poker in 2022. And we are going to accelerate our activity diversification. In France, we will continue to develop our Payment & Services activities. On the international stage, where we market our solutions on the B2B market, we intend to manage lottery and online gaming activities. And at the same time, we are going to ramp up our CSR initiatives and keep our non-financial performance at the highest level. This strategy, which combines performance and commitment, will allow us to strengthen our responsible growth model, which is based on player protection, and increase our positive impact on society.

“THE GROUP'S GOOD PERFORMANCE IN 2022 MIRRORS OUR STRATEGY'S RELEVANCE AND OUR LONG-TERM RESPONSIBLE GROWTH MODEL.”



More information



Raison d'être & GOVERNANCE

FDJ's governance bodies are a committed group which defines and steers the Group's strategy to create sustainable value for all its stakeholders. Their compass is the Group's raison d'être, which is the cornerstone of all FDJ's initiatives.



Charles Lantieri
FDJ DEPUTY CEO



Benoît Halgand
MEMBER OF THE
ECOLOGICAL AWAKENING
COLLECTIVE



Eliette Vray
CLIMATE AND BIODIVERSITY
STRATEGY OFFICER WITHIN
THE FDJ GROUP



More information



For young employees today, personal commitment and career paths are intertwined. FDJ has taken this challenge on board by focusing on its impacts with the Group's employees and stakeholders.

How do you feel about "meaning", which is becoming increasingly important to the younger generation?

Eliette Vray: I expect more from my company than just a salary. I need to know that I am going to grow as a person during my career with the Group. "Meaning" is crucial to my duties at FDJ. Working on climate and biodiversity issues means constantly questioning the thought process behind our actions.

Benoît Halgand: The younger generation wants coherence between their personal beliefs, their daily efforts, especially to switch to more eco-friendly lifestyles, and their work commitment. Companies must adapt to these expectations and transform their business models to be compatible with global limits.

Charles Lantieri: Today, when you join a company, you join a project and you want to know what sort of society it is helping to shape. FDJ is one of the companies which has identified a raison d'être. We have chosen to closely involve our employees in defining our raison d'être and have included it in the preamble to the Group's Articles of Association. The managerial scope and solid legal application of this approach prove that our societal and solidarity commitments are at the very core of our strategy.



Everything starts with defining a raison d'être. What comes next?

C. L.: First of all, what is most important is that our employees understand our strategy, and the meaning of what we do, and that they are part of implementing all of this. After that, it's a question of our impact. We need to better understand our negative and positive impacts on society and reduce the former and increase the latter through our business and operational model.

B. H.: The Pacte Law was the first step but now we need to go further. For me, it's now a question of knowing how corporate governance will concretely integrate these challenges.

E. V.: The fact that the Company has addressed these issues cascades down to employees and raises their awareness. This is sure to lead to positive initiatives outside the Company.

In 2020 FDJ created a Stakeholder Committee. What role does this Committee and, more broadly, dialogue with stakeholders play in this transformation process?

B. H.: Involving stakeholders in corporate governance is an important step. It is very interesting to communicate directly with a group like FDJ over the long term and observe how things change. Our discussions during committee meetings led to highly practical initiatives, such as creating a tool so employees can calculate their individual carbon footprint.

E. V.: Most of my duties mean that I interact with a host of stakeholders (NPOs, and environmental specialists, etc.). These discussions are vital because they allow me to anchor our work into reality. I've noticed that I'm not the only one to foster discussions outside the Company.

C. L.: It is essential to be open to outside opinions and be able to question ourselves. The Stakeholder Committee members bring their expertise and freedom of thought and speech to the table. Their diverse profiles also means that they compare points of view about social issues and subjects that affect FDJ and its raison d'être. Together, they take a completely new look at the Company. And that, for us, is a way to reflect and move forward.

Benoît Halgand
"YESTERDAY, THE NEED FOR MEANING WAS THOUGHT TO BE THE SAME AS THE NEED FOR A CARING MANAGEMENT STYLE. NOW, THIS ISSUE APPLIES TO THE COMPANY'S ENTIRE VALUE CHAIN AND ITS IMPACT."



Our raison d'être, a strategic compass

The Group's raison d'être, the result of a team effort, is the cornerstone of FDJ's strategy and guides all the Group's actions. Our raison d'être has been part of the Company's articles of association since 2020.



FDJ Group offers people who wish to experience the thrill of gaming and moments of emotion a wide range of responsibly-designed games. **Gaming is our business, giving back to society is what drives us, and responsibility is our constant focus.**

We promote recreational gaming by accompanying our customers, creating games with built-in integrity, and reducing the risks and consequences which arise from our activity. We actively help prevent addictive behaviour and underage gaming. We are faithful to the French national lottery legacy – created to help wounded World War One soldiers – and we continue to support social and community initiatives, and fund good causes. As key partners of local businesses, we ensure that our games and services are widely available through a dense network of neighbourhood retailers. Thanks to our committed employees and capacity for innovation we are pursuing our goal of sustainable growth, underpinned by a responsible and socially useful business model, and close collaboration with our stakeholders.

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 point-of-sale gaming experience
- 3. Responsible gaming**
Limit excessive gambling and prevent underage gambling
- 4. Social and environmental**
Step up our solidarity, societal and environmental initiatives
- 5. Network**
Promote local businesses nationwide
- 6. International**
Promote our responsible gaming model worldwide



Stakeholder Committee meeting at FDJ Group headquarters, June 2022

The Stakeholder Committee

Since its creation in early 2021, the FDJ Stakeholder Committee ensures that the Group's raison d'être is translated into tangible achievements.

There are 13 independent Stakeholder Committee members who represent FDJ's stakeholder diversity in its major areas of interest. This advisory body is led by an independent chairperson and closely monitors the implementation of the six commitments set out in its raison d'être whilst interacting with Executive Management about the Group's cross-cutting issues. The Committee met three times in 2022. It contributed to a first raison d'être implementation review and expressed its satisfaction with the work carried out and its future expectations. In particular, it examined certain issues such as using data for integrity, responsible gaming, and the future of local retail in light of changing uses and societal challenges. To provide insight into topics such as artificial intelligence and ethics, or changing local business, the Committee was able to rely this year on its members' expertise, especially Laurence Devillers, Artificial Intelligence Professor, and Philippe Moati, Economics Professor, and Obsoco Co-Founder (L'Observatoire société et consommation). These sessions led to the creation of a trade and environment working group which includes professional organisations, retailers and FDJ specialists.



FOR MORE INFORMATION about the Stakeholder Committee and its members, visit the Group's institutional website, section "Raison d'être".

Creating value with a balanced governance

The Board of Directors defines FDJ's strategic direction and ensures that its value creation is aligned with its general interest, by taking into account the social, environmental and cultural stakes of its activity. It has set up three specialist committees which draw up proposals, recommendations, and opinions. The Company's management team, which expresses itself via the Business Steering Committee and the Group Management Committee, implements the strategy defined by the Board.

ORGANISATION



FDJ GOVERNANCE SPECIFICS

The French national lottery (now "FDJ") was founded in 1933 to help injured First World War veterans reintegrate. At the time of the Company's IPO in 2019, the French State retained over 20% of its capital. The following members sit on the Company's Board of Directors: one director representing the French State; two directors proposed by

the French State and appointed by the General Meeting; and - in an advisory capacity - a government commissioner and a general economic and financial controller. Furthermore, the order of 2 October 2019 provides for the implementation of close control of gaming activities operated by FDJ under exclusive rights by the French State.

For further information, please refer to the Universal Registration Document (URD), chapter 2, "Corporate Governance". In total, the Board of Directors is made up of 15 members, six of whom are independent, which is an independence rate of 50% - in accordance with the Afep-Medef Code recommendations.

BOARD OF DIRECTORS

COMPOSITION OF THE BOARD OF DIRECTORS ON 31 DECEMBER 2022

Stéphane Pallez,
Chairwoman and CEO

INDEPENDANT DIRECTORS

Pierre Pringuet,
Lead Director ■▼★
Fabienne Dulac ◆●★
Xavier Girre ■★
Françoise Gri ▼
Corinne Lejbowicz ■
Predica, represented
by Florence Barjou ■

REPRESENTATIVE OF THE FRENCH STATE

Charles Sarrazin ■▼

DIRECTORS APPOINTED BY THE GENERAL MEETING PROPOSED BY THE FRENCH STATE

Ghislaine Doukhan ■
Didier Trutt ●

DIRECTORS REPRESENTING VETERANS

Fédération nationale André Maginot des Anciens Combattants (FNAM), represented by Jacques Sonnet
Union des blessés de la face et de la tête (UBFT), an association incorporated under 1901 law, represented by Olivier Roussel ●

DIRECTORS REPRESENTING EMPLOYEES

Agnès Lyon-Caen ■▼
Philippe Pirani ●

DIRECTOR REPRESENTING EMPLOYEE SHAREHOLDERS

David Chianese ■

ALSO ATTENDING FDJ'S BOARD OF DIRECTORS MEETINGS IN AN ADVISORY CAPACITY ONLY

Philippe Lazare ▼, Non-voting member
Pascal Chèvremont, General Economic and Financial Controller
Sébastien Devillepoix⁽¹⁾, Economic and Labour Relations Council Representative
Philippe Sauvage, Government Commissioner

(1) Replacing Karim Dahdouh for the duration of his incapacity.
(2) Excluding directors representing employees, employee shareholders, and the non-voting member

■ Audit and Risks Committee
▼ Governance, Nominations and Remuneration Committee
● Corporate Social Responsibility and Responsible Gaming Committee
★ Committee Chair
◆ Permanent guest of the Governance, Nominations and Remuneration Committee

ENSURING BALANCE WITH A LEAD DIRECTOR

Pierre Pringuet is FDJ's first lead director. He was appointed to this role on 16 December 2020 and also chairs the Governance, Nominations and Remuneration Committee. As the functions of Chairman and Chief Executive Officer are combined within FDJ, the Group introduced the function of lead director in the internal regulations of the Board of Directors immediately after its IPO in November 2019. The lead director is an additional guarantee of the Board of Directors' correct functioning and of balanced power within governance. The lead

director chairs the Board of Directors in the Chairwoman's absence and may add items to the agenda; acts as the directors' spokesperson to the Chairwoman and reviews potential situations of conflicts of interest with her; oversees the Board of Directors' periodic reviews; and is in charge of ensuring the relationship between the Board of Directors and the shareholders, particularly for governance issues.

50% of women
50% of independent directors⁽²⁾
60 average age

FOR MORE INFORMATION
Please refer to the Universal Registration Document, chapter 2, "Corporate Governance".

