



Banijay Group

H1 2025 RESULTS

31 July 2025

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We may from time to time seek to retire or repurchase our outstanding debt through cash purchases in open market purchases, privately negotiated transactions or otherwise. Such repurchases, if any, will depend on market conditions, our liquidity requirements, contractual restrictions and other factors.

Today's presenters



FRANÇOIS RIAHI
CEO



SOPHIE KURINCKX-LECLERC
CFO

AGENDA

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H1 2025
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H1 2025

KEY HIGHLIGHTS



► H1 2025 highlights

Mid-teens Adjusted EBITDA growth: **+15.8%** vs H1 2024

Content production & distribution: steady growth driven by further penetration with global streamers, strong delivery pipeline expected in H2 2025

Live experiences: solid growth in revenue to accelerate in H2 2025; bolt-on acquisitions at The Independents

Online sports betting & gaming: strong performance despite no major international competition, underpinned by high player engagement

Guidance full year 2025 confirmed

H1 2025 highlights

REVENUE (1)

€2,211M
+6.1%

ADJUSTED EBITDA (1) (2)

€424M
+15.8%

ADJUSTED NET INCOME (2)

€206M
+8.1%

ADJ. FREE CASH FLOW (2)

€344M
81% cash conversion

LEVERAGE (2)

2.9x
stable vs end-Dec. 2024

- (1) Growth at constant exchange rates
- (2) Unchanged definition: refer to the Appendix
- (3) Conversion to the last twelve months to offset seasonality effects in the change in working capital

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BUSINESS HIGHLIGHTS



Scaling high-performing IP with global streaming platforms

BOLSTERING STREAMER REPUTATION GLOBALLY – RECENT SUCCESSES

UPCOMING HIT SHOWS

20%

revenue coming from streamers vs 17% in H124⁽¹⁾

NETFLIX



#1 in 50 territories⁽²⁾
33M+ views⁽³⁾

NETFLIX



#1 in 20 territories⁽²⁾,
30M+ views⁽³⁾

Apple tv+



Very high audience score, surpassing *Bridgerton*⁽⁴⁾

prime



THE SUMMIT

NETFLIX



#1 show in the UK⁽²⁾
27M hours viewed⁽³⁾

NETFLIX



Top 10 show in 7 countries⁽²⁾

NETFLIX



#1 non-scripted program globally⁽⁵⁾



LAST ONE LAUGHING

Paramount+



NCIS: SYDNEY

(1) Production and distribution revenue
 (2) The week following the release
 (3) Number of views in H1 2025, since the release date
 (4) Based on Rotten Tomatoes Audience Score
 (5) The week following the release, sport excluded

Delivering powerful cultural moments at scale



THE INDEPENDENTS ⁽¹⁾

PRODUCER OF MAJOR SPORTS CEREMONIES



Final Kick Off Show
Munich, May 2025



Opening + Closing Ceremony
Miami (June 2025) and New Jersey (July 2025)

