FDJ® has redistributed luck and worked for the benefit of society. If gaming is its business, equal opportunities for everyone to get lucky is its engine. Daring, trying, seizing and inducing one’s luck, to allow everyone to transform an idea, a project or a dream into reality.
the most fragile gaming players. Of course, we strive to ensure respect of the law and inform citizens about the prohibition of gaming for under 18s.

In 2015, you launched the FDJ Strategic Project 2020: what assessment can you make of it at this stage?
S. P.: For the past three years, FDJ has been engaged in a growth and digital transformation project. Our organisation has undergone a major overhaul which today places the customer at the centre of our thinking about the physical and digital experience. Because attracting new customers and retaining our current players, by offering them new thrills, requires a better understanding of their expectations and their habits. To be always more innovative and attractive, we have had to transform ourselves, gaining inspiration in particular from start-up methods in order to successfully deploy disruptive projects and seeking outside collaboration from expert digital partners. Our entry into the eSport world, the competitive practice of video games, in connection with an expert in the field,
Webedia, or the launch of the “Castle of gold” game, the medieval interactive game inspired by the iconic SmallWord game, a result of our partnership with the Asmodée publisher, has enriched, for example, our product range targeted at young adults. We are also the first gaming operator in France, as part of a collaboration with the Botfuel start-up, to have launched a chat-bot dedicated to sports betting.

Is this 2020 project demonstrating its economic effectiveness?
S. P.: Our FDJ 2020 strategic project is keeping its promises. Our sales have crossed the 15-billion-euro milestone, an increase of 5.7%, which establishes our place as the 2nd ranked European lottery and 4th worldwide. All the indicators are positive: sales of our LOTO® and EuroMillions - My Million lotteries are up respectively by 6.2% and 8.6% whereas we are experiencing growth of 8% of our illiko® range. Sports betting is stable at + 0.3% with a dynamism which is high since growth is at 8.9% excluding exceptional 2016 events (UEFA EURO 2016™ and the Olympic Games). Driven by future investments that were close to 100 million euros in 2017, the digital transformation of the Group is accelerating, as demonstrated by the level of online bets, which has tripled in three years to reach 11% in 2017, at 1.7 billion euros. We have halted the downward trend of our pool of customers, which had shrunk in the past few years and we have stabilised it at 26.1 million players. The same is true for our network of sales outlets, whose decline was contained in 2017 and which has seen its income derived from our business increase by an average of 6% per outlet.

2017 has helped to reaffirm that FDJ is a company that is useful for the country as a whole. How?
S. P.: In 2017, we commissioned an economic and social impact study to quantify as precisely as possible our contribution to wealth and the national creation of jobs. Produced by BIPE, an analysis and economic foresight consultancy, this study assessed at 5.1 billion euros in 2016 the contribution made by FDJ to French GDP and at 52,000 jobs created or preserved, as our contribution to employment over the whole country. It shows once again that our commitment is particularly significant in three ecosystems: the budget of the State, the world of sport and that of retailers/suppliers, which employ 240,000 people country-wide including 80,000 in the bar-tobacco-newsagent sector alone.

You emphasise FDJ’s societal commitment in particular, why?
S. P.: FDJ is mainly concerned with corporate social responsibility because it has a special place in the heart of the French. Our mission is to offer recreational gaming, that is responsible and secure, for people over 18. It also involves working daily for the general interest through our redistribution and societal involvement policy. We are also committed strongly to diversity and equal opportunities, in companies of course but also in the world of sport. We are active in particular as regards disability and sport for all, which are historical commitments of FDJ. Finally, we have carried out substantive thinking on the FDJ Corporate Foundation which has led us to refocus on a new social purpose: equal opportunities through gaming.

What exactly does this new orientation consist of?
S. P.: Our society is increasingly rich in opportunities, offered, in particular by the digital economy, even if significant social inequalities persist. We would like to see the establishment of a more inclusive society, and so when the five-year term of the FDJ Corporate Foundation was coming to its end, we decided to set a new course for it by committing ourselves to equal opportunities through gaming. We are not however going to abandon our activities around sport, which henceforth will be controlled directly by the company.
Around Stéphane Pallez, the FDJ Executive Committee comprises a team with complementary profiles, actively involved in the strategy and the proper functioning of the company.

From left to right:

Raphaël Botbol, Strategy & Corporate Development Director

Élisabeth Monégier du Sorbier, Group Legal Director

Pierre-Marie Argouarc'h, Human Relations and Group Transformation Director

Cécile Lagé, Marketing, Digital, Customers and Innovation Director

Stéphane Pallez, Chief Executive Officer

Patrick Buffard, Executive Vice-President Marketing, Sales, Digital and Operations Division

Pascal Chaffard, Executive Vice-President Performance, Finance and Regulation Division

Laetitia Olivier, Communications and Sustainable Development Director

Charles Lantieri, Deputy Chief Executive, Chairman of FDP and Chairman of the FDJ Corporate Foundation

Xavier Étienne, Executive Vice-President Technology and International Division
FDJ is much more than a popular brand. It is a public institution which has accompanied the French throughout their history, which works every day for the collective interest and which has a sense of its responsibilities.

Leaders in our market, our approach is based on innovation, which allows us to offer more modern and more interactive products, in line with new life styles. We contribute to the economic coverage of the country through a network of more than 30,000 outlets.

Our claim to usefulness is by offering everyone the opportunity to make luck a door which can open onto something new and by transforming this action into a moment of enjoyment and a recreational break. Because trying one’s luck, is the opposite of fatalism, as it is a positive action, a proof of optimism, a way of refusing to accept scenarios that are written in advance and of giving oneself the possibility of having another destiny. Or simply making the everyday routine more exciting and making life more fun. We believe that we are all equal as regards luck and that with it everyone can transform an idea, a project or a dream into reality.

But our mission does not stop there. It also consists of redistributing luck. It has been the origin and philosophy of our brand throughout its history and will be for its future. We redistribute most of what the French gamble (close to 95% of the stakes in 2017) for the benefit of the greatest number of people. This commitment is reflected in the concrete actions for society (partnerships, sponsorship, corporate societal responsibility), in favour of diversity, sport and equal opportunities.
In 2017, €15.1bn stakes, of which 95% were redistributed:

- 66.8% to customers (€10.1bn)
- 21.8% to the community (€3.3bn)
- 6% to the network (€0.9bn)
- 5.4% to FDJ (€0.8bn)
Pushing back the boundaries of FDJ and of gaming

With its 2020 strategic project, FDJ has embarked on its revolution concentrating on two strong focuses: digital and entertainment. The challenge: to offer everyone always greater gaming magic, sensations and experience. Nearly 300 million euros have already been invested to transform the gaming and services offering, the customer relationship as well as to modernise the network of 30,800 outlets. Decisively focused on innovation, FDJ is also continuing to renew the ways it operates.
Customers

What is the priority of the FDJ 2020 strategic project? The players. The challenge is a large one: it especially involves getting to know its customers better, as they mainly remain anonymous in points of sale, in order to be able to offer them more personalised products. FDJ is multiplying mechanisms to ensure this. Every month, several thousand customers are thus interviewed to establish profiles according to the frequency and way in which they play. A study has established a range of behavioural types with respect to winning and with respect to playing. The objective is to segment more accurately the product and service offering according to the players’ expectations and to adapt the differing aspects of the customer relationship according to these segments.