A Board of Directors serving a long-term vision

In 2022, the Board of Directors held 14 meetings to discuss the Group's main challenges and topics. The meetings focused mainly on FDJ's daily operational management, preparing its General Meeting, the remuneration and independence of executive Corporate Directors, and acquisition projects. Specific presentations were also made about climate issues and innovation.



Board of Directors meeting, April 2022

MAJOR WORK CARRIED OUT BY THE BOARD'S COMMITTEES IN 2022

GOVERNANCE, NOMINATIONS, AND REMUNERATION COMMITTEE

- 3 meetings – 100% attendance rate
- ◆ Remuneration of executive Corporate Directors
- ◆ Composition of the Board of Directors and independence
- ◆ Evaluation of the Board of Directors

CORPORATE SOCIAL RESPONSIBILITY AND RESPONSIBLE GAMING COMMITTEE

- 5 meetings – 100% attendance rate
- ◆ Responsible gaming
- ◆ Environment
- ◆ Raison d'être
- ◆ Combating fraud and money laundering

AUDIT AND RISKS COMMITTEE

- 12 meetings – 93% attendance rate
- ◆ Finance and Treasury
- ◆ Risk analysis
- ◆ Strategy
- ◆ M&A project



Board of Directors members during the 2022 General Meeting

- ◆ 14 Board meetings
- ◆ 20 Committee meetings
- ◆ 96 % attendance rate

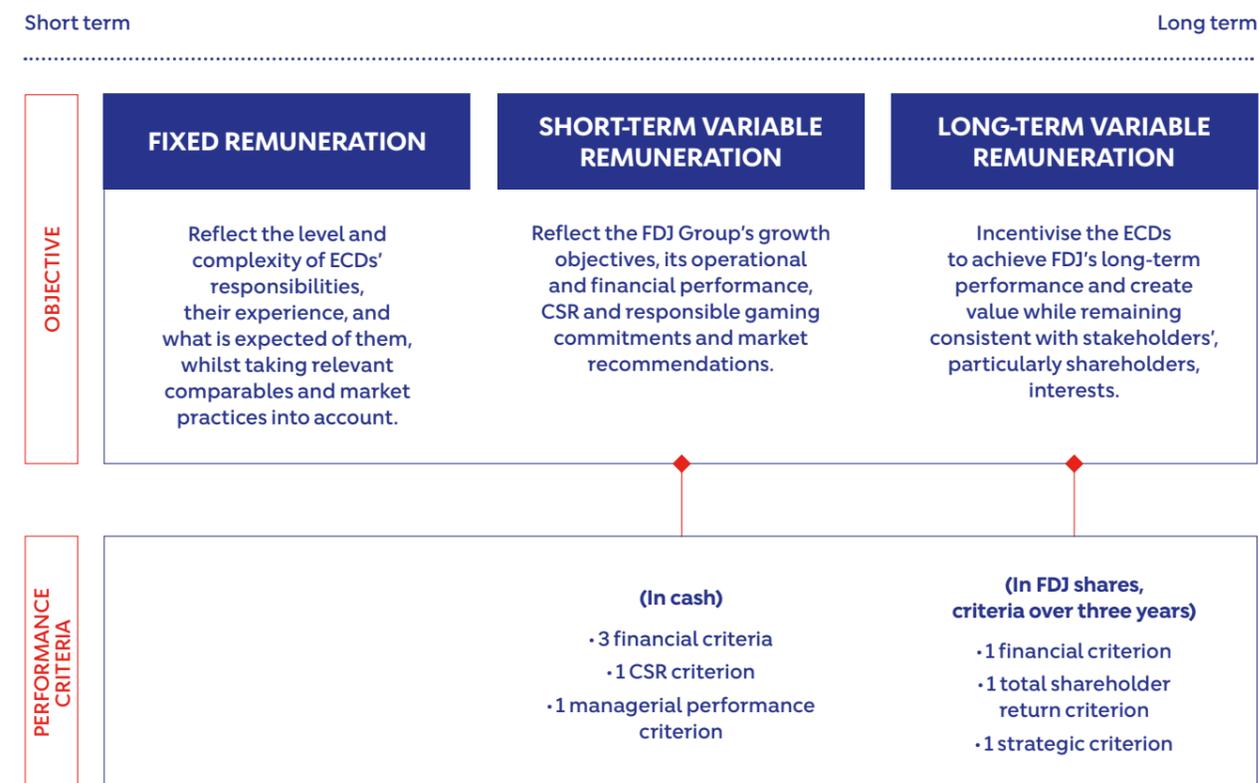
A REMUNERATION POLICY WHICH ENCOURAGES THE SEARCH FOR FINANCIAL AND NON-FINANCIAL PERFORMANCE

The remuneration policy applicable to executive Corporate Directors (ECDs) is forward-looking in both the short and long term on the one hand, while also seeking to align the ECDs' interests with the Group's

general interest and the interests of its shareholders, on the other hand. ECDs' remuneration must be competitive to attract and motivate the talent needed to implement FDJ's commercial strategy and

achieve its short- and long-term goals. It takes the Group's CSR and responsible gaming commitments into account. Details of ECD remuneration is available in section 2.2 of the Universal Registration Document.

EXECUTIVE CORPORATE DIRECTORS' REMUNERATION BREAKDOWN



APPROVAL SCHEME FOR EX-POST (FINANCIAL YEAR N-1) AND EX-ANTE (FINANCIAL YEAR N) ELEMENTS FOR EXECUTIVE CORPORATE DIRECTORS



FOR MORE INFORMATION
Please refer to the Universal Registration Document, chapter 2, "Corporate Governance".

A demanding vision of the Group's future

The Business Steering Committee ensures the successful implementation of the Group's strategy, and guides FDJ on a forward path.



1. Stéphane Pallez

CHAIRWOMAN AND CEO

"We are going to strengthen our responsible growth model, which is based on player protection, and extend our positive impact on society."

2. Patrick Buffard

EVP, SPORT BUSINESS UNIT, MEDIA, TV PRODUCTION AND EVENTS, FDJ RESEAU CEO, CHAIRMAN OF THE BOARD OF LA PACIFIQUE DES JEUX

"As a business with a strong regional foothold, FDJ continues to support the transformation of its retailer network and aims to increase its local impact."

3. Xavier Étienne

EVP TECHNOLOGY & INTERNATIONAL, PRESIDENT OF FGS GAMING SOLUTIONS

"We continue to invest heavily in our technology platforms to pursue Group growth, and on an international level we intend to operate lottery and online gaming activities."

4. Raphaël Botbol

DIRECTOR IN CHARGE OF STRATEGY, INNOVATION, ABU PAYMENT & SERVICES AND ENTERTAINMENT, PRESIDENT OF FDJ SERVICES

"Innovation and developing new activities, especially for payment and local services, will help to consolidate our model's sustainability."

5. Charles Lantieri

DEPUTY CEO, PRESIDENT OF FDP, CHAIRMAN OF THE SUPERVISORY BOARD OF FDJ SERVICES, CHAIRMAN OF FDJ CORPORATE FOUNDATION

"As a Group, and not solely through its corporate foundation, FDJ intends to step up its positive impact on society."

6. Pascal Chaffard

EVP FINANCE, PERFORMANCE & STRATEGY

"We strive to maintain our financial and non-financial performance at the highest level. These two aspects are both complementary and inseparable."

7. Cécile Lagé

EVP LOTTERY BUSINESS UNIT, CUSTOMER DEPARTMENT

"We are going to consolidate the lottery's growth levers by pursuing the digital transformation of our activity and develop an omnichannel approach, with customers at the core of our purpose and decisions."

8. Raphaële Rabatel

GROUP COMMUNICATIONS & SPONSORSHIP DIRECTOR

"We aim to fully promote the FDJ model's strength, reputation and uniqueness to help support its expansion in France and internationally."

THE GROUP MANAGEMENT COMMITTEE

— The Group Management Committee works on strategic priorities and operational objectives. It develops the understanding of cross-business issues and the proper coordination of Group functions and Business Units (BU). There are 23 members in the Group Management Committee: eight Business Steering Committee members and 15 top managers in charge of the Company's major functions.

FOR MORE INFORMATION

Please refer to the Universal Registration Document, chapter 2, "Corporate Governance".

More information



Strategy & BUSINESS MODEL

FDJ is attentive to long-term trends and current transformations within its markets. The Group is creating a sustainable value creation model by relying on an in-depth knowledge of its risks and robust assets, which are the result of its leading position.



Cécile Lagé
EVP LOTTERY
BUSINESS UNIT,
CUSTOMER DEPARTMENT



Soumia Y.
FDJ CUSTOMER



Thomas Coutand
LOTTERY BU
PRODUCT MANAGER



More information



How are lottery games designed? How can we ensure they meet players' expectations and that they are in line with recreational gaming? For FDJ, the answer is in listening to, and having in-depth knowledge of its customers.

S. Y.: This game is interesting because even if you lose, you know that your stake will go to support a worthy cause. So, you feel like you've won no matter what. This concept could be extended to other areas, like the environment or charity causes.

C. L.: For FDJ, economic performance and responsible performance are inseparable. One of our customer strategy objectives is to be able to offer customers, if necessary, adapted tools to manage and accompany their gaming practices so that they can continue to play for recreational purposes. They can, for example, assess their gaming behaviour or set limits with "Playscan".

S. Y.: I use the app to set myself maximum stakes. The app won't let me increase my stakes instantly because there's a delay. It's reassuring and a great way to protect players.

And what about responsible gaming? How can we ensure gaming remains enjoyable, and recreational?

T. C.: We systematically apply Serenigame, an analysis chart that we developed in-house, to assess a new game's risk. When necessary, we also call on our specialist responsible gaming committee which includes independent addictionologists, psychologists and psychiatrists.

Have gaming practices changed over the past few years, especially since Covid?

Cécile Lagé: Some customers started playing online during lockdown, and even though they are now back in points of sale, their gaming has become more multichannel. Almost five million of our 25 million players play online, either on the website or via the FDJ app.

Soumia Y.: I discovered the FDJ app in 2020 and today I use both channels. I like the contact with others and physically scratching the cards in points of sale, or playing together with my colleagues, for example. I mostly play draw games like Loto on the app. It's handy, I can see how much I've spent and that helps me to stick to my budget.

How does it meet player trends and expectations?