51 events produced in H1 2025

ROLL-OUT ACROSS OUR GLOBAL NETWORK

2 new countries, adaptations in 12 cities across 3 countries



LUMINESCENCE

x



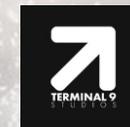
445 shows produced in H1 2025

CONSOLIDATION OF 360° OFFER

3 new bolt-ons, network of 20 agencies across 16 geographies



2 x 4

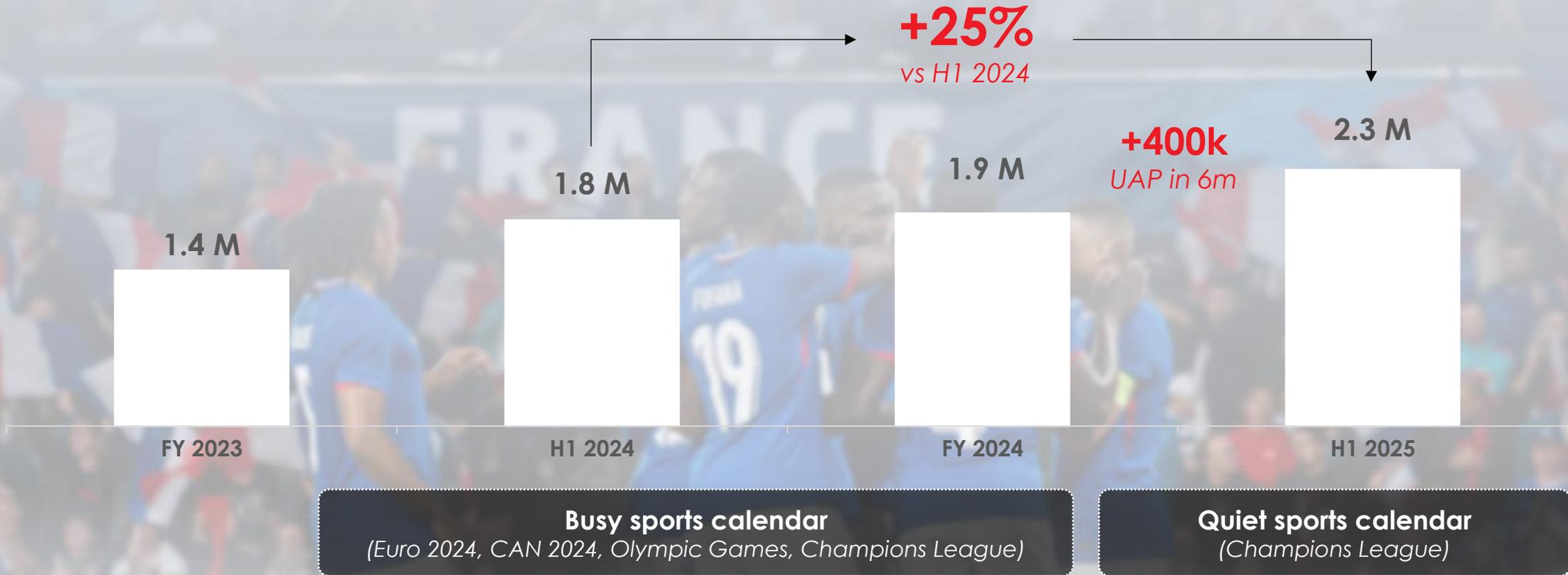


WE ARE ONA

526 projects led in H1 2025

5+ live events produced per day, **x2** vs H1 2024

■ Sustained UAP growth powered by a seamless user experience



**PROVEN ACQUISITION AND RETENTION STRATEGY,
WITH CONTINUED UAP GROWTH EVEN DURING QUIETER SPORTS CALENDAR PERIODS**

Strong engagement across products and geographies

ONLINE SPORTSBOOK



Strong performance despite no major international sports events
High engagement driven by the **new Champions League format**

ONLINE POKER



Strong momentum of proprietary poker platform
Revamped experience engaging both **casual and experienced players**

ONLINE CASINO



Solid performance supported by **strong player acquisition**
and **effective cross-selling** between sportsbook & casino

