

FDJ makes changes to its Executive Committee following the integration of Kindred

Boulogne-Billancourt (France), 4 March 2025 – In line with recent major strategic operations, including in particular the acquisition of Kindred, FDJ has made changes to its Executive Committee.

FDJ Group's acquisition of Kindred creates a European champion with a diversified, balanced profile, underpinned by businesses under exclusive rights – chiefly the lottery in France and Ireland – and businesses open to competition in the European online betting and gaming market.

The Group's new operating model highlights the digitalisation, diversification and globalisation of its activities. It represents the newest phase in the organisational transformation of the Group, which is now present in nearly 15 countries.

FDJ Group is now structured around four business units:

- **French lottery and retail sports betting**, responsible for operating lottery games at points of sale and online as well as sports betting at points of sale (activities subject to exclusive rights).
- **Online betting and gaming**, responsible for sports and horse-race betting, poker and online casino gaming open to competition, in the markets where these activities are authorised.
- **International lottery**, notably including Premier Lotteries Ireland (PLI), which operates the Irish lottery.
- **Payment and services**, with activities combined under the Nirio brand.

These four business units will be supported by cross-functional departments covering areas such as innovation, technology, digital acceleration, data and AI as well as Group functions (finance, strategy, legal, corporate social responsibility, communications, etc.).

Composition of FDJ Group's Executive Committee

Stéphane Pallez, Chairwoman and Chief Executive Officer of FDJ Group

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

Pascal Chaffard, Chief Financial Officer, Strategy and Performance leader

Patrick Buffard, Chief French Lottery and Retail Sports betting Officer

Nils Andén, Chief Online Betting and Gaming Officer

Giovanna D'Esposito, Chief International Lottery Officer

Raphaël Botbol, Chief Payment and Services Officer, Innovation leader

Valérie Berche, Chief Audit and Risks Officer

Dominique Cavalié, Chief Human Resources and Transformation Officer

Xavier Etienne, Chief Technology Officer

Cécile Lagé, Chief Executive Advisor

Nathalie Le Garlantezec, Chief Communications Officer

Elisabeth Monégier du Sorbier, General counsel and Secretary to the Board of Directors

Vincent Perrotin, Chief Sustainability Officer

Sébastien Rozanes, Chief Digital, Data & AI Officer

Celia Verot, Chief Regulatory Officer

The following people also attend Executive Committee meetings:

Jonathan Gindt, Strategy Director, who serves as secretary to the Executive Committee
Yann Paternoster, Public Affairs Director and Chief of Staff to Stéphane Pallez



FDJ Group's Executive Committee

About La Française des Jeux (FDJ Group)

FDJ Group 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 nearly fifteen regulated markets in Europe, the Group offers a diversified, responsible range of games, both under exclusive rights and open to competition: lottery games in France and Ireland, via an extensive point-of-sale network and online; sports betting at points of sale in France; and online games open to competition (sports and horse-race betting, poker and online casino games, in the markets where these activities are authorised). FDJ Group has placed responsibility at the heart of its strategy and promotes recreational betting. FDJ Group is listed on the Euronext Paris regulated market (Compartment A – FDJ.PA) and is a member of indices including the SBF 120, Euronext 100, Euronext Vigeo 20, EN EZ ESG L 80, STOXX Europe 600, MSCI Europe and FTSE Euro.

For more information, visit www.groupefdj.com

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Notes

Biographies of the members of FDJ Group's Executive Committee

(Photo credit: Audouin Desforges)

Stéphane Pallez, Chairwoman and Chief Executive Officer of FDJ Group



Stéphane Pallez has served as Chairwoman and Chief Executive Officer of FDJ Group since 2014. In that time, she has led a major transformation of the Group, with a combined emphasis on growth, digitalisation, innovation and social engagement. In 2019, she oversaw FDJ's privatisation by IPO. In 2024, FDJ embarked on a decisive new phase of its international expansion by acquiring Kindred, one of the leading European operators in the sector.

Stéphane Pallez was previously Chairwoman and CEO of the CCR reinsurance group from 2011 to 2014.

She was Deputy Chief Financial Officer at France Télécom-Orange telecommunications group from 2004 to 2011.

From 1984 to 2004, Stéphane Pallez held various positions in the executive management of the Treasury within the French Ministry for the Economy and Finance. She was responsible for the Insurance sub-directorate from 1995 and for a portfolio of French state investments between 1998 and 2000 before serving as Head of the European and International Affairs Department between 2000 and 2004.

During this time, she also served as an Alternate Executive Director of the World Bank in Washington from 1988 to 1990 and as technical advisor with responsibility for industrial matters to Pierre Bérégovoy and Michel Sapin, successive ministers for economy and finance, from 1991 to 1993.

Stéphane Pallez is a member of the Supervisory Board of Eurazeo and Chairwoman of the Board of Directors of the Conservatoire National Supérieur de Musique et de Danse de Paris (CNSMDP).

Stéphane Pallez is a graduate of the Institut d'Études Politiques de Paris (IEP) and a former student at the École Nationale d'Administration (ENA – "Louise Michel" cohort).