Thomas Coutand: In some cases the consumers themselves come up with the best ways to improve our games. Illiko Live is a perfect example of this. We started developing Illiko Live in 2017 and offered several successive versions based on player feedback. We ended up creating a highly immersive experience with the "A prendre ou à laisser" game. Today it's a real success and it attracted five million players over the last 12 months. Understanding customer needs is the core of



our development and improvement approach. We also greatly rely on field feedback which our sales teams send us, as they are in contact with retailers.

C. L.: The sales figures show what players like. We also closely monitor main societal trends and adapt our offer accordingly. We have noticed, for example, that consumers are increasingly attracted to offers and products with meaning. This is the type of game we developed with Mission Patrimoine, a scratch game which funds monument restoration throughout France. Mission Patrimoine transforms a purchase into a civic initiative and is a huge success. The idea of helping a cause has been part of our DNA since 1933.

Cécile Lagé **“ONE OF OUR CUSTOMER STRATEGY OBJECTIVES IS TO BE ABLE TO OFFER CUSTOMERS, IF NECESSARY, ADAPTED TOOLS TO MANAGE AND ACCOMPANY THEIR GAMING PRACTICES SO THAT THEY CAN CONTINUE TO PLAY FOR RECREATIONAL PURPOSES.”**



The megatrends transforming society



Changing lifestyles and consumption habits, digitalisation, and increased citizen awareness mean that collective and individual behaviours are rapidly evolving. Below is an overview of the four main trends which are pushing the boundaries.

GOING LOCAL

In a world which is undergoing energy and food restrictions, and where people are living more frugally, we are witnessing regional rebalancing. This is benefiting medium-sized cities and large regional metropolises but it also means the depopulation of certain areas. This trend is accentuated by several factors such as the loss of momentum in urban sprawl, increased remote work opportunities and the knock-on benefit of better quality of life. Paradoxically, some regions are still losing inhabitants and services. This reshuffling of space goes hand in hand with changing lifestyles and travel and commuting patterns, and a rise in eco-friendly transport. Be it retail, culture or services, local is back. And with it comes new types of reasoned, relocated consumption habits, which are also due to health crisis impacts on purchasing behaviour. This shift towards ultra-local is rubbing shoulders with the rapid digitalisation of society as a whole, and most especially, an increase in online shopping.

◆ **55%:** the percentage of medium-sized cities in which employment and population numbers have risen in the last 10 years⁽¹⁾

RESPONSIBILITY AND THE QUEST FOR MEANING

Increasing awareness about climate emergency issues is inciting everyone - consumers, students and businesses - to take action. As for consumers, according to the ADEME barometer survey of responsible consumption⁽²⁾, in 2021, 72% of French people stated that they were committed to consuming more sustainably. Consumers are increasingly aware of the impact, especially social and environmental, of their lifestyle and their consumption choices. As for employees and young job seekers, they are increasingly demonstrating the need to find meaning in their work. And more and more people in employment are making a career shift. In this context, companies play an increasingly important role: not only do they have to take CSR⁽³⁾ issues into account in their strategy, they must also ensure they give meaning to their employees' actions.

◆ **80%** of consumers (international average) claim they take environmental issues into account in their daily purchasing decisions⁽⁴⁾



DIGITAL TECHNOLOGY AT THE CENTRE OF OUR LIVES

We are currently witnessing hyperdigitalisation, featuring increased integration of AI-powered tools. These rapid changes are happening mostly in the retail sector. Consumers want even more freedom and customised products. During the health crisis they became familiar with phygital and omnichannel purchasing and switched to new behaviours. But this shift does not eliminate the need for human contact and point-of-sale experiences. A 2022 study revealed that 62% of French consumers prefer to buy in physical shops, and 64% said that such purchases must bring something more compared to the online experience⁽⁵⁾. But accelerated digitalisation brings with it a new risk; that of digital illiteracy and e-exclusion and the threat of a two-tier society.

◆ **73%** of French people say they research a product or service online before buying it in a shop⁽⁶⁾



NEW CONSUMER PREFERENCES

Recreational activities are a factor for fulfilment and a satisfying social life and form a large part of French people's consumption habits. Between 2010 and 2020, the time spent daily on such activities has increased by an extra hour and half. The French household budget for recreational and cultural activities has more than tripled since the 60s. This is mostly due to the boom in mobile and online communication products and services. However, rekindled inflation and increasing energy costs could disrupt these budget choices.

◆ Recreational and cultural spending rose from **3%** of the consumer budget in 1960 to **10%** in 2019⁽⁷⁾

(1) Medium-sized cities, a sustainable pillar in land-use planning, France Stratégie, 2022.

(2) The French Agency for Ecological Transition.
(3) CSR: Corporate Social Responsibility.
(4) Environmental Transition Study, BCG, 2022.

(5) Retail Study, Adyen, 2022.
(6) Ifop Study, New Consumer Trends, 2022.

(7) Household consumption in the past 50 years, Insee, 2020.



The gaming market

The gaming sector is continuing its strong momentum throughout the world. This is mostly explained by digitalised gaming, both for the lottery and sports betting. The FDJ Group ranks as one of the European and international leaders in this growing sector.

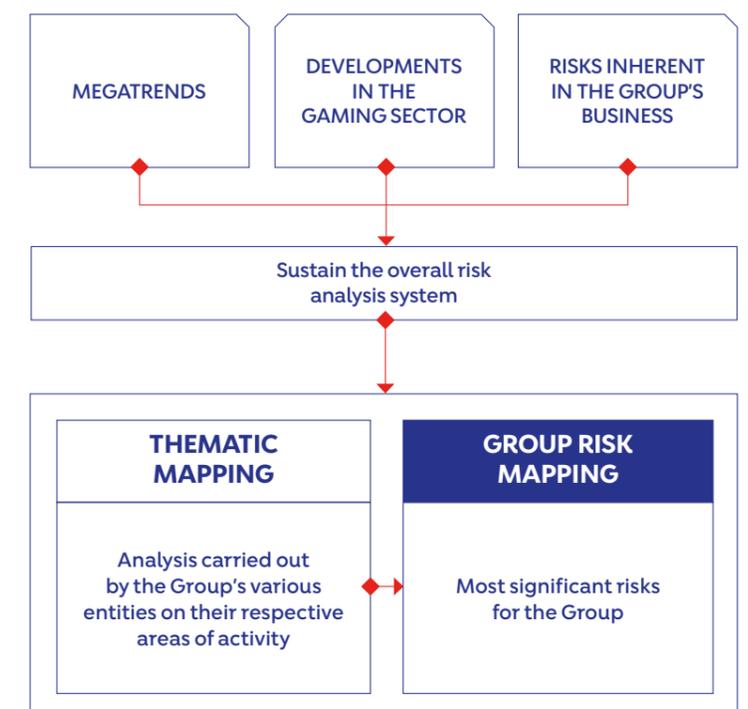
Risk knowledge means risk control

The Group constantly strives to improve its risk forecasting, knowledge and management processes. Against the background of numerous crises and rapid societal, economic and technology shifts which impact its markets, FDJ's strategic decisions are guided by a robust and rigorous risk management system.

FDJ's risk management framework provides an approach for identifying, understanding and dealing with risks at Group level. The risk management and internal control system has been implemented by the Executive Management under the Board of Directors' responsibility. The system is applied to all Group entities, it is continuously improved, and involves both internal and external stakeholders. It is intended to provide reasonable guarantee as to the achievement of operational objectives, compliance with the laws and regulations in force, the Group's ethical principles and standards, and in particular the reliability of financial and non-financial information. The Group reviews its risks and periodically updates the Group's risk map. It also works on identifying, assessing, and dealing with emerging risks. The latter are constantly changing and involve a considerable degree of uncertainty. Emerging risks are identified through a prospective analysis of the activity or the collection of "weak signals" before being processed within the global risk management system. This approach helps to make strategic decision-making more reliable and develops FDJ's capacity for anticipation.

RISK MANAGEMENT: A GLOBAL CONCERN

— The Group's risk management system is based on several input sources: major changes in the ecosystem (megatrends, changes in the gaming sector) and risks inherent to FDJ's activity. These elements help the different entities identify the main risks and opportunities which are specific to their area. Each year, the in-house risk analysis and various input sources feed into the Group's cross-cutting and consolidated risk map which details the most significant risks for all activities.



The French gaming market

— In France, FDJ has exclusive rights to operate offline and online lottery games, and point-of-sale sports betting which covers more than 95% of its activities. These exclusive rights were confirmed by the Pacte Law for a 25-year period. The Group's sports betting and online poker activities are open to competition.

	In points of sale	Online
Lottery	FDJ exclusive rights	FDJ exclusive rights
Sports betting	FDJ exclusive rights	Competition (ANJ* approval)
Poker	Casinos and gaming clubs	Competition (ANJ approval)
Horse-race betting	PMU exclusive rights	Competition (ANJ approval)
Table games (except for poker)	204 casinos in France and a few gaming clubs in Paris	Forbidden
Slot machines	204 casinos	Forbidden

* ANJ: French gaming regulatory authority.
Market segments in which the FDJ Group is present.

The global gaming market, which in 2021 amounted to €374 billion in gross gaming revenue (GGR) ⁽¹⁾, is continuing to expand and is expected to hit €533 billion, i.e., an expected average annual growth rate of +6.9% between 2022 and 2025 - growth driven by both online and point-of-sale GGR.

A REGULATED MARKET

In Europe, gaming regulations and supervision differ per country. For the lottery segment, the monopoly model is predominant. For the sports betting segment, most countries have opted for opening their markets to competition, even more so for online sports betting. In the United States, the sports betting market opened in 2018.

(1) Gross gaming revenue is the difference between stakes and player payout.

FOR MORE INFORMATION
Please refer to the Universal Registration Document, chapter 1, "Group Presentation".

Sustainable and profitable growth

In a fast-changing environment, rich in opportunities, FDJ is pursuing a strategy of sustainable and profitable growth based on player protection. The Group is confirming its leadership position in the French market and is stepping up its resilience by diversifying its revenue sources. This means marketing its solutions internationally, developing local cash collection and payment services, and being present in the entertainment sector.



Medium-term objectives

At the top end of the range, **between +4% and +5%** in 2022-2025 average annual revenue growth

Higher than 20%, 2022-2025 average annual online stakes growth

Higher than 25%, recurring EBITDA margin in 2025

Less than 2%, share of gross gaming revenue from high-risk players by 2025

Maintaining the **A1+** Moody's ESG Solutions rating

DIGITALISE

the lottery by developing an 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 which is adapted to changing uses. The Group distributes its games online with a multichannel approach and adheres to an on-going customer loyalty strategy. This approach is based on an enriched customer relationship policy, thanks to better knowledge of its customers, this in turn allows FDJ to promote recreational and responsible gaming. FDJ is also continuously innovating to meet new players' expectations.