26.1 MILLION PLAYERS

Another important element of this strategy is the fluidity and quality of the customer experience. Some 80 projects have been launched with multidisciplinary teams to find new performance levers. The customer experience at retail was also investigated in a “shopper” study, in the summer of 2017, intended to observe the behaviours of players and non-players and to draw lessons about the purchase flow and behaviours.

Innovation

At the same time, FDJ is evolving from an organisation focused on products to an organisation geared towards the customer experience. This change has been implemented in the Marketing Department, now structured around customer segments and no longer on product categories.

In support of the new uses and to attract younger generations who seek an enriching and extended gaming experience, FDJ is constantly reinventing itself. In addition to revamping its traditional games such as LOTO® (see also p. 23), FDJ is continuing to create disruptive, fun and interactive games. An Amigo Live pilot was launched at the end of the year in 251 points of sale. The fruit of ideas coming out of incubation units, this new lottery game uses the computer gaming codes which are very popular with millennials: numbers and grids disappear and are replaced by a richer, more fun and immersive world, based on astrology and piracy. The players can prepare their bets on the FDJ mobile application.
Sports bets are stable, in the absence of a major sporting event and in a greater competitive context. In this market, FDJ has multiplied its initiatives both at retail and online.

In the points of sale, the visibility of sports betting has been supported by a new communications campaign and an increase in media investment. ParionsSport Point de Vente has launched the first free championship predictions for the French Championships to initiate football fans to sports betting. The competitiveness of the offering has been strengthened with an increase in the rate of return to players of 0.5 point and new betting formulas available through the ParionsSport Point de Vente application. The customer experience in outlets has been improved with the deployment of a hundred terminals the player can use to bet autonomously and the application has been made even more powerful. This application makes access to the product range easier by allowing players to prepare their bets on their mobile phone and confirm it in just a few seconds with the retailer. This way of betting is proving to be very successful and now accounts for more than 50% of bets recorded in the

At the same time, the deployment of the open innovation strategy is gaining pace. The Group has increased its contacts with the start-up world. FDJ is thus a partner of the incubation programme TechStars based in Paris, part of Partech Shaker, a start-up campus created by the investment fund Partech Ventures. This system is used to identify good quality start-ups and to harness the value of the exchanges between the expertise of a large company and the agility of fledgling entrepreneurs. To provide support to the development of a market which attracts young adults, FDJ has begun to organise eSport contests (also see p. 46).

Seven POCs were produced in 2017 and three others were qualified to start in 2018. We have a proven methodology and a facilitating framework to implement and pilot experiments and this has allowed us to test out different solutions around certification, chatbots, connected screens and geomarketing.

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2.5 bn€

OF SPORTS BETTING STAKES IN 2017**

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7

POCs* PRODUCED IN 2017

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5

INCUBATION UNITS IN 2017

* Proof of Concept is used to demonstrate, through real-life testing, the relevance of the use or feasibility of a particular technology.
** ParionsSport Point de Vente et ParionsSport en Ligne combined.
points of sale network. Finally, FDJ was the first operator to launch a chatbot to facilitate preparation of the bet.

Online, FDJ has also increased its advertising investments, and the prominence of the ParionsSport brand online has developed considerably. New types of bets (combined live bets and boosted combined bets) have been launched and the online product range has been extended by more than 150 new bets. The customer experience on mobile phones has been enhanced through the launch of an Android application and through a process of continuous improvement of the applications. Finally, FDJ was the first operator to launch a website, in 2017, offering free eSporting bets on the main national and international, pre-match and live, eSport competitions, under the Parions eSport brand.

In 2018, year of the football World Cup, this movement will continue. FDJ intends to further improve the competitiveness of its product range, continue to deploy terminals in the outlets and offer more services to its customers.

Retail network

In 2017, FDJ continued its work on consolidating and modernising its network. It is composed of 30,800 points of sale (v. 31,150 in 2016). The erosion is historically low (350 against 700 to 900 on average since the beginning of the 2000s) and the FDJ network remains the leading French local retail network, visited by 65% of the adult population. This very limited attrition is the fruit of a proactive creation policy in the bar-to-bacconist-newsagent circuit backed by the support of professional bodies: 1,030 points of sale creations vs 730 in 2016.

The retailers’ income has also increased, reaching 755 million euros, an increase of 5.2% compared to 2016, i.e. average FDJ remuneration of nearly 25,000 euros per point of sale. As of 2018, the furniture installed in the outlets will be made available free-of-charge to the retailers – previously it was rented.

€755m
PAID TO THE RETAILERS

The stability of the network is also dependent on the quality of the commercial support. As part of the new internalised commercial organisation, the outlets of 22 sectors are now directly supplied by the central warehouse. Freed from these logistical tasks, the sales teams on the ground, duly trained, can provide a more personalised and reinforced follow-up: analysis of sales, definition and activation of optimisation levers, etc. This model will be deployed in the 33 other sectors in 2018.
The transformation of FDJ’s information system is central to the FDJ 2020 Strategic Plan. It aims to facilitate the deployment of games, services and digital uses and to provide a fluid customer pathway and an enriched gaming experience.

Several measures were undertaken in 2017: digitisation of access to the products with the new FDJ application; customer knowledge in points of sale, with the establishment of CRM pilots; and finally innovation, with the implementation of the Interactive Factory* platform with its nine games and Progressive Jackpot, as well as the illiko® Live and Amigo Live pilots.

To accelerate this transformation to better cater for customers’ new habits, experiments in open innovation have also been implemented, such as the ParionsSport chatbot (see also p. 49). Internally, the teams have begun to use new project management methods in multidisciplinary units, new types of interactions with the business lines and new digital skills.

* Interactive Factory is a platform for distributing digital content for lotteries worldwide.

International

Leader in its market, FDJ has created a dedicated trademark, FDJ Gaming Solutions, to be able to develop internationally and propose turnkey solutions to foreign lotteries: new generation games, technological lottery and sports betting platforms, retail services and terminals.

This diversification allows the Group to derive greater value from its technological and marketing know-how, but also to learn about the uses and expectations of tomorrow’s customers, over a broader geographical base. It is also, ultimately, an additional competitiveness lever.

Betting terminals have already been successfully exported to Germany and Sweden, whereas turnkey technological solutions have been sold to Israel, Portugal and, in 2017, to the Mexican operator Logrand as well as to Swiss Loterie romande. The latter contract will be deployed operationally in 2018. BZP, a joint-venture of the FDJ group with the China Welfare Lottery, has won a tender to manage scratch cards in Jilin province in China.
In 2017, corporate social responsibility continued to contribute to the transformation of the company. It is part of an extensive gaming model, that is recreational and responsible, based on entertainment for all.

FDJ has moreover been one of the first lotteries in Europe to obtain Afnor Responsible Gaming Certification. These results are backed by the partial audit carried out in October 2017 which showed 100% compliance. As part of this policy, the emphasis has been on preventing gaming by under 18s. All the staff of the integrated sales force have undertaken a dedicated training programme. In turn, they have trained more than 8,000 retailers.