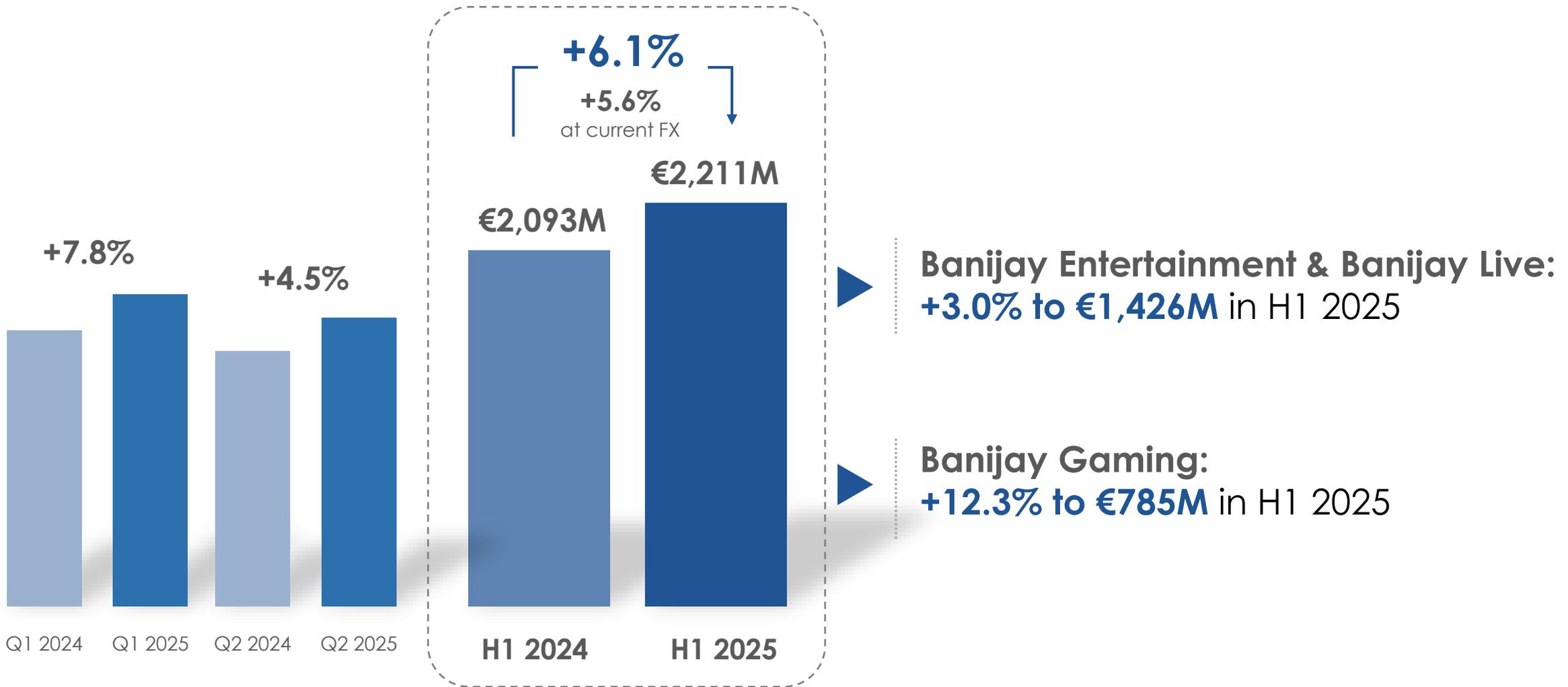
03

H1 2025

FINANCIAL REVIEW



H1 2025 revenue



% changes are at constant exchange rates

Adjusted EBITDA performance in H1 2025

In € million	H1 2024	H1 2025	% reported change	
Revenue	2 093.3	2 210.6	5.6%	+6.1% at constant exchange rates
Total external and personnel expenses:	(1 709.7)	(1 769.2)	3.5%	Effective cost management across all activities
External expenses	(1 099.7)	(1 178.0)	7.1%	
Personnel expenses excluding LTIP & employment-related earn-out & option expenses	(610.1)	(591.2)	(3.1)%	
Other operating income (loss) excl. restructuring costs & other non-recurring items	(14.1)	(15.4)	8.6%	
Depreciation and amortization expenses net of reversals related to fiction and other operational provisions	(2.0)	(1.6)		
Adjusted EBITDA	367.5	424.3	15.5%	+15.8% at constant exchange rates
Adjusted EBITDA margin	17.6%	19.2%		

Consolidated P&L in H1 2025

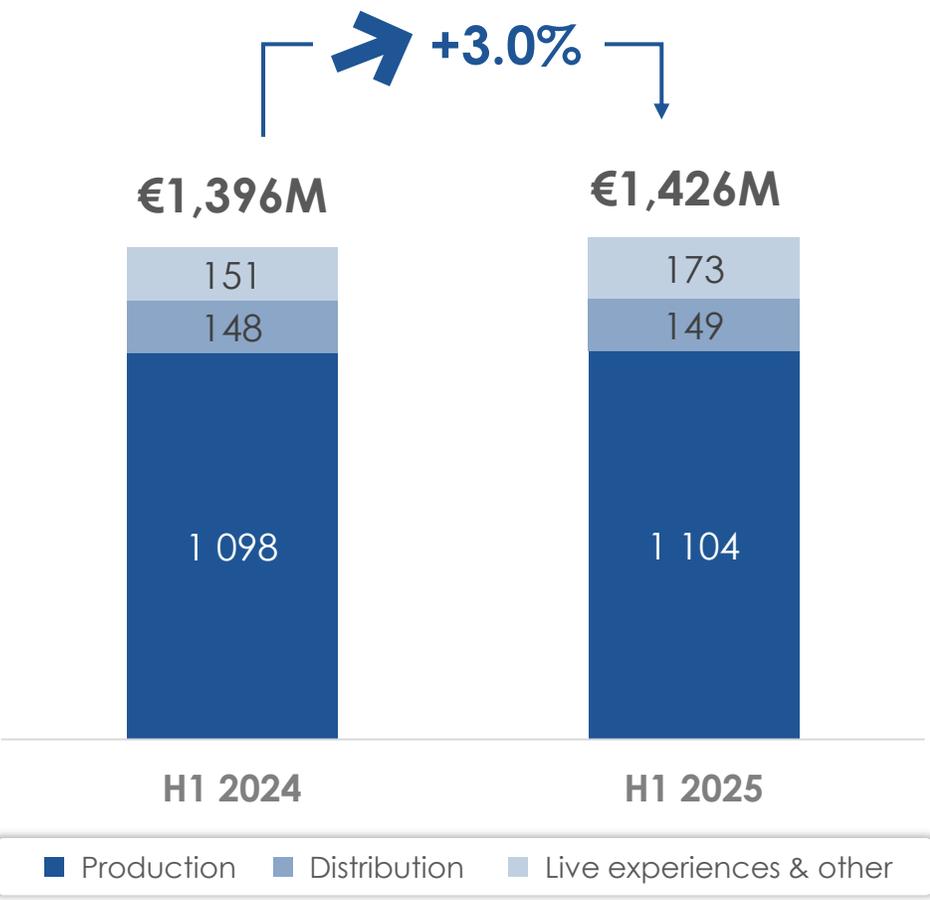
<i>In € million</i>	H1 2024	H1 2025	% reported change
Adjusted EBITDA	367.5	424.3	15.5%
<i>Adjusted EBITDA margin</i>	17.6%	19.2%	
Restructuring costs and other non-recurring items	(26.3)	(11.1)	
LTIP expenses	(73.8)	(41.6)	
Employment-related earn-out and option expenses	(22.3)	(17.6)	
Depreciation and amortization (excl. D&A fiction)	(61.8)	(73.5)	
Operating profit/(loss)	183.3	280.4	53.0%
Cost of net debt	(94.4)	(95.5)	
Other finance income/(costs)	(28.6)	(25.5)	
Net financial income/(expense)	(123.0)	(121.0)	
Share of net income from associates & joint ventures	(2.5)	(2.4)	
Earnings before provision for income taxes	57.8	157.0	171.8%
Income tax expenses	(18.0)	(46.7)	
Net income/(loss) for the period	39.8	110.3	177.2%
Attributable to:			
<i>Non-controlling interests</i>	5.2	10.0	
<i>Shareholders</i>	34.6	100.3	
Restructuring costs and other non-recurring items	26.3	11.1	
LTIP & employment-related earn-out and option expenses	96.1	59.2	
Other financial income	28.6	25.5	
Adjusted net income	190.8	206.2	8.1%