GAIN

market shares in online competitive gaming whilst maintaining a growth momentum in offline sports betting.

FDJ intends to significantly increase its competitive gaming market shares. The Group is accelerating the development of a specific, competitive online offer and a more personalised customer relationship that is both value-creating and responsible. At the same time, FDJ aims to make its point-of-sale sports betting more attractive. To this end, the Group is extending and improving its products and services offer and is developing retailers' roles as customer advisors.

BUILD

a value-creating customer relationship and consolidate FDJ's responsible gaming policy through customer identification and knowledge.

FDJ wishes to improve online and offline player identification by means of exclusive offers and services, optimised gaming experiences, and customer benefits. Improved customer knowledge must enable FDJ to offer a customised experience and develop responsible gaming services, in a different and proportionate way, depending on individual player behaviour.

STRENGTHEN

FDJ's robust economic model by developing new business activities.

The Group aims to leverage its technological assets, visibility, and distribution network, to develop new businesses and to make its model more resilient and sustainable. On the one hand, it intends to position itself as a leader in the international (B2B) market, with a service offer for lottery and/or sports betting operators, and on the other hand, in point-of-sale payments and services. FDJ also intends to invest in the entertainment sector, in addition to gaming, in preparation for future gaming models.

Three cross-cutting pillars to support the Company's strategic axes

- Continue to offer multiple touch points with its customers in an omnichannel experience, by using its partner network and pursuing its business model transformation.
- Roll out the technological strategy develop digitalisation,

- the game experience and omnichannel uses.
- Improve the Group's agility and operating performance by reinforcing the efficiency and flexibility of its financial model, as well as employee engagement and skills.



Looking ahead to 2030

Strengthen our sustainable growth model based on player protection

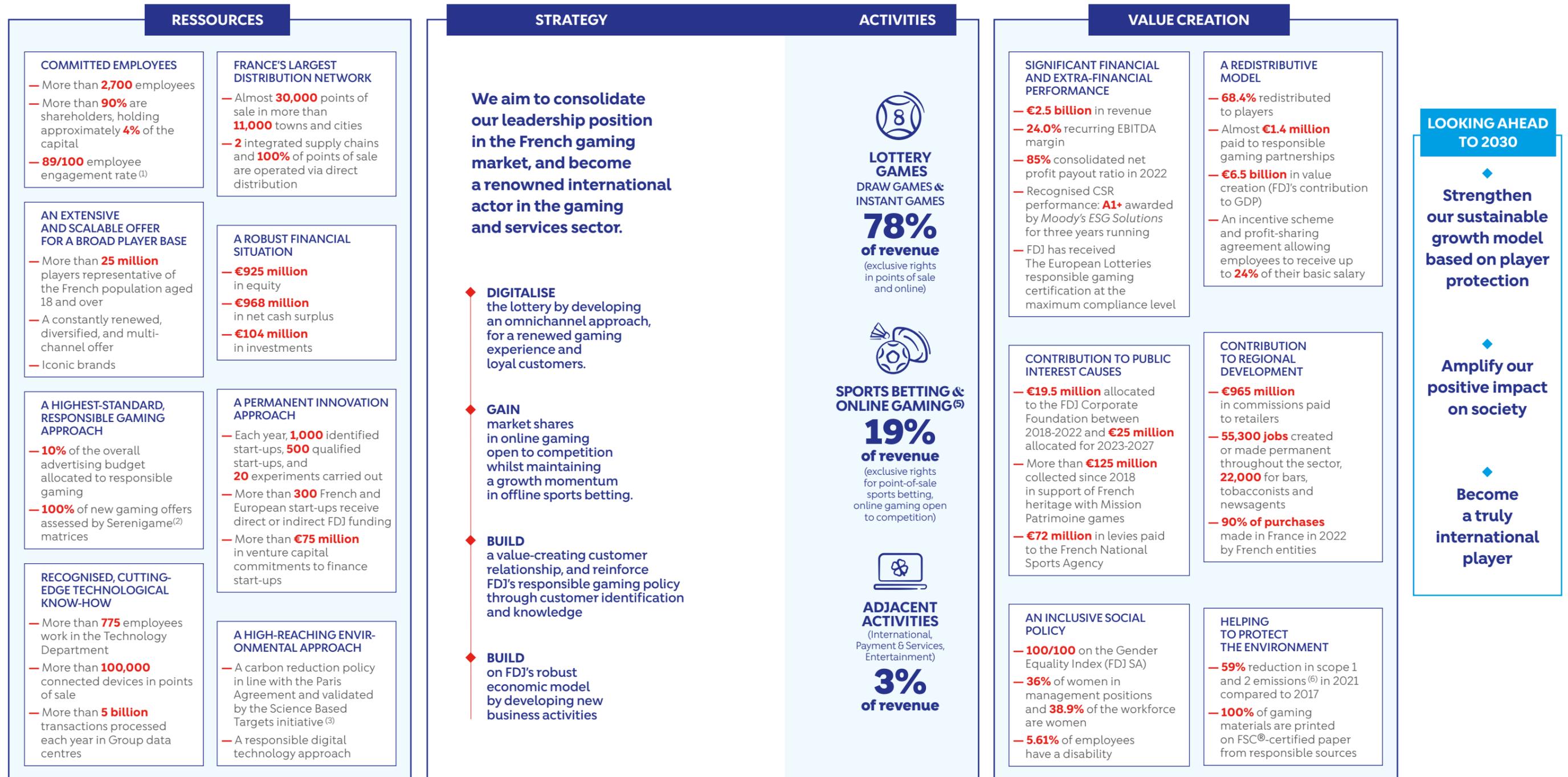
Amplify our positive impact on society

Become a truly international player



A sustainable value creation model

Because FDJ's business model combines long-standing and newer adjacent activities⁽⁴⁾, it fully capitalises on its assets to continue its growth dynamic in a promising market. As a gaming and entertainment leader, the Group has successfully developed its digitalised offer and daily reiterates its expectations for responsible gaming practices.



(1) Taken from the Harris Interactive annual internal employee survey.
 (2) Universal and scratch card Serenigame matrices: excessive gaming risks evaluation tool implemented by FDJ.
 (3) International initiative to promote setting greenhouse gas reduction targets to limit the increase in global average temperature to 1.5 °C by 2100.

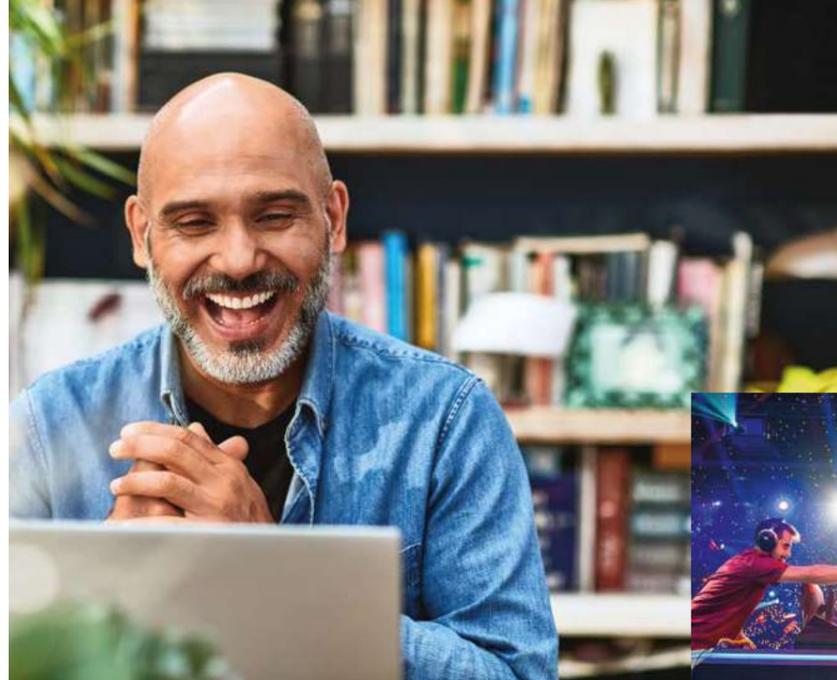
(4) Growth prospects investigated by the Group to capitalise on its know-how and experience and strengthen its resilience (cf. page 31).
 (5) Online gaming, excluding the lottery. In France, the authorised competitive online games are sports betting, horse-race betting, and poker.
 (6) Reduction of emissions related to the Group's energy consumption: electricity; gas; fuel; air conditioning; and fuel for Company vehicles.

“GAMING IS OUR BUSINESS, GIVING BACK TO SOCIETY IS WHAT

DRIVES US, AND RESPONSIBILITY IS OUR CONSTANT FOCUS”

Gaming specialists

In addition to its lottery and sports betting pillars, FDJ is extending its online gaming offer open to competition and capitalising on its expertise to create new revenue sources: marketing solutions internationally, local cash collection and payment services, and the entertainment sector.



LOTTERY

Online and offline exclusive rights

Lottery games are FDJ's long-standing activity and main source of revenue. Its offer includes draw games and instant Illiko games. In 2022, point-of-sales lottery figures dramatically increased. This was especially due to good draw range performance and highlights such as the multiple Euromillions millionaires, or the Cagnotte oubliée Grand Loto. Scratch cards were a roaring success with games such as As de coeur and Jungle des mystères, and reformatted effective games such as Cash and the Multipliers games. The trend was also positive for the online lottery which continues to attract a growing number of players. There are now almost five million players.

- ◆ **€1,916 million** in revenue, or **78%** of Group revenue
- ◆ **€16.2 billion** in stakes
- ◆ **16** exclusive online games and **12** point-of-sale games launched or reformatted in 2022

SPORTS BETTING & ONLINE GAMING (1)

Exclusive rights for point-of-sale sports betting, online competition

FDJ offers two sports betting offers in points of sale: fixed-odds betting, on more than 40 sports; and Loto Sports pooled betting. Its Parions Sport En Ligne games portfolio is different from this point-of-sale offer due to pre-match and live games, and to the range of bets offered. In order to offer its players additional experiences, in November 2022 the Group launched a recreational poker offer to suit all types of players on the Parions Sport En Ligne app. FDJ is currently working on new possibilities for horse-race betting.

- ◆ **€467 million** in revenue, or **19%** of Group revenue
- ◆ **€4.4 billion** in stakes
- ◆ **87%** dematerialised sports betting at points of sale

(1) Online gaming, excluding the lottery. In France, the authorised online games open to competition are sports betting, horse-race betting, and poker.