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



Charles Lantieri has served as Deputy Chief Executive Officer of FDJ Group since 2006. He is also Chairman of the FDJ Corporate Foundation.

Charles Lantieri joined FDJ when he was Deputy Budget Director at the French Ministry for the Economy and Finance, where he spent the early part of his career. He held various positions, notably in roles that involved overseeing budgetary policy, preparing and implementing budget acts and managing public administration reforms.

Charles Lantieri began his career at Insee, the French National Institute of Statistics and Economic Studies, where he conducted research into macroeconomic modelling and medium-term forecasting.

Charles Lantieri is a graduate of the École Polytechnique and ENSAE.

Nils Andén, Chief Online Betting and Gaming Officer



Nils Andén joined FDJ Group in October 2024 as Chief the Online Betting and Gaming Officer following the acquisition of Kindred Group, where he had served as Chief Executive Officer since 2020.

Between 2006 and 2016, Nils Andén held various positions at Kindred, including Head of Poker and Head of Markets, before becoming Chief of Marketing officer for the Unibet brand.

Nils Andén also served as CMO at CurrencyFair and Director of Digital Marketing at GVC Group. He currently sits on the Board of Directors of EasyPark Group.

Nils Andén is a graduate of the Stockholm School of Economics.

Valérie Berche, Chief Audit and Risks Officer



Valérie Berche joined FDJ Group in 1991, initially as a financial controller and subsequently as an internal auditor. She was appointed Group Chief Auditor in 1997, Head of Audit, Internal Control and Quality in 2010 and lastly Head of Audit, Risk, Compliance, Quality and Ethics in 2015.

Valérie Berche began her career in 1988 at PriceWaterhouseCoopers (PWC), where she was a financial auditor.

Valérie Berche is a graduate of the Ecole Supérieure Libre des Sciences Commerciales Appliquées in Paris.

Raphaël Botbol, Chief Payment and Services Officer, Innovation leader



Raphaël Botbol has served since June 2024 as head of FDJ Group's Payment and Services business unit, which offers payment solutions and services to the general public as well as to local retailers under the Nirio brand. He is also Innovation and Ventures leader for FDJ Group.

Raphaël Botbol joined FDJ Group in 2015 as Head of Strategy and M&A.

He spent the first 15 years of his career as a consultant with consulting firms Oliver Wyman and subsequently Boston Consulting Group in France and abroad.

Raphaël Botbol is a graduate of the École des Mines engineering school in Paris.

Patrick Buffard, Chief French Lottery and Retail Sports Betting Officer



Patrick Buffard is also Chief Executive Officer of FDJ Réseau and Chairman of La Pacifique des Jeux.

Patrick Buffard joined FDJ Group in 2007 as Executive Vice President with responsibility for Marketing and Development. He was also given responsibility for the retail channel in 2010 and for logistics and point-of-sale operations in 2014. In 2019, he was put in charge of the sales function, sports betting, media, television production and events.

Patrick Buffard previously worked for the Danone group starting in 1989, holding various positions in marketing, strategy and sales in the dairy products segment and going on to be appointed Head of Marketing, Water – France in 2000 and Head of Marketing, Evian – International in 2005.

He began his career in 1987 as a commercial attaché at the French Embassy in Cairo.

Patrick Buffard is a graduate of ESSEC Business School.

Dominique Cavalié, Chief Human Resources and Transformation Officer



Dominique Cavalié joined FDJ Group in 2023 as Head of Employee Experience and Transformation.

He has spent his entire career, starting in 1993, in human resources and change management.

Dominique Cavalié has a master's degree in labour law and human resources (Université de Paris Panthéon Sorbonne) and a DESS postgraduate diploma in work organisation and change management (Université de Picardie Jules Verne).

Pascal Chaffard, Chief Financial Officer, Strategy and Performance leader



Pascal Chaffard has served as FDJ Group's Executive Vice President, responsible for Finance, Strategy and Performance since 2019.

Pascal Chaffard joined FDJ Group in 1994 as financial controller for IT and international business.

In 1996, he was appointed project manager with responsibility for the financial aspects of the computerisation of logistics and compliance for scratchcard games before becoming chief financial controller for IT. In 1999, Pascal Chaffard was put in charge of the project to prepare the Group for the introduction of the euro and was involved in overhauling games and sales processes. He was also responsible for back-office gaming processes.

He was given responsibility for Group financial control in 2001 and for the product offering in 2006, overhauling the scratchcard games strategy and preparing for online sports betting to be opened up to competition.

Pascal Chaffard was appointed Head of Strategy and Transformation in 2010 before becoming Executive Vice President, responsible for Performance, Finance and Regulation in 2014.

Pascal Chaffard is a graduate of ESCP Business School.

Giovanna D'Esposito, Chief International Lottery Officer



Giovanna D'Esposito joined FDJ Group in October 2024 Chief International Lottery Officer.

From 2019 to 2022, Giovanna D'Esposito was General Manager for Southern Europe at Uber Technologies, where she oversaw six high-growth markets (Spain, Portugal, Italy, Croatia, Greece and Israel). She previously served as managing director for the Paddy Power and Sky Betting and Gaming brands in Italy, overseeing the first international expansion for both groups.

