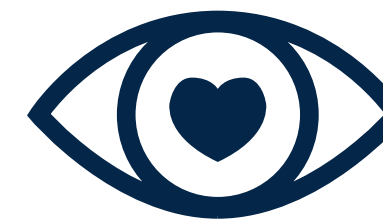


YEARBOOK 2018



Compagnie des Alpes
30 years



EDITORIAL

Dominique Marcel, Chairman and Chief Executive Officer
of Compagnie des Alpes

I am delighted to bring you the first Compagnie des Alpes Yearbook.

Without claiming to be exhaustive, this book invites you to look back at some of our successes and achievements in 2017-2018. It is a journey in pictures, the variety of which reflects both the wealth of our know-how, the wide range of locations in which we operate, and the multitude of investments made to maximise the customer experience.

OVER THE YEARS, COMPAGNIE DES ALPES HAS POSITIONED ITSELF IN A FAST-MOVING INDUSTRY AS A DIVERSIFIED LEISURE LEADER, DELIVERING MORE RESULTS AND CUSTOMER SATISFACTION BY THE DAY.

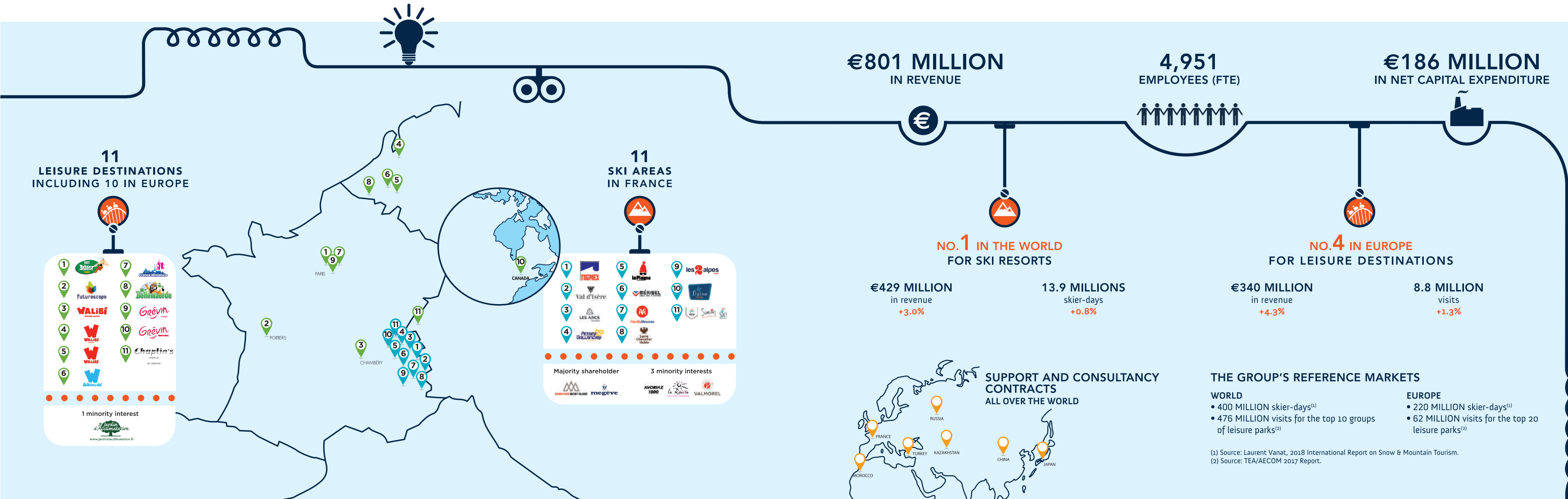
There were numerous highlights this year, including new accommodation at Parc Astérix, major installations in our two business lines, the redevelopment of the Jardin d'Acclimatation amusement park, the acquisition of Travelfactory, and the signing of several international contracts in up-and-coming regions.

Innovation, investment, projects, partnerships and acquisitions: from leisure parks to mountain resorts, not only in France but globally, all our projects share the same drive and passion to work together as a team and deliver on our "Very High Satisfaction" promise every single day.

This is one of the Group's core strengths and we are immensely proud of it. By revisiting some of this year's highlights, I hope we can convey to you what it means to be "made in CDA".

Dominique Marcel

COMPAGNIE DES ALPES IN 2018



€801 MILLION
IN REVENUE

4,951
EMPLOYEES (FTE)

€186 MILLION
IN NET CAPITAL EXPENDITURE

11
LEISURE DESTINATIONS
INCLUDING 10 IN EUROPE

11
SKI AREAS
IN FRANCE

NO. 1 IN THE WORLD
FOR SKI RESORTS

NO. 4 IN EUROPE
FOR LEISURE DESTINATIONS

€429 MILLION
in revenue
+3.0%

13.9 MILLIONS
skier-days
+0.8%

€340 MILLION
in revenue
+4.3%

8.8 MILLION
visits
+1.3%

- 1
 - 2
 - 3
 - 4
 - 5
 - 6
 - 7
 - 8
 - 9
 - 10
 - 11
- 1 minority interest

- 1
 - 2
 - 3
 - 4
 - 5
 - 6
 - 7
 - 8
 - 9
 - 10
 - 11
- Majority shareholder
- 3 minority interests



THE GROUP'S REFERENCE MARKETS

WORLD

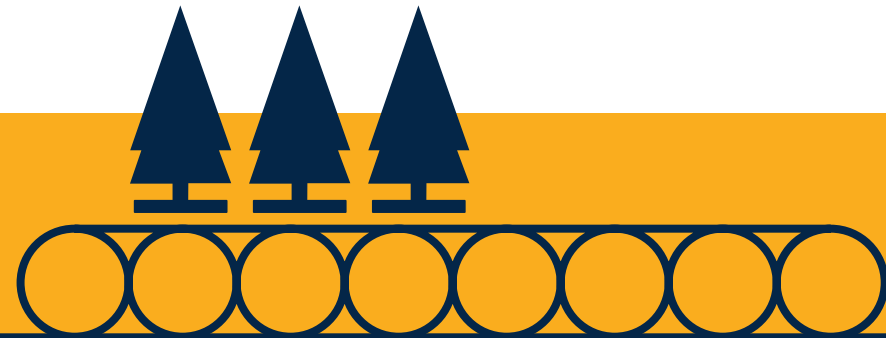
- 400 MILLION skier-days⁽¹⁾
- 476 MILLION visits for the top 10 groups of leisure parks⁽²⁾

EUROPE

- 220 MILLION skier-days⁽¹⁾
- 62 MILLION visits for the top 20 leisure parks⁽²⁾

(1) Source: Laurent Vanat, 2018 International Report on Snow & Mountain Tourism.
(2) Source: TEA/AECOM 2017 Report.

CONTENTS



WITH ALMOST 14 MILLION SKIER-DAYS IN OUR 11 SKI AREAS AND NEARLY 9 MILLION VISITORS TO OUR 11 LEISURE DESTINATIONS, COMPAGNIE DES ALPES IS A MAJOR PLAYER IN EUROPE'S LEISURE SECTOR.

The numerous openings and developments during the year bear witness to the Group's industry know-how and expertise, as well as its agility, its commitment to authenticity, and its operational excellence both in France and worldwide.

This solid foundation allows the Group to create unparalleled experiences while breaking new ground in a quest to offer a new, improved and rich experience that delivers maximum customer satisfaction.

With its local initiatives to promote skills transfer, its pilot schemes and partnerships, the Group fosters and encourages cooperation among the actors in its ecosystem.