ADJACENT ACTIVITIES

FDJ is developing its international activities with a service offer for lottery and/or sports betting operators. In 2022 the Group signed a contract with Stats Perform, the leading sports data provider, to create the Betting Innovation Center. The Loterie Romande (Switzerland) has joined Interactive Factory, FDJ's gaming distribution platform. And a partnership with Scientific Games, a lottery games provider, led FDJ to launch the iDecide portfolio of phygital games. The aim is to launch this internationally.

In the payment services sector, FDJ intends to become France's first local cash collection and payment network. In 2022, the Group created the Nirio brand. This payment solution brings together its service offers, such as daily invoice payments to private sector organisations. With the L'Addition and Aleda acquisitions, FDJ offers retailers cash collection and payment solutions. A range of operational and financial services will be added to this offer.

As for the entertainment sector, the Group is looking into Web3 (2) opportunities and is running initial tests in the plot of land it acquired in The Sandbox metaverse. FDJ is developing its eSport activity and is organising video game competitions in its own right and on behalf of video game publishers via its NCOVR brand. FDJ is also looking into free-mium (3) lottery and betting models.

- ◆ **14,300** points of sale offering FDJ's collection service on behalf of DGFiP (4)
- ◆ **15** clients in **10** countries

(2) New blockchain-based decentralised internet.
(3) Free offer which can be topped up with paid options.
(4) French Treasury

Major sponsor in the sports world

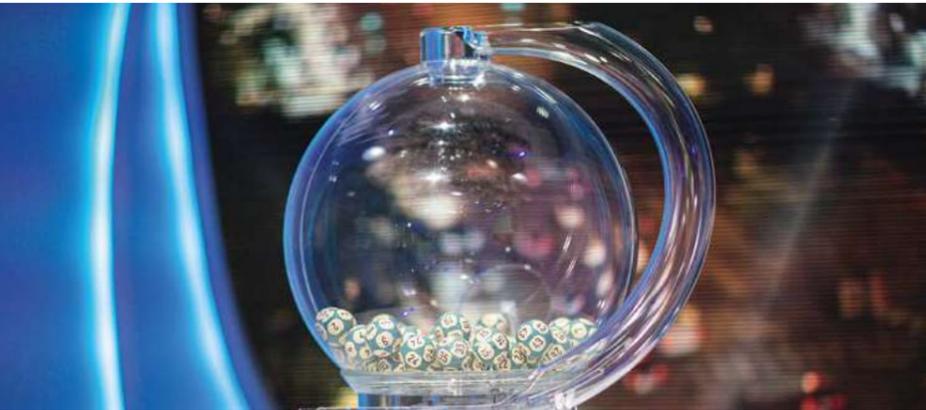
— By partnering with sports clubs and federations, FDJ is bolstering its position as a key stakeholder in the sports which make up the sports betting market. These partnerships allow Parions Sport's brands to gain visibility and, in turn, the Group's players and retailers benefit from this. In 2022, FDJ renewed its partnership with Olympique de Marseille (OM). It also renewed its partnership with the French Tennis Federation (FFT) and entered into two new major partnerships: football with Paris Saint-Germain (PSG); and rugby with the French Rugby Federation (FFR). As for basketball, FDJ has been the NBA's (National Basketball Association) exclusive partner since 2018. This is a key partnership as Paris hosted its second NBA Paris Game in January 2023.



Discover magical worlds with Les Mystères du Mage

— In 2022, FDJ continued to boost its offer with digital innovations such as multi player or gamified games. At the beginning of the year, the Les Mystères du Mage game was added to the range of online instant games. Based on the world of magic, it offers players six different gaming universes in which they can try to win up to €50,000.

Levers for success



When it comes to securing its development, FDJ is able to count on robust assets and committed employees who, as partners in the Group's performance, are the primary parties developing this unique capital.



AN UNPARALLELED DISTRIBUTION NETWORK IN FRANCE

With the largest local network in France, FDJ's retailer network ensures the Group's brands a high level of coverage of the French population: 90% of the French population is located within 10 minutes of a point-of-sale. FDJ provides support to modernise and diversify points of sale to maintain and increase this network's attractiveness and robustness.

◆ Almost **30,000** points of sale in more than **11,000** towns and cities

THE DEPTH OF AN OFFER BASED ON ICONIC BRANDS

FDJ's extensive games portfolio includes numerous iconic brands such as Loto, Illiko, Euromillions, Keno, and Parions Sport. This offer is frequently renewed to take new customer expectations into account.

◆ **16** online lottery games and **12** point-of-sale games launched or reformatted in 2022

A LARGE CUSTOMER BASE

The Group is creating an extensive gaming model geared towards a broad player base with moderate gaming habits. With more than 25 million customers, FDJ reaches nearly 50% of French adults.

◆ **FDJ meets with more than 300 customers per year to better understand them and create offers which increasingly meet their expectations.**

STATE-OF-THE-ART, LARGELY PROPRIETARY, TECHNOLOGICAL INFRASTRUCTURE

FDJ's state-of-the-art technological infrastructure is mostly proprietary and supports all gaming operation processes. This infrastructure gives the Group operational and secure end-to-end control of its activities, which guarantees agility, reliability and independence. The Group can also rely on this integrated infrastructure to support the development of its B2B activity internationally.

◆ More than **5 billion** transactions per year, or **1,000** transactions per second during peaks

A RECOGNISED NAME IN RESPONSIBLE GAMING AND CSR

FDJ assumes its responsibility as a leader in responsible gaming and has placed this issue at the core of its strategy and activities. The Group adheres to a responsible gaming policy, from game design to raising public awareness, and retailer training programmes. FDJ is also a leading CSR reference, to the benefit of sustainable performance and all stakeholders.

◆ **100%** compliance with the European Lotteries responsible gaming standards
◆ **A1+** Moody's ESG Solutions rating

CONTINUOUS INNOVATION

For FDJ, innovation is a major lever in guaranteeing sustainable and responsible growth with a positive impact. Its strategy is based on five key areas: the future of gaming; the future of the player experience; the future of omnichannel distribution; Web3; and positive impact innovation (Tech for Good). The Group is making progress in these areas through an open innovation initiative which combines several approaches: venture capital funds, think tanks, and start-up incubators, etc.

◆ **FDJ has directly and indirectly sponsored more than 300 French and European start ups**
◆ **More than €75 million** in venture capital commitments to fund start-ups



Responsible performance

FINANCIAL INDICATORS

REVENUE



NET PROFIT



STAKES



NET CASH SURPLUS



RECURRING EBITDA MARGIN



Recurring EBITDA margin 2022: **24.0%**
(23.1% in 2021)

DIVIDEND PER SHARE⁽¹⁾



(1) Proposed to the General Meeting of 27 April 2023.

RECURRING EBITDA TO CASH CONVERSION RATIO



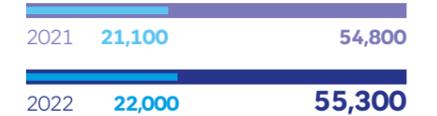
NON-FINANCIAL INDICATORS

MOODY'S ESG SOLUTIONS RATING

Maintaining the **A1+** rating
FDJ in the top 3 highest-rated gaming industry operators

The sector is made up of 133 companies with 11 main sub sectors: hotels; casinos; resorts; advertising operators; caterers and restaurants; cruise companies; online gaming; point-of-sales gaming; recreation; events management; and sports venues.

NUMBER OF JOBS CREATED AND MADE PERMANENT BY FDJ'S ACTIVITIES



France
Bar-tobacconist-newsagent network

Data taken from the BDO-Bipe (bureau for economic information and forecasting) study on FDJ's social and economic impact.

FDJ CORPORATE FOUNDATION BUDGET



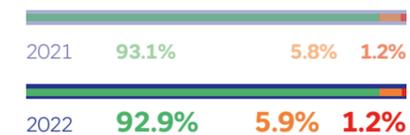
EMPLOYMENT OF PERSONS WITH DISABILITIES

5.21% in 2021 **5.61%** in 2022

EMPLOYEE ENGAGEMENT RATE

91/100 in 2021 **89/100** in 2022

CANADIAN PROBLEM GAMBLING INDEX (CPGI)



% recreational or non-problem gamblers
% of moderate risk gamblers
% of excessive gamblers

The CPGI is a globally recognised index which assesses the proportion of problem players within a gaming population. The CPGI is measured via a questionnaire to assess which of four risk profiles a player falls into. The aim is to monitor how the player base's risk profile evolves over time and then compare these findings with the results of prevalence studies conducted by the Observatoire des jeux (gaming observatory - ODJ).

SCOPE 1 AND 2 CARBON EMISSIONS (in teqCO₂)



The result for emissions in 2020 is not representative given the health crisis. At the time of print of this Integrated Report, 2022 data was unavailable.

Creating value

FOR OUR STAKEHOLDERS



Created value must be shared: this firm belief is at the core of FDJ's model and its history. That is why the Group's strategy combines sustainable and profitable growth for the benefit of all its stakeholders: employees, shareholders, retailer network, and more generally, society as a whole.



Patrick Buffard
EXECUTIVE VP,
SPORT BUSINESS UNIT,
MEDIA, TV PRODUCTION
AND EVENTS



Jean-François Vigouroux
RETAILER



Nathalie Sandre Rauzy
POINT-OF-SALE MERCHANDISING,
CUSTOMER EXPERIENCE,
PROMOTION, ORGANISATION
AND COMMUNICATIONS MANAGER
WITHIN THE FDJ GROUP



More information



Retailers are vital in connecting FDJ with its players and are experiencing the transformation of local retail daily. FDJ is helping them to modernise and diversify their activities whilst maintaining their key assets - a friendly atmosphere and customer proximity.

How would you describe the relationship between FDJ and its retailers?

Nathalie Sandre Rauzy: The contact via our sales force is constant. And we pay very close attention to their feedback: retailers are our eyes and ears and provide us with important customer feedback. They help us to better understand our customers and adapt our experiences and offers accordingly.

Jean-François Vigouroux: I took over this point-of-sales in 2006 with my co-manager and we have been working with La Française des Jeux ever since. Gaming is a very important sector for our business and it's even our top activity on some days. The partnership with FDJ is win-win: FDJ helps us every day, including when problems arise.