Following its carbon assessment in 2014, the Group is committed to reducing its emissions. A mobility plan encouraging alternative means of travel was developed in 2017 and will be deployed in 2018. Several pilot sites have tested out electric vehicles with encouraging results, and the renewal of the sales staff car fleet has helped achieve an average emission level of 100 g CO₂/km. FDJ has also raised awareness among its players about recycling scratch cards, in partnership with WWF France, through two video ads screened in the outlets.

FDJ has undertaken a comprehensive approach for monitoring its suppliers which includes assessing their social and environmental performance. Finally, to support its performance, FDJ is continuing to promote diversity and has obtained renewal of the Afnor Diversity label and the Professional Equality label.
Our Performance in figures
2,132 employees Group (fixed + permanent contracts)*

26.1 million players over 18

€18 M maximum allocation over 5 years for the new mission of the FDJ corporate foundation

€230 M allocated to the CNDS***

152,000 jobs created or safeguarded in France thanks to FDJ’s activity

Scratch card games: 18.9 M

draw-based games: 20.4 M

Sports betting: 3 M

+10% increase in digital bets

+800 million euros in sales compared to 2016

57%*** of men

43%*** of women

40%*** of women in managerial roles

57%*** of men

43%*** of women

40%*** of women in managerial roles

* As at 31/12/2017

** National Sports Development Centre

*** Rate valid only for FDJ
useful
ging
magic
for
es
Believing in luck, believing in dreams, supporting those of others... FDJ is a way of looking at life differently, with lightness and optimism. This energy is contagious and can be shared.
NICOLAS,
construction worker

“Passionate about football, I play ParionsSport two or three times a week. I bet on the matches of the five major championships in Europe – Spain, Italy, France, England, Germany – but only when I know the teams and their physical form well. I study the ratings. To play, you need to know about football, that’s for sure, but you also need a lot of luck. Up to now, I’ve lost more than I’ve won, but I’ll get lucky one day. I believe in my lucky star.”
LUCKY PERSON 2

Catherine, baker’s sales assistant

“I believe in my luck! And if I lose, I won’t let it get me down. I play scratch card games – I know them all! – as well as draw-based games. Among the main ones, I like Black Jack and Cash the best, because I get lucky with them and I often win. For LOTO®, I always include a 7 when I fill out the grid. It’s my lucky number, the day and month of my birthday.”
ELRIC, telecoms technician

“The first time I played, I won a large amount, 500 euros. Since then, I’ve played to win the jackpot and, honestly, luck has never left me. With scratch card games, I often win 100 euros, 200 euros, it varies. To increase my chances, I always buy tickets of different games. I also try out systematically all of FDJ’s innovations.”
ANGELINA,
waitress

“When I play, there’s always some suspense! Am I going to win this time? If yes, how much? Although they’re games of chance, I want to believe in my luck. After all, you never know, why not me? Up to now, I’ve nearly always won small amounts, in particular at Astro, but I keep hoping. Eventually with the scratch cards or draw-based games, I’m convinced that I can strike it lucky.”
Believing tomorrow will be better than today… This is a resolutely optimistic gaming vision. It motivates us to keep inventing new games and revising our historical games to offer everyone who wants to try their luck the promise of small or large thrills and even the possibility of changing their life.

This is precisely what the new LOTO® formula, launched in March 2017, tries to achieve. Every draw evening, according to a raffle principle, each grid is assigned a "LOTO® code". 10 codes are drawn at random and these are 10 additional chances to win. LOTO® thus produces over 1,400 players guaranteed to win 20,000 euros per year. Three new levels of winnings at 20, 50 and 500 euros also increase the fun. And for players in search of immediacy, LOTO® is now available as Instant LOTO®, an online version (available on fdj.fr and on the FDJ application) inspired by the historical instant lottery game. Potential winnings: up to 100,000 euros for a 1 euro bet.

For always greater dreams and greater luck, FDJ also increased the amounts of the EuroMillions - My Million starting jackpots up from 15 to 17 million euros at the end of 2016. Since then, the game has attracted lots of players, with higher average jackpots. The "star +" option has contributed to an increase in stakes.

In the scratch card games, the most recent of the illiko® range, 10 Winning Years, successfully launched in April 2017, makes the promise of winnings spread over time. Players can try to win both 100,000 euros immediately and an income of 2,000 euros a month for ten years. The same bright and gradual prospect, but this time collective, applies to the new range of illiko interactive games Super Jackpot: winnings start at 10,000 euros and increase for every euro bet by a player on one of the games of the range; this Super Jackpot continues to increase until it is finally won.
ISABELLE AUTISSIER,
French sailor, writer and president of WWF France

“If I was lucky to be the first woman to race solo around the world, to see magnificent seas and Cape Horn, it is precisely not simply luck. During my four round-the-world voyages, I suffered two shipwrecks. In the first, the boat was completely destroyed and the deck torn off. I endured three and a half days of waiting in this kind of walnut shell, during which I did everything to get luck on my side. I told myself that if I was alive, and as long as I was alive, I had to hang on, not give up… until an Australian navy ship could finally arrive to get me off the boat and save my life.”
In 2017, FDJ reaffirmed its identity, its vision of gaming and its values loudly and clearly. Its visual identity has been revised to better express its optimistic nature! More modern, more in keeping with the times, its graphical universe is cheerful, colourful and invigorating. And it reinforces the “Any day could be your lucky day” slogan.

An advertising campaign has brought meaning to these words. For the first time, it gives voice to well-known figures from the world of sport, business, gastronomy or reputed for their societal commitment. Karine Le Marchand, Blaise Matuidi, Thierry Marx, Guillaume Gibault, Isabelle Autissier and Amandine Henry give messages of optimism by sharing their view of luck and the role it has played in their life. Far from conventional advertising formats, this brand campaign does not promote any product in particular. The personalities who speak are given the whole space in an “interview” format, and the only message is: “FDJ dedicates this film to all those who believe in their luck.”

FDJ hopes to share its philosophy of life and its optimism and thereby encourage the French to make every day a chance for them to accomplish what they want, to realise their dreams and to invigorate their lives.

**SIX PERSONALITIES**

**ISABELLE AUTISSIER,**
sailor

**GUILLAUME GIBAULT,**
entrepreneur et founder
of the Le Slip Français start-up

**AMANDINE HENRY,**
captain of the French women’s football team

**KARINE LE MARCHAND,**
TV presenter and producer

**THIERRY MARX,**
starred chef

**BLAISE MATUIDI,**
professional footballer
“Having joined Customer Services in 2015, where I had the opportunity to work on general topics, I wanted to take on new challenges and specialise in what I like the most: project management. FDJ has given me the opportunity. When I discovered a job opening for a back-office project leader that matched what I was looking for on our intranet, I immediately took the opportunity to send in my application. Everything then happened very quickly and in just a few weeks, I changed department. Today, I have a lot more interaction with IT and I’m exploring the workings of a company project and its technical specificities. I feel I’ve received support in making this change and I am benefiting from top-level training for my new job.”