Before joining FDJ Group, Giovanna D'Esposito advised private companies and investment funds on development strategy as well as sitting on the boards of directors of several companies (SIS, Estrima, El.En.).

Giovanna D'Esposito has a degree in mechanical engineering and an MBA from the INSEAD business school.

Xavier Etienne, Chief Technology Officer



Xavier Etienne has been responsible for FDJ Group's Technology division since 2014. He is also Chairman of FDJ Gaming Solutions.

Xavier Etienne joined FDJ Group in 1994, working first as a development engineer and subsequently as a project manager.

In 1998, he was appointed Technical Director of SciGame France, a joint venture with the Scientific Games group, with responsibility for developing new ranges of point-of-sale equipment worldwide.

In 2001, he became Chief Executive Officer of LotSys, the Group's technology subsidiary, with responsibility for developing digital platforms and point-of-sale equipment.

In 2010, Xavier Etienne was appointed Chairman and Chief Executive Officer of LB Poker, a joint venture between FDJ and Groupe Lucien Barrière running online poker games at a time when this market was opening up in France.

Xavier Etienne began his career as an engineer at Alcatel TITN Answare.

He has a master's degree in engineering, telecommunications and IT from Institut Supérieur d'Électronique de Paris.

Cécile Lagé, Chief Executive Advisor



Cécile Lagé joined FDJ Group in 2010 as Head of Marketing. She was appointed Head of Digital and Innovation in 2014 and Group Chief Digital Officer the following year. Between 2016 and 2018, she served as Head of Customer Experience for the lottery business. Lastly, from 2019 to 2024, Cécile Lagé was FDJ Group's Executive Vice President, responsible for the lottery, clients and entertainment.

Cécile Lagé began her career in 1990 at the Danone group, where she held various positions in marketing and sales, including ten years in management positions.

Cécile Lagé is a graduate of École Centrale Paris and ESSEC Business School.

Nathalie Le Garlantezec, Chief Communications Officer



Nathalie Le Garlantezec was appointed FDJ Group Chief Communications Officer in September 2024, with responsibility for branding and corporate communications, press relations, sponsorship and sports integrity, advertising purchases, television production and events as well as the FDJ studios.

She had previously served as head of branding and corporate communications, starting in 2016.

Nathalie Le Garlantezec began her career in the marketing department at Picard Surgelés. In 2000 she joined McDonald's France, where she held various positions in the Marketing and Communications department.

Nathalie Le Garlantezec has a master's degree in economics and a second master's degree in marketing and advertising.

Elisabeth Monégier du Sorbier, General counsel



Elisabeth Monégier du Sorbier is Group General counsel and Secretary to the Board of Directors.

Previously, Elisabeth Monégier du Sorbier practised for several years as a legal counsel and litigator with major corporate law firms, working on both civil and commercial cases for corporate clients.

Vincent Perrotin, Chief Sustainability Officer



Vincent Perrotin is also Secretary to the Stakeholder Committee and a director of the FDJ Corporate Foundation.

Vincent Perrotin joined FDJ Group in 2015 as Chief of Staff to the Chairwoman and Chief Executive Officer and Secretary to the Group Executive Committee.

He began his career in 2007 at the Permanent Representation of France to the European Union in Brussels. He subsequently worked at the French Council of State (*Conseil d'État*) and as parliamentary assistant to Jack Lang at the National Assembly. From 2010 to 2015, he worked for the Ministry for the Economy and Finance at the Directorate General of the Treasury, where he held various

positions in the departments responsible for financing the economy and for multilateral affairs and development.

Vincent Perrotin has been a member of the Council for Gender Equality (*Haut Conseil à l'Égalité entre les femmes et les hommes*) as a qualified individual since 2022 and Deputy Chairman of think tank *Entreprise & Progrès* since 2024.

Vincent Perrotin has a master's degree in public affairs from Institut d'Études Politiques de Paris (IEP).

Sébastien Rozanes, Chief Digital, Data & AI Officer



Sébastien Rozanes joined FDJ Group in September 2024 as Group Chief Digital Officer. The Data and AI Department also reports to him.

Sébastien Rozanes previously oversaw Carrefour's data and artificial intelligence activities worldwide.

During his career, Sébastien Rozanes has worked as a strategy consultant, notably for Boston Consulting Group and McKinsey, and managed a venture capital fund in Canada.

Sébastien Rozanes has an MBA from the University of Pennsylvania's Wharton School (United States) and a master's degree from the HEC Paris business school and the École des Mines de Paris engineering school.

Celia Verot, Chief Regulatory Officer



Celia Verot joined FDJ Group in April 2024 as Chief Regulatory Officer.

A member of the French Council of State (*Conseil d'État*), Celia Verot served that body in judicial roles for ten years as well as serving as deputy secretary-general to the government and an advisor to the prime minister. She was also Vice President of Veolia Water in Japan and CEO of the *Fondation du patrimoine* (Heritage Foundation).

Celia Verot is a graduate of Institut d'Études Politiques de Paris (IEP) and a former student at the École Nationale d'Administration (ENA).