



**1<sup>ST</sup> EUROPEAN  
3<sup>RD</sup> GLOBAL**

**2018**

**€9.7 billion total stakes offline and online  
€8.8 billion horserace betting stakes  
€793 million return to the French racing industry**

**12.5% international stakes  
87 partners in 57 countries**

**1,300 employees**

**13,200 outlets in France**



# NEW STRATEGY BACK TO OUR DNA

2019

**RETENTION**

Racegoers

**CONVERSION**

Close non player

**PENETRATION**

General public

**STEADY IMPROVEMENT MONTH AFTER MONTH**

- From -5.2% in January to +3.1% in June
- Good trend on Q3 2019
- +29.2% stakes per race with -21% races