ÉLODIE FRESNEL, customer relationships officer between January 2015 and December 2017 and now back-office project leader.
In support of the deployment of its strategic plan and to meet the new challenges of the digital revolution, the FDJ group recruited 170 new employees on permanent and fixed-term contracts in 2017. These recruitments relate in particular to the activities and expertise inherent in our digital projects (customer experience manager, data analyst, web engineer, project manager, sports bets trader, etc.) as well as to assisting with change.

For these new talents as for all its employees, FDJ intends to offer a real quality of life at work. Therefore, at the same time as equipping them properly with digital tools needed as part of its digital transformation, the company is supporting them in adopting appropriate working methods. For example, in early 2017, FDJ signed an agreement on the right to disconnect with all the trade union organisations. This agreement recalls the necessary respect of daily and weekly rest and leave periods. It is the first stage in a more general project on “living better and working together in the digital age”.

FDJ has also redesigned the lay-out of its premises to work differently, and plans to move its head office in 2018. The workspaces are designed to encourage sharing and collaboration. Each person enjoys greater freedom to work where they feel they will work best and most comfortably. Added to this is flexible working time with the establishment of teleworking.
“My victory with the FDJ Foundation – Des Pieds et Des Mains (Hands and Feet) Team on the 40th Tour de France à la Voile (July 2017) is the culmination of a fantastic partnership with the FDJ Corporate Foundation. The project began in 2015 to contribute to changing the general public’s attitude towards disability by entering a unique disabled-abled crew for the race. This year, it was once again an intense Tour, marked by a lot of fatigue. Despite this, we managed to get through steadily from end-to-end, without encountering an equipment problem, thanks in particular, to the strong team that we had formed. On crossing the finishing line, after a gigantic battle with the ten front-running teams of the fleet, we exploded with joy. This victory has a particular meaning for me, because it is my first win as part of a crew. It is important because it once more demonstrates that disability and performance can go hand-in-hand.”

DAMIEN SEGUIN, skipper, born without a left hand and double Paralympic champion, he won the Tour de France à la Voile 2017 with the FDJ Foundation – Des Pieds et Des Mains team
Sport has been at the heart of FDJ’s identity, responsible commitments and activity for three decades. A sports betting operator, FDJ has forged its legitimacy by its involvement as a sponsor of a men’s cycling team and a partner of sporting institutions, but also by supporting major French sporting events (UEFA EURO 2016™, the Paris bid for the Olympic and Paralympic Games in 2024).

A levy on the bets contributes every year to financing 80% of the budget of the National Centre for the Development of Sport (CNDS). 230 million euros were thus redistributed in 2017, thereby contributing to the construction or renovation of sports facilities, to supporting amateur clubs and to the development of sport for all.

FDJ is a loyal partner of the French National Olympic and Sports Committee (CNOSF) and of the French Paralympic and Sports Committee (CPSF), the French Federations of Handball, Volley-Ball and Basketball and of the Women’s Handball League. Its partnership with the Professional Football League has been strengthened around the Parions-Sport brand with the creation of a predictions contest based on the French football Championship, a mechanism which enables to make free predictions on the matches of the Conforama League 1 and Domino’s League 2.

The Challenge programme, for more than 25 years, has supported young champions throughout their sporting careers and beyond. In 2017, FDJ strengthened the support offered to athletes by creating the “Sport Skills” programme to help them with their occupational retraining.

With its Sport for Elles programme, FDJ promotes female sport, encourages sport for all, supports top level women’s teams and contributes to their media coverage. To lead it, in 2017, the Group chose an emblematic ambassador, Sarah Ourahmoune, boxing silver medallist (see also p. 64). In cycling, FDJ became a partner of the only professional female team: FDJ – Nouvelle-Aquitaine – Futuroscope.
WITH OPTIMISM

1.

2.

3.

4.

5.
Wednesday, 13 September 2017 was a lucky day for Paris and France with its successful bid to host the Olympic Games and Paralympic Games 2024! Flash-back to January 2016. A historical and major player of French sport, FDJ was the first partner to announce its official support for this bid. In early 2017, FDJ launched its national mobilisation campaign, “Ready to play the game for Paris 2024?” to get even more citizens to join in this magnificent adventure. Concretely, how was this commitment shown?

In February, FDJ launched an event scratch ticket, “Vibrez pour Paris 2024”, of which 13.8 million tickets were sold. Every month, an event was then hosted for sport lovers. For the first event of this series, FDJ invited 500 people to “get their gloves on” on 23 March 2017 at the Cité du cinéma, in Saint-Denis (93). A symbolic place since this is where the future Olympic and Paralympic Village will be.

In May, FDJ organised a poster campaign in the streets of Paris and the Paris region, during the visit of the IOC Evaluation Commission, seen by 90% of local people. FDJ also supported the Olympic days organised at the end of June in Paris, inviting citizens to enter races with the “2024km by FDJ” event. Finally, on 23 July, the day of the arrival of the Tour de France in Paris, FDJ offered 2,024 women the unique experience of cycling the last eight kilometres of the world’s biggest cycling race.

In all, FDJ received over a million gestures of support, a movement which was widely disseminated on social media via the #PlaytheGame hashtag. These actions highlighted the company’s commitments in favour of equal opportunities and women’s sport. Two spheres of action supported as part of the Paris bid 2024 whereby the Games can be seen to accelerate social progress.

1. A giant fit boxing class led by the medallists Sarah Ourahmoune and Souleymane Sissoko.
2. and 3. “Les Champs pour Elles”. 2024 women cycle along the Champs-Élysées.
4. “Ready to get the jersey on?” event at the final of the League Cup.
5. “2024km by FDJ”: a race on the occasion of the Olympic Days.
One ambition guides us: to be at your sides. In our network, on the web or at popular events, we are more than ever receptive to what our customers want. To better respond to their expectations and to the revolution in habits.
Report from a familiar place in Nemours

Philippe Viguié, owner of Le Balzac, in Nemours (77), since 2001.
“Being an FDJ outlet makes it a friendly place. As well as being a service provider, I’m also a distributor of dreams for my customers, who all hope that I’m going to give them the winning ticket.”

PHILIPPE VIGUIÉ, OWNER OF LE BALZAC, IN NEMOURS (77)
the FDJ sales person provides me with support and comes to see me every two weeks", Philippe Viguié says, who is very satisfied with the relationship of trust which has been established between him and FDJ. If the conditions for playing are ideal in his establishment, he is nonetheless very attentive to responsible gaming. "I take care to ensure that the players are reasonable with themselves. I say to those people who find it hard to stop: ‘It's not your day and it'd be better to try another time.’ And it works!"

And when evening comes, he waits patiently until the exact closing time before turning off the lights. “If a customer comes in at the last minute to fill out a grid or scratch a card, they must be able to do it”, he concludes. A way of saying that at Le Balzac, luck is given its chance!

I like the atmosphere and the welcome I get at Le Balzac. I only play here, because this is where I feel comfortable.”

CATHERINE, BAKER’S SALES ASSISTANT
“I worked here as a barman for a few months. I like to come back to see the boss and the customers.”

MICKAËL, CARPENTER
“I come here to play and meet people I know.”