● Lower level of LTIP expenses as anticipated

● Effective tax rate improvement (29.8% in H125 vs 31.1% in H124)

Solid performance in H1 2025, seasonality skewed towards H2

% changes are at constant exchange rates



Content production



IP Distribution



Live experiences & other



At constant FX

- **Content production & distribution:**
 - ✓ Content production: solid pipeline of scripted deliveries and further penetration with streamers
 - ✓ Distribution: good performance mainly driven by superbrands format sales
- **Live experiences & other:**
 - ✓ Live experiences: successful roll-out of Lotchi's show and expected seasonality effect at Balich Wonder Studio skewed towards H2
 - ✓ Good performance in commercial activity

Earnings and cash flow in H1 2025

€m	H1 2024	H1 2025	% reported change
Adjusted EBITDA	196.4	207.5	5.7%
Adjusted EBITDA margin (%)	14.1%	14.6%	
Capex	(33.2)	(41.2)	
Total cash outflows for leases that are not recognised as rental expenses	(23.6)	(24.6)	
Adjusted free cash flow	139.6	141.7	1.5%
Change in working capital*	9.3	(27.7)	
Income tax paid	(32.5)	(38.1)	
Adjusted Operating free cash flow	116.4	75.9	(34.8)%

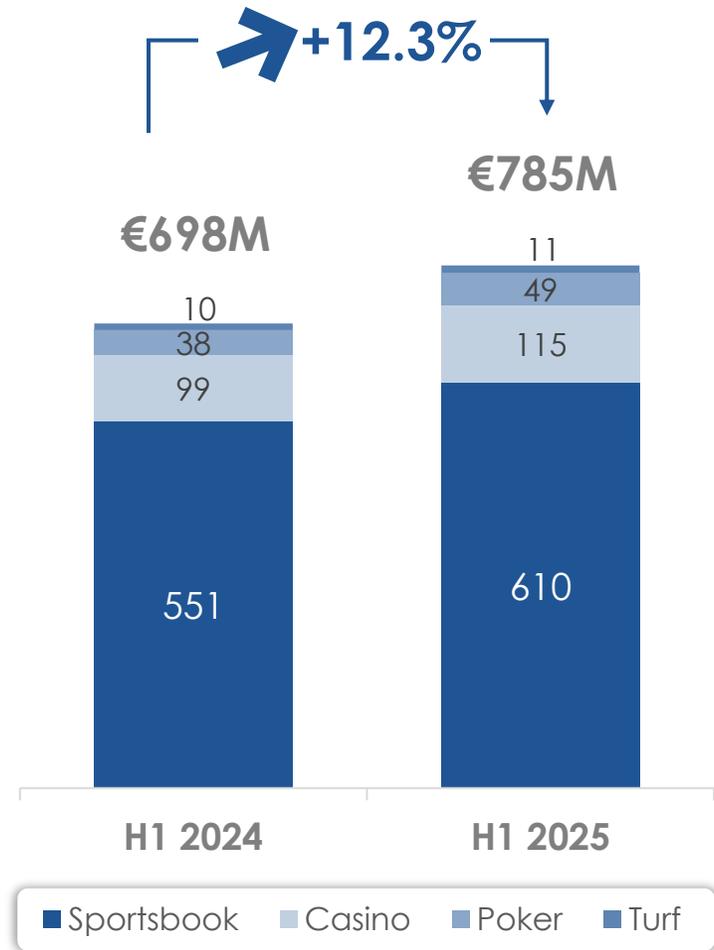
• **+6.6%** at constant exchange rates

Good performance supported by revenue growth and favorable mix between activities

Adjusted free cash flow conversion: 68%

• Seasonality with major deliveries expected in the second half of the year and one-off effect explained by different timing on cash collection between H124 and H125

Double-digit growth in H1 2025 despite strong comps in H1 2024



Sportsbook revenue



- Sustained growth in Unique Active Players: **+25% vs H1 2024**
- High engagement with the new format of the Champions League
- Successful acquisition and retention of players even during softer periods of sport events

Casino, poker & turf revenue



- Effective cross-selling between sportsbook and other products
- Strong success of the new poker platform with records in UAP and revenue levels

Earnings and cash flow in H1 2025

€m	H1 2024	H1 2025	% reported change
Adjusted EBITDA	176.4	221.9	25.8%
Adjusted EBITDA margin (%)	25.3%	28.3%	
Capex	(14.4)	(12.8)	
Total cash outflows for leases that are not recognised as rental expenses	(1.8)	(1.6)	
Adjusted free cash flow	160.1	207.4	29.5%
Change in working capital*	17.8	(49.5)	
Income tax paid	(18.4)	(63.7)	
Adjusted Operating free cash flow	159.5	94.3	(40.9)%