As you will see, the strength of Compagnie des Alpes lies in its ability to be engaged, open and pioneering, with leading-edge facilities and projects, new experiences envisioned for its customers, and initiatives to protect the environment and develop its employees

1. INVESTING IN CUSTOMER SATISFACTION

IN OUR SKI AREAS P12
IN OUR LEISURE DESTINATIONS P26
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2. A JOURNEY TOGETHER THROUGH ENCHANTMENT

OF TIME AND SPACE P50
REALITY SEEN THROUGH A VIRTUAL PRISM P64
«DESTINATION EXPERIENCE» P70

3. PRESERVING OUR SHARED FUTURE

OUR NATURAL HERITAGE P78
OUR HUMAN CAPITAL P92



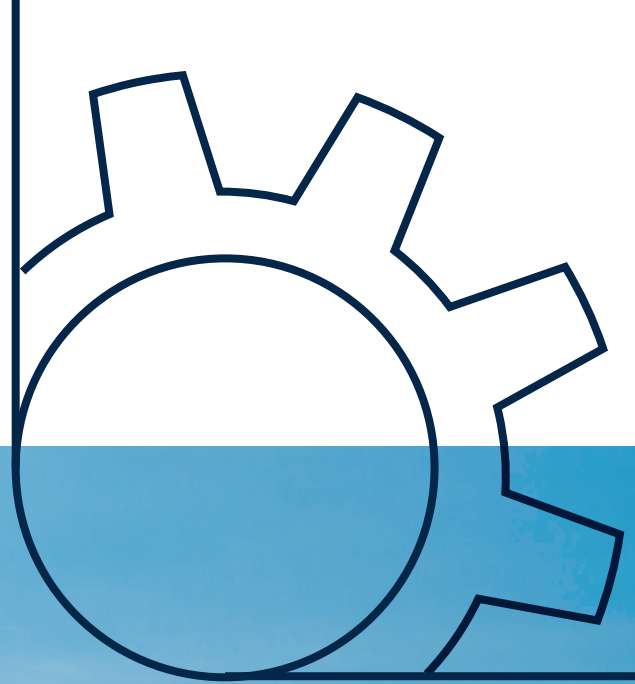


1

INVESTING IN CUSTOMER SATISFACTION

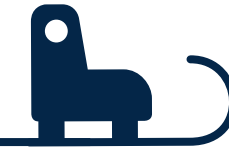
Investing first and foremost means ensuring quality and safety every day and building new infrastructure that is fit for purpose and sustainable. Yet it also means being personally invested to act as a catalyst for industry expertise, know-how and creativity. Lastly, investing means thinking outside the box and exploring new concepts, countries and cultures. These myriad investments converge in our customer promise of Very High Satisfaction.





IN OUR SKI AREAS





Datcha chairlift

BEGINNERS AT THE SUMMIT

The redevelopment of the area around the top of the Solaise gondola was inspired by the idea that everyone, no matter their ability, should be able to enjoy the incredible skiing opportunities on offer at this altitude. The completion of the ultra-modern, 10-person Doppelmayr gondola in 2016 opened up access to the excellent beginner and intermediate slopes at the summit. It also improved the

throughput of skiers in this sector. The project continued this year with the renovation of the Datcha chairlift. This uses the base and top stations of the old Solaise Express chairlift and is now detachable so that it can travel at a higher speed. Following the success of the *Lounge*, a 2,500 m², luxury indoor picnic area with stunning views of the massif, the resort is also improving its facilities

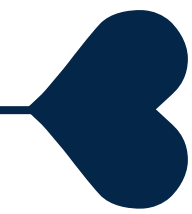


ValKids



Construction site for the Daille

for children with the first of four new *ValKids* areas: designed for 3- to 10-year-old, the playground offers a fun introduction to the various occupations in a ski resort. The investment plan continued throughout 2018, with three other *ValKids* areas (playground, toboggan run and boarder-cross course), modernisation of the Daille gondola, which passes over the Oreiller-Killy World Cup downhill course, and construction of a kiosk and reception area next to the base station.



AN HISTORIC CONTRACT

The annual *Critérium de la Première Neige*, the World Cup downhill race held in Val d'Isère, kicks off the alpine ski season each year. In December 2017, it was also an opportunity to sign an unprecedented contract with POMA: a €38 million order for five latest-generation ski lifts, manufactured in the Rhône-Alpes region and destined for the ski resorts of Val d'Isère, Tignes, Méribel, La Plagne and Serre Chevalier. Ultra-modern, comfortable, design-led and smoother-running, the new ski lifts will help revitalise certain areas of the resorts and improve the visitor experience, while minimising environmental impacts. Two of the sites will see a first for the French market, with the new 10-person *Symphony* gondola in Val d'Isère and *Premium* chairlift with heated seats and pull-down canopy in Méribel. La Plagne and Serre Chevalier will get high-speed chairlifts with a quieter drive system and smaller environmental footprint, while Tignes will benefit from a gondola that does not require a base station operator.

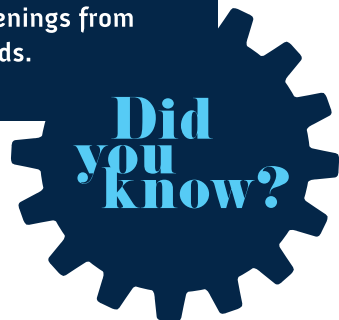
THE 5 CONTRACTS

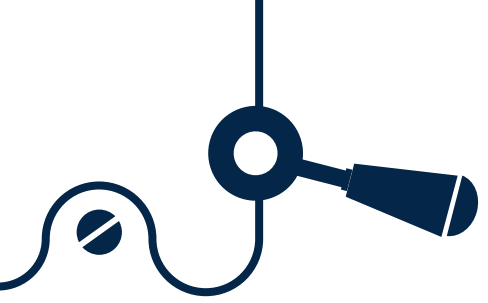
Val d'Isère, Daille | Tignes, Brévières | Méribel, Legends | La Plagne, Inversens | Serre Chevalier, Côte Chevalier



The project also includes the complete overhaul of the Bruyères 1 and 2 gondolas in Les Menuires. This is a formative project for all the resorts, not least Méribel, which is getting ready to host the 2023 Alpine World Ski Championships.

Construction began in summer 2018, ahead of staggered openings from December 2018 onwards.





REDEVELOPMENT GETS UNDER WAY

On 23 December 2017, Serre Chevalier opened its new Rocher Blanc chairlift at a ceremony attended by the project stakeholders. Linking Briançon and Chantemerle, this luxury, high-speed lift replaces the old Rocher Blanc chairlift and Serre Blanc draglift.

Its location was chosen to allow skiing even when there is only light snow cover and to provide access to two beginner slopes. Delivering significant environmental benefits, the project also allowed the removal of 16 supporting towers.



THE ROCHER BLANC CHAIRLIFT IS THE FIRST PROJECT TO BE DELIVERED BY COMPAGNIE DES ALPES FOLLOWING THE RENEWAL OF ITS THREE PUBLIC SERVICE AGREEMENTS AT THE RESORT.

It is part of a comprehensive 30-year investment plan.



**MORE THAN EVER
« ARCESSIBLE »**

The Vallée de l'Arc continued its transformation this year. The aim: to boost the number of visitors to a unique site by creating a sympathetically designed, modern installation for year-round access to this natural playground. The valley enjoys numerous advantages: a sheltered location between Arc 1600, Villaroger and Arc 2000, an awe-inspiring view of Mont Blanc, and beginner-friendly slopes.

Construction site for the Pré-Saint-Esprit chairlift



Snow-making



The new Pré-Saint-Esprit high-speed chairlift offers the latest in comfort, modernity and throughput, with twice the capacity and taking half the time to reach the top. At the

same time, the site has a new plant room which increases its snow-making capability by a full 50%. The building was also designed to blend into the surrounding landscape. The piste has been remodelled and widened and snow-making facilities have been installed to enhance its appeal. With a gentler gradient, it is now more suited to different abilities.

NEXT STAGE:

Ingelo will replace the Comborcière chairlift to open up this area from winter 2018-2019, allowing easier access to Arc 1600 from lower down the valley.



