







FDJ UNITED

**2024
INTEGRATED
REPORT**

This report  draws on the Integrated Reporting Framework and related best practices. It has been prepared to provide FDJ UNITED's stakeholders with a comprehensive view  of its strategy and commitments, as well as its financial  and non-financial performance. Its contents have been prepared in consultation with various departments and includes testimonials from  stakeholders, whom the Group would like to thank for their contribution. This report is also the opening chapter of the Universal Registration Document.

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"We are beginning a new chapter in our Group's history"

Stéphanie Pallez
Chairwoman and
Chief Executive Officer

With the successful acquisition in October 2024 of the online gaming champion Kindred, we are beginning a new chapter in our Group's history.

Standing together under the FDJ UNITED banner, we are now one of the leading gaming and betting operators in Europe, with a more diversified profile and a greater international focus. In a dynamic European market, our new dimension opens up robust medium-term growth prospects.

More than anything, this change of scale is embodied by the people who make up our new Group: with PLI and now Kindred, our workforce has expanded from around 3,000 individuals to more than 5,000, representing more than 70 nationalities. This is a decisive ramp-up for our growth with the opportunity to build a new European Group founded on a culture of international excellence and diversity.

Our new identity, FDJ UNITED, is the visible reflection of this transformation. It is a strong expression of a vision and of values which are the cement of our new Group and bring us stronger together. Our identity may have changed, but we remain true to who we are: an organisation strongly rooted in its origins

and driven by the desire to constantly reinvent itself over the years.

We remain as steadfast as ever in our convictions: to have a positive and lasting impact, we must create value and distribute it onto all our stakeholders.

"We are now one of the leading gaming and betting operators in Europe, with a more diversified profile and a greater international focus."

Central to our priorities are our commitments to acting responsibly, delivering sustainable performance and making a positive contribution. We intend to deliver on this promise on a European scale. We also remain deeply attached to our strong roots in local communities and our ties with

local stakeholders. Our contributive model will continue to serve the French economy and, in particular, the nearly 29,000 retailers in our network.

By reasserting our commitments, harnessing our international dimension, and boosted by another very robust performance this year, we will maintain our sustainable and profitable growth trajectory and confirm our status as a leading responsible gaming and betting operator in Europe.

To achieve this, we will continue to invest in innovation and digital technologies and services and deepen our expertise in state-of-the-art technological platforms and capabilities. We will develop our portfolio of activities in all of our segments. Lastly, we will endeavour to ensure that our model becomes even more sustainable, through excellence of customer experience and player protection.

United within our new group, we will combine our know-how to offer players a gaming experience that is even more entertaining, safe and positive for all our stakeholders. This is the very essence of our Group's new slogan: Playful. Play fair. Play forward.

PROFILE — FDJ UNITED is one of Europe’s leading betting and gaming operators, with a vast portfolio of iconic brands and a reputation for technological excellence. With over 5,000 employees and a presence in around 15 locally regulated markets, the Group provides a diversified and responsible range of games, which it operates under exclusive rights and in markets open to competition. FDJ UNITED has made responsible gaming central to its strategy and it promotes recreational play.

A European gaming and betting champion

Our offer

Lottery games in France and Ireland
both online and through an extensive point-of-sale network (under exclusive rights)

Offline sports betting in France
(under exclusive rights)

Online gaming and betting open to competition
(sports and horse-race betting, poker and casino games, in markets that authorise them)

Payment & Services
in France

Key figures

€3.1 billion
in revenue

€792 million
in recurring EBITDA

Nearly 33 million
players in Europe in 2024

More than 5,000
talented employees representing more than 70 nationalities

Nearly 34,000
points of sale, of which nearly 29,000 in France

€4.7 billion
in gaming levies, of which €4.5 billion in France

TOP 3

One of the Top 3 gaming and betting operators in Europe (in terms of NGR¹)

1. Net gaming revenue.
2. Metropolitan France and French overseas territories.
3. Including Gibraltar.



Countries in which the Group operates (B2C)

FDJ UNITED offices around the world:

- | | | |
|------------|-----------|-----------|
| Amsterdam | Dublin | Marseille |
| Antwerp | Gibraltar | Papeete |
| Bangalore | The Hague | Paris |
| Barcelona | Limoges | Stockholm |
| Bordeaux | London | Sydney |
| Copenhagen | Madrid | Tallinn |
| Darwin | Malta | |



2024

A year like no other



INITIATIVE Ocean Calling

Skipper Fabrice Amedeo set himself a magnificent challenge when he took part in the Vendée Globe 2024 sailing race: to sail around the world unassisted and use this opportunity to advance science and research into the protection of oceans. He transformed his boat into a floating laboratory by installing sensors to collect data from the ocean – water salinity and surface temperature, presence of microplastics and more – which was then sent back to the scientists taking part in the project. FDJ UNITED is thrilled to be supporting this wonderful “Ocean Calling” adventure until 2028.



IMAGE Premier Lotteries Ireland: and the winners are...

We are getting behind good causes in Ireland! Every year, the Good Causes Awards, organised by the Irish National Lottery, which joined FDJ UNITED in 2023, shines a spotlight on local high social impact projects in a wide range of areas, from sports to heritage projects through to initiatives to preserve the Irish language. One of the good causes chosen in 2024 was Hand in Hand, a charity that supports the families of children with cancer by looking after day-to-day tasks (household cleaning, laundry, family meal delivery and more) and organising play therapy sessions.

NUMBER

20

20 years already! Since it was launched in 2004, Euromillions, a game organised by 10 European lotteries, has changed lives. In France, more than 1,400 players have won prize money ranging between €1 million and a record €220 million won by a woman in French Polynesia. The lotteries built on this success in 2023 with the launch of the EuroDreams draw game, giving players a chance to pocket up to €20,000 a month for 30 years.

EVENT

The Group embraces its new dimension

Teams from Stockholm, Paris and London met via video call on 15th October to celebrate the finalisation of the Kindred acquisition. And so a new chapter begins for the Group, during which it can cement its ambition to become a gaming and betting champion in Europe.





QUOTE

"Mission Patrimoine has already made it possible to save nearly 1,000 dilapidated architectural treasures throughout France. Thanks to the support of FDJ, the French Heritage Foundation and the French Culture Ministry, we are safeguarding not just monuments, but the soul and economic vitality of our own towns and villages."

Stéphane Bern, journalist, television host, writer and ambassador for Mission Patrimoine



ACHIEVEMENT

Paris 2024: 25 medals for FDJ Sport Factory's athletes

The Group and the athletes from the FDJ Sport Factory¹ had an unforgettable summer! The 32 athletes who qualified for the Paris 2024 Olympic and Paralympic Games took home 25 medals between them: 7 Gold medals, 4 Silver medals and 14 Bronze medals. A record tally that is a testament to their determination, their talent and the excellence that shines through in FDJ UNITED's support for these athletes.

¹. Renamed FDJ UNITED Factory in March 2025.



NEW

Nirio Premio, a complete budgeting solution

FDJ UNITED has expanded its range of payment services with Nirio Premio. Premio, available through the Nirio smartphone app, enables customers to open an account with a French IBAN, get a Visa card in their name and have access to advanced budgeting tools. They can also keep track of their spending in real time and make cash deposits and withdrawals at participating bars, tobacconists and newsagents.



PUBLICATION

FDJ UNITED makes the weekly headlines

"Why do we play?": that's the question raised in the 21st October 2024 edition of weekly magazine "Le Un hebdo". This special edition was prepared in association with FDJ UNITED and featured articles on the origins of gaming, the prevention of addiction, the different lotteries funding charities around Europe and the Forest of Verdun, where the Group is supporting a project to establish a remembrance site in memory of the "gueules cassées" soldiers who suffered facial injuries in World War One.

SPECIAL FEATURE — La Française des Jeux’s listing on the stock exchange in November 2019 was the starting point for a new stage in its transformation, with a particular focus on international expansion, leading to the acquisition of Kindred, which was finalised in October 2024. We take a look at the journey so far of a champion that is constantly moving forward.

FDJ UNITED

Detailed snapshot
of a change of scale



The Group's Paris headquarters displaying the FDJ UNITED colours.



Celebration in November 2024 of the 5-year anniversary of the Group's Euronext Paris listing.

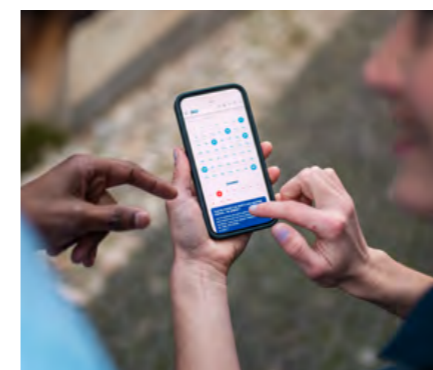


General Meeting of the Shareholders at Palais des Congrès d'Issy on 24th April 2024.

SPECIAL FEATURE

A Group undergoing a profound transformation

21st November 2019: the bell rings on the Euronext Paris stock exchange to announce the listing of France's leading gaming operator La Française des Jeux. This was a major milestone in the Company's long history and a huge success with both institutional and retail investors. Five years on and FDJ UNITED now has nearly 400,000 individual shareholders, 90% of whom acquired shares when the Group was privatised. Their trust has been rewarded by an almost two-fold increase in the share price. One of the main drivers behind this performance has been the success of the transformation strategy led by the Group over the past 10 years or so, which has three key focuses: digitalisation, diversification and international expansion.



At the crossroads of physical and digital gaming

FDJ UNITED invests extensively in digital technologies to constantly renew its online offer and give its players a recreational experience where fun is always the name of the game. It has developed a new phygital lottery game concept with this in mind, bringing together the offline network and the digital world. FDJ UNITED has also extended its panel of online games and diversified its offer, which saw it move into online poker games at the end of 2022, as well as horse-race betting with the 2023 acquisition of ZEturf. This strategy is paying off, as evidenced by the three-fold increase in the Group's online gaming revenue over the past five years.

From betting to payment solutions

The second strategic focus is diversification in gaming and betting, but so much more as well. The Group is harnessing its existing assets to generate new revenue sources and consolidate its relationship with retailers. Nirio is a perfect example. This payment solution launched in 2023 deepens FDJ UNITED's strong roots in local communities. That is because the Group has

developed the largest local sales network in France, with nearly 29,000 points of sale nationwide.

An ever-expanding playing field

Sometimes, it does not take much to make the leap from a local to an international market, and FDJ UNITED is determined to play on both fields. It took its first steps into the international arena in 2023 when it acquired Premier Lotteries Ireland (PLI), which holds exclusive rights to operate the Irish National Lottery until 2034. The Group continued its international expansion in October 2024 when it acquired Kindred.