● **25.2%** at constant exchange rates

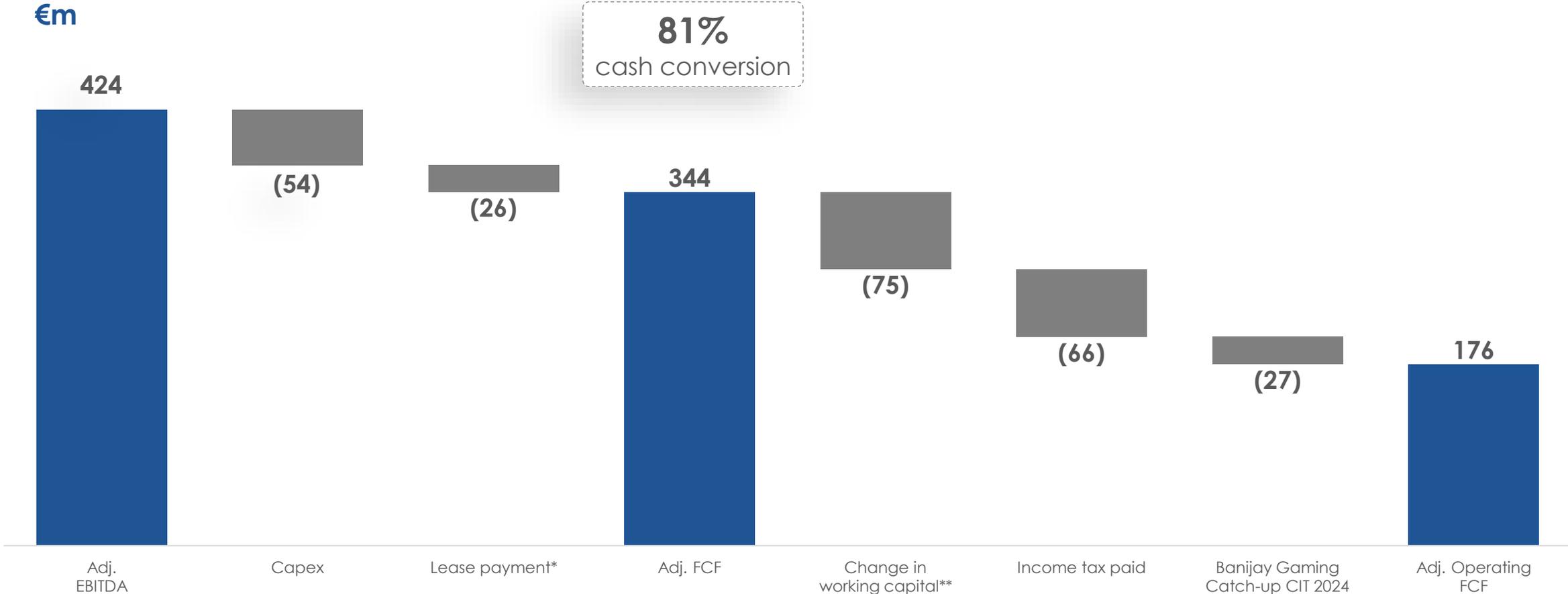
● Cost discipline including lower marketing costs as a percentage of revenue

Adjusted free cash flow conversion: 93%

● Cut-off effect in betting taxes and other taxes excluding CIT, resulting from strong activity in 2024 supported by a busy sports calendar

● Activity growth and one-off cash-out of €(27)m related to CIT catch-up on 2024 results