Pré-Saint-Esprit chairlift



Opening of the Coulouvrier chairlift

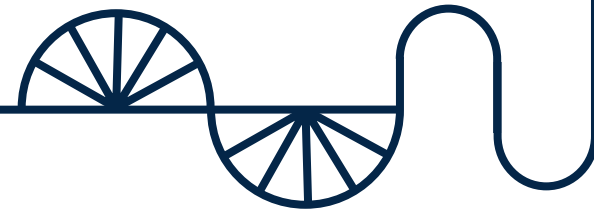


Coulouvrier chairlift

EVEN MORE GRAND MASSIF

The opening of the new Club Med resort at Samoëns 1600 in December 2017 has boosted the appeal and capacity of the ski area. Yet this project could not come about without redesigning the access, improving the traffic flow and modernising the facilities. Following the replacement of the Demoiselles chairlift in 2016, the modernisation of the site gathered pace with the development of the Combe du Coulouvrier and the opening of a 6-seater detachable chairlift on 16 March 2018.

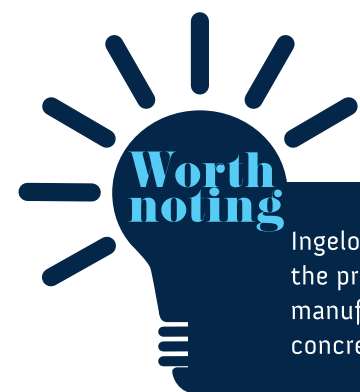
The Combe de Coulouvrier now offers no fewer than four new runs in the Grand Massif. Given its scale and very tight schedule, this ground-breaking project benefited from having Ingelo on board to provide project management support for all the works (ski lifts, earthworks for the ski slopes, snow-making, etc.).



A NEW ALTITUDE

Following on from the project to modernise La Grande Plagne, the Crozats chairlift – a modern, 6-seater, high-speed detachable chairlift – opened in March 2018. The aim: to improve links between the resorts and revitalise the area. The ski area also has a new covered travelator, the “Tapis de l’Ange”.

This marks the second stage of the redevelopment of the area above Montchavin-Les Coches, following the replacement of the Bauche chairlift in summer 2013. It will be followed by the new Inversens chairlift (opening in winter 2018-2019), which will improve access to the summit and ease the bottleneck in Plagne-Bellecôte.

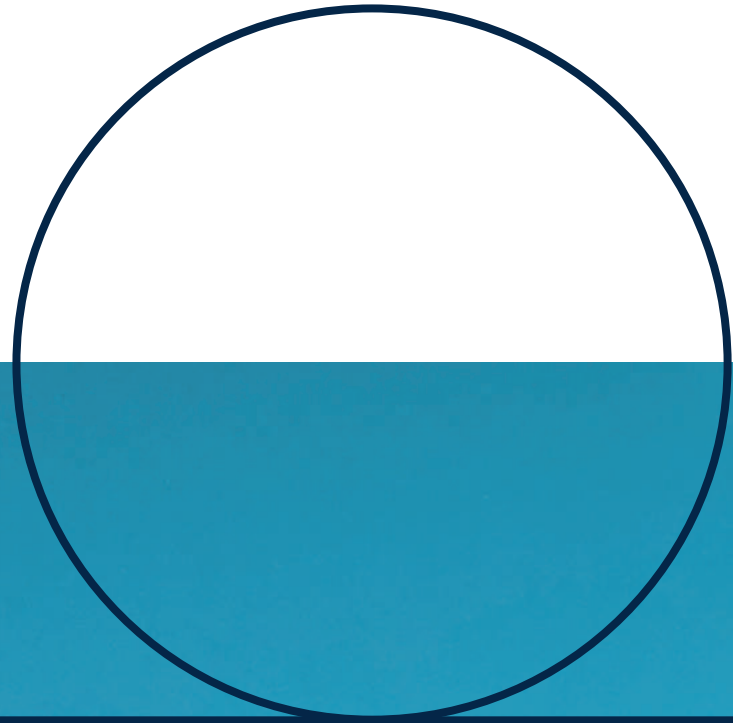


Worth noting
Ingelo was a key player in the project, designing and manufacturing the towers and concrete blocks for the chairlift.

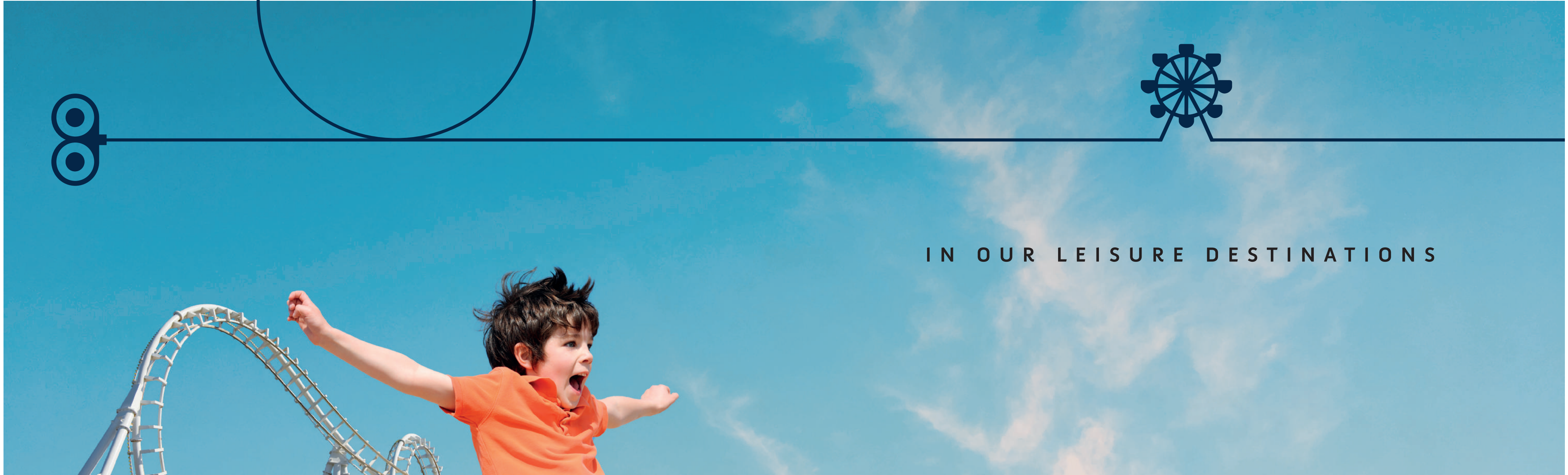
Tapis de l’Ange



Crozats chairlift



IN OUR LEISURE DESTINATIONS





PARC ASTÉRIX
NEW GALLIC EXPERIENCES

The first theme park to implement the Group's strategy five years ago, Parc Astérix is continuing to build on its offering. Following *Discobélix* in 2016 and *Pégase Express* in 2017, 2018 saw the arrival of two new products: *Aérolaf* and *Du Rififi dans la Basse-Cour*.

A project for the 21st century and a winning strategy with more than 2.1 million visitors during the season.

TO BE CONTINUED...

In 2019, the new 4D cinema attraction *Attention Menhir!* will offer a fully immersive experience with wind, water, smells and moving seats. The park also announced that a new roller-coaster, launched by magnetic catapult, will open in 2021.

Aérolaf: the right altitude



Sébastien Loeb Racing Xperience

FUTUROSCOPE

After celebrating its 30th anniversary in 2017, Futuroscope hit the ground running in 2018 with two new attractions. Featuring the latest technology, they offer a true-to-life, sensation-packed experience.



SÉBASTIEN LOEB RACING XPERIENCE
IN MARCH 2018

Specially designed for Futuroscope and a first for a leisure park, this 5D VR experience combines virtual reality technology with special effects such as movement, smoke and wind. The idea is to let visitors experience the same sensations as a racing driver for 3 hair-raising minutes. For an ultra-realistic experience, a high-performance VR headset (HTC Vive) streams real-life, high-definition (6K) 360° images.

THROUGH THOMAS PESQUET'S EYES
IN FEBRUARY 2018

Using the immersive power of IMAX LASER 4K technology and spatial sound, visitors get to experience life in space with the youngest astronaut from the European Space Agency (ESA).