Patrick Buffard: There are almost 30,000 retailers in our network, mainly bar owners, tobacconists, and newsagents. It's the leading local network in France with a footprint in almost 11,000 towns and cities. We strive to preserve this exceptional coverage. FDJ's activity generates revenue for retailers and traffic in their points of sale. To put it another way, FDJ sustains retail businesses which are essential to creating and maintaining social ties and activities in urban centres, in the outskirts of cities, and in rural areas.



Why do customers come to points of sale? Have their habits changed?

P. B.: Customers have returned to points of sale since the health crisis ended, but we are seeing a new trend of increasing multichannel uses - they have risen by almost 70%. Now they are playing in points of sale, via the app, or the website. But in saying that, there is a real sense of ritual and sociability in gaming. People come in to try their luck and have a chat with the bar (or newsagent) owner.

J.-F. V.: Take scratch cards for example - there is nothing better than being in a point-of-sales and realising you've won. A customer recently won a considerable amount and shared the good news with us. Those are unforgettable moments.

FDJ is investing to help points of sale modernise and diversify. Why is this support important?

P. B.: French people expect new services from their local shops. We have started working on this by offering customers the possibility of paying their French Treasury (DGFiP) fines and taxes in points of sale. In 2023 we will continue to offer this service under the Nirio brand which also allows customers to pay their energy bills or rent at their FDJ retailer's point-of-sale.

N. S. R.: We are also creating a new visual identity to accompany this transformation. It will both revamp FDJ's brand image and increase its effectiveness. The new visual identity is a considerable investment which backs up our support for the network. It will be rolled out in all points of sale over the next three years.

Jean-François Vigouroux
“CUSTOMERS HAVE TO COME IN THROUGH THE DOOR IF WE ARE TO GET VISIBILITY. WE ARE COMMITTED TO CREATING NEW SERVICES AND MAKING THEM WANT TO COME BACK.”



For employees, a responsible and attractive employer

For FDJ, employee commitment and well-being at work are essential to the Group's success and are important levers for attracting, retaining and developing talent. The Group's policies are geared to creating an attractive, safe and inclusive working environment.



FDJ employees at Innovation Day, October 2022



FDJ employees at the Group Convention, May 2022



Élisabeth Borne's visit on International Women's Day, March 2022

89/100 Group employee engagement rate

99.8% interns and work-study participant Group recommendation rate ⁽²⁾

5.61% Employment of persons with disabilities

FDJ is a company which recruits. This was confirmed in 2022 with more than 400 new hires, compared to an average of 300 in previous years. This increase is partly due to the creation of new positions which require new digital, cybersecurity and data skills.

Almost 25% of the 1,000 new recruits hired since 2018 are young people under 26. The Group is committed to increasing employment for young people, through recruitment and training programmes. FDJ has set up a work-study programme, which is gathering momentum, to help them gain professional experience. In the past five years, work-study contracts have risen by more than 50%. The quality of the Group's work-study and internship programmes is renowned.

For the fifth year running, FDJ has received ChooseMyCompany's "Happy Trainees" award for businesses which give students the best support in becoming autonomous during their work-study programme or internship.

FDJ has joined the "Les entreprises s'engagent" community. This initiative was launched by the French president to increase employment for all and strengthen and sustain the link between the French State and businesses. The Group is also a member of the "Partenaires de la communauté" association which brings together 17 businesses that invest together in a project to accelerate its regional development and continue rolling out its actions.

The Group has created a profit-sharing incentive scheme and signed a profit-sharing agreement with its social partners to include its employees in its performance. This enables up to 24% of their basic salary to be redistributed to Group employees.

These ambitious policies are very successful: in 2022, "FDJ Team" - a study carried out by Harris Interactive - revealed an employee engagement rate of 89%. Autonomy (94% of employees are satisfied), interest in one's work (91%), and the atmosphere within one's team (90%) are particularly well rated.



Cécile Bourdieu

SPORT SPONSORING & PARTNERSHIPS TEAM INTERN

"I AM ON A TWO-YEAR INTERNSHIP AND AM FULLY PART OF THE TEAM. MY COLLEAGUES PROVIDE ME WITH LONG-TERM HELP AND ENABLE ME TO DEVELOP MY SKILLS."

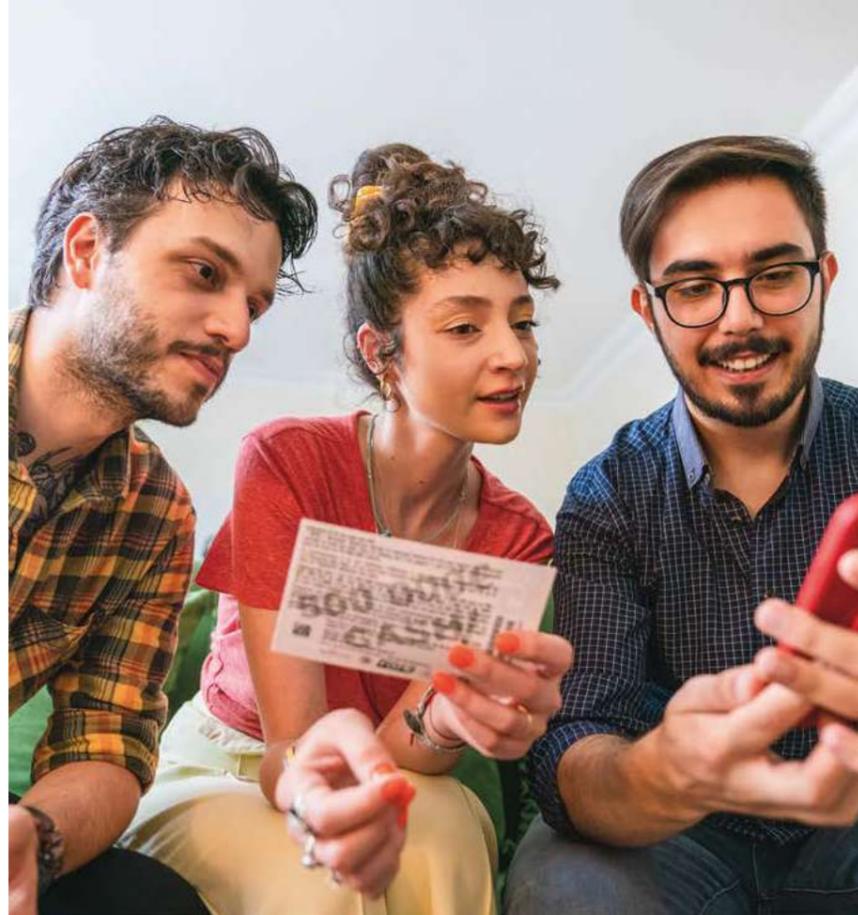
Priority for equality

— FDJ strives to promote gender equality. In 2022, FDJ SA ⁽¹⁾ was awarded 100/100 on the workplace gender equality index (Pénicaud index) making it the only SBF 120 company to have achieved this score. Élisabeth Borne (then French Minister for Labour, Employment and Integration) congratulated FDJ on this score during International Women's Day. The Group intends to align the percentage of female managers to that of female employees. In 2022, this percentage continued to rise with 40.8% of female managers for 41.7% of female employees within the Group's workforce.

(1) The Group's parent company.
(2) Happy Trainees, 2022.

For players, acting responsibly

FDJ develops its activity in line with its extensive and sustainable model geared towards a broad player base with moderate gaming habits. In order to sustain its responsible gaming model, the Group relies on a host of levers - training programmes, prevention, detecting vulnerable players - and numerous partnerships with healthcare professionals and social workers.



FIGHT AGAINST UNDERAGE GAMING

In 2022, the preventive information system in points of sale grew in momentum with new posters to remind people of the underage gaming ban. All new retailers had initial responsible gaming training. This is followed by ongoing awareness raising training programmes throughout their careers. Throughout the year, more than 2,500 points of sale were inspected as part of underage testing campaigns: minors unknown to the points of sale posed as mystery customers, under the supervision of a network inspector. The compliance rate progressed and a new non-compliance sanctions system was rolled out. The exposure of minors to FDJ's advertising campaigns was limited and has been rigorously monitored by means of a specific index.

PREVENT EXCESSIVE GAMING

Every year FDJ monitors several indicators such as the CPGI⁽¹⁾ and Playscan⁽²⁾ status for online gaming to assess gaming-related risks. The visibility of tools and player support services has been further improved and the stake-capping moderator has been made more restrictive on the fdj.fr account. The Group has created a new tool to analyse the appeal of its promotional offers, just like the matrices it developed to assess the attractiveness of its gaming products. FDJ is also testing a targeted prevention approach which segments high-risk behaviours on fdj.fr, to encourage young people to set themselves limits or to take breaks.

DETECTION OF, AND SUPPORT FOR, PERSONS IN VULNERABLE SITUATIONS

FDJ constantly improves its vulnerable player detection processes. In 2022, the Group stepped up its telephone outreach system to such players and, alongside health care and social partners, carried out experiments and research into early identification and self-exclusion. The Group also focused on training programmes for its sales network (sales force and retailers) and employees, as they too may encounter difficult situations.

FIFA WORLD CUP ACTION PLAN

Each major sports event is the opportunity to guide players towards more responsible gaming. In 2022, the year of the FIFA World Cup, the Group rolled out a specific action plan which included two films advertising responsible gaming. Retailers were offered information and training programmes about excessive and underage gaming prior to the event. FDJ geared its telephone outreach system towards players to detect problem gaming during the event. The Group repeated a successful experiment which was held during the 2021 UEFA Euro football championship: encourage the detection of vulnerable players at the point-of-sale by using "peer" players. The latter are recruited and trained by SEDAP (the French society for mutual aid and psychological action).

Prevent and raise awareness: the key role of communications

In 2022, FDJ devoted 10% of its global advertisement budget to preventing excessive gaming and underage gaming. This preventative approach is part of product and corporate communications. In 2022, "Player's Rules" ("Les règles du joueur") - the Group's new campaign - was broadcast on TV to raise player awareness of several best practices for untroubled and controlled gaming and remind the public about the Group's commitment to responsible gaming.



100% of new gaming offers are assessed by Serenigame⁽³⁾

75.6% 2022 minor testing campaigns compliance rate

(1) Canadian Problem Gambling Index
(2) Tool for players to assess their gaming risk level
(3) Universal and scratch card Serenigame matrices: excessive gaming risks evaluation tool implemented by FDJ.



Protect and inform minors

— In 2022, FDJ extended its partnership with e-Enfance, an association that the Group has been helping since 2017 with a donation of €100,000 over two years. e-Enfance is a leading organisation in online protection for children and digital citizenship awareness programmes. The association handles calls to 3018, the French national phone line for young victims of digital violence, and provides support for parents and professionals. It also runs awareness-raising workshops throughout France. e-Enfance's prevention programme deals with issues such as gambling and ensures that minors are reminded of the ban.