SPECIAL FEATURE — October 2024 marked the beginning of a new chapter in FDJ UNITED's history with the acquisition of Kindred, a leading online gaming and betting operator in Europe. This deal, worth nearly €2.5 billion, was a huge milestone in FDJ UNITED's international expansion and digitalisation strategy. It has allowed the Group to become a European gaming and betting champion, with a presence in around 15 locally regulated countries.

International: a more prominent foothold in 2024

26%

of FDJ UNITED's revenue comes from international business, up from 4% before the Kindred acquisition

Brands such as Unibet and 32Red have made Kindred a household name. Kindred was formed in 1997 to give players a safe solution to bet online. Twenty years on and it employs nearly 2,500 people across the globe with a presence in 7 of the 10 largest gaming and betting markets in Europe, including the United Kingdom, France, Belgium, Sweden and the Netherlands, and a complete range of iconic brands.

A logical alliance

It made perfect sense for La Française des Jeux and Kindred to join forces. They have similar profiles when it comes to growth and profitability. They also share strong sustainability-related values, with the promotion of responsible gaming being a priority. Incidentally, Kindred and La Française des Jeux are the only gaming and betting operators to have pledged to reduce the share of revenue they produce with high-risk gamblers.

1. Based on net gaming revenue (NGR).

Intensifying the digital transformation

The acquisition is also a springboard for the Group to push ahead with its digital transformation. That is because Kindred boasts state-of-the-art technologies and invests massively to recruit talented digital specialists. Its online sports betting platform is a perfect example and is earmarked for full roll-out in 2026. Featuring machine-learning and automation technologies, it will give players a customised experience. The combination of the two operators' online offers has brought the digital share of FDJ UNITED's revenues up to 34% from 12% before the Kindred acquisition.

In the European Top 3

With Kindred, FDJ UNITED has extended its international reach and multiplied its share of revenue generated outside France by a factor of six. This has propelled it into the Top 3 gaming and betting operators in Europe¹ with a diversified profile in terms of activities, markets and distribution channels.



FDJ UNITED now employs more than 5,000 people.

“This alliance echoes a shared ambition: to provide a fun, safe and entertaining gaming experience.”

Stéphane Pallez
Chairwoman and Chief Executive Officer of FDJ UNITED

A new name for a new era

The Group's transformation is visibly reflected in the creation of a new powerful visual identity. The Group is embarking on a new chapter of its sustainable and profitable growth strategy, with an enduring ambition: to assert its leadership as a responsible European gaming and betting operator.

Why FDJ UNITED?

Because it is a name that embodies the idea of uniting people from within and outside the Group around a collective spirit and values.

Because it reflects an organisation that is faithful to its origins and has a window on the world.

Because it embodies a long-term ambition in all our sectors of activity, in compliance with regulations and in recognition of our regions and the powerful brands we operate there.

By choosing the name FDJ UNITED, we have chosen a powerful identity that will drive the Group's strategic plan forward.

FDJ UNITED



A new strategic ambition

Our values



Dominique Cavalié
Chief Human Resources
and Transformation Officer

HR perspective

FDJ UNITED's workforce has doubled in less than two years and has become more international, bringing together people of more than 70 nationalities. This poses quite a challenge, as explained by Dominique Cavalié, FDJ UNITED's Chief Human Resources and Transformation Officer.

What role does FDJ UNITED's Human Resources and Transformation department play in an acquisition of the likes of the 2024 Kindred deal?

Dominique Cavalié: The human resources aspect is one of the main criteria that needs to be looked at in an acquisition, and this must be done in the early stages of the plan: the company's level of expertise and engagement, how it manages talent, whether its inclusion and diversity policies are aligned with our own, and more. Once the acquisition gets the green light, it is a matter of identifying areas in which the entities "gel" with each other and of getting the teams to engage to make the entire process as efficient as possible. None of these stages must be overlooked so that business can go on seamlessly and, just as importantly, so that it can be taken to the next level. This is especially true with a transformative acquisition such as the one made in 2024!

An acquisition of such a magnitude is bound to require profound organisational changes. How was this handled by the teams involved?

D. C.: Any change involves leaping into the unknown and can carry concerns: this was certainly the case for our teams, both at Kindred and La Française des Jeux. But our message was clear: we need everyone to create this new Group. This change of scale has opened up opportunities at the various entities making up the Group, and we intend to draw on all that expertise in order to grow. Our French teams also had concerns about the level of English they would be required to have in order to work in a very international environment. To reassure them and help them improve their English, we introduced intensive language modules and encouraged them to speak English. It does not matter if you make mistakes. What is important is making the effort and getting your message across!

You were also keen to define new values that would be shared by all FDJ UNITED entities. Can you tell us more about that?

D. C.: It is paramount that we are all on the same page so that we can move forward together. With that in mind, we embarked on an extensive project to co-build the new Group's values using a questionnaire sent out to all members of staff. We also organised workshops at the main FDJ UNITED sites across Europe. Three shared values emerged from this work and were signed off by the Executive Committee: Passion to Succeed, Accountability and Collective Spirit. The values are the cement that is helping us bind our Group together by getting us all to work towards a common goal.

What are your priorities for the coming year?

D. C.: We will be placing a deeper focus on the notions of leadership and management. What skills do we expect from a manager? How can these skills filter throughout the Group? How can we best support all our employees in their development? But it is important to remember that, to succeed, this approach must not lie solely on the shoulders of the HR teams. It will be fuelled first and foremost by the expertise and the needs of people on the ground. More generally, I would say that the key is to structure a general framework that gives every person the freedom to express their uniqueness. Despite our differences, we can – and we must – find common ground and work towards the same goals.

FDJ UNITED is growing, and so is the value it is creating

The recent acquisitions have further underpinned FDJ UNITED's leadership in European gaming markets by bringing together core businesses and other activities. Despite this transformation, sustainability remains central to the Group's business model, harnessing human, financial and technological resources to create lasting value.

Trends

More information on p. 22



New competitive dynamics with the emergence of multi-market operators



More stringent regulations driving more responsible gaming



Consumer trends blending local and digital

Resources

Committed teams

More than **5,000** talents in more than **13** countries across the globe
88/100 employee engagement rate¹
4% of the Group's share capital held by employees

33 million players in around 15 countries

Iconic brands such as Loto, Unibet, Euromillions, Cash and 32Red
97% aided awareness rate for the FDJ brand in France
34,000 points of sale, of which nearly **29,000** in France, making it the country's most extensive local network²
206 millionaires in France

A robust financial profile

€1,189 million in equity
Financial leverage ratio (net financial debt / recurring EBITDA) of **1.87**
€399 million in net profit

State-of-the-art technological infrastructure

More than **20 billion** transactions a year

A recognised sustainability player

100% of the Group's markets are regulated or in the process of being regulated
More than **10%** of the advertising budget is devoted to responsible gaming³
A proactive phone call approach to reach out to players most at risk: **19,468** outgoing calls made⁴
Renewable energy sources make up **71%** of the Group's total energy consumption
100% of La Française des Jeux games marketed under exclusive licence are printed on responsibly-sourced FSC®-certified paper

Offering

Lottery games in France and in Ireland

online and through an extensive point-of-sale network (under exclusive rights)

Online gaming and betting open to competition

(sports and horse-race betting, poker and casino games, in markets that authorise these activities)

Offline sports betting in France

(under exclusive rights)

Payment & Services

(Nirio)

Corporate purpose

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

Strategy

More information on p. 18

Asserting our leadership in Europe as a responsible gaming operator.

Value created

Noteworthy financial & non-financial performance

€3,065 million in revenue
25.8% recurring EBITDA margin
77% adjusted net profit payout ratio⁵
A Group that is well-rated by the main non-financial rating agencies: MSCI, Moody's, S&P and CDP
100% score in **The European Lotteries** responsible gaming certification (maximum compliance level)

A redistributive model

In France, **€4,376 million** worth of gaming levies and **€994 million** in commissions paid to retailers, bringing to **€7 billion** the Group's contribution to national wealth
An incentive scheme and profit-sharing agreement in which employees can receive up to **24%** of their base salary (La Française des Jeux)

Contribution to causes of public interest

€72 million in gaming levies allocated to France's National Sports Agency (ANS)⁶
€25 million allocated to the FDJ Corporate Foundation for 2023-2027
€239 million in good causes funding remitted by Premier Lotteries Ireland (PLI) to more than **4,500** charity and voluntary groups

Contribution to environmental protection

Around **€1 million** in sponsorship and funding for biodiversity conservation projects
145 hectares of French woodland protected since 2019
Target to reduce Scopes 1, 2 and 3.3 greenhouse gas emissions by **42%** in 2030

An inclusive labour policy

Women hold **44%** of the seats on the Executive Committee and make up **38.5%** of the total Group workforce
5.9% gender pay gap (La Française des Jeux)⁷
Employees with a disability make up **5.7%** of the workforce (France)

1. 2024 FDJ Team survey, Group scope excluding Kindred. / 2. External source. / 3. Scope: La Française des Jeux. / 4. Group scope. / 5. Adjusted net profit is based on consolidated net profit adjusted for the following: for financial year 2024 alone, updated depreciation and amortisation recognised in 2019-2023 in respect of exclusive rights in France, i.e. €18 million, non-cash impact of the currency hedge relating to the Kindred acquisition, taken to financial income/expense; depreciation and amortisation of property, plant and

equipment and intangible assets, recognised or revalued as part of purchase price allocation of business combinations; and the resulting changes in deferred taxes. / 6. La Française des Jeux contributes, alongside other approved operators, to the ANS budget through gaming levies charged by the French State on online sports betting in the amount of €34.6 million across all operators. / 7. Based on the hourly wage.

ANALYSIS — The gaming and betting sector in France and international markets is enjoying sustained momentum and constantly changing. With its extensive brand portfolio, its presence in all activities in the gaming and betting sector, its leadership status in Europe and its technological and financial capabilities, FDJ UNITED holds all the cards to capitalise on major market trends. Let's take a closer look at three such trends.

What does the future hold for gaming and betting?



New competitive dynamics with the emergence of multi-market operators

The gaming and betting sector is experiencing huge changes: new operators are emerging, and existing ones are transforming, prompted by the arrival of international leaders that are tapping into economies of scale and advanced technological prowess. Alongside this, the lottery and sports betting universes are drawing closer to one another. This promising market offers many growth avenues for operators: geographical expansion, regional consolidation and/or diversification of offers.

Acquisitions are a growth avenue for FDJ UNITED, enhancing the diversity of its gaming and services offer and reinforcing its geographical foothold.