AWARDS

- 2018 Travellers' Choice® Awards
- Parksmania Awards 2017, *l'Extraordinaire Voyage* named European top new attraction

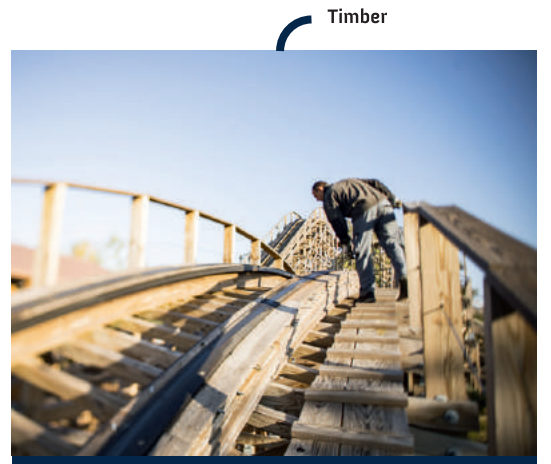




Hurricane



New Dock'n Roll attraction at Festival City



Timber

WELCOME TO FESTIVAL CITY

In April 2018, Walibi Rhône-Alpes opened Festival City.

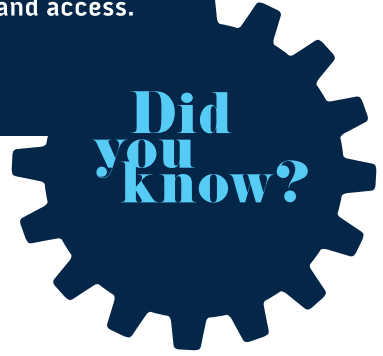
A riot of music and colour, this new themed space, designed by teams from the Development, Products and Quality Department, immerses visitors in a New Orleans-style atmosphere. There are three new rides, including *Hurricane*, a vertical swing offering a zero-gravity experience and the first of its kind in France.

After *Explorer Adventure* and its flagship attraction *Timber* in 2016, the park is continuing to roll out its 10-year investment plan. The aim: to enhance the park's appeal and character by offering unique, immersive experiences.

NEXT STAGE:

Work on *Exotic Island*, scheduled to open in 2021-2022.

Ingelo, the engineering subsidiary of Compagnie des Alpes, has been working with the park on its development projects for three years. A key player in the creation of the *Explorer zone*, it provided project management support for the *Timber* and *MonOrail* rides, as well as the development of restaurants, shops, toilets, reception areas and access.





ALOHA TIKI-WAKA!

An exotic setting and Polynesian atmosphere: welcome to *Exotic World*. Promising to take visitors on a voyage of discovery, *Exotic World* offers two new rides, including the funcoaster *Tiki-Waka*. It also incorporates two existing attractions, *Challenge of Tutankhamon* and *Octopus*, which have been given a makeover to match the decor.

This new zone, which opened in June 2018, is the first step in an historic project to create eight immersive worlds, and the first phase of an ambitious investment plan. The plan is to transform 75% of the park to strengthen its identity and positioning.

The goal: to become Belgium's leading theme park operator by number of visitors, while delivering on its "Very High Satisfaction" promise with a score of 9/10. After *Exotic World*, Walibi Belgium will open the doors to its Indian and oriental-inspired world in 2019. This will be followed by a voodoo world in 2020, adding exotic colour and enhancing the customer experience.



Meanwhile, Aqualibi has conjured a unique party atmosphere with Caribbean-themed decor. This is joined by a new area: *Kiddie bay*. With its 700 m² of themed water attractions, it is aimed at young children who have not yet learnt how to swim.

AWARDS

- Winner of several awards in the Diamond Themepark Awards Benelux 2018





Kylian Mbappé unveils his lookalike

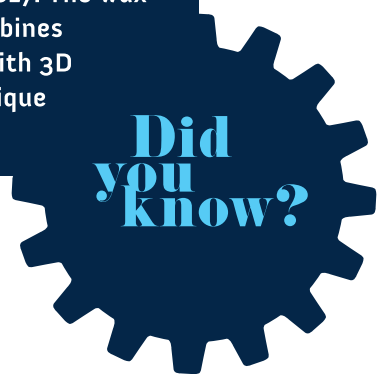


WHAT DO MBAPPÉ, ALEXANDRA LAMY AND LADY BUG ALL HAVE IN COMMON?

They are just some of the celebrities who joined the ranks of Grévin Paris this year, thanks to the unique expertise of CDA Production. Taking his place alongside other celebrities, the museum's latest recruit, French footballer Kylian Mbappé, unveiled his double just a few weeks before his first cap for France... and France's second World Cup victory.

In 2018, Grévin has also recreated the set from the hit TV show *Money Heist*, in partnership with Netflix. In this immersive world, visitors can put on a mask and join this gang of notorious money-makers. Lastly, Grévin has collaborated with young artists to update the sound and light show in the Hall of Mirrors, the museum's architectural treasure.

On 16 October 2017 and in recognition of its work at Grévin Paris, CDA Production was awarded the Label of excellence "Entreprise du Patrimoine Vivant" on 16 October 2017. The wax character workshop combines traditional techniques with 3D technology to deliver unique results.



QUALITY BY GRÉVIN

In Switzerland, Chaplin's World by Grévin offers an immersive experience following in the footsteps of Charlie Chaplin. It was voted European Museum of the Year 2018 and was named Travellers' Choice® by TripAdvisor.



IN OUR CONSULTANCY WORK





A NEW GARDEN, NATURALLY PARISIAN

€60 million invested, 30 simultaneous projects, 500 workers, 130 contractors on site and just 9 months to give this Parisian park, created in 1860 by Napoleon III, a steampunk makeover. It was a tough challenge, successfully pulled off by a consortium which included LVMH (80%) and Compagnie des Alpes (20%). The project's success is emblematic of the innovative partnerships the company is able to build.

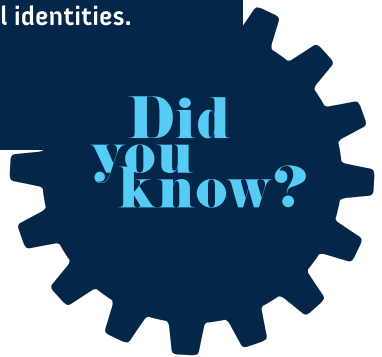
For this project, Compagnie des Alpes was called in on a 3-way assignment, handling a marketing contract, management contract and a project management assistance contract.

It also hired set designer Thierry Rétif to create the farm and carousel village. The 19th century vibe, updated for the 21st century, blends seamlessly with the extensively planted garden.



June 2018: opening ceremony attended by Anne Hidalgo, Mayor of Paris, Bernard Arnault, Chairman and CEO of LVMH and Dominique Marcel, Chairman and CEO of Compagnie des Alpes.

CDA Management's experts work in France and internationally on consultancy projects. From conceptualisation to site positioning, master planning, construction assistance and operation, they cover the entire value chain, taking into account the surroundings and local identities.



INVADING THE CAUCASUS

Compagnie des Alpes has been involved in coaching and training in Georgia since 2015. A UNESCO World Heritage Site and the highest

inhabited region in Europe (with peaks of 3,000 to 5,000 metres), Svaneti is an incredible playground with huge tourist potential for all



mountain activities in an extraordinary setting. This year, Compagnie des Alpes is going a step further by sharing its core expertise: the safety of ski areas and off-piste zones. This highly technical project will take place at a previously undeveloped site with experts from the French National Association for the Study of Snow and Avalanches (ANENA).



THE MOST FRENCH CHINESE SKI RESORT

Thaiwoo Ski Resort and Compagnie des Alpes have signed a memorandum of understanding to cement the alliance formed in November 2015.

Experts from Compagnie des Alpes (around 20 in total, from all of the Group's ski resorts) are now based almost permanently at the main Olympic ski resort of Chongli. They share their expertise in a wide range of areas, including delivery and installation of state-of-the-art infrastructure, lift operation, snow-grooming, snow-making, safety and rescue, and international ski school management.