For local regions, with local businesses

FDJ positions itself as a responsible partner by enabling its distribution network retailers to diversify their offer and modernise their equipment. In so doing FDJ supports a network of local businesses essential to neighbourhoods, especially in rural areas.

With almost 30,000 points of sale in more than 11,000 towns and cities, local presence is one of FDJ's long-standing specificities and main assets. Because it is aware of the importance of this physical network on local social cohesion and economic health, it strives to sustain and develop its vitality.

FDJ is a key economic partner for the retailers in its network. The commissions it pays them each year are often their second most important source of income. And in choosing to sustain its activity in small rural points of sale, FDJ ensures their economic sustainability. Moreover, by extending its distribution to new types of businesses, such as petrol stations and small local grocery stores, the Group is further developing its network.

FDJ has chosen an omnichannel approach to meet changing consumption and gaming behaviours. This approach combines the physical point-of-sale and digital experience. Currently, with FDJ apps on the rise and the QR code, these digital tools support retailer activity within a fully connected distribution network. Players can prepare their stakes on their mobile phones before validating them at the terminal in the point-of-sale. They can also check their winnings by scanning the betting receipt available on the app.

To ensure players and retailers the best point-of-sales experience, the Group has invested more than €250 million in technological infrastructures since 2018. FDJ is also pursuing its development strategy for Payment & Services and intends to become the leading French network in point-of-sale payment and collection. In 2022, following the acquisition of L'Addition (a specialist in cash collection and payment equipment and services for cafés, bars, hotels and restaurants), FDJ announced the acquisition of Aleda (a major cash collection and payment equipment and services stakeholder in the bar-tobacconist-newsagents network).



◆ **€965 million**
in commissions
paid to retailers

◆ **22,000**
jobs created or
made permanent
in the bars,
tobacconists and
newsagents sector
thanks to FDJ's
activity ⁽¹⁾

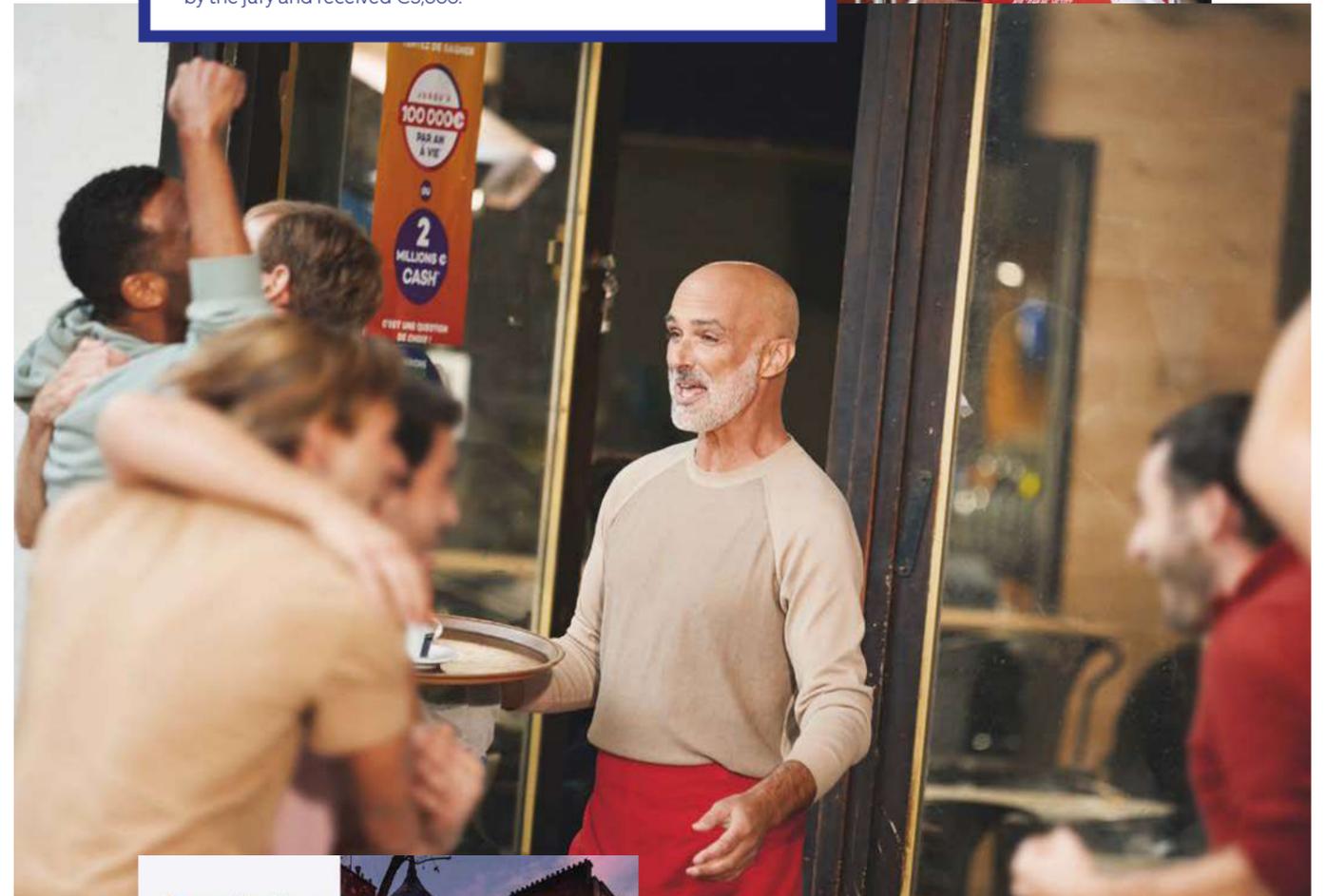
◆ **€2.4 million**
out of a total
commitment of
€15 million by 2024
paid to the Rebond
fund to help local
businesses get back
on track after
the health crisis

(1) Bipe (bureau for economic information and forecasting).

Retailer solidarity, with the help of the FDJ Corporate Foundation

— As part of the "Tremplin détaillants solidaires" initiative, the FDJ Corporate Foundation has been enabling the retailers in its network to sponsor a local association. In total, 102 projects were funded in 2022. In Formerie (Picardy), Justine Malher, the Des lettres et des jeux point-of-sale manager, submitted an application for the Chantiers en Picardie-Verte association which organises inclusion worksites to renovate the region's heritage. The association was selected by the jury and received €3,000.

Chantiers en Picardie-Verte association members



**Commander
des tartines
confiture.
Mater un
match
d'envergure.
Payer
ses factures.**

C'est déjà une habitude.



Nirio, your FDJ payment services

— Following the successful public invoice collection, Nirio, FDJ's new brand, houses all of FDJ's Payment & Services activities and offers a network of physical payment points so customers can carry out their everyday transactions. From the beginning of 2023, customers will be able to pay their rent, and water and gas bills, etc. directly in FDJ-approved points of sale with ACPR⁽²⁾. This is a good alternative for the 20% of French people who do not wish to opt for direct debit or who do not trust online payments. The offer, which has been co-created with the Confédération des Buralistes (tobacconists confederation), is in line with the diversification strategy which has been initiated by the network.

(2) French prudential supervision and resolution authority.

For shareholders, building trust through dialogue

Since its IPO, the Group maintains regular and transparent dialogue with its shareholders. The latter are informed of the Group's results, strategy and outlook, and are included in its value creation.

Due to the health crisis restrictions, the 2022 General Meeting was the Group's first meeting in the presence of its shareholders since its IPO. In total, more than 1,600 shareholders attended the event, either in person or online, and many of them asked questions during a very productive live Q&A session. In general, numerous physical meetings with individual or institutional shareholders were held during the year. As an official sponsor, the FDJ Group took part in the Investir Day trade fair for the first time ever. FDJ also met its shareholders during an F2iC (French federation of individual investors and investment clubs) meeting in Lille. In addition, the FDJ Shareholders Club further extended its offer in 2022. After football, basketball and handball matches, rugby matches and cycling races were also offered in the draw for its members. A new training programme concept was also launched this year. The first three sessions focused on understanding financial results, basic portfolio management, and share taxation. The online programmes are available for members only and enable individual shareholders to understand the challenges of investing in the stock market. The Group organised a specific institutional investors day in November, in addition to road shows, participation in broker forums, and individual appointments.

Photo: FDJ Shareholders Club masterclass, June 2022



2022 Investor Day

In November, FDJ held a special day for French and international institutional investors. The latter were able to discuss FDJ's strategy, ESG ⁽¹⁾, and operational and financial objectives with the directors, both from the Group's studios in Boulogne-Billancourt or remotely.

(1) Environment, Social, Governance.

SHARE PRICE CHANGES



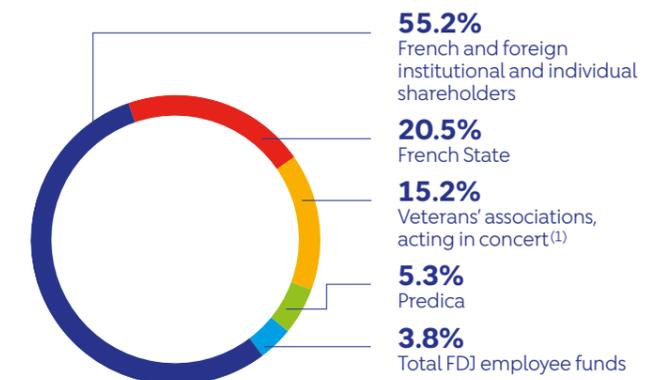
Source: FDJ and SBF 120 share price, 100 on 20 November 2019.

- Almost **400,000** individual shareholders
- €7.2 billion** in stock market capitalisation on 31 December 2022
- A **€1.37** dividend per share proposed to the General Meeting of 27 April 2023
- Payout ratio : **85%** of the net profit
- Almost **16,000** FDJ Shareholders Club members

THE SPECIFICS OF FDJ'S SHAREHOLDING STRUCTURE

— Before the Group's IPO in November 2019, the French State was FDJ's main shareholder with 72% of its capital. Today the French State is still a shareholder with 20.5% of FDJ's capital. Next in line are the veterans' associations, the historical shareholders behind the creation of La Française des Jeux, then the Group's employees - over 90% of whom have chosen to invest in the Company. The remainder of the capital is divided into relatively similar proportion between French institutional, international, and individual shareholders. With almost 400,000 individual shareholders at the end of February 2022, FDJ is one of the listed companies with the most individual shareholders.