More stringent regulations driving more responsible gaming

In most European countries, the regulation of gaming and betting – which can differ greatly from one country to the next – has a three-fold objective: fostering responsible play, combating illegal gaming and betting and providing a framework for new offers emerging on the market. Alongside this, operators need to meet increasingly stringent demands when it comes to responsibility, integrity and leading by example, both to satisfy shifting regulations and to meet customer expectations.

FDJ UNITED is able to anticipate and respond accordingly in order to adapt to the regulations in the countries in which it operates. The Group is constantly reinforcing its responsible gaming policy to ensure that customers can enjoy a safe experience in which integrity is paramount.



Consumer trends blending local and digital

In the past few years, human relations and face-to-face experiences have once again become important factors in consumer behaviour, with a more purposeful and local focus. However, this shift towards “ultra-local” consumption is faced with the rapid digitalisation of society as a whole, as consumers look for more freedom of choice and more customised services. The gaming and betting industry has made huge advances in this area over the past few years. Physical points of sale and digital services are becoming increasingly intertwined. With the use of new technologies, the product and player experience can be innovated, responsible gaming programmes optimised and omnichannel customer journeys created, halfway between the online and the offline worlds.

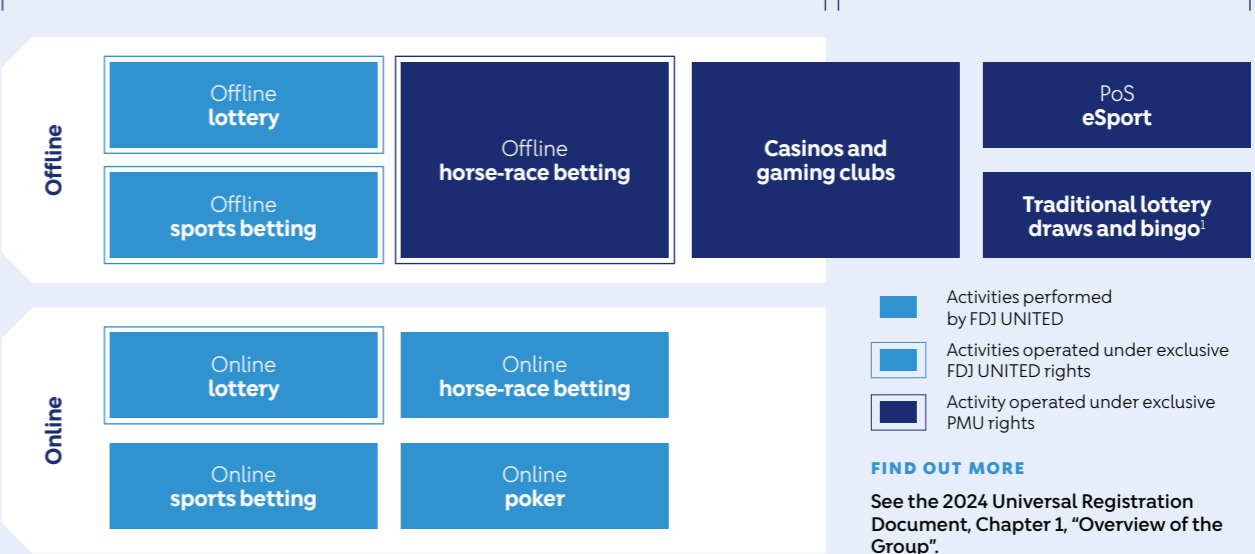
FDJ UNITED can rely on its network of local retailers, the largest in France, while developing its online gaming offer.

UP CLOSE

The gaming and betting sector in France

In France, the Pacte Law of 21st May 2019 secured La Française des Jeux’s exclusive right (monopoly) to operate offline and online lottery games and point-of-sale sports betting for 25 years, i.e. until 2044. The Group’s online sports betting, horse-race betting and poker activities are open to competition.

Regulators



FIND OUT MORE

See the 2024 Universal Registration Document, Chapter 1, “Overview of the Group”.

1. Traditional lottery draws and bingo games are organised by associations to support good causes, encourage the arts or finance non-profit sporting activities.

INTERVIEW — In 2024, FDJ UNITED achieved a new milestone in its international development when it acquired Kindred. Although this involved a change of scale, it did not alter the Group's values and commitments, as underlined by Charles Lantieri, Deputy Chief Executive Officer.

"Why FDJ UNITED is and always will be a deeply committed Group"

Charles Lantieri
Deputy Chief Executive Officer

FDJ UNITED is an iconic organisation in the eyes of the French population, because of its origins, which lie in the National Lottery set up in 1933 to help soldiers who suffered facial injuries in World War One (the "Gueules Cassées"), and also because of its connection to local communities. Is such a heritage compatible with international expansion?

Charles Lantieri: History must not stop us from moving forward. Rather, it should fuel how we evolve. FDJ UNITED has evolved over time, marked by a series of major milestones that consolidated the Group's cultural foundation. Our move into online gaming open to competition in 2010 could have seen us move away from our monopoly-based model in the French regions. Instead, we continued to develop this model through a variety of initiatives. One such initiative is the "Tremplin Détaillants Solidaires" scheme launched in 2013, which enables retailers in our network to sponsor local associations. Another is the "Mission Patrimoine" games launched in 2018, which helps to safeguard heritage sites across France. Similarly, after our privatisation, we defined a corporate

purpose to reassert our model as a useful, committed, responsible and locally rooted organisation. Today, the Group is at a major juncture in its history, with a strong international development drive. This change of scale is an opportunity to extend the reach of our model beyond borders and we intend to seize it.

A new corporate purpose will be presented to the shareholders at the General Meeting on 22nd May 2025. Why have you decided to write this "second chapter"?

C. L.: FDJ UNITED is entering a new era in its history. Our corporate purpose needs to evolve to reflect this change of dimension and unite our employees around a shared vision and a common plan. It is not a question of starting all over from zero, but rather of consolidating and enhancing our fundamentals. That is why we have taken a collaborative approach, involving the employees at all of the Group's entities, as well as the Executive Committee and our external stakeholders, through the Stakeholder Committee in particular. We

sought online feedback from our 5,000 employees, organised group workshops and held a large number of interviews, and the message that came out of this was clear: our current corporate culture is aligned with the expectations of our staff and of our stakeholders. There really is convergence around our capacity to combine responsibility, trust, giving back to society and entertainment through our activity.

Are there also plans to look at ways in which FDJ UNITED's CSR strategy might evolve?

C. L.: Our CSR commitments have guided the Group's acquisition and international expansion strategy. There is therefore no reason to change our sustainability and positive impact strategy. ESG matters at the Group were analysed extensively in 2024 as part of our first sustainability report. We identified 10 material ESG matters, for which we took concrete Group-wide action. Of course, we may adapt these actions if needed based on the entities that make up FDJ UNITED. For instance, paper

is still a key resource to make the gaming materials sold in our points of sale, but our offer is also becoming increasingly digital. That means that we must be committed to ensuring not only that our materials come from sustainably managed forests but also that the carbon footprint of our digital activity is reduced. We will also be staying on our trajectory to reduce our carbon footprint on a European level. FDJ UNITED has already substantially reduced its direct emissions in recent years, with a 70% cut in Scopes 1 and 2 emissions between 2017 and 2022¹. We want to extend our reduction efforts to indirect emissions, which make up the bulk of our emissions and essentially stem from our suppliers. We have therefore set an ambitious Group-wide target for Scope 3 emissions: to bring them down by 25% between 2022 and 2030 in accordance with a trajectory that is aligned with a 1.5°C global warming scenario. Lastly, it is important to stress that our sustainability strategy is not limited to the environment. We are also committed to being a reference in terms of inclusion. We are striving to do this within our own workforce of course, but also outside our Group, through the actions of

our corporate foundation for example, which has been working with associations for over 30 years to co-build innovative education and social inclusion initiatives.

The Group has been committed to responsible gaming for more than 20 years. Can FDJ UNITED stand out as a reference in this area on a European scale?

C. L.: We can, and we must! As a leading gaming and betting operator in Europe, we have a particular responsibility. It compels us to show initiative in order to stand out as a reference in responsible gaming. Incidentally, Kindred and La Française des Jeux were the first two gaming operators in the world to set targets to reduce the share of gross gaming revenue (GGR) attributable to high-risk gamblers. Premier Lotteries Ireland (PLI) also stands out with its policy in this area, particularly in terms of underage gambling. We now need to create positive synergies by drawing on each entity's expertise. For instance, we can capitalise on some of the measures put in place by the teams at Kindred, such as their programme to reach

out to high-risk players over the phone. We will continue to do better and innovate to ensure that we are always equal to the task. Artificial intelligence will be a helpful tool: not only will we be able to personalise the player experience, but it will also be easier to detect high-risk players. We will see this with the new system earmarked for 2025 to detect high-risk online lottery players. FDJ UNITED is beginning a new chapter in its history by expanding its international horizons, but responsible gaming will remain the common thread weaving through our journey.

¹. Scope prior to the Kindred acquisition.



SUSTAINABILITY — Three letters are being used more and more by the financial community: ESG, which stands for the Environmental, Social and Governance criteria used to analyse and assess corporate social responsibility (CSR). Let's take a closer look at key ESG issues for the Group.

"Capital" letters

ESG



Since its inception, FDJ UNITED has made responsibility central to its business model. Promoting responsible gaming, reducing greenhouse gas emissions, protecting biodiversity, combating all forms of discrimination and pursuing an ethical, compliance-based approach: the Group is taking concrete action to address all these ESG issues. The main non-financial ratings agencies, including MSCI, Moody's, S&P and CDP, regularly cite its proactive policy in this area.

**A key concept:
double materiality**

In 2024, the Group performed an in-depth assessment of environmental, social and governance matters in order to come into line with European regulations. As a result, this year, FDJ UNITED is releasing its first "sustainability report" in accordance with the Corporate Sustainability Reporting Directive (CSRD), which was introduced to enhance the manner in which large European undertakings report on ESG issues and to harmonise disclosures with a view to promoting a more sustainable economy.

There is one key concept running through the sustainability report: double materiality. In concrete terms, this means analysing ESG matters from two materiality angles. The first is financial materiality, which defines and measures the risks or opportunities that affect (or could reasonably be expected to affect) the undertaking over the short, medium or long term. The second is impact materiality, which defines and measures the undertaking's material actual or potential, positive or negative impacts on people or the environment, throughout the undertaking's entire value chain. FDJ UNITED had dozens of in-house staff participate in this assessment, from all Group departments and subsidiaries, through interviews, meetings and workshops. Nearly 250,000 quantified metrics were identified, collected, compiled, analysed and audited in order to be disclosed in the report.