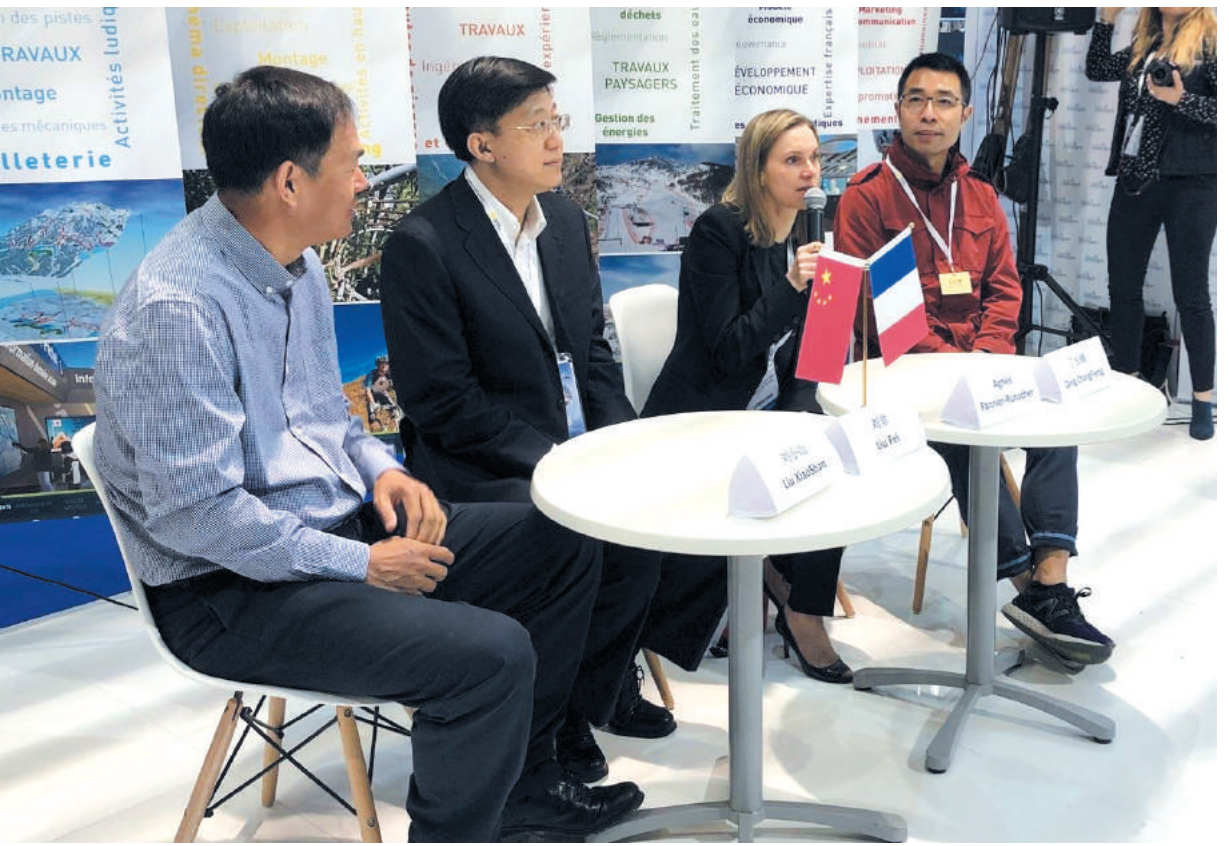
In addition, Compagnie des Alpes is working on master plans for future investments, both summer and winter, to optimise the customer experience. It is also involved in organising major events such as the FIS World Cup. It is the ideal partnership for a fast-growing resort looking to reach the highest international standards in terms of operation, visitor experience, safety and ski instruction.



BEIDAHU | CHINA

LIVE FROM MOUNTAIN PLANET

The last Mountain Planet – the world’s largest international gathering of mountain professionals – took place in April 2018.

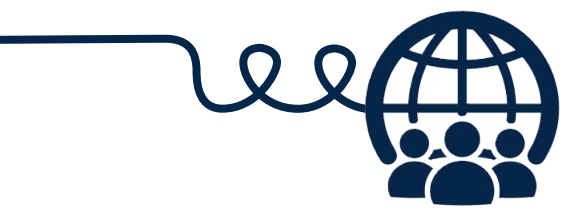


It welcomed a large Chinese delegation in search of the best experts to help develop China’s ski resorts ahead of the 2022 Winter Olympics. Compagnie des Alpes has signed a one-year support contract with the Beidahu ski resort. An audit is under way of the infrastructure (workshops, snow and ski lifts), to be followed by an operational season launch (snow-making, snow-grooming, snow-groomer training, preparation of rental equipment, etc.) and immersion in Val d’Isère for the *Critérium de la Première Neige*.



In short, this is a seminal project for CDA Management, working in partnership with one of China’s top ski resorts backed by Ingelo, the Grand Massif, Société des Téléphériques de Val d’Isère (STVI), Club des Sports de Val d’Isère, and all Compagnie des Alpes resorts.

BOGOTA | COLOMBIA



AN URBAN GONDOLA OVER BOGOTA

In partnership with Transdev (CDC), CDA Management was involved in installing the very first Metrocable in Bogota. This project was simultaneously technical, economic and social, aimed at linking underdeveloped neighbourhoods with business districts to boost employment and prevent isolation.



Alongside STVI (Val d’Isère) and Ingelo, CDA Management was involved in taking delivery of the equipment and getting it up and running before opening to the public in December 2018. Urban transport is a fast-growing area,

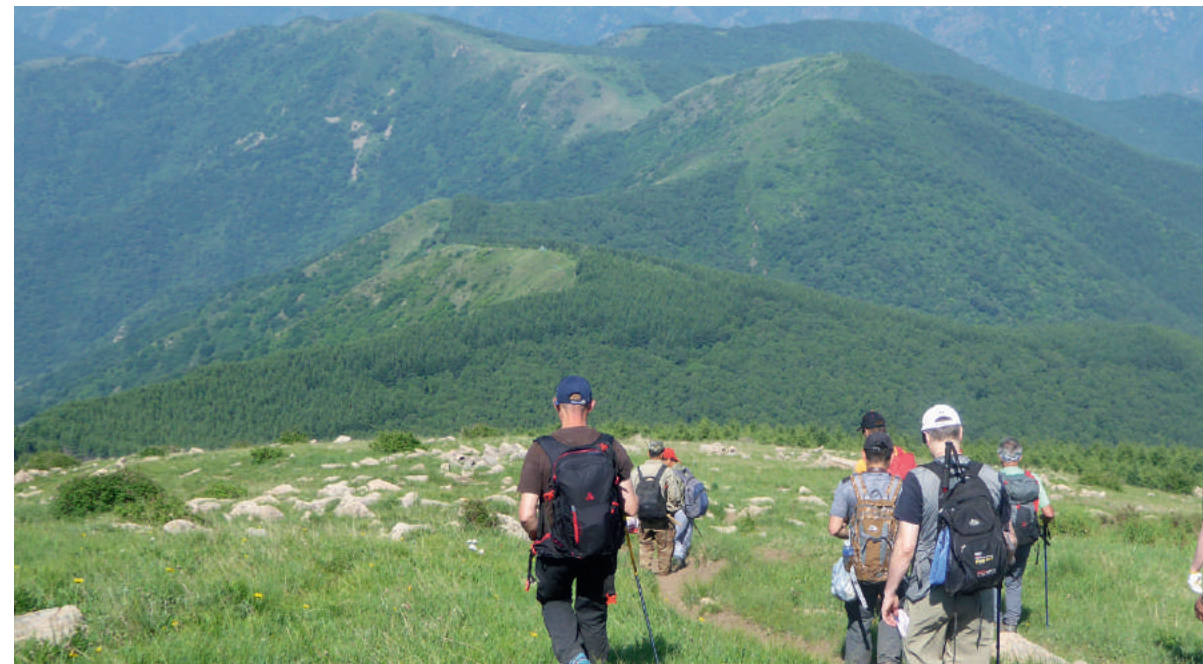
particularly in South America, given the operating constraints inherent in mountainous terrain which make cable transport more efficient in terms of service and capacity.