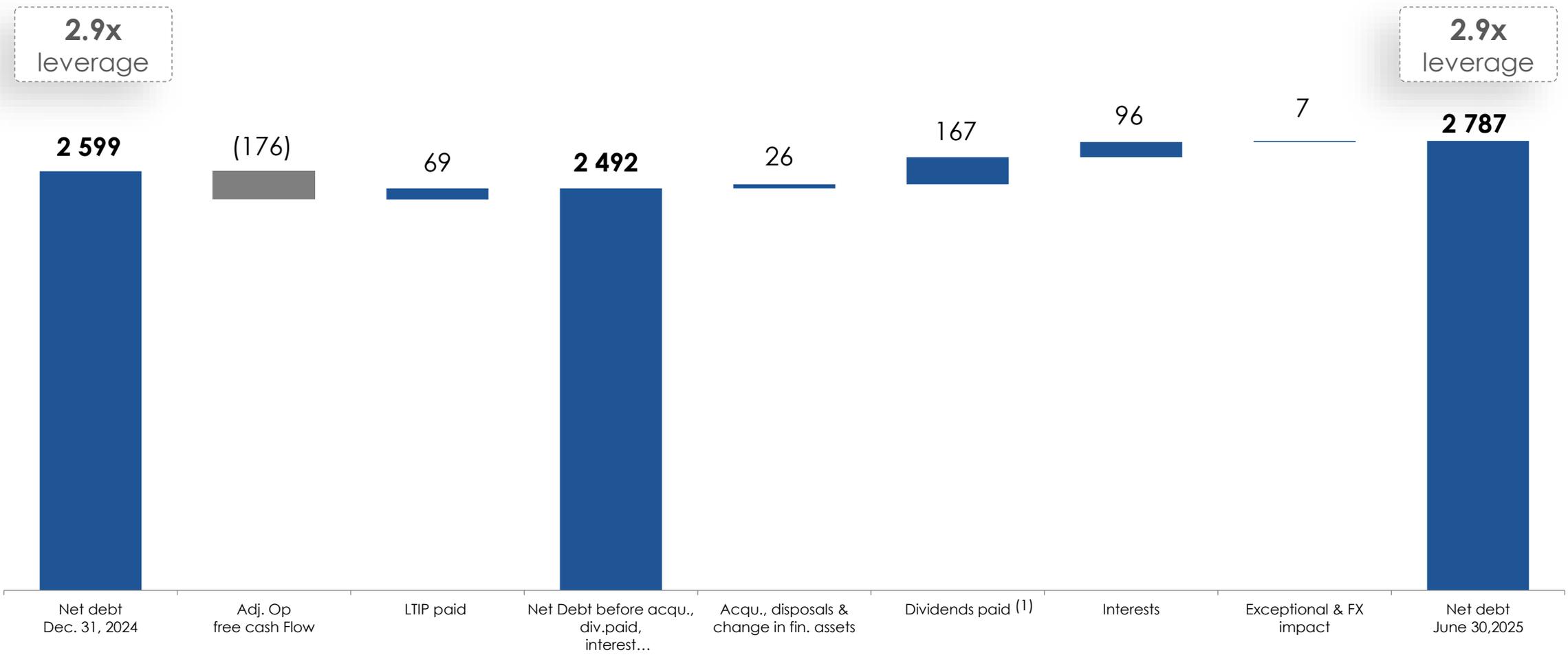
Cash-flow generation in H1 2025



* Lease payment that are not recognized as rental expenses
 ** Includes fiction in progress and excludes LTIP payment, exceptional items, trade receivables on providers and players' liabilities



Net debt variation



2.9x leverage

2.9x leverage

€371M positive cash position / €175M undrawn secured credit line

(1) Dividends paid include €19m of dividends paid to minorities interests

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CONCLUSION & OUTLOOK



■ H1 2025 conclusion

- ▶ **Growth at Banijay Entertainment**, expected seasonality weighted towards H2 2025 with major deliveries
- ▶ **Positive momentum expected to strengthen in H2 at Banijay Live**, fueled by major shows in the pipeline at Balich Wonder Studio
- ▶ **Strong results at Banijay Gaming** in line with expectations
- ▶ **Solid performance** in H1 2025 with mid-teens Adjusted EBITDA growth

Full year 2025 guidance confirmed

ORGANIC REVENUE GROWTH

 Banijay Entertainment  Banijay Live  Banijay Gaming

Mid-single digit organic revenue growth **Mid-teens organic revenue growth**

ORGANIC ADJ. EBITDA GROWTH

 Banijay Group **MID-TO-HIGH SINGLE DIGIT GROWTH⁽¹⁾**

ADJ. FCF CONVERSION

 Banijay Group **~80% ADJUSTED FREE CASH FLOW CONVERSION**

(1) Including betting tax increase impact at online sports betting and gaming business level

APPENDICES



Glossary

Adjusted EBITDA for a period is defined as the operating profit for that period excluding restructuring costs and other non-core items, costs associated with the long-term incentive plan within the Group (the "LTIP") and employment related earn-out and option expenses, and depreciation and amortization (excluding D&A fiction net of reversals on non-recurring provisions). D&A fiction are costs related to the amortization of fiction production, which the Group considers to be operating costs. As a result of the D&A fiction, the depreciation and amortization line item in the Group's combined statement of income deviates from the depreciation and amortization costs in this line item.

Adjusted net income: defined as net income (loss) adjusted for restructuring costs and other non-core items, costs associated with the LTIP and employment related earn-out and option expenses and other financial income.

Adjusted free cash flow: defined as Adjusted EBITDA adjusted for purchase and disposal of property plant and equipment and of intangible assets and cash outflows for leases that are not recognized as rental expenses. Fiction in progress has been reclassified from capex and FIP financing from proceeds and repayments of borrowings to change in working capital requirements.

Adjusted Operating free cash flow: defined as adjusted EBITDA adjusted for purchase and disposal of property plant and equipment and of intangible assets, cash outflows for leases that are not recognized as rental expenses, change in working capital requirements, and income tax paid. Change in working capital requirements excludes LTIP payment and exceptional items. Fiction in progress has been reclassified from capex and FIP financing from proceeds and repayments of borrowings to change in working capital requirements.

Net financial debt: defined as the sum of bonds, bank borrowings, bank overdrafts, vendor loans, accrued interests on bonds and bank borrowings minus cash and cash equivalents, funding of Gardenia, trade receivables on providers, cash in trusts and restricted cash, plus players liabilities plus (or minus) the fair value of net derivatives liabilities (or assets) for that period. Net financial debt is pre-IFRS 16.

Leverage: Net financial debt / LTM Adjusted EBITDA.

Number of Unique Active Players: average number of unique players playing at least once a month in a defined period.