**ELRIC, TELECOMS TECHNICIAN**

The players can fill in their Loto® grid, ParionsSport Point of Sale, EuroMillions - My Million, Keno and their Joker+® grid in a dedicated space.

“'I'm a regular. As I work just opposite, I come in every day, in the morning and at lunchtime.”

**LAURENTINO, OFFICE AUTOMATION TECHNICIAN**

At the bar, the regulars are received in a warm atmosphere.
The main contacts for players, retailers play an essential role in ensuring the development of the FDJ group and the satisfaction of its customers. Securing the long-term future of this physical network and modernising and supporting it are a core focus of the FDJ 2020 project.

In 2017, a significant effort to create points of sale was carried out by FDJ, with the support of professional bodies. This resulted in 1,030 new outlets compared to 730 in 2016. Most belong to the bar-tobaccoist-newsagent sector, whereas 114 are part of the strategy of diversification of the network (service stations, convenience stores, shoe repair shops, etc.), mainly in border areas, town centres and some rural areas.

At the same time, the Group has doubled the number of approvals granted (2,113 against 1,022 in 2016), in order to strengthen the multiple activity (draw-based games, scratch cards, sports bets) and the retailers’ turnover. The agreement signed with Western Union in December 2017, to digitally transfer money onto FDJ devices, also aims to increase customer footfall into the outlets and to enable them to have access to an additional source of income: it will take effect in full in 2018.

Modernisation of equipment and digitalisation of the network are also continuing (37% of total outlets equipped with new furniture). Finally, measures have been taken to improve the “pro” customer experience, i.e. that experienced by the retailers. The www.professionjeux.com website, dedicated to them, has been redesigned and now includes a personal space (their commercial results) where, in particular, they can find their electronic invoices and network inspection reports. The network satisfaction assessments have also been enriched (more criteria) and now take place twice a year instead of once and over a larger sample of outlets. This should better identify what measures can be taken to optimise the “pro” customer experience.
As well as its warm welcome, **Le Balzac is a benchmark among FDJ outlets.** It has recently been modernised. There is the **countertop display, called Custo.**

Accessible to disabled persons, this piece of furniture provides a gaming interface that is popular with players, and allows the retailer to much more easily change the notices about our commercial news. The establishment, like all those of our network, enjoys the support of our teams in the field, who regularly visit it to provide support and advice on recruiting new players and developing the business.
Our customers have ideas*

“What if FDJ offered scratch games in airports or stations on terminals for passengers when waiting?”

“What if the outlets provided screens giving information about our exact chances of winning?”

“What if FDJ came up with a virtual reality “Pokemon Go of luck” to find treasure hidden at random in France using a mobile phone?”

“What if FDJ created a virtual outlet which people could use remotely in a virtual reality mode?”

* Customer suggestions collected on the occasion of the various Braineet challenges (platform that allows web users to share their ideas with brands).
The new FDJ mobile application on iOS and Android, launched on 30 May 2017, provides players with a full experience. It provides access to all the existing lottery games (draws and scratch card games) and to its services. This unique portal will eventually replace the previous applications (LOTO®, EuroMillions - My Million and illiko®). With more fluid, more intuitive and more structured navigation, colourful and simple graphics and a dynamic home page which updates according to the current jackpots, it has already attracted more than 1.3 million players, who have downloaded it.

Besides its online gaming features, the FDJ application offers services to players in the outlets: access to the results of the lottery games, preparation of game grids before validation in a point of sale, recall of favourite grids and a scan of the game receipt to find out their potential winnings.

This launch illustrates the desire of FDJ to make its games accessible and fluid on all platforms thanks to “responsive web design” (PC, tablet, smartphone). So that every man, woman, millenial or senior player can play according to their habits and preferences.

With regard to sports betting, in the summer of 2017, FDJ installed a hundred terminals in outlets. An alternative to the paper slip and the electronic slip which guarantees the independence of the player when making their bet. After registration and verification of their identity, they receive a card and then can make their bets independently on the terminal. These new terminals, which improve the customer retail experience, will gradually be deployed during 2018.
In 2017, FDJ celebrated the 20-year anniversary of its cycling team. A long-term commitment for all the races of the French and international calendar.

Under the leadership of Marc Madiot, the team has clocked up more than 400 wins and has become one of the two leading French teams. Six new riders joined the team in 2017, which again enjoyed success with, in particular, stage wins in the Tour de France and the Tour of Italy.

The FDJ Supporters club was created in 1997.

The integrity, the discovery of young talent (Philippe Gilbert, Arnaud Démarre, Thibaut Pinot, David Gaudu) and technological innovation make up its DNA. A pioneer, the team was the first in France to have initiated in 2000 a Research and Development approach by hiring Frédéric Grappe, a teacher-researcher at the university of Besançon. Initially focusing on training techniques, his work also includes technical development of the equipment (bike, helmet, jersey).
The FDJ Supporters club has been a large family for twenty years. And there’s no reason for it to change!

Combating doping in sport is another absolute priority. This commitment was materialised in particular by a sponsors charter (1998), the co-creation of the MPCC (Movement for credible cycling, 2007) and more recently by the creation of an “Ethics and medical” commission (2016).

Twenty years after its creation and its admission into the professional peloton, a new chapter opened in late 2017. After having supported the development and the increasing good performance of the team, FDJ found in Groupama the ideal partner to enable the team to reach a new level, by providing it with similar capacities as those of its international competitors.

Groupama and FDJ have chosen to combine their forces with the aim of getting the henceforth Groupama-FDJ team permanently into the top 10 of global teams. For three seasons, starting in 2018, it will benefit from an overall budget increase of 30%, allocated in a balanced way between the two brands and whose effects will be felt in full starting in 2019.

Passionate, the FDJ Supporters club organises cocktails with the team on their rest days.

Thanks to the FDJ publicity caravan, two supporters had the chance to experience each stage live on a motorcycle.

To finish on a high note, the supporters were able to enjoy reserved seats at the time trial of 22 July in Marseille.
We are present where you’re not expecting us

FDJ is reinventing itself, is stepping outside the box, is disrupting its sector. This is a priority for it. Every day, it offers citizens new ways of being entertained.
New generation lottery games

The range of illiko® online games includes about 50 games, of which 19 are new, launched in 2017. Innovative concepts such as Super Jackpot (multiple game progressive jackpot) or Next Level (stop or go again mechanism) and partnerships (Warner for Justice League), have attracted new audiences.

The first olfactory scratch game

A technological and fruity innovation, Desserts en Or (golden desserts) is a short-lived game put on sale for four months in 2017. It is composed of microcapsules containing strawberry scents in the ink. When the player scratches the right areas, the micro-capsules release the smell. Desserts en Or results from an in-house creativity process organised in 2015 aimed at designing short-lived scratch games for 2016-17.

Amigo Live uses gaming codes

A pilot launched in October 2017 in 251 outlets all over France, Amigo Live is a lottery game played in an outlet. Its particularity? Numbers and grids are disappearing in favour of a playful world (astrology and piracy). The player can prepare their bet on the FDJ application. For the first time, the slip is electronic and the customer experience is highly immersive.