Building a 360° view

The double materiality assessment gives an organisation a 360° view of its ESG matters and enables it to pinpoint key actions that need to be taken and that are commensurate with the matters deemed most material. At FDJ UNITED, 10 ESG matters were assessed as being material:

- Environmental: climate change mitigation and adaptation, and biodiversity and forest ecosystems

- Social: responsible gaming, working conditions and equal treatment, impact on territories and communities, and social and ethics-related matters tied to the upstream value chain
- Governance: anti-money laundering, cybersecurity and personal data protection, business ethics and anti-corruption, and the integrity of games

The Group has taken concrete action for each of these matters to limit the risks and/or seize all opportunities to drive sustainable, shared growth. All will be revealed in the following pages!

**At FDJ UNITED,
a forward-looking...
and collaborative approach**

Sustainability is not just a question of reporting: it feeds into all business lines and departments, from strategy definition through to the implementation of action plans. The governance bodies have a central role to play in steering the sustainability policy. The missions entrusted to the Board of Directors and its committees have been adapted and broadened to satisfy regulatory requirements and to factor in ESG-related impacts, risks and opportunities more effectively. ESG targets have been incorporated into the annual compensation packages for executive corporate directors (see pages 40 and 41).

FDJ UNITED also engages regularly with stakeholders throughout its entire value chain (employees, players, shareholders, distribution network, suppliers, civil society, the State and regulatory authorities and more) in order to take their interests and views on board and to enhance its own CSR policy and actions by harnessing their high-calibre expertise and their diverse experience.

FIND OUT MORE

See the 2024 Universal Registration Document, Chapter 4, "Sustainability report".



Forests, a natural heritage that must be protected

As part of its sponsorship initiative with the French biodiversity agency (OFB), FDJ UNITED is supporting a biodiversity conservation and restoration programme in the Petite-Pierre national hunting and wildlife reserve (Bas-Rhin). This 2,728 hectare area provides a habitat for many woodland species such as deer, the Eurasian lynx and the black stork. The funding that FDJ UNITED provides is used to develop the mosaic of woodland habitats, observe the behaviour of species passing through the reserve using camera traps and carry out actions to raise awareness about the reserve and highlight its importance.



2,728

hectares of woodland protected in Bas-Rhin



Fewer carbon emissions for TV draws

The televised Loto and Euromillions-My Million draws were awarded the Ecoprod Engagement label this year by AFNOR (French national standardisation organisation). This certification recognises the efforts made by the Group's audiovisual production agency, ImSoProd, to reduce the carbon footprint of its programmes. Once the most carbon-intensive areas had been identified, ImSoProd was able to take various measures in areas such as transport, catering and the handling of filming rushes.

E

FDJ UNITED's environmental policy hinges on two objectives: to shrink the Group's carbon footprint and to take action to protect biodiversity.



Protecting the natural environment: mission possible!

2024 saw FDJ launch the second round of the Mission Nature scratch card game, the proceeds of which go towards biodiversity conservation projects, helping to raise public awareness. Instead of going to the French State, the gaming levies on these scratch cards are allocated to the French biodiversity agency (OFB) to finance around 20 biodiversity conservation and restoration projects throughout France. The first round of Mission Nature raised more than €7.2 million for 21 local projects. And there is much more to come! Mission Nature will continue in 2025 with a central theme: restoring marine and coastal ecosystems.



€3

Of the €3 spent on a Mission Nature game:

- €1.98 is paid back out to prize winners (66%)
- €0.43 is transferred by the State to the OFB (14.3%)
- €0.21 is withheld as tax (7.1%)
- €0.20 goes to the Group (6.6%)
- €0.18 goes to retailers (6%)



In Ireland, even the offices are going green

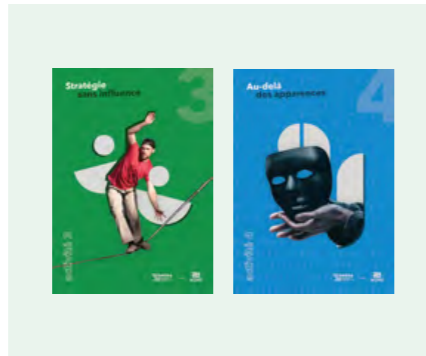
After calling Dublin's Abbey Street home for 37 years, Premier Lotteries Ireland (PLI) crossed the River Liffey to its new premises at the end of 2024. A symbolic change – PLI remains in the very heart of the Irish capital city – and good news for the environment: the new premises are 'Platinum' LEED-certified. The building meets high environmental standards, lowering PLI's carbon footprint and its operating costs, while providing a healthier working environment for staff. This will go some way to enabling PLI to achieve its ESG targets!





FDJ UNITED is tough on underage gambling

In 2024, FDJ UNITED made more than 2,700 test purchase visits in its French network of retailers to verify that they were complying with the law prohibiting the sale of gaming and betting services to underage players. These campaigns were conducted in association with ARPEJ (the French excessive gaming research and prevention association) and involved sending underage “mystery shoppers” to points of sale under the supervision of an internal inspector. The Group has been staging two test purchase campaigns a year across France since 2015. It is a good way to gauge how effective training initiatives are and to acquire more insight into the reality of underage gambling.



An “OPERA” for young people

In 2023, FDJ UNITED pledged €10 million over five years to support ARPEJ’s “OPERA” programme. “OPERA” stands for *Outil de Prévention Educationnelle sur les Risques des jeux d’Argent* in French (educational tool to prevent gambling risks) and is geared towards schools. The programme helps young people improve their life skills, educates them about the dangers of gambling, and helps them to understand the mechanisms involved in gambling and to use critical thinking. At the end of 2024, more than 21,000 young people had taken part in this programme.



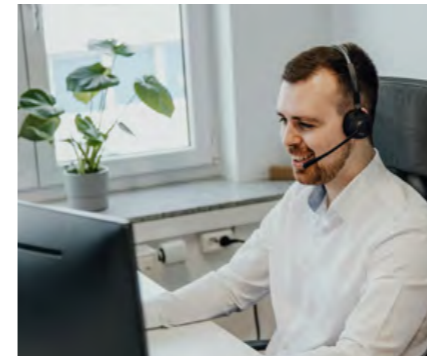
The importance of rules

To coincide with Paris 2024, the most recent underage and excessive gambling prevention campaign used sport to get the message across. Featuring athletes from the FDJ Sport Factory, three amusing adverts each put a unique twist on the rules of a sporting competition. They sent out a clear message: for risk-free play, it is important to know the rules of the game! Each year, FDJ UNITED devotes at least 10% of total advertising spending to responsible gaming (across all media formats).



Preventing excessive gambling

To combat excessive gambling, FDJ UNITED has far-reaching measures in place to detect and support vulnerable players. In 2020, the Group introduced a policy of reaching out to players over the phone, as part of a strategy co-developed with the Committee of Responsible Gaming Experts. The purpose of these calls is to talk to players about their gaming habits, remind them about the tools at their disposal and put them in touch with partner associations who can provide support. During UEFA Euro 2024 and the Paris 2024 Olympic and Paralympic Games, the number of calls to the users of sports betting services in France was stepped up significantly, with more than 3,500 calls made in 2024, up from around 2,600 in 2023.



3,500

calls made to users of sports betting services in 2024 to prevent excessive gambling in France



Data to facilitate detection

FDJ UNITED has been developing extensive expertise for many years to detect and support high-risk gamblers, most notably by designing detection tools specific to each of its business verticals (lottery, sports betting and poker) and by using increasingly advanced data processing methods to enhance its customer knowledge. Kindred launched a PS-EDS (Player Safety - Early Detection System) as early as 2013, which it has been enhancing and building on ever since. These additional areas of expertise bode very well for the Group’s efforts to protect players.



FDJ UNITED has made responsible gaming a central part of its business model and corporate purpose, with two priority focuses: combating underage gambling and preventing excessive gambling.



LGBTQI+: no to discrimination!

FDJ UNITED chose 17th May, which happens to be International Day Against Homophobia, Biphobia and Transphobia, to roll out an awareness campaign at its French sites to combat discriminatory remarks. This campaign echoes two of the pledges made in the LGBTQ+ Charter drawn up by an association called L'Autre Cercle, which FDJ UNITED signed in 2023: ensure that the Group's governing bodies take a visible stand against all discriminatory remarks or acts targeting LGBTQI+ groups, and prevent and punish any discriminatory remark or attitude. Actions are also led throughout the year via the All'Proud network, which regularly organises conferences and in-house awareness initiatives in association with têtù.connect.



500

FDJ retailers trained to receive victims of street harassment in 2024



Combating violence against women: FDJ UNITED is on the front line

FDJ UNITED chose International Day for the Elimination of Violence Against Women to hold a round table on the role that companies can play in tackling violence against women. Hosted by the All'In internal diversity network, this event looked at the types of concrete actions companies can take and highlighted the partnership with UMay, a French street harassment application. In 2024, more than 500 FDJ retailers were trained in the "3Rs" (Receive, Reassure, Relay information), helping to make their points of sale inclusive and supportive spaces.



The people who work within a company form the society in which we all live in, which is why the Group is committed to ensuring that everyone feels like they belong and is actively combating discrimination in all shapes and forms.



FDJ UNITED pursues a demanding ethics- and compliance-driven approach with two key principles: combating corruption, money laundering and fraud, and protecting players' personal data.



Going even further to combat money laundering and terrorist financing

In 2024, FDJ UNITED made some changes to its policy on combating money laundering and terrorist financing. The aim was to adapt the policy to the Group's change of scale and apply it to the international arena. FDJ UNITED defined a policy applying to all Group entities in France and abroad. It has also set up a platform to share governance-related best practice. All these initiatives help to manage risk as effectively as possible.



CyberWeek 2024

CyberWeek was organised in October 2024 for a second year, during which staff took part in awareness actions about the risks relating to cybercrime and the continuity of information systems. Demos were held to show how data can be intercepted from a smartphone connected to a public Wi-Fi network, together with workshops on how to use an AI chatbot and conferences with expert speakers.



Closely monitored Games

As a member of the French national anti-manipulation in sports platform, FDJ UNITED joined all the organisation's other stakeholders to monitor the competitions staged during the Paris 2024 Olympic and Paralympic Games. The Group has long been a partner of sporting events and has been involved since 2016 in national and international efforts to combat the manipulation of sports competitions. In the past three years, more than 2,500 members of the French sporting movement have been reached out to as part of awareness initiatives.

REPORT — Did you know? The people who make up FDJ UNITED have expertise that goes far beyond the realms of gaming. Cybersecurity, sustainability, communication and innovation: these are just some of the areas in which our teams excel.

Behind the scenes!