Consolidated revenue & Adjusted EBITDA by business

Revenue - In € million	Q1 2024	Q1 2025	% change	% constant currency	Q2 2024	Q2 2025	% change	% constant currency	H1 2024	H1 2025	% change	% constant currency
Production	541.4	568.6	5.0%	4.7%	556.1	535.1	(3.8)%	(1.6)%	1 097.5	1 103.8	0.6%	1.6%
Distribution	60.5	64.4	6.5%	4.7%	87.1	84.6	(2.9)%	(2.2)%	147.6	149.0	1.0%	0.6%
Live experiences & other	77.8	70.5	(9.3)%	(10.8)%	72.9	102.5	40.5%	44.6%	150.7	173.0	14.8%	15.4%
Banijay Entertainment & Live	679.7	703.6	3.5%	2.9%	716.1	722.2	0.8%	3.0%	1 395.8	1 425.8	2.1%	3.0%
Sportsbook	246.8	295.8	19.8%	19.5%	304.6	313.8	3.0%	2.9%	551.4	609.6	10.5%	10.3%
Casino	51.2	55.9	9.3%	9.2%	47.7	59.1	24.0%	24.0%	98.9	115.1	16.4%	16.3%
Poker	18.9	23.6	25.0%	25.0%	18.7	25.1	34.4%	34.4%	37.6	48.7	29.7%	29.7%
Turf	4.6	5.5	21.6%	21.6%	5.1	5.9	15.4%	15.5%	9.7	11.4	18.4%	18.4%
Banijay Gaming	321.5	380.9	18.5%	18.2%	376.1	404.0	7.4%	7.3%	697.6	784.8	12.5%	12.3%
TOTAL REVENUE	1 001.1	1 084.5	8.3%	7.8%	1 092.2	1 126.1	3.1%	4.5%	2 093.3	2 210.6	5.6%	6.1%

Adjusted EBITDA - In € million	H1 2024	H1 2025	% change	% constant Currency
Banijay Entertainment & Banijay Live	196.4	207.5	5.7%	6.6%
Banijay Gaming	176.4	221.9	25.8%	25.2%
Holding	(5.2)	(5.1)	(3.7)%	
Adjusted EBITDA	367.5	424.3	15.5%	15.8%
Banijay Entertainment & Banijay Live	14.1%	14.6%		
Banijay Gaming	25.3%	28.3%		
Adjusted EBITDA margin	17.6%	19.2%		

Adjusted free cash-flow and operating free cash-flow

In € million	H1 2024	H1 2025	% reported change
Adjusted EBITDA	367.5	424.3	15.5%
Capex(*)	(47.6)	(54.0)	
Total cash outflows for leases that are not recognised as rental expenses	(25.4)	(26.2)	
Adjusted Free-cash-flow	294.5	344.1	16.8%
Change in working capital(*)(**)	27.0	(74.8)	
Income tax paid	(50.9)	(93.0)	
Adjusted operating Free-cash-flow	270.6	176.3	(34.8%)

* Fiction in progress has been reclassified from capex and FIP financing (proceeds and repayments of borrowings) to change in working capital requirements.

** Excludes LTIP paid, exceptional items cash-out, trade receivables on providers and players' liabilities

Consolidated statement of cash-flows

<i>In € million</i>	30-June-24	30-June-25
Profit/(loss)	39.8	110.3
Adjustments :	299.5	303.5
Share of profit of associates and joint ventures	2.5	2.4
Amortisation, depreciation, impairment losses and provisions, net of reversals	69.5	72.9
Employee benefits LTIP & employment-related earn-out and option expenses	96.0	59.2
Change in fair value of financial instruments	18.5	51.1
Income tax expenses	18.0	46.7
Other adjustments	0.6	(37.1)
Cost of financial debt, lease liabilities and current accounts	94.4	108.2
Gross cash provided by operating activities	339.3	413.8
Changes in working capital	(8.6)	(137.4)
Income tax paid	(50.9)	(99.8)
Net cash flows provided by operating activities	279.8	176.6
Purchase of property, plant and equipment and of intangible assets	(57.5)	(65.6)
Purchases of consolidated companies, net of acquired cash	(33.6)	(22.6)
Investment in associates and JV	(7.3)	-
Increase in financial assets	(17.5)	(6.2)
Disposals of property, plant and equipment and intangible assets	0.1	-
Proceeds from sales of consolidated companies, after divested cash	(2.2)	2.0
Decrease in financial assets	33.2	3.5
Dividends received	0.2	0.1
Net cash provided by/(used for) investing activities	(84.7)	(88.8)
Change in capital	0.0	0.0
Dividends paid	(148.0)	(148.0)
Dividends paid by consolidated companies to their non-controlling interests	(17.7)	(18.8)
Transactions with non-controlling interests	(0.3)	(98.9)
Proceeds from borrowings and other financial liabilities	60.2	515.0
Repayment of borrowings and other financial liabilities	(69.5)	(320.4)
Other cash items related to financial activities	(0.0)	-
Interest paid	(105.7)	(98.8)
Net cash flows from (used in) financing activities	(280.9)	(169.8)
Impact of changes in foreign exchange rates	19.3	(28.6)
Net increase (decrease) of cash and cash equivalents	(66.4)	(110.7)
Cash and cash equivalents at the beginning of the period	462.9	480.9
Cash and cash equivalents at end of the period	396.4	370.2

Consolidated balance sheet

<i>In € million</i>	31 December 2024	30 June 2025
ASSETS		
Goodwill	2 814.4	2 814.1
Intangible assets	243.2	258.4
Right-of-use assets	134.7	128.9
Property, plant and equipment	70.9	71.9
Investments in associates and joint ventures	109.8	106.8
Non-current financial assets	160.6	166.9
Other non-current assets	216.4	234.7
Deferred tax assets	84.8	91.1
Non-current assets	3 834.9	3 872.7
Inventories and work in progress	647.8	682.1
Trade receivables	535.6	489.4
Other current assets	332.7	295.7
Current financial assets	34.7	22.0
Cash and cash equivalents	482.0	371.4
Current assets	2 032.8	1 860.7
TOTAL ASSETS	5 867.6	5 733.4