An instant game inspired by the Loto® world

Available on fdj.fr or via the mobile and tablet application, Instant LOTO® offers lottery games on demand to attract young adult generations in search of immediacy. Instant LOTO® uses the game mechanism and codes of LOTO®: the sphere, the balls, the TV studio colours, the draw of 5 numbers out of 49 and a lucky number out of 10. This game has potential winnings of up to 100,000 euros for a 1 euro bet!

A new app which brings together the entire range of games

Available on iOS and Android, the FDJ app brings together the draw-based games (EuroMillions - My Million, Loto®, Keno lifetime winner), the illiko® games (exclusive web scratch cards) and Bingo Live® (a multi-player bingo game). Designed to eventually replace the three previously separate applications, this innovation meets an important customer need. It offers a continuous experience to players (access to the entire range of games and its associated services). Fluid, intuitive and structured navigation and with a dynamic home page, the new app is proof that FDJ is continuing its digital transformation.
the day...

... FDJ eSport was launched
Our ambition is twofold: to offer new gaming experiences – FDJ eSport is the first diversification of FDJ outside games for money – and to contribute to the development of eSport in France.

Pierre Brousseau, Strategic Projects, Strategy & Corporate Development Manager

eSport, the competitive playing of video games, has become a real social phenomenon! France already has 4.5 million fans and this figure is expected to grow strongly. At FDJ, we have been watching this phenomenon for several years. In particular, as part of our strategy to attract new customers, especially among millennials, with more entertaining, interactive and collaborative games. The best way to get to know them better and to attract them was to explore their playing area. eSport was therefore an obvious route. We analysed this market and, by organising competitions, decided to target three audiences: professional eSport spectators, amateur eSport players and, more widely, “casual gamers” who are beginning to develop a taste for eSport. Our entry into this sector is a way of diversifying our games and in line with our FDJ 2020 strategic project.

We met most of the eSport actors in France and selected Webedia as a partner. It is providing its assistance with organising competitions (online with Tournament and offline with the ESWC), with broadcasting them (mainly on the JVTV channel on Twitch) and with their media coverage (influencers, social media, jeuxvideo.com, fdjesport.fr, etc.).

In February 2017, we created a dedicated brand, FDJ eSport and launched three types of competitions:
- The FDJ Masters League, a professional competition bringing together the 32 best Europeans (season 1 on Street Fighter V and Season 2 on Tekken 7);
- The FDJ Open Series, free-of-charge amateur tournaments each week of games such as Rocket League, Street Fighter V, Tekken 7, DOTA 2, Krosmaga and Battlerite;
- The FDJ Gaming Tour, a summer tour to initiate the wider public.

For this first year, we needed to gain legitimacy with eSport fans and to emerge. The results are very positive with gamers giving us a good reception, more than 25,000 players registered and over 10 million Live and VOD views combined.

Note that, in late 2017, FDJ launched a second initiative around eSport: Parions eSport, a free-of-charge eSport betting product.

THE ORIGINAL IDEA

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THE SOLUTIONS

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THE MAIN PLAYERS

Raphaël Botbol, Strategy & Corporate Development Director

Pierre Brousseau, Strategic Projects, Strategy & Corporate Development Manager

Nicolas Le Floch, Head of Project Innovation and eSport Specialist

Fabien Baron, Head of Project Innovation, Sports Betting Activities

Without forgetting the contributions made by other staff: Laurence Auchère (Brand) and Karl Lorenzon (Marketing), and the legal, IT and Regulation departments.
... we launched the ParionsSport Point de Vente chatbot
“It’s a success: six months after its launch, we already have 20,000 users, for 45,000 conversations, sending a total of 148,000 messages!”

Aurélie Clerc, Head of the Open Innovation Department

THE ORIGINAL IDEA

“Chat” as in an online discussion and “bot” as in robot: a chatbot is an artificial intelligence programme used to chat online with users and to offer them suitable responses to their requests. The idea gradually matured at FDJ: why not in the games? Since our sports betting products are very numerous, it is sometimes difficult to find your way around. Therefore a chatbot was a very appropriate solution! Our meeting with the French start-up Botfuel in September 2016 at the fourth edition of the France Digital Day, the large annual gathering of the French and international Tech start-up world was decisive. Their platform of chatbots for businesses uses a robust and proven artificial intelligence. We began a collaboration. After two months of tests with staff and then volunteer players recruited on Facebook, the first MVP (Minimum Viable Product) was presented. The chatbot was industrialised in five months! A great example of fast and successful open innovation. The first version launched in June 2017 allowed users to bet on football games using a simple formula. We are the first gaming operator in France to have done this! And we’re proud of it.

THE MAIN PLAYERS

Aurélie Clerc,
Head of the Open Innovation Department

Ghislaine Rabec,
Open Innovation Manager

Alexis de Saugère,
Omnichannel Sports Betting Marketing Manager

Javier Gonzalez Helly,
Co-CEO and Founder of Botfuel

Without forgetting the contributions made by Delphine Deplatière (Legal), Olivier Vadeboncoeur (Marketing), Jean-Paul Sarkissian (Purchases and Performance) and the Brand, IT and Regulation departments.

THE SOLUTIONS

Our ParionsSport Point de Vente chatbot provides a new experience to 3 million punters. It can be used to prepare both simple bets and combined bets directly in the Messenger application on Facebook, for football, basketball, tennis, handball and rugby. It includes, dynamically, new games and their ratings, creates images to summarise the bets and e-slips in the form of a QR Code. Finally, it geolocates the user to indicate to them the shortest route to a point of sale.
Ah!

the day...

... we launched a POC* with the start-up Zify
“Our aim was to enrich the ability of the FDJ group to identify good quality start-ups, both to accelerate the transformation of the business and to select new technologies.”

Aurélie Clerc, Head of the Open Innovation Department

THE ORIGINAL IDEA

In February 2017, FDJ signed a partnership with the American start-up accelerator TechStars, established in France in Partech Shaker, a start-up campus created by the investment fund Partech Ventures. Our aim was to enrich the ability of the FDJ group to identify good quality start-ups, both to accelerate the transformation of the business and to select new technologies. Seven FDJ mentors provided support for the first group of 10 Techstars Paris start-ups, among which was Zify, a start-up of Indian origin which offers an instant and dynamic local car sharing application. The meetings combined the expertise of a large company with the agility of a start-up.

That is how, at an Open Innovation department community event, the connection was established between Guillaume Antier, Strategy, Performance and Commercial Partnerships Director, and Anurag Rathor, CEO and founder of Zify.

They quickly came up with the idea of making the FDJ network of outlets, pick-up and drop-off places for Zify users. Joint working meetings then defined the shape that this POC would take.

THE SOLUTIONS

The POC was launched on 7 December in 2,200 FDJ outlets in the Paris region. The planned experimentation period is six months. The FDJ outlets have an opportunity to develop footfall. For their part, the car sharing owners and passengers benefit from an identified and easily accessible pick-up place. For FDJ, this is an opportunity to position itself among new travelling habits, to nurture its modern image and to send a strong signal to its physical network by providing a service that can attract new customers. For Zify, it is the opportunity for it to publicise its application. If the POC is successful, it could be extended to cover the entire country or supplemented by new services in the outlets.

