Press Release **Paris, November 25, 2026**

Banijay Gaming completes acquisition of JOA, strengthening its European leadership

Another major milestone in the execution of its omnichannel strategy, combining digital expertise with a network of land-based casinos

- **Banijay Gaming**, which brings together Betclic, Tipico and Admiral, **today announces the completion of its acquisition of 100% of JOA** from funds managed by Blackstone and Kings Park Capital, for an enterprise value of €465 million.
- **France's second-largest casino operator**[1], JOA operates a nationwide network of 33 casinos. It generated approximately €430 million in gross revenues in 2025[2] and welcomes more than 4.6 million visitors each year to its venues, which offer gaming, restaurants, bars, hospitality and leisure activities, depending on the location.
- Completion of the acquisition marks another milestone in **Banijay Gaming's omnichannel strategy, already strengthened by the combination** of Betclic, Tipico and Admiral, bringing together its digital expertise with a locally rooted network of land-based casinos and recognised know-how in operating casinos and leisure destinations.
- **JOA will continue operating under the leadership of Laurent Lassiaz**, preserving its identity and operational autonomy, and **ensuring continuity for employees, customers and all stakeholders**. This approach reflects Banijay Gaming's decentralised model, which **prioritises the autonomy of local teams and their close relationships with customers**.

Banijay Gaming today announces that it has completed the acquisition of 100% of JOA, France's second-largest casino operator, from funds managed by Blackstone and Kings Park Capital, following completion of the applicable procedures and receipt of the required regulatory approvals.

Following the acquisition of Tipico Group in April 2026, which established Banijay Gaming as a diversified, omnichannel European gaming player, the completion of the JOA acquisition marks a further step in its diversification strategy, complementing its digital operations with a network of land-based casinos and expertise in leisure.

JOA traces its origins to its first casino, which opened in Canet-en-Roussillon in 1948, and has developed a model built around locally rooted leisure destinations. In recent years, the group has modernised its network and diversified the experiences offered at its venues. Joining Banijay Gaming will enable JOA to accelerate this development with the support of a long-term industrial partner.

JOA brings to Banijay Gaming recognised expertise in land-based casino operations and leisure activities, together with a strong local presence. In turn, Banijay Gaming will provide JOA with complementary capabilities in technology, product development, customer relationship management, data and artificial intelligence.

[1] By number of casinos.

[2] Gross gaming revenue and other revenues, including leisure, restaurant and hospitality activities, on a pro forma basis for 2025.

These complementary strengths, underpinned by a shared entrepreneurial culture, open up new opportunities for collaboration between Betclic and JOA, notably to enhance the customer experience through more seamless journeys across physical and digital channels, as well as new offerings. Banijay Gaming also intends to explore further development opportunities, including potential changes to the brand architecture and the launch of joint projects, with a view to creating long-term value.

Responsible gaming is a fundamental priority for Banijay Gaming and JOA. Both groups share the same commitment to player protection, the prevention of at-risk behaviours and regulatory compliance. Drawing on their complementary expertise, they intend to continue sharing best practices to strengthen prevention, the detection of at-risk behaviours and support for players, in accordance with the regulatory frameworks applicable to each activity.

Nicolas Béraud, Chairman of Banijay Gaming, commented: *"The completion of the acquisition of JOA marks another step in Banijay Gaming's development and in our ambition to build a leading European gaming group spanning physical and digital activities. JOA brings us recognised expertise in casino operations and strong relationships with its customers. Our priority is to preserve the strengths behind its success, notably the autonomy of its teams and its deep local roots, while leveraging our complementary expertise to enhance the customer experience, support its development and strengthen our commitment to responsible gaming."*

François Riahi, CEO of Banijay Group, added: *"This transaction is part of Banijay Group's strategy to develop complementary businesses within the entertainment sector. Following the acquisition of Tipico, JOA further strengthens Banijay Gaming's profile, adding a new dimension through its network of locally rooted, land-based casinos across France. We are delighted to welcome the JOA teams to the Group and are convinced that combining our expertise and capabilities will support development and long-term value creation."*

Laurent Lassiaz, Chairman of JOA, commented: *"Joining Banijay Gaming opens a new chapter in JOA's history and a new opportunity to pursue our development in France and internationally. Our success is built on the commitment of our employees, our strong local roots and the quality of the experience we offer our customers. We intend to preserve this identity and close connection with our customers, while benefiting from the expertise and resources of a major European group to continue delivering an attractive and responsible leisure experience."*

Transaction terms

Banijay Gaming has acquired 100% of JOA from funds managed by Blackstone and Kings Park Capital, for an enterprise value of €465 million. Financing for the transaction included a combination of debt and available cash.

Completion of the transaction follows receipt of the required regulatory approvals, including merger control and casino gaming regulatory approvals.

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CONTACTS

Banijay Group

Investor Relations

investors@group.banijay.com

Press Relations

Banijay Group

banijaygroup@brunswickgroup.com

Hugues Boëton +33 6 79 99 27 15

Nicolas Grange +33 6 29 56 20 19

Banijay Gaming

Nathalie Lelorieux +33 6 80 55 67 68

n.lelorieux@group.banijay.com

About Banijay Group

Banijay Group is a global entertainment leader founded by Stéphane Courbit, an entrepreneur and entertainment industry pioneer with more than 30 years of experience in the industry. Its mission is to inspire passion by providing audiences with engaging and innovative entertainment experiences. The Group's activities include Entertainment & Live gathering content production & distribution and Live experiences (through Banijay Entertainment, the world's largest independent production company) and Sports betting & Gaming (through Banijay Gaming, Europe's fast-growing sports betting platform, encompassing leading brands including Betclic and since April 2026, Tipico and Admiral).

In 2025, Banijay Group recorded on a standalone basis (before Tipico and All3Media operations) revenue of €4.9 billion and Adjusted EBITDA of €961 million. Banijay Group is listed on Euronext Amsterdam (ISIN: NL0015000X07, Bloomberg: BNJ NA, Reuters: BNJ.AS).

About JOA

JOA is France's second-largest casino operator by number of venues. With a nationwide network of 33 casinos, the Group offers an integrated leisure and entertainment proposition combining gaming, restaurants, hospitality and entertainment. Its network includes 37 restaurants, 44 bars, including 15 sports bars, five hotels, as well as a range of leisure facilities and event spaces.

Founded in 1948, the group became JOA Group in 2008. For 20 years, JOA has built a leading position in the French leisure market, driven by a strategy combining organic expansion and targeted acquisitions.

In 2025, JOA generated approximately €430 million in gross revenues and employs around 2,000 people.