Sophie Thénot
Head of Group cybersecurity office

Paris

"The Group's transformation and the increase in the number of entities, activities and online transactions means that we have had to widen our safety net. To manage cybersecurity risks as effectively as possible, we set a framework that must be complied with, as well as clear guidelines. We verify that these guidelines are implemented and that the cybersecurity strategy is coherent for the Group as a whole, making allowances for specific local characteristics, of course. What do I like most about my work? I enjoy working in a stimulating environment in which I can learn new things every day. No one day is like another."



Sébastien Godefroit
Non-financial reporting officer

Paris

"Can we really change things? That's the vague question I was beginning to ask myself a few years ago... Step 1: re-evaluate what you know about yourself. After spending a career in finance and joining FDJ UNITED in 2015, the Group gave me an opportunity to take an exciting leap into the unknown in 2022 by transferring to its CSR department. One of the most notable things I have been able to do there is co-steering the Group's first sustainability report (CSRD), against the backdrop of an international expansion that augments our actions and our impact. Every day, this collective challenge has revealed just how committed so many of my coworkers are, as well as their passion and their motivation. The road to a more sustainable economy is still long but I am sure that we can rise to this challenge together. So yes, we really can change things!"



Jennifer Crowe
Head of Corporate Affairs

Dublin

"As Head of Corporate Affairs for the Irish National Lottery (Premier Lotteries Ireland, PLI), I look after communication strategies geared towards institutions and the general public, which involves coordinating how we liaise with the government and managing our CSR agenda. In an ever-shifting media landscape and amid stricter gambling regulations, my biggest challenge is protecting PLI's reputation and ensuring that all its stakeholders have a positive perception of the company. The main way to achieve this is through our mission of raising essential funds for thousands of good causes across Ireland. That's what drives me every day!"



Seydawin Top
Head of the Illiko digital games studio

Paris

"I am the Head of the Illiko digital games production studio, where I coordinate the digital versions of scratch games sold in points of sale, as well as exclusive online games. I have a multi-disciplinary team that includes project managers, game artists, developers and game designers, and I work with them to coordinate all the stages of the life of a game, i.e., prototyping, design, testing, scheduling and costs, up to the release and ultimately the shut-down of the game. We are always busy, with two new releases every month! But it's the sheer variety of projects and people involved that I find fascinating: every day is different. What am I most proud of? Pulling off increasingly complex projects and directly contributing to the Group's growth. Some of our most successful games in 2024 were Ticket d'Or, Chercheur d'Or, Crescendo, Fortune Wishes and Mystery Stones."



Watch the Women in Tech video: three women talk about their careers at FDJ UNITED.

Banu Muthu
Engineering manager

London

"Technical leadership, project management and human support are just some of the skills I employ as Engineering Manager at FDJ UNITED. My teams are tasked with developing software solutions for the entire Group. Beyond ensuring that they stick to deadlines, my role is to make sure they have the necessary resources, skills and support to accomplish their tasks. The Group's mentoring, diversity and leadership programmes are valuable assets in the performance of my mission. The most rewarding part of my job is, without a doubt, the chance to help people progress in their career and become more confident, just as my former managers did with me."



Sylvain Martin
Innovation manager

Paris

"I have been FDJ UNITED's Innovation Manager since May 2023. I first joined the Group as an apprentice in 2016. My role is to identify growth opportunities, often linked to start-ups, and to coordinate innovative projects, from design to implementation. I also have a role showcasing the Group's innovation culture at events such as VivaTech, the biggest tech stage in the world, so that FDJ UNITED can unveil its latest innovations. As Innovation Manager, my greatest challenge is to satisfy customers' future needs and thereby be a contributing factor in the Group's long-term development. What really drives me is the chance to get involved in a wide range of ambitious projects that will shape the future of the Group, particularly in international markets."

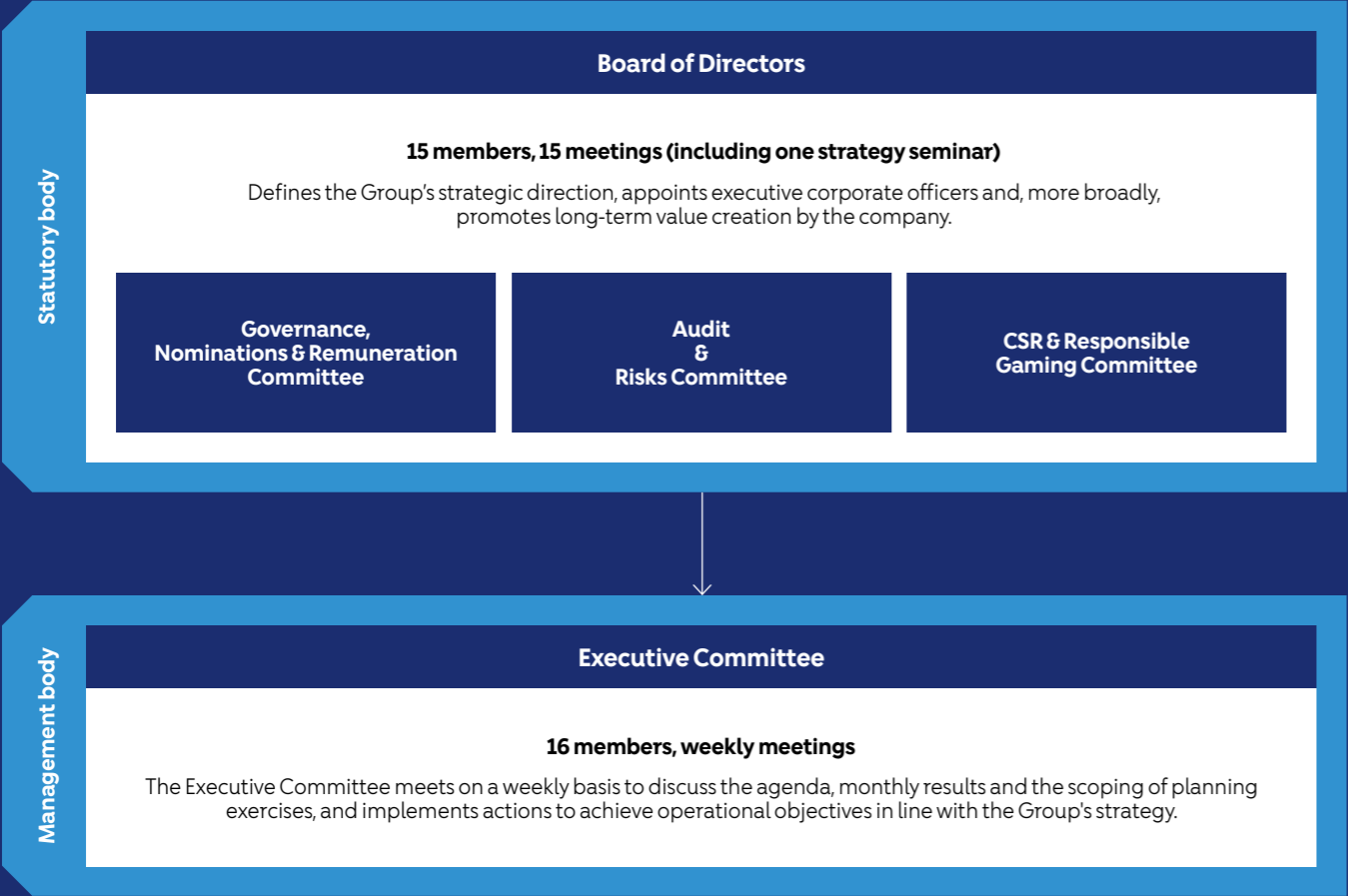
GOVERNANCE — The Board of Directors and the Executive Committee are the two pillars of FDJ UNITED's governance.

Governance that supports FDJ UNITED's ambitions

The directors on the Board have specialised and diverse profiles that enable them to set out the Group's strategic policies and objectives. Under the direction of the Chairwoman and Chief Executive Officer, the Executive Committee decides on and implements the organisation and operational policies that will make it possible to achieve these objectives. The experienced professionals who sit on the Executive Committee steer the associated action plans and assign the teams to carry out these plans.
















FIND OUT MORE

See the 2024 Universal Registration Document, Chapter 2, "Corporate Governance".



Board of Directors

Composition at 31st December 2024

 <p>Stéphanie Pallez Chairwoman and CEO of FDJ UNITED</p>	 <p>Philippe Lazare Independent director Lead Director, Chairman of the Governance, Nominations and Remuneration Committee</p>	 <p>Fabienne Dulac Independent director</p>
 <p>Xavier Girre Independent director Chairman of the Audit and Risks Committee</p>	 <p>Françoise Gri Independent director Chairwoman of the CSR & Responsible Gaming Committee</p>	 <p>Corinne Lejbowicz Independent director</p>
 <p>Florence Barjou Independent director Permanent representative of Predica</p>	 <p>Victor Richon Director representing the French State</p>	 <p>Ghislaine Doukhan Director appointed by the General Meeting on the proposal of the French State</p>
 <p>Didier Trutt Director appointed by the General Meeting on the proposal of the French State</p>	 <p>Jacques Sonnet Permanent representative of the FNAM (Fédération Nationale André Maginot)</p>	 <p>Olivier Roussel Permanent representative of the UBFT (Union des Blessés de la Face et de la Tête)</p>
 <p>David Chianese Director representing employee shareholders</p>	 <p>Didier Pitisi Director representing employees</p>	 <p>Agnès Lyon-Caen Director representing employees</p>

50% independent directors

59 years is the average age

50% & 50% women men
Excluding directors representing employees and employee shareholders.

Also attending the Board of Directors meetings in an advisory capacity:

Pascal Chèvremont
General Economic and Financial Controller
Sébastien Devillepoix
Representing the Central Economic and Labour Relations Council
Étienne Genet
Government Commissioner

A closer look at the work of the Board

The Board of Directors met 15 times in 2024 to discuss strategy, day-to-day operations and key issues and topics for the Group. Some of its work is related to the Kindred acquisition.

Main work of the committees in 2024

Governance, Nominations & Remuneration Committee:	Audit & Risks Committee	CSR & Responsible Gaming Committee
<p>6 meetings 92% attendance rate</p> <ul style="list-style-type: none">• Remuneration of Corporate Directors• Independent third-party assessment of the Board of Directors• Annual review of director independence	<p>9 meetings 90% attendance rate</p> <ul style="list-style-type: none">• Finance and treasury<ul style="list-style-type: none">• Risk analysis• Strategy• Acquisition plans	<p>6 meetings 90% attendance rate</p> <ul style="list-style-type: none">• Responsible gaming• Promotional strategy• Amendments to the rules of procedure• Double materiality assessment (CSRD)



Françoise Gri
Chairwoman of the CSR & Responsible Gaming Committee

How big a focus is placed on sustainability issues in the Board of Directors' deliberations, particularly when a major deal is on the agenda such as the Kindred acquisition?