* Proof of Concept is used to demonstrate, through real-life testing, the relevance of the use or feasibility of a particular technology.
Serenity and trust

Trust must be earned. For the past ten years, we have put our efforts into making gaming a recreational and responsible activity. Our leading status requires us to be both pioneering and exemplary.
FDJ is strengthening its measures to protect under 18s

For ten years, FDJ has worked and innovated in favour of Responsible Gaming (RG) for all. The RG programme ensures this concern is addressed throughout the life cycle of the game: before the launch and during and after the sale. It aims to tackle two major issues: preventing excessive gaming and preventing under 18s from playing. Different measures are deployed, such as assessing games from the design stage to encourage recreational use, access to (time and stakes) moderators online, and compliance checks on the prohibition of sales to under 18s by the retailers. These measures are supplemented and updated every year as part of a permanent progress logic.

In 2017, the emphasis was put on preventing gaming by under 18s. The OpinionWay survey commissioned by FDJ revealed that although the ban on gaming for under 18s is largely known about by the French (84%) and regarded as a positive measure (91%), gaming habits within families persist. This has led FDJ to test out a new measure in the form of an event in 120 outlets: the Recreational Gaming Day. In each outlet, the educational promotional "It's legitimate" scratch card was offered to customers, to get the players (adults and more especially parents) involved in combating under-age gaming. Finally, FDJ has used events such as its ParionsSport summer tour and the cycling Tour de France to raise awareness by the general public of the regulations, as well as through a TV campaign at the end of the year. Awareness-raising measures have also been organised in the sales network. Nearly 800 people, in 53 agencies, were also trained during interactive sessions to consolidate their knowledge about the Responsible Gaming policy. This approach aims to increase the skills for assisting and supporting the retail network in preventing under 18s from playing. Some retailers have even been made individually aware of the ban on sales to under 18s by the sales teams. This training was given in more than 8,000 outlets in 2017, and this effort will continue in 2018 and 2019. At the same time, new prevention measures have been disseminated among retailers (a bright yellow display in the cash register area, messages on the displays, etc.) and on social media, to give more visibility to prevention.

Serenigame scratch card

To promote recreational use, FDJ has completed its design-phase game assessment tool, the Serenigame matrix, with a tool targeting scratch card games. This matrix is the result of several months’ collaboration between the marketing department, the committee of addiction experts and the Responsible Gaming team. It has been assessed in the test & learn mode since November. In the longer term, a variant for sports betting is also planned.
A source of pleasure, gaming also elicits emotions and can stir passions. Therefore, excessive gaming can be very harmful. FDJ wishes to promote recreational gaming for the greatest number of people while combating any addictive phenomena. In order to do so, it has sought the support of expert partners. Raymond Bovero, Responsible Gaming Programme Director at FDJ, opens the discussion with Jean-Pierre Couteron and Morgane Austruy, respectively President and Projects Officer of the Addiction Federation.
Through its Responsible Gaming programme, FDJ is involved from the design stage of the games. But what does it do during and after the sale?

**Raymond Bovero:** We exercise our responsibility as an operator at all times in the gaming process, seeking to strike the right balance between respecting the players’ freedom and taking into account the risk of addiction. We have many ways of identifying as early as possible vulnerable players, through our very frequent network inspections and the training given to retailers. We have a policy of going towards them, on the ground. Therefore, at the request of those retailers who wish, we send out two-person teams composed of a FDJ Responsible Gaming specialist and an external expert from the medical-social sector to discuss any issues with them and help them take the right approach, with goodwill and with tact, to manage problem players and try to contain their excessive gaming.

Since 2016, we have also supported an experimental project overseen by the Addiction Federation which, with the support of CSAPAs, (Addiction Care, Support and Prevention Centres), specialists of non-substance addictions including gambling, and of volunteer retailers, to reduce the risks and prevent the harm that gaming can cause. An initial pilot project was organised in 2016 and the second was launched in late 2017. They show that it is possible to work together to find the best approach.
Can you tell us about these pilot projects?

**Morgane Austruy:** Two-person teams of non-substance addiction experts, social workers and psychologists, go to volunteer FDJ outlets to meet retailers and players. Through the creation of a favourable environment and an observation of gaming behaviours, the goal is to enter into contact with all players, whether their gaming is recreational, risky or already excessive. It involves creating awareness and providing step-by-step support which ranges from raising awareness to early intervention and HRR*.

It especially involves the two-person teams as being identified as local resources. If necessary, they can be advised to consult the CSAPA.

* Harm and risk reduction.

Is FDJ a credible and committed voice for you with respect to this excessive gaming issue?

**Jean-Pierre Couteron:** We believe that as far as addiction is concerned, whatever its precise nature, one of the avenues needed is that of regulation. This involves working with producers and the sellers because it would be pointless to want to remain among actors of the health sector. In the area of gambling and games of chance, FDJ appears to us to be sincerely committed to seeking to strike a real balance between economic and societal logic. Our organisation is not funded by FDJ and there is therefore no conflict of interest in us taking part in this experimental research, especially as it will be evaluated by a trusted third party, the French drugs and drug addiction observatory (OFDT).
How useful is this kind of pilot project and what successful results have there been?

**Morgane Austruy:** The interest of these pilot projects is, primarily to get two worlds which are unaware of each other to come together: that of treatment and that of gambling and games of chance. It is a pioneering experiment in the field! And getting them to co-build – "non-substance addiction" two-person teams, retailers and FDJ heads of sales sectors – relevant intervention methods as regards players at risk. The first pilot allowed us to validate the usefulness of the "going towards" approach: the presence of the two-person teams in the gaming ecosystem is undeniably a gateway for access to treatment. The second pilot aims at enabling us to consolidate the initial results obtained, to assess the relevance of the intervention methods that have been tried out in the outlets aimed at modelling and then, if possible, generalising them.

**Jean-Pierre Couteron:** As regards addiction, a very large proportion of successful tools are constructed on the basis of this type of experiment on the ground, which is then validated scientifically. Gambling and games of chance carry with them a risk of addiction for some people, and it appears useful to us to go towards the players and the ecosystem in which they play, as part of a prevention logic, rather than waiting for players suffering from severe psychological and financial problems to come to us to ask for treatment.
• €1m allocation for research as part of RG partnerships.

• Financial support for health professionals who are dedicated to preventing excessive gaming.

• Internal non-typical use monitoring committees which include the Sales, Legal, Security, Financial and Responsible Gaming Departments.

• Serenigame scratch card, analysis matrix of the risks of addiction co-developed by FDJ and gaming experts.

• 760 FDP staff trained on an agency day, i.e. almost 95% of the sales staff.

• **Responsib** measures covering the whole with responsibility.