TURKEY

A "SNOW PLAN" FOR TURKEY

France had its "snow plan" in the 1970s: over the next few years, it will be Turkey's turn, if the Turkish Ski Federation (TKF) and Compagnie des Alpes have anything to do with it. In December 2017, Compagnie des Alpes released the findings of a comprehensive study which identified the sites most suited to the development of international ski resorts. This year-long project was conducted nationwide in a country which is 60% mountainous. To obtain the necessary coverage and precision, the teams – with the help of consulting and engineering firm Geode – developed a large-scale geographic data processing algorithm and carried out field surveys. After inspecting 297 selected areas, they produced a short-list of 27 sites, which they subsequently narrowed down to 10.



YANQING | CHINA

DESIGN AND CONSTRUCTION OF A FLAGSHIP SITE

Yanqing will host the downhill ski, luge and bobsleigh events, which will be the highlights of the 2022 Winter Olympics. On this undeveloped site near Beijing which offers significant development potential, Compagnie des Alpes conducted a survey to review and optimise the master-plan for building the necessary infrastructure. It also defined a strategy for the post-Games legacy. As well as leveraging its own expertise,

Compagnie des Alpes has pooled the talent of a dozen other firms and independent experts on this technical, high-stakes project.

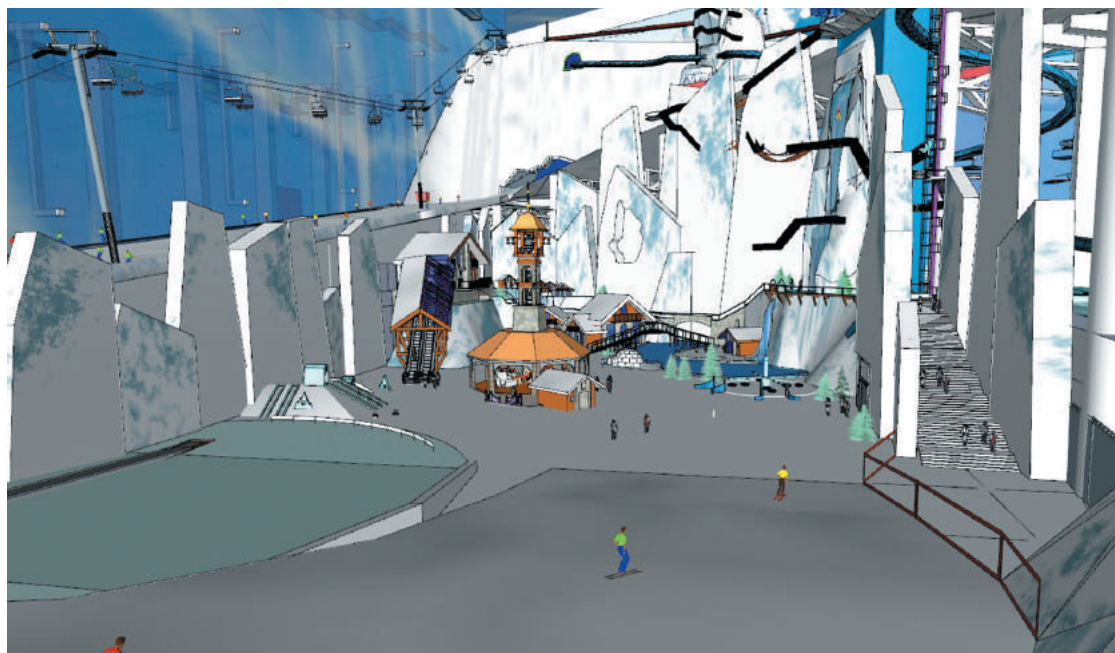
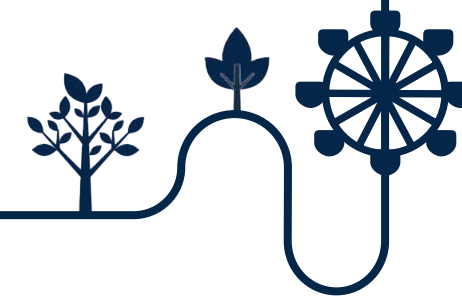


TOMAMU | JAPAN

EN ROUTE FOR TOMAMU, JAPAN'S ANSWER TO THE ALPS

Compagnie des Alpes has confirmed its interest in the mountain archipelago and its mission to reboot the Japanese ski market. In early 2018, two strategic consultancy projects were carried out, one at the request of the brand new Club Med in Tomamu (Hokkaido). The audit focused on improving and extending the ski area, optimising existing operations and infrastructure, and developing a master-plan.





TAICANG BRINGING THE MOUNTAIN INDOORS

An industrial partnership was set up with the Fosun group as part of an ambitious next-generation snowdome project in the Shanghai region. In September 2018, the teams started working on the master-plan of what will be not only an indoor ski slope, but a snow and ice leisure park featuring a host of activities. Compagnie des Alpes will assist Fosun during each phase of the design and construction and is expected to operate the site under a management contract.

OCCITANIE EXPERT PANEL

Compagnie des Alpes was chosen by the Occitanie region to consult on plans for a regional theme park. Compagnie des Alpes submitted its feasibility study (potential sites, estimated footfall, size) and two concept design proposals which involved working with design teams from Futuroscope.

MOSCOW TRANSFORMATION OF THE VDNKH PARK IN MOSCOW

The jewel in Moscow's crown, the All-Russia Exhibition Centre, or VDNKh, is both a vast expanse of parkland and the country's largest museum complex. A major redevelopment and modernisation plan, launched in 2014, involves building a 17-hectare leisure park on the theme of the Future.

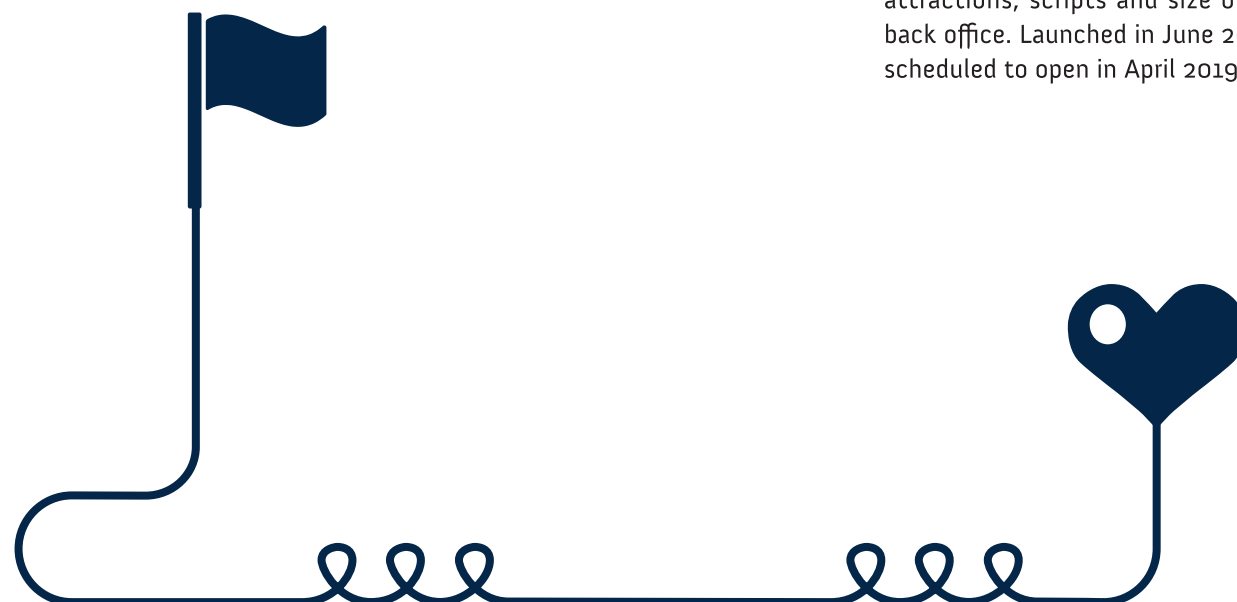
Who better than teams from Compagnie des Alpes to advise Moscow on this project? Experts from the group offered recommendations on the master-plan, set design, choice of rides and attractions, scripts and size of the front and back office. Launched in June 2018, the park is scheduled to open in April 2019.