<i>In € million</i>	31 December 2024	30 June 2025
EQUITY AND LIABILITIES		
Share capital	8.1	8.1
Share premiums, treasury shares and retained earnings (deficit)	(140.1)	(155.8)
Net income/(loss) - attributable to shareholders	146.1	100.3
Shareholders' equity	14.2	(47.5)
Non-controlling interests	19.0	17.4
Total equity	33.2	(30.1)
Other securities	140.5	140.5
Long-term borrowings and other financial liabilities	2 863.9	2 962.8
Long-term lease liabilities	108.9	100.1
Non-current provisions	32.5	32.7
Other non-current liabilities	407.4	333.0
Deferred tax liabilities	1.4	1.6
Non-current liabilities	3 554.6	3 570.7
Short-term borrowings and bank overdrafts	285.4	236.1
Short-term lease liabilities	46.2	45.8
Trade payables	677.0	621.4
Current provisions	18.5	18.0
Customer contract liabilities	669.8	760.1
Other current liabilities	583.0	511.4
Current liabilities	2 279.9	2 192.9
TOTAL EQUITY AND LIABILITIES	5 867.6	5 733.4

IFRS consolidated net financial debt

<i>In € million</i>	31 December 2024	30 June 2025
Bonds	1 142.8	873.7
Bank borrowings and other	1 861.1	2 224.1
Bank overdrafts	1.1	1.1
Accrued interests on bonds and bank borrowings	27.1	31.2
Vendor loans	111.4	-
Total bank indebtedness	3 143.4	3 130.1
Cash and cash equivalents	(482.0)	(371.4)
Financial assets	(59.8)	(61.8)
Trade receivables on providers	(47.8)	(39.4)
Players' liabilities	58.3	63.7
Cash in trusts and restricted cash	(0.3)	(0.2)
Net cash and cash equivalents	(531.5)	(409.0)
Net debt before derivatives effects	2 611.9	2 721.0
Derivatives - liabilities	6.0	68.7
Derivatives - assets	(18.5)	(2.5)
Net debt	2 599.4	2 787.1

Banijay Entertainment: net financial debt as at 30 June 2025

Net financial debt - In €m	31 Dec. 2024	30 June 2025
At Banijay Entertainment level:		
Total Secured Debt (OM definition)	2 029	2 287
Other debt	517	360
SUN	234	-
Total Debt	2 780	2 647
Net Cash and equivalent	(271)	(208)
Faire value Hedge Derivative	-	48
Total net financial debt	2 509	2 486
Total net financial debt (excl. Earn-out & PUT)	2 509	2 486
EO & PUT	130	145
Total net financial debt (incl earn-out & PUT)	2 639	2 631
Ratios at Banijay Entertainment level:		
Leverage Ratio, as presented	4.49	4.38
Adjusted Leverage Ratio, as presented	4.71	4.63
Senior secured net leverage ratio	3.37	4.02
Cash conversion rate:		
Cash conversion rate – Banijay Entertainment definition*	62%	57%

Banijay Entertainment contribution at Banijay Group level:	31 Dec. 2024	30 June 2025
Total net financial debt (excl. EO & PUT)	2 509	2 486
Transaction costs amortization and others	(24)	(22)
Lease debt (IFRS 16)	(144)	(134)
Total net financial debt at Banijay Group level	2 341	2 331
Derivatives	(13)	15
Total net financial debt at Banijay Group level	2 328	2 346

* Based on free cash flow as defined as follows:
Adjusted EBITDA + change in working capital – income tax paid – capex

Impact of French tax changes on Online sports betting & gaming

TAX CHANGES

ONLINE SPORTSBOOK IN FRANCE

1 CHANGE IN TAXES ON REVENUE

	CURRENT	FROM JULY 2025
TOTAL TAXES	54.9%	59.3%
<i>o/w State financing</i>	33.7%	33.7%
<i>o/w ANS</i>	10.6%	10.6%
<i>o/w Social Security</i>	10.6%	15.0%

ONLINE POKER IN FRANCE

2 CHANGE IN TAXES ON POKER STAKES

	UP TO JULY 2025	FROM JULY 2025
SOCIAL SECURITY TAXES	0.2% on bets*	10% on revenue

ADVERTISING IN FRANCE

3 NEW TAX ON PURCHASE OF ADVERTISING SPACE**

	UP TO JULY 2025	FROM JULY 2025
TOTAL TAXES	-	15%

KEY COMMENTS

2025 ESTIMATED IMPACT

Starting from 1 July 2025:
-€20m in H2 2025

Continued positive outlook for Online sports betting & gaming thanks to business model and revenue diversity:

Double digit Adj. EBITDA growth expected in 2025 & in the medium-term, including tax impact

This tax increase is anti-competitive and we will contest it with the relevant authorities

Banijay Group Contact and Financial Agenda

INVESTOR RELATIONS

investors@group.banijay.com

FINANCIAL AGENDA

9M 2025 results:

6 November 2025 after market close

STOCK INFORMATION

ISIN code: NL0015000X07

Bloomberg: BNJ NA

Reuters: BNJ AS

BANIJAY GROUP WEBSITE

Please, visit our website

<https://group.banijay.com/>