**Stakeholders**
(players, experts, associations, support structures)

IN-HOUSE
ONLINE

• Implementation of big data with IBM to promote the detection of risky behaviours
• Playscan: an interactive service which allows each player to check their gaming on FDJ’s merchant sites
• RG Space with advice and services on all of FDJ’s sites
• Prevention mechanisms on social media

IN THE POINTS OF SALE

• More than 8,000 retailers trained in Responsible Gaming and more particularly preventing under 18s gaming by FDJ
• Prevention measures strengthened in the points of sale (bright yellow displays in the cash register area, messages on the displays, awareness-raising leaflets)

EL* Certification

• scores 100% as regards Responsible Gaming standards, with FDJ greatly exceeding the requirements of the guidelines

* European State Lotteries and Toto Association.
The magic is when luck is increased

For everyone, FDJ is a popular brand which demonstrates a great sense of responsibility. Our conception of the common interest is to make gaming an equal opportunities vehicle.
Because French society is changing and new needs are emerging, FDJ wishes to give a new direction to the activities of its Foundation. It is now investing in the equal opportunities field, with a budget of 18 million euros over five years. This new mission is focusing on two fields of action - education and integration - and naturally encompasses the integration and the reintegration of disabled people. Play as a method for learning and acquiring knowledge is becoming recognised.

After initial identification work lasting over a year and the launch of a call for proposals, the FDJ Corporate Foundation selected three associations which symbolise its new purpose.

**Libraries Without Borders** and its “Digital Travellers” programme which aims to reduce social inequalities which arise due to a lack of proficiency in the tools and languages of digital technology through practical initiation and training workshops.

**Réseau Étincelle**, (spark network), which contributes to the socio-professional integration of young people who have “dropped out of education” thanks to innovative and fun training sessions organised in businesses.

As part of this call for proposals, the FDJ staff also awarded a prize for a project they especially liked to the association **Coup de Pouce** (helping hand), which tries to stop socially and culturally disadvantaged children failing early by learning through games.

Besides these award-winning associations, the FDJ Corporate Foundation will continue to support a hundred or so associations who are working for equal opportunities. And even if it is beginning a new chapter in its history of solidarity, all the commitments in favour of high level sport remain as important as ever and are overseen by FDJ’s Sport entity.
Thanks to the support of the FDJ Corporate Foundation, the “Digital travellers” programme which aims to combat the digital divide, will be extended country-wide. Explanations from Jeremy Lachal, Libraries Without Borders (BSF) CEO, the instigator of the project.
What prompted you into founding “The Digital Travellers” programme supported by the FDJ Corporate Foundation?

Jérémy Lachal: Firstly, there is an urgency to give everyone, in particular the poorest in society, the means to get information and to learn, to open up to the world and to contribute to it in return. Today, the real divide is one of uses and the ability to find the right information on the Internet. The challenge of “The Digital Travellers” programme is to share this digital literacy, so that everyone can find their place in society and take an active part in it.

Can you describe the programme?

J. L.: We have developed a method and tools for initiating and training people in digital technology that we make available to socially committed citizens to enable them to create clubs. As well as personal support, we provide a social network, an e-learning platform, face-to-face training, resources (activity sheets, applications, etc.). Currently, there are 80 clubs in France, who have organised, since 2014, 500 workshops, from which 5,000 children, teenagers and members of their families have benefited.

What exactly will the support of the FDJ Corporate Foundation bring you?

J. L.: By giving us a one-million-euro grant over two years, we will be able to intensify our presence in the regions and increase the number of clubs from 80 to 400; therefore, 30 000 people will be able to familiarise themselves with digital technology and how to use it effectively. Thanks to this support, we are also undertaking a “Digital Tour de France”, which will start in mid-2018. The idea is to encourage the formation of clubs locally. Finally, we will continue to develop our tools and always try to make them fun to use because, like the FDJ Corporate Foundation, we believe that playing boosts creativity and helps people worry less about making mistakes.
Sarah Ourahmoune on 8 March 2017 became the ambassador* of the FDJ “Sport pour Elles” (Sport for Women) programme. This programme developed since 2016 aims to promote and publicise the practice of women’s sport and top-class sport. Boxing Olympic silver medallist at the Rio Olympic Games, she founded Boxer Inside, a company which organises conferences and “team building” activities. Boxing is used by it as a personal development tool.

* Renewed in 2018.
What is your story with FDJ?

**Sarah Ourahmoune:** We have had a great shared story since 2010. I benefited from FDJ’s support in my career as a top-level sportswoman by becoming a Challenger. As such, I received a grant to enable me to dedicate myself to my training and I was provided with career management support. In 2016, I joined a programme dedicated to start-ups in sport, “Les Sprinteuses”, of which FDJ is a partner.

What does your ambassadorial role consist of?

**S. O.:** I’m involved in several activities of FDJ’s “Sport pour Elles” programme during which I talk about my career and, in particular, emphasise women in sport. I’m a member of the “Sport pour Elles” Best Picks jury examining projects seeking social sponsorship on the sponsorise.me platform; I take part in debates about women’s sport and top-level sport. I also take part in events such as the fit boxing (boxing and fitness) class that I gave during the operation for supporting Paris 2024 organised by FDJ last March or the cycling race which I took part in alongside the women’s cycling team FDJ-Nouvelle-Aquitaine-Futuroscope.

What does this ambassador mission bring to you?

**S. O.:** I am hugely proud of becoming an ambassador of the FDJ “Sport pour Elles” programme and promoting women’s sport! I actually think there’s still a long way to go because there are still significant inequalities between men and women in sport, in terms of communication, media coverage and sponsorship. I’m delighted to be working with FDJ so that women’s sport will have the place that it deserves and to convey the values which have enabled me to build a career as a top-level sportswoman and an entrepreneur.
Anne Esquelisse, Diversity and Quality of Life at Work Manager, for the past three years has been devising the measures that will enable FDJ to achieve its objectives in this field. The heir to the National Lottery and its values of solidarity, and committed to equal opportunities, FDJ has made diversity of talent one of the natural focuses of its HR policy.
Is diversity giving equal opportunities to women and men?

**Anne Esquelisse:** Yes, professional equality is a subject in its own right that we have been tackling head-on for three years. The place of women has been strengthened and their proportion in managerial roles has increased from 34% to 40% since 2015. The wage gap has been reduced thanks to a specific budget to close it. Finally, we have created a women’s network, “now it’s women’s turn to play”, which aims to develop leadership and the place of women in the company.

As regards disability and social origin, what are you doing to combat these other factors of discrimination?

**A. E.:** FDJ employs, directly or indirectly, more than 6% of disabled people. A rare performance and which has been the case since 2012. We are now deploying this policy in our subsidiaries. Awareness is being raised in our teams in an entertaining way with the “T’Handi quoi?” game (what do you say?), which defuses the topic. We share this commitment with other companies in the Hangagés association, which aims to change attitudes towards disability in the business world. To fight against social discrimination, we are working with the specialist firm Mozaïk RH to recruit talent from diverse backgrounds. In addition, around forty staff provide assistance to qualified young people looking for work from disadvantaged areas in collaboration with the association ‘Our Neighbourhoods have got Talent’.

**Does FDJ gives everyone a chance, regardless of their age?**

**A. E.:** In 2017, we decided to differentiate “seniors”, who are actively preparing for their retirement, from “jeniors”, employees of 45 and over to erase the “end of career” image associated with the word “senior”. An analysis has been carried out in-house, with the firm Cabinet Harris Interactive, and work has been undertaken working with the staff. Pilot projects, “Point 50” for those in their fifties and “Cap 60” for future pensioners were undertaken in 2017. A specific action plan will be launched in 2018.
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ACTIVITY REPORT

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