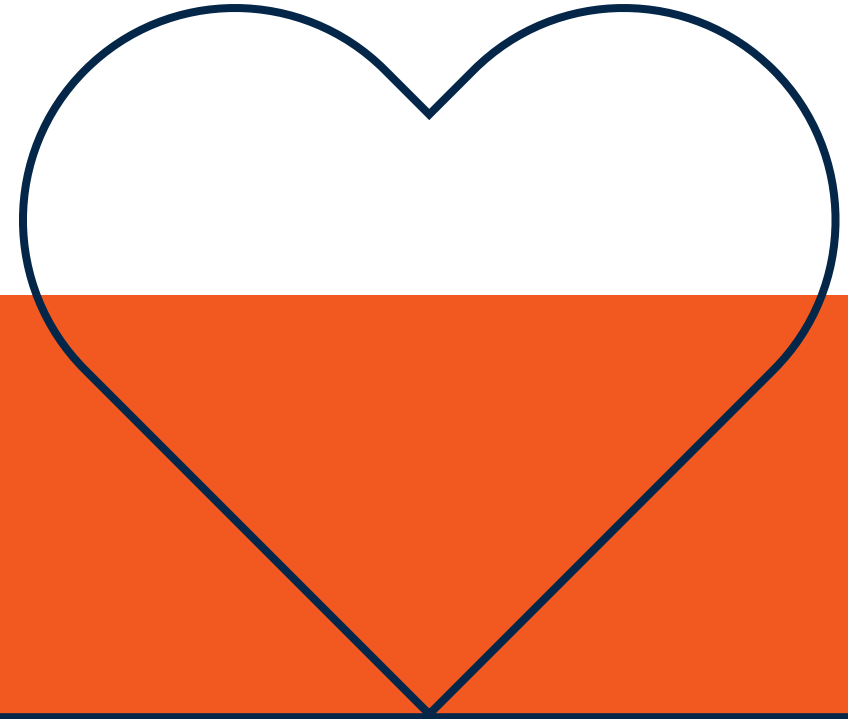


BELGIUM THE ADVENTURES OF SPIROU

In Belgium, Compagnie des Alpes and Unibail have signed a long-term lease (27 years) to design, build and operate a much-awaited *indoor* theme park: Spirouland!

Having started with a blank canvas, the project is now taking shape and an initial design by set designer Thierry Rétif has been submitted. Work will continue in 2019 with the complete design of the park and the signing of the license agreement with Media Toon.





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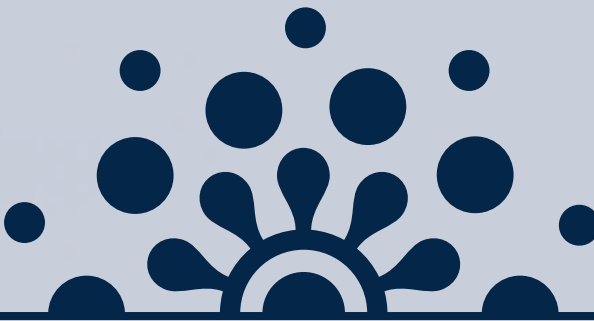
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A JOURNEY TOGETHER THROUGH ENCHANTMENT

At an altitude of 3,500 metres, 40 metres above the ground at the top of a loop, or several thousand kilometres from France, all Compagnie des Alpes staff are driven the same ambition: to offer unforgettable one-of-a-kind experiences.

Innovation, design and cooperation – these are the challenges inherent in developing an “experience” and making it a destination.





OF TIME AND SPACE

SPINE-CHILLING!

Offering customers a unique experience while extending the summer season: hello, Halloween! The event, which takes place at several leisure parks, is drawing increasing numbers of visitors and has proved hugely successful.

AWARDS

- Walibi Holland named Best European Halloween Event at SCARECON AWARDS 2017



In Walibi Holland, *Eddy the Clown* stages a not-to-be-missed show and has been delighting and scaring visitors every year for 10 years. The theme park, often a forerunner of new attractions, acts as a test-bed for the innovative ideas unearthed by teams in the Development, Products and Quality Department as they keep a close eye on competitors at home and particularly abroad. These concepts are then rolled out at other Group sites.



At Parc Astérix, the *Peur sur Le Parc* event has been held for almost a decade and continues to feature new attractions each year. The new scare zone *Foire aux 6 Trouilles* taps into a fear of clowns, otherwise known as coulrophobia. The evening programme features a new fire show, *Inferno*, while a pumpkin-carving workshop is particularly popular with families.



Since 2015, Grévin has also been staging fright nights with actors and distinctly scary walk-through sets designed to spook visitors. In 2017, the theme was the *Beast of Gévaudan*, which broke the record for late-night Halloween openings with 2,160 visitors.



Teams from Compagnie des Alpes' leisure destinations and ski areas collaborate on various subjects: so it was only natural that a Halloween event would be staged in the mountains. In Tignes, zombies and other living dead invaded the ski area.

Teams from the Development, Products and Quality Department suggest and develop new attractions for all Compagnie des Alpes sites. As always, improving the customer experience and delivering on the "Very High Satisfaction" promise are front and centre. For example, they brought their expertise to bear in the reinvention of the Walibi Belgium and Rhône-Alpes parks, the redevelopment of the Jardin d'Acclimatation and infrastructure design at *Altitude Expériences*. Naturally, one of the underlying aims is to attract more visitors to ski resorts during the summer.

Did you know?

SHOWTIME

On 16 October 2017, the Grévin Theatre held its first classical concert of the season.

In this treasure-trove setting, which is a listed Historic Monument, the classical and lyrical concerts produced by Philippe Maillard feature young musicians performing before a small audience of 200 people each month.



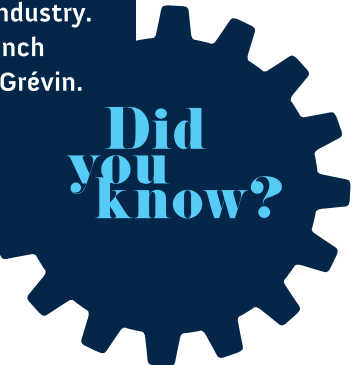
The programme also features events such as Raphaël Mezrahi's one-man show *Ma grand-mère vous adore*. The aim is to reach a wider audience by adding comedy to the repertoire of this exceptional venue.

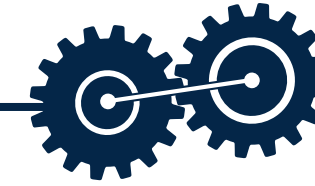
A VIP GUIDE

On a visit to France Miniature, what could be better than listening to the anecdotes of presenter Stéphane Bern, Mr Heritage himself? Visitors have been able to enjoy his audio commentary since April 2018. Using their mobile, they scan the QR codes of 12 iconic locations and the story begins... This is the ideal way to discover another side to France and make the visit more interactive and exciting.



Stéphane Bern has been President of the Académie Grévin since 2014. Established in 2001, its members are professionals from the media industry. Each year, it decides which French celebrities will join the Musée Grévin.



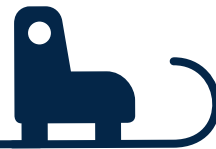


**FRIENDLY MENUIRES:
MORE THAN A BRAND,
A STATE OF MIND**

Working together to charm customers and deliver a seamless experience... the ambition of *Friendly Menuires 2022*.

Since 2017, it has been working in tandem with the entire resort ecosystem (250 professionals) to offer a consistent customer experience at all levels and to create a model for the integrated ski resort. Intended as an “ideas lab”, the project is based on the “design thinking” process, which starts by listening to customers. It also relies on data-sharing, cooperation and co-creation between the various stakeholders.

The first concrete actions were a new picnic area and new signage, trialled in winter 2018. The name *Friendly Menuires* and its tagline “petits plaisirs, grandes émotions” (“small pleasures, big thrills”) were chosen to exemplify the approach. To convey this new mindset, staff at the resort also receive training on how to be “friendly experts”.