SHAREHOLDING STRUCTURE AT 31.12.2022



(1) The block of veterans' associations acting in concert comprises the following entities: the Fédération Nationale André Maginot block (FNAM, AMGYO, Union fédérale, CARAC, France Mutualiste) and the Union des Blessés de la Face et de la Tête block (UBFT and Ailes Brisées).

For equal opportunities, with the FDJ Corporate Foundation

Since 2018, the FDJ Corporate Foundation's initiatives have focused on equal opportunities - particularly for young people. This is concrete proof of the Group's societal commitment and gives impetus to the fourth commitment of its raison d'être: "build on our solidarity, societal and environmental initiatives."



In 2022 the Foundation's 2018-2022 multi-year programme came to a close and a new 2023-2027 action plan was launched. During this five-year period, the Foundation backed projects in education and insertion for vulnerable people who are disabled, financially insecure or isolated. It successfully helped to promote Group employee commitment to develop skills sponsorship initiatives for partner associations. In total, one third of employees have helped the Foundation's initiatives since 2018, 80 of whom are mentors for more than 250 young people.

Young people are at the heart of the Foundation's actions. In 2021 the Group made an additional donation of €1.5 million to the Foundation which raised €2 million in total to help almost 15,000 young beneficiaries who were affected by the health crisis. Four associations were involved in this initiative: Les Restaurants du Coeur; Article 1; Afev; and Apprentis d'Auteuil.

As the Foundation prepares to celebrate its 30th anniversary in 2023, the impact study carried out during this first five-year period confirmed the strategic policies for the coming period (see insert). In order to enable the Foundation to pursue its initiatives, its provisions have been increased to €25 million over the next five years. This will fund its programmes in education, inclusion, and youth which remains a high priority.

A positive impact

— A specialised agency carried out a social impact study to assess the Foundation's impact and provide indicators to steer its future actions. In total, 22 interviews were carried out with associations, of which 97% say they are very happy with the support they receive. In concrete terms, the Foundation's support has enabled them to scale up, improve visibility and upskill. Various Foundation stakeholders were brought together for a collaborative workshop to define concrete indicators, including social value creation for each euro spent to support associations, and measure this impact over time.

300,000 beneficiaries since 2018

400 associations supported

Creation of **€3.4** in social value for **€1** of support to associations

A **€25 million** provision for 2023-2027



Dimitri Vachoux
INSTITUTIONAL COMMUNICATIONS
PROJECT MANAGER

“ I HAVE BEEN MENTORING A YOUNG PERSON FROM THE ARTICLE 1 ASSOCIATION TO HELP HIM FIND HIS CALLING AND DEVELOP PROFESSIONALLY. IT'S A VERY REWARDING EXPERIENCE WHICH BENEFITS BOTH THE MENTOREE AND THE MENTOR! ”



Cecilie Uttrup Ludwig
FDJ-SUEZ TEAM MEMBER

“ THE ATMOSPHERE AT THIS TOUR DE FRANCE WAS MIND BLOWING. THERE WERE SO MANY SUPPORTERS ON THE ROADSIDE. THANKS TO EVERYONE WHO IS WORKING TOWARDS MORE EQUALITY IN OUR SPORT! ”

For French sport, a committed partner

FDJ is committed to amateur and high-level French sports and supports societal changes in this sector, especially gender diversity and promoting women's sports.

FDJ is a long-standing French sports sponsor. This translates as partnerships with a host of clubs and federations, and the FDJ Sport Factory which helps high-level athletes get ready for major sporting events with greater peace of mind while also preparing for the professional transition.

FDJ is true to its values; it encourages diversity in sport and creates partnerships with associations, federations, and media fostering women's sports and gender diversity.

The Group has been sponsoring the FDJ-Suez women's cycling team since 2017 and has been a major "Tour de France Women with Zwift" partner for three editions, the first of which was held in 2022. To enable French cyclists to compete internationally, in 2022 FDJ and the French Federation of Cycling created the "Coupe de France Elite FDJ", a competition circuit.

The Paris 2024 Olympic and Paralympic Games are the ideal opportunity to boost the development of women's sports. As an official partner, FDJ shares with the other stakeholders the aim of increasing the practice of sports for all women, the presence of sportswomen in the media and in sports governance. In 2022, with the Paris 2024 Olympic and Paralympic Games Organisation Committee, the Group launched the third level of its barometer which measures women's sports practice in France. And it announced with Paris 2024 that the "Impact 2024" call for projects will be stepped up by creating a specific category for the development of women's sports, which will provide support for 400,000 women by 2024.

More than **€6 billion** in funding for the French National Sports Agency (ANS) budget in 40 years

More than **€600,000** donated to sports clubs and federations through calls for projects in 2022

52 athletes in the FDJ Sport Factory and its incubator



Free-access sports facilities

As an official Paris 2024 Olympic and Paralympic Games partner and key stakeholder in amateur sports sponsorship in France, FDJ together with the French Sports Agency and Paris 2024, is behind the "Gagner du terrain" initiative. The aim is to encourage the practice of sports and extend the target population of those who practice sport by installing free-access sports facilities in towns and cities throughout France. At the end of 2022 four municipalities already benefited from this initiative and 50 or so others in urban and rural areas will be equipped by 2024.



For French heritage, with the French nation

FDJ, a popular company with solid roots throughout France, is taking action together with its Corporate Foundation to conserve France's heritage.

France is proud of its heritage which is one of the main reasons behind its international renown. For FDJ, supporting this cause means nurturing social cohesion, helping to pass down memories and a legacy, promoting the economy and arts and heritage professions, and sustainably promoting regional attractiveness and tourism.

Since 2018, the Group has offered a range of games dedicated to Mission Patrimoine. This initiative for the preservation of endangered heritage is represented by Stéphane Bern, deployed by the French Heritage Foundation, and supported by the French Ministry of Culture. FDJ has collected more than €125 million in five years, including more than €26 million in 2022, which is the amount of Mission Patrimoine gaming stakes that would normally go to the French State. Out of the 745 projects selected since 2018 by Mission Patrimoine, 450 heritage sites have now been, or are being, restored. Moreover, FDJ, as a French Heritage Foundation sponsor until 2024, backs a specific project every year to the value of €500,000. The FDJ Corporate Foundation provides an annual grant of €200,000 for social and professional inclusion projects to restore the selected sites.

More than **€125 million** collected since 2018

450 sites restored or being restored

Revamping the YMCA

— The 2022 European Heritage Days were the opportunity for FDJ and its Corporate Foundation to partner with the French Heritage Foundation and hand over a €1.26 million cheque to the YMCA to help fund the restoration of its historic site in Paris. The site is located in Paris' 9th district and is home to the world's oldest basketball court. There is a hostel for young students and workers, and it also runs cultural and sports activities. The renovations will enable the YMCA to offer its social services once again, especially to young people.



A collective effort

— FDJ is committed to raising employee environmental awareness on all Company levels. In 2022, a Group Management Committee work group was devoted to raising awareness about climate change and its consequences. At the end of September, during the European Sustainable Development Week, employees took part in Climate Collage workshops and a WWF France conference on the climate emergency.

For the environment, reducing our footprint

FDJ is focusing on two priorities to reduce its environmental impact: reducing its carbon footprint and protecting biodiversity.

In 2019, the Group set itself targets, approved by the Science Based Targets (SBT)⁽¹⁾ initiative: reduce its scope 1 and 2⁽²⁾ greenhouse gas emissions by 20% by 2025 and scope 3⁽³⁾ emissions by 15%; cover all its sites' electricity needs with certified renewable sources; and onboard its suppliers to the SBT initiative. These targets have already been met. With the aim of contributing to the French National Energy Efficiency Action Plan, FDJ decided to accelerate its energy efficiency initiatives with a plan to reduce energy consumption for buildings, digital technology, and business travel. At the same time, FDJ funds Verified Carbon Standard projects in India and Brazil to offset all of its residual emissions. In 2022, efforts were made to increase the Group's carbon reduction targets by halving the intensity its overall scope 3 emissions by 2030. The SBT is currently validating this updated objective.

Paper, which comes from wood, is one of the main resources used to make gaming materials. Since 2012, 100% of the Group's materials are printed on paper from FSC[®]-certified sources. In 2022, FDJ carried out a study with FSC France to assess the impacts of FSC[®]-certified wood on the biodiversity of the forests used to manufacture scratch cards. The study revealed that FSC[®]-certified wood creates increased biodiversity per harvested unit than non-certified wood. The Group's sourcing choice is therefore appropriate.

Moreover, since 2019, the Group has been financing forest biodiversity conservation and restoration projects with FSC France and Sylvamo Forêt Services. Six projects are currently being funded in several French regions. FDJ's initiatives make it one of Europe's pioneering lotteries and in the world in terms of forest ecosystem protection.

Tackling abandoned waste

In 2022, FDJ partnered with Gestes Propres, a pioneering association in fighting abandoned waste. The Group rolled out the Small Waste campaign, to raise public and FDJ customer awareness about the need to put small waste - in particular used scratch cards - in the bin. The campaign took place in the 23,000 FDJ points of sale equipped with digital screens. The Group is pursuing its contribution to waste sorting and reminds its customers about small, daily actions, such as correctly disposing of chewing gum, bottle caps, and scratch cards - as highlighted in the campaign.

More than **100 hectares** of forest protected since 2019 in France

59% reduction in greenhouse gas emissions for scopes 1 and 2 and **-45%** for scope 3 (excluding purchases) in 2021, compared to 2017



(1) International initiative to encourage setting greenhouse gas reduction targets to limit the global average temperature increase to 2 °C by 2100.
(2) Reduction of emissions related to the Group's energy consumption: electricity, gas, fuel, air conditioning; and fuel for Company vehicles.
(3) Reduction of business travel emissions (excluding Company vehicles), employee commutes, and upstream energy use (transported energy).

FDJ would like to thank everyone who contributed to this document.

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Media Library: Ferrante Ferranti, Julien Soulier, Wladimir Simitch, Vincent Kriéger – Getty Images – Nirio

– Edited by the Group Communications & Sponsorship Department, March 2023

– Editorial content: Françoise Moinet

– Design and creation:
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Public limited company (société anonyme)

with a share capital of €76,400,000

315 065 292 Nanterre Trade and

Companies Register



FOR MORE INFORMATION

Read the 2022 Universal Registration Document,
under the heading Finance:

<https://www.groupefdj.com/fr/investisseurs/publications-financieres.html>



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