Françoise Gri: Such matters are central to the FDJ UNITED Board's strategic discussions. Our missions include, for example, defining the Group's strategic ESG policies and its climate and diversity objectives. When it comes to sustainability, FDJ UNITED

wants to go further than simply fulfilling its regulatory obligations and truly lead by example. It holds itself to such a high standard, not just in France, but also in its international markets. Responsible gaming was a particular focal point with the Kindred acquisition. The Board would not have given the acquisition a green light had Kindred not shown it was firmly committed to protecting players.

How has the entry into force of the CSRD (see page 27) influenced the Board's work?

F.G.: The entry into force of the CSRD prompted the Board to adapt and broaden its own sustainability-related missions and those of its committees. Two training sessions were organised specifically covering the new directive. The Audit and Risks Committee also oversaw the Group's double materiality assessment and organised joint work sessions with the CSR & Responsible Gaming Committee. The aim was to reinforce coordination between the two committees on environmental and societal matters.

More generally, how do you see corporate sustainability issues evolving in the years to come?

F.G.: These are critically important issues. When it comes to environmental issues for example, the achievement of the objectives of the Paris Agreement is looking increasingly uncertain, and this will have major consequences for the planet, our lives and our activities. For companies, including those like FDJ UNITED that are most committed to sustainability issues, this makes it all the more crucial to mature in this area, and to set ambitious targets and come up with action plans that really work in order to achieve the expected results. At a time when sustainability issues are being called into question, companies will also need to be loud and clear in reasserting their commitments and, beyond this, in convincing of their necessity.

Remuneration policy

In 2024, the shareholders passed a resolution at the General Meeting on 25th April to update the remuneration policy for FDJ UNITED's executive corporate directors (ECDs). The weight of non-financial performance criteria in variable remuneration components was increased with the introduction of new indicators. These new

indicators namely relate to the Group's non-financial ratings, the reduction of its carbon emissions, and diversity and inclusion. The Board proposed a remuneration policy that placed an emphasis on the Group's strategic priorities, such as the steering of acquisitions or the digitalisation of FDJ UNITED's activity¹.

The compensation structure for executive corporate officers for 2025²

31% FIXED REMUNERATION ³	<p>Objective</p> <p>Reflect the level and complexity of the ECDs' responsibilities, their experience and what is expected of them, whilst taking relevant comparables and market practices into account.</p>	
31% SHORT-TERM VARIABLE REMUNERATION (in cash) ³	<p>Objective</p> <p>Reflect FDJ UNITED's growth objectives, its operational and financial performance and CSR and responsible gaming commitments, relative to market recommendations.</p>	<p>Performance criteria</p> <ul style="list-style-type: none">• Volume of 2025 Group EBITDA: 30%<ul style="list-style-type: none">• Group 2025 revenue: 20%• EBITDA-to-cash conversion rate: 10%• CSR and responsible gaming: 30%<ul style="list-style-type: none">• Managerial performance: 10%
38% LONG-TERM VARIABLE REMUNERATION (in FDJ UNITED shares, criteria over 3 years) ³	<p>Objective</p> <p>Incentivise the ECDs to achieve FDJ UNITED's expected long-term performance in order to create value while remaining consistent with the interests of stakeholders, particularly shareholders.</p>	<p>Performance criteria</p> <ul style="list-style-type: none">• Shareholder return criterion: 30%<ul style="list-style-type: none">• Strategic criterion: 20%• Financial criterion: 30%• CSR and responsible gaming criterion: 20%

FIND OUT MORE

See the 2024 Universal Registration Document, Chapter 2 "Corporate Governance".

1. Excluding the Kindred scope.
2. Subject to approval of the ex-ante remuneration policy at the General Meeting on 22nd May 2025.
3. If 100% of objectives are met.



GOVERNANCE

An Executive Committee united behind the Group's performance

FDJ UNITED made some changes to its operational model in 2024. The aim was to structure its new activities in France and international markets following on from the Kindred acquisition.

The new operational model reflects the more diverse, digital and international profile of the Group's activities, now that it is present in around 15 locally-regulated markets around the world.

The new model is based around four business units (BUs):

- **French lottery and retail sports betting**, which encompasses offline and online lottery games under exclusive rights and sports betting at points of sale.

- **Online betting and gaming**, which includes online sports betting, horse-race betting, poker and casino games, all open to competition, in markets where these activities are locally regulated.
- **International lottery**, which mainly encompasses the Irish national lottery operator, Premier Lotteries Ireland.
- **Payment and Services**, which namely includes the Nirio brand.

These business units are supported by cross-cutting functions – technology, data and artificial intelligence (AI), finance, strategy, engagement and sustainability, human resources (HR), legal, regulation, communication and public affairs, audit and risk – which are essential to the smooth running of the Group.

Composition at 31st December 2024



01. Stéphane Pallez Chairwoman and CEO of FDJ UNITED	02. Charles Lantieri Deputy Chief Executive Officer and Chairman of the FDJ UNITED Foundation	03. Pascal Chaffard Chief Financial Officer, Strategy and Performance leader	04. Giovanna d'Esposito Chief International Lottery Officer	05. Nils Andén Chief Online Betting and Gaming Officer	06. Cécile Lagé Chief Executive Advisor
07. Raphaël Botbol Chief Payment and Services Officer, Innovation leader	08. Celia Verot Chief Regulatory Officer	09. Vincent Perrotin Chief Sustainability Officer	10. Sébastien Rozanes Chief Digital, Data & AI Officer	11. Nathalie Le Garlantezec Chief Communications Officer	12. Xavier Étienne Chief Technology Officer
13. Valérie Berche Chief Audit and Risks Officer	14. Dominique Cavalié Chief Human Resources and Transformation Officer	15. Elisabeth Monégier du Sorbier General Counsel and Secretary to the Board of Directors	16. Patrick Buffard Chief French Lottery and Retail Sports betting Officer	Also sitting on the Executive Committee: Jonathan Gindt <i>Secretary to the Executive Committee</i> Strategy Director Yann Paternoster <i>Permanent guest</i> Public Affairs Director, Chief of Staff to Stéphane Pallez	

SPORT — FDJ UNITED holds a very specific status in French sport, as a sports betting operator, sponsor, benefactor and provider of funding to enable people from all walks of life to participate in sport, as well as through its commitment to the integrity of sport. The Group has had a connection with the sporting world for more than 45 years, epitomised by its most recent actions.

FDJ UNITED and sport, a time-honoured connection

Playing by the rules, equal opportunities, team spirit, pushing one's limits... These are values that FDJ UNITED shares with the sporting world and embodies in every action it undertakes.

Enabling sport to thrive in local communities

FDJ saw its role as an official partner of the Paris 2024 Olympic and Paralympic Games as a unique opportunity to develop the practice of sport all across France. It teamed up with the French National Sports Agency (ANS) to design and fund the "Gagner du terrain" (Gaining Ground) programme, which led to the installation of freely-accessible sports grounds in around 50 French towns. The aim was to encourage locals to get moving and to attract people to sports facilities from beyond the usual circle of users. The new facilities include an athletics track with a solar-powered time clock, a multi-sports podium and "active design" features on the ground.

High-performance support

FDJ UNITED has long been committed to high-performance sport. The Group is a pioneer in this domain, establishing a special programme as far back as 1991 that became the FDJ Sport Factory in 2019 and was renamed the FDJ UNITED Factory in 2025. The goal? To provide personal and financial support to athletes as they prepare for major sporting events, but also to help them in their transition to the working world through training programmes organised in conjunction with prestigious higher educational institutions, as well as help starting up a business and a programme to validate the

skills acquired during their sporting career. More than 30 years have passed since the programme was first set up and the figures speak for themselves, with nearly 500 athletes availing of support and 205 Olympic and Paralympic medals won! FDJ UNITED also partners major sporting federations and competitions, such as the French Basketball Federation and the NBA.

FDJ UNITED and cycling, an iconic combination that has endured over the years

The Group supports three professional cycling teams: the Groupama-FDJ World Tour and the Groupama-FDJ Conti men's teams and the FDJ-SUEZ women's team, with whom FDJ UNITED renewed its partnership in 2024 for the next three seasons. The Group also partners the Tour de France and the Tour de France Femmes races with the Zwift online training programme, which it helped to found. The Tour de France is an extremely popular event, with stages held all across the country. FDJ UNITED's presence at such an event showcases the Group, gives it added visibility and elicits an affective response to the brand among consumers, while also being beneficial to its network of retailers right across France.

Campaigning for gender equality

Examples of the unequal treatment of men and women can be found everywhere, including in sport, where women may earn less than their male counterparts, be given less media attention and have fewer resources at their disposal. FDJ UNITED is working to change this. Some of the objectives in the

"Sport pour Elles" programme launched in 2016 include promoting sports for all women and girls, giving women athletes more media coverage and support, and increasing female representation in sports governance. As part of its most recent annual "Performance pour Elles" call for projects, the Group donated a total of €100,000 to a number of French sporting federations to help them prepare female athletes and set up high-performance programmes for them. The Group has also become an official partner of the women's teams at two of France's most prestigious football clubs: in 2024, the FDJ logo was added to the Paris Saint-Germain and Olympique de Marseille women's jerseys.

Ensuring that sporting values triumph

The manipulation of sports competitions can have a detrimental impact on sporting merit and trust in the game, which is why FDJ UNITED is working to combat all forms of wrongdoing. In particular, the Group chairs the executive committee of United Lotteries for Integrity in Sports (ULIS), which brings together lotteries from around the world, pooling their sports betting monitoring data to effectively tackle any attempts to manipulate competitions. FDJ UNITED also supports a European programme to facilitate the implementation of the "Macolin Convention", which aims to improve and harmonise international regulations and practices in order to combat the manipulation of sports competitions. FDJ UNITED has raised awareness about this issue among more than 2,000 sportspeople since 2018, and was involved in the design and in the 2021 launch of France's first ever platform to report manipulation in sport: www.signalesport.fr.

- 1980**
The first funds are allocated to France's National Sports Agency (ANS)
- 1991**
The Challenge programme is set up to support elite athletes, is renamed FDJ Sport Factory in 2019 and then FDJ UNITED Factory in 2025
- 1997**
The Groupama-FDJ men's cycling team is established
- 2016**
The "Sport pour Elles" programme is set up to support elite female athletes and encourage women and girls to do sport
- 2017**
The partnership with the FDJ-SUEZ women's cycling team is launched
- 2024**
The Group becomes an official partner of the Paris 2024 Olympic and Paralympic Games



Sarah Ourahmoune
Professional boxer and member of the FDJ UNITED Stakeholder Committee

You joined the FDJ UNITED Stakeholder Committee in 2023. Can you remind us of what exactly that committee is?

Sarah Ourahmoune: The FDJ UNITED Stakeholder Committee brings together experts and names from all walks of life to discuss the Group's commitments to society. My background in sport, together with my position as a business leader and as a woman who has strong commitments, gives me a unique perspective in areas such as inclusion, equal opportunities and the impact of sport on the development of local communities.

"Sport is a powerful way to transform society"

In 2024, the Stakeholder Committee naturally focused on the Paris 2024 Olympic and Paralympic Games, for which FDJ was an official partner. What did the committee discuss?

S. O.: At our meeting in July 2024, experts from the Group talked to us about the partnership with Paris 2024 and, more generally, about FDJ UNITED's involvement in the world of sport. I also spoke about the government's new roadmap to develop sport in France. We talked a lot about two major focuses: FDJ UNITED's support for French athletes and its commitment to women's sport.

That must have really struck a chord with you, as a Silver Olympic boxing medallist in the 2016 Games...

S. O.: It did, of course. Rio 2016 was an unbelievable experience! Standing on that podium was the culmination of years of sacrifice and hard work. Beyond the medal, it was a fantastic experience on a personal level. The Rio Games also shone a spotlight on women's boxing, which obviously meant a great deal to me.

You are the ambassador for FDJ UNITED's "Sport pour Elles" programme. Can you tell us more about that?

S. O.: It is a pioneering initiative launched by FDJ UNITED in 2016. It breaks down barriers to women and girls doing sport, such as stereotypes, difficulties getting access to facilities and training, poor visibility and more. I am proud to promote the programme as its ambassador. Action is needed on many levels: smashing stereotypes, from a very early age, giving women's sporting achievements more media attention and supporting women who want to take up leadership roles.

Why do you think sport is such an important issue for an organisation like FDJ UNITED?

S. O.: By promoting sport, a company can put an emphasis on strong values such as pushing your boundaries, looking after your well-being and cultivating a team spirit. From an economic perspective, it is a strategic tool that a company can use to build and reinforce its brand image and capture the attention of an audience that is as passionate as it is diverse. Sport includes, educates and unites, which means it can transform society, and FDJ UNITED understands this very well.

SPORT — The Paris 2024 Olympic and Paralympic Games fired the imagination of people all over the world. As an official partner of the Games, the Group wanted to make them as inclusive and sustainable as possible across the whole of France. We take you back to the heart of the Games.

Paris 2024: a look back at a summer of sport



Alex Portal, FDJ Sport Factory athlete, Silver and Bronze Para Swimming medallist.

500

beneficiaries of services provided by partner associations of the corporate foundation were invited to attend the Olympic and Paralympic Games

Sport has the power to change lives. This powerful conviction championed by the Paris 2024 Organising Committee resonates with FDJ UNITED's long-established involvement in sport. It therefore made perfect sense for the Group to become one of the first official partners of such a major sporting event, with one key ambition: for the Paris 2024 Games to be accessible to people everywhere and to be sustainable.

A huge popular celebration

The Paris 2024 Games brought people together in celebration! FDJ helped build the excitement among the French population throughout the summer. Points of sale located close to Olympic sites donned the Paris 2024 colours. Those located in towns with a special place in the hearts of FDJ Sport Factory's¹ athletes were transformed into "supporters clubs". FDJ UNITED was present

at the Paris La Villette 'Club France' fanzone, where it gave fans a chance to try their hand at sports in which the FDJ Sport Factory athletes were competing: climbing, handball and even surfing! The Group made sure the excitement radiated all across France by staging a "Celebrate the Games" tour, which it took to 13 seaside towns. People belonging to vulnerable groups were not left out, with tickets to the Olympic and Paralympic Games being given to more than 500 people availing of the services of FDJ Foundation² partner associations.

Radiating French sporting talent around the world with the FDJ Sport Factory

The 32 FDJ Sport Factory athletes competing at the Paris 2024 Olympic and Paralympic Games won 25 medals for France: 7 Gold medals, 4 Silver medals and 14 Bronze medals. This impressive tally rewarded their excellence and determination.



1. Renamed FDJ UNITED Factory in March 2025.
2. Renamed FDJ UNITED Foundation in April 2025.



Anthony Jeanjean, supported by the FDJ Sport Factory, Bronze BMX Freestyle medallist.



In France, games to mark the Games

The FDJ lottery activity launched an Olympic and Paralympic game to coincide with the Sydney 2000 Games and has been repeating the initiative in France ever since. In 2016, it launched the "Vibrez pour Paris 2024" ("Get behind Paris 2024") scratch game to encourage support for the Paris host city bid. On 1st July 2024, it launched a limited edition "Objectif Or" ("Going for Gold") scratch game online and at all points of sale. The FDJ twist on the Olympic and Paralympic Games culminated on 26th July with an exceptional €15 million Grand Loto draw to coincide with the Paris 2024 opening ceremony.

71

employees volunteered to help ensure the smooth running of events and to assist athletes and the general public

Our employees in the centre of the action

The Group was keen to harness the celebratory mood of the Games by enabling employees to get involved. 71 volunteers helped ensure that events ran smoothly and were on hand to assist the athletes and the general public. 19 of our talents had the honour of taking part in the Olympic torch relay. Moments that will stay with them forever! Employees were also given a chance to meet the athletes from the FDJ Sport Factory and attend Olympic and Paralympic events all over France. Lastly, 50 employees took part in the "Défi 2024" challenge by running in the marathon or the 10km race organised for the general public during the Games.



Virtual reality introduction to surfing at the Paris headquarters.

Going forward?

As part of its "Héritage 2024" call for projects, the FDJ Foundation has selected projects championed by large organisations in conjunction with local associations. These projects are expected to have lasting benefits for the local communities in which the Paris 2024 Olympic and Paralympic Games were held. The Foundation will support them until 2026 through a €1.5 million funding package spread over three years. Associations who teamed up to form the Siel Bleu coalition are just some of the recipients of funding. They will use it to combine their expertise and enable more than 4,200 vulnerable children aged 2 to 11, some who may have a disability or come from disadvantaged homes, to get involved in sport.

"A corporate foundation's role is not (just) to provide funding"



Isabelle Delaplace
Managing Director of
the FDJ UNITED Foundation

People are often confused about the exact role of a corporate foundation: is it just a way to boost an organisation's visibility or does it genuinely support associations? Is its action limited to endowments or does it get involved on the ground? Eight years coordinating the actions of the FDJ UNITED Foundation have taught me a thing or two.

The funding aspect is essential, there can be no doubt about that. This is particularly true now, at a time when public funding is dwindling. Local associations all across France are working to meet very real needs in terms of inclusion, accessibility, education and more.

However, without funding, even the worthiest of ideas will never get off the ground. Financial sponsorship is therefore central to the FDJ UNITED Foundation's actions. Projects need to be able to grow and become long term, which is why 85% of the projects we select receive funding over several years.

We support a wide variety of projects, with one overriding priority: to promote equal opportunities. We have been concentrating our efforts on education and social inclusion since 2017, as these are fundamental issues that have an impact on people at all stages of their life.

Alongside funding, we also provide specific support to help organisations structure their actions. Our teams are also on hand to lend their expertise to projects, in various fields: communication, digital or marketing, for example.

This approach is making a difference, as shown by our latest impact study: 97% of the associations we support say they are satisfied with our collaboration.

However, a corporate foundation is also a driver of social connection. Our "Tremplin Détaillants Solidaires" programme is a good

example of this. It enables our retailers to support social impact initiatives in their local areas, in conjunction with our regional branches. More than 200 initiatives are being financed each year, all of them with a strong local link.

Our teams also provide concrete evidence of our commitments: 20% of our staff sign up each year to help with a good cause, such as collecting items for food banks or becoming a mentor. Sometimes, these simple acts can make a huge difference to people's lives: someone who had sought help through the Rêv'Elles association recently said that her meeting with a legal advisor from FDJ UNITED eight years ago had inspired her to register for a college course in international law.

A corporate foundation takes action that goes far beyond simply writing out a cheque. It is, above all, a driver of social innovation and a bridge between worlds that would otherwise barely collide. At FDJ UNITED, we believe that we must use our performance to give back to society and promote equal opportunities. We work to ensure that every pledge given, every euro invested and every minute spent by our teams go towards building a fairer, more supportive and more inclusive society.

Because, ultimately, a corporate foundation is not just there to give. It is there to transform.



A closer look at the actions taken in 2024

"Crée ton Avenir" (Create Your Future) at FDJ UNITED

In April 2024, the FDJ Foundation signed a "Contrat Engagements Quartiers 2030" agreement with the Prefecture of Hauts-de-Seine, encompassing the new mandatory work experience programme for students in their first year of high school. As part of this, FDJ UNITED opened the doors of its Paris headquarters to 12 students for two weeks, giving them an opportunity to see how a company works. The young interns were able to take a look behind the scenes and meet people from a wide range of professions. They even dropped into the studio to see where the Loto draw takes place! At the end of their two weeks, instead of a report, they were asked to come up with an idea for a new game relating to the Group's sustainable development objectives.

12

high-school students completed work experience at FDJ UNITED headquarters in 2024

Vocational high schools with a social impact

In Marseille, students enrolled in the "Lycées Pro'Solidaires" vocational high school programme worked with teams from the FDJ UNITED Foundation over a two-year period. The aim was to come up with a local social impact project as part of the final assessment for the students' vocational *baccalauréat*. In June, they presented their work to a panel of local elected representatives. Some stand-out initiatives: "La Viste Festive Meals", which involved students from the La Viste vocational school collecting essential products for people in need, while "Bringing joy to the elderly" involved organising fun intergenerational moments at retirement homes.



200

initiatives funded each year by the FDJ UNITED Foundation

Leaving no-one on the sidelines with the Tour de France

Nearly 1,000 children involved in a programme called "On the sidelines of sport" were given a chance to take part in the Tour de France and the Tour de France Femmes in association with Zwift. The programme was launched in 2008 by the FDJ Foundation and the Secours Populaire charity and enabled children from disadvantaged families to discover the Tour de France and try their hand at riding a BMX. Kids were able to win gift cards at fun events held over the summer, with the winner of the cycling quiz taking home an educational tablet. A great way to enjoy the summer break... and to prepare for the return to the classroom!



A helping hand for parasports

The "Tremplin Détaillants Solidaires" call for projects gives the Group's retailers a chance to team up with a local association and sponsor a social impact project that is close to their hearts. The last call for projects led to the selection of an "Education and inclusion through sport" project set up by the Aix Université Club and sponsored by Karl Moreau, the manager of a point of sale in Aix-en-Provence. The funding provided by the FDJ UNITED Foundation will enable the association to pay for introductory sports sessions for children with a mental or physical disability who attend special schools (ULIS) in Aix-en-Provence.

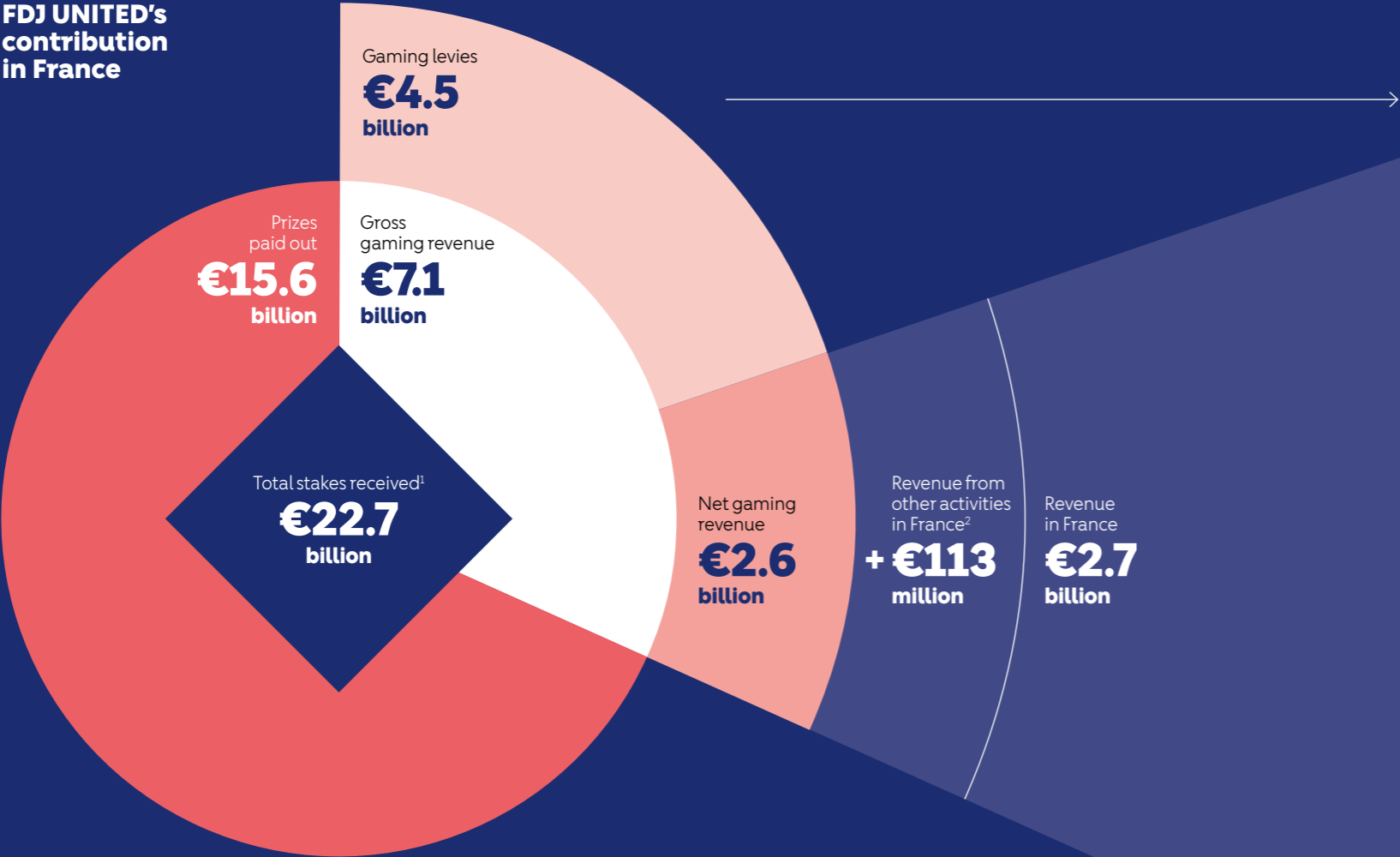
FIND OUT MORE

Visit www.fdjuned.com/fdj-foundation/

SOCIETY — Redistributing value has always been a central part of the FDJ UNITED business model. In 2024, players in France staked €22.7 billion; and while the chances of winning every time are slim, the positive impact on the French economy and regions is very real. Below is an overview.

A positive and lasting impact

FDJ UNITED's contribution in France



1. La Française des Jeux's activities in France: lottery, offline sports betting, online sports betting and gaming (poker and horse-race betting) open to competition.
2. Revenue from other activities mainly comes from the Payment & Services activity (Nirio).
3. FDJ SA, FDP, FDJ Services, FGS France, Imsoprod, FDJ Développement, OBG France and PDJ.
4. Group scope.

Data for the year ended 31st December 2024.

Creating value for FDJ UNITED's stakeholders in France

French State
€4.7 billion contributed to public finance, with a portion directed towards public interest causes such as: <ul style="list-style-type: none">Sports via the National Sports Agency (Agence nationale du sport – ANS)The protection of heritage sites via Mission Patrimoine gamesBiodiversity conservation projects via Mission Nature games
Retailers
€994 million in commissions
Suppliers in France
€566 million in goods and services purchased
Employees
€365 million in personnel expenses in France (all activities combined) Including a profit-sharing agreement and incentive scheme allowing employees to receive up to 24% of their annual gross salary³

And for the French economy and regions

7

billion euros in economic value created (contribution of FDJ UNITED's activities to French GDP) or 0.25% of GDP

57,200

jobs created or sustained of which 21,600 in bars, tobacconists and newsagents

And in international markets?⁴

380

million euros in dividends for 2024, i.e., 77% of Group adjusted net profit

443

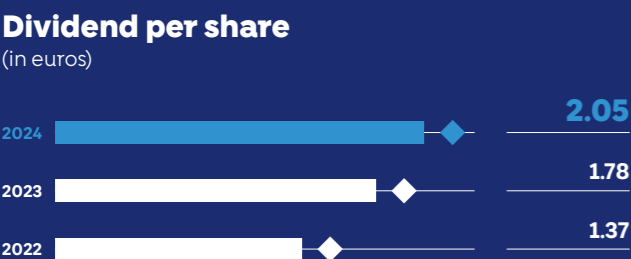
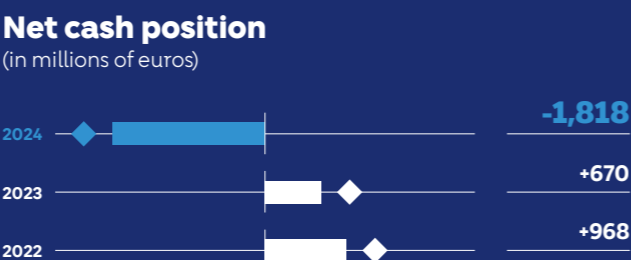
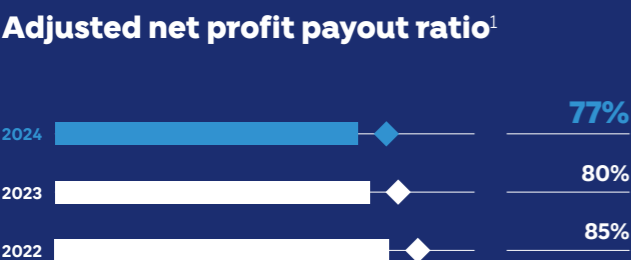
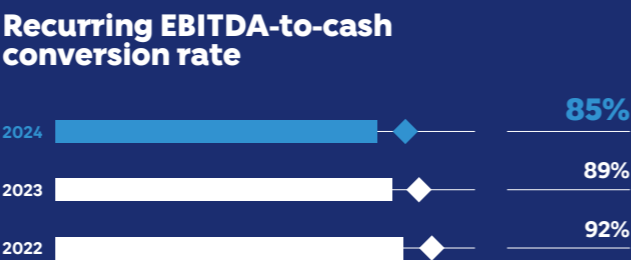
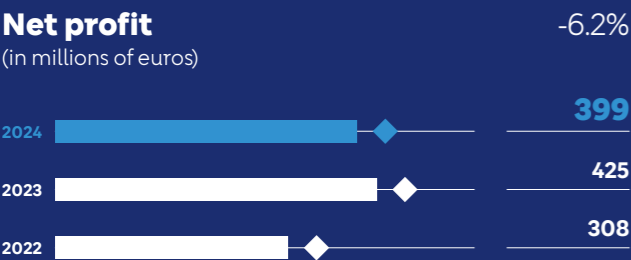
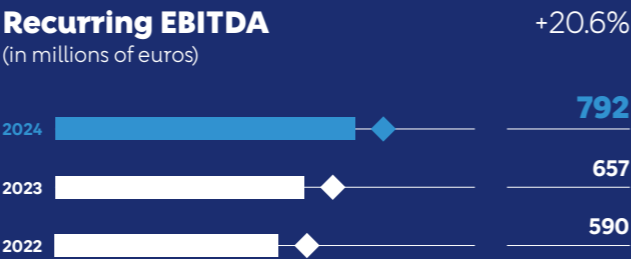
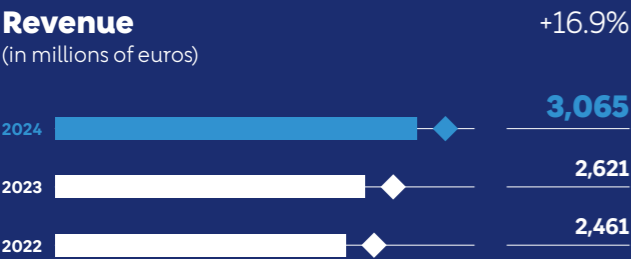
million euros in personnel expenses

1,030

million euros in purchases and investments

Our performance in 2024

FINANCIAL INDICATORS



SUSTAINABILITY INDICATORS



Share of revenue derived from high-risk gamblers



1. Adjusted net profit has been derived from consolidated net profit adjusted for the following: for the financial year ending 31st December 2024 alone, updated depreciation and amortisation recognised in 2019-2023 in respect of exclusive rights in France, i.e. €18 million, and the non-cash impact of the currency hedge relating to the Kindred acquisition, taken to financial income/expense; depreciation and amortisation of property, plant and equipment and intangible assets, recognised or revalued when allocating the acquisition price of business combinations; and the resulting changes in deferred taxes.

2. French scope.

3. Group scope excluding Kindred employees.

4. Using the market-based method.

5. Including Kindred in Q4 2024.

FDJ UNITED is grateful to all the people who contributed to this document.

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