OVER THE MOON

What would you say to a night spent in a snow groomer? Since winter 2017-2018, visitors to La Plagne have been able to book an experience that is simply out of this world.

The resort has fitted out one of its snow groomers to create a luxury retreat for two, with home cinema, LED lighting, mini-bar, jacuzzi bath and Netflix all aboard. At 2,400 m, *Over the Moon*, as it has been named, takes visitors up to 2,400m and is the perfect escape for a night spent alone under the stars.

The first of its kind anywhere in the world in a ski area now setting a new standard for customer experience. This original concept has garnered press coverage and won the award for Best Accommodation at the 2018 Tourism Innovation Awards.



SKIING ALTERNATIVES

Serre Chevalier is also continuing to diversify its visitor activities. After mountain karting in the summer, the snow equivalent was launched in winter 2017-2018.

Aboard dream machines fitted with 3 special tyres, snow lovers can explore 2 km of pistes on a snow trike, starting at an altitude of 2,491 m and descending 300 m. Excitement guaranteed! The luge has also become a popular alternative choice for holidays. Following the success of the *Devalbob* toboggan run with its 26 corners, the resort decided to open a second high-altitude run called *Mountain Bob*.



Ladies Night Tour (Giant FIS), Méribel



Halfpipe World Cup, Tignes

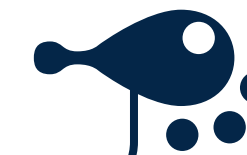


Critérium de la Première Neige, Val d'Isère

**THE SKI AREAS:
CHAMPIONS OF
SPORTING EVENTS**

The French Championships, World Cup, International Grand Prix... the quality and reputation of its ski areas, whether in terms of snow, infrastructure or facilities, allows Compagnie des Alpes to host a series of high-calibre sporting events each year.

These thrilling competitions bring together the best sporting talent and world-class skiing, showing off the mountain at its best and acting as an inspiration for us all.



L'Aérolaf, Parc Astérix



Tiki-Bar, Walibi Belgium



La Cité Suspendue, Parc Astérix



TASTING SESSIONS A SOLITARY PERCH

To immerse visitors in their world and add to the experience, the leisure parks offered a plethora of new menus to try this year.

Imagine having lunch with Thomas Pesquet on board the International Space Station: this was the unique experience offered by the Futuroscope *Aérobar* this summer. The menu is based on the astronauts' diet and reflects the constraints of zero gravity. For maximum thrills, diners' feet are left dangling at a table 35 metres above the grounds.

In the same vein, Parc Astérix has a next-generation rotating bar, *Aérolaf*. Standing 35m high, it attracts 300 to 450 visitors a day.

Walibi Belgium takes our taste buds on a journey through exotic flavours with the *Tiki-Bar* juice and smoothie bar. Extending the *Exotic World* concept to the kitchen, the park also serves ethnic fish-based dishes. By remodelling the terraces and improving the facilities, the park has sought to create a completely different world.

Another concept was to showcase local produce: this was the approach taken by *Cabane Perchée*, also at Futuroscope, which uses local ingredients cooked over a wood fire. At Parc Astérix, the restaurant in *La Cité Suspendue* features spit-roasted meats and heirloom vegetables, in keeping with the theme of this Celtic city. The restaurant is also trialling a certification scheme and developing its food offering, which will be gradually rolled out to all the Group's parks. Its aim: to emphasise sustainable consumption and product quality, and to promote these to our customers.

L'Aérobar, Futuroscope





REALITY SEEN THROUGH A VIRTUAL PRISM



How do we leverage Very High Customer Satisfaction? Pioneering new content and processes, working together to develop new experiences, and combining expertise with creativity.

WINTER 2017|18

Les Deux Alpes introduced the *Touch'n Go Pass*, a multi-functional smart wristband. The wristband can be topped up from the wearer's smartphone and allows not only secure *cashless* payment, but also gives access to more than 40 services, personalised offers and benefits throughout the resort.



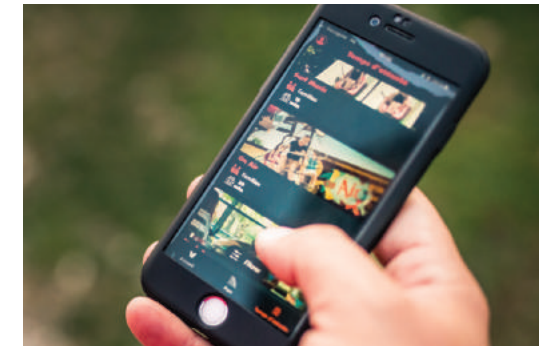
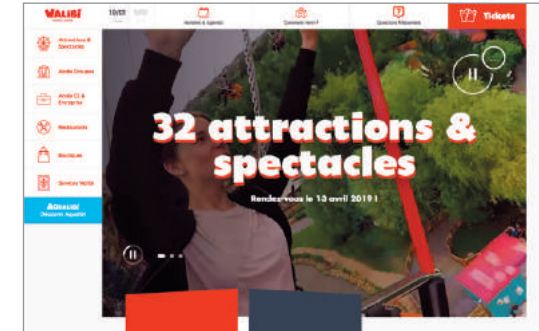
WINTER 2017|18



Serre Chevalier launched the first test for electronic lift passes via smartphone in association with RATP Smart Systems and Alwise. Based on Bluetooth technology, this service allows customers to go through barriers without taking their smartphone out of their pocket. Extremely practical in skiwear, and great for shortening queues! Following selected tests, the solution was trialled during the 2018-2019 season.

SPRING 2018

Walibi Rhône-Alpes, Belgium and Holland were the first to adapt the "on-site factory" model developed by the teams. More agile, more efficient and more enjoyable for the customer, this will be rolled out at all leisure destinations. The same approach will also be used to create special apps.



SUMMER 2018

Compagnie des Alpes tested under real-world conditions the Lineberty app: the start-up was one of the winners in 2015-2016 of the *Welcome City Lab*, and its concept of smart queue management caught the attention of Compagnie des Alpes. It successfully completed the trial phase at three Futuroscope sites: the *Extraordinaire Voyage*, *Kinemax* and the *Saveurs du Soleil* restaurant.

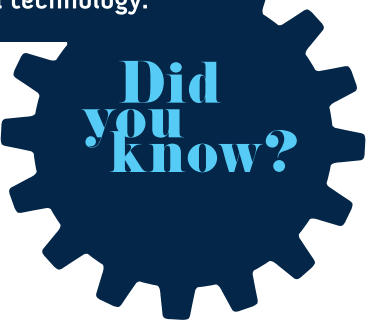


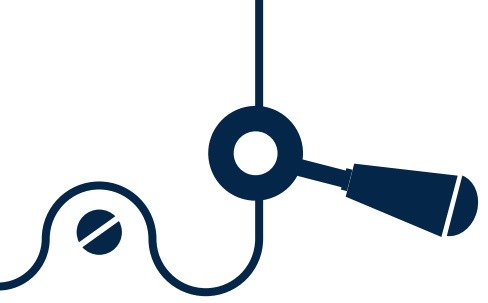
SEPTEMBER 2018



Futuroscope also has a smart signposting system. Screens and electronic signs have been installed throughout the park to provide visitors with real-time information. They are also interactive, so can be used to obtain additional information.

At the end of September 2017, Compagnie des Alpes joined the steering committee of the start-up incubator *Welcome City Lab*. The collaboration covers technological and digital innovation, focused on the customer experience and the tourism of the future. The platform allows the most innovative start-ups in the sector to develop their projects and proceed to the POC (*proof of concept*) stage. The benefit for partners: benefiting from the latest innovations and being the first to test the solutions. Several group sites have therefore begun trialling products and services, particularly in digital technology.





2017 SEASON

Measuring emotional satisfaction in real time to enhance the customer experience: this is the concept unveiled by *Q°Emotion*, a start-up incubated at the *Welcome City Lab*. Trialled at Parc Astérix during the 2017 season, the solution, based on artificial intelligence (AI), analyses, ranks and prioritises written messages to capture feedback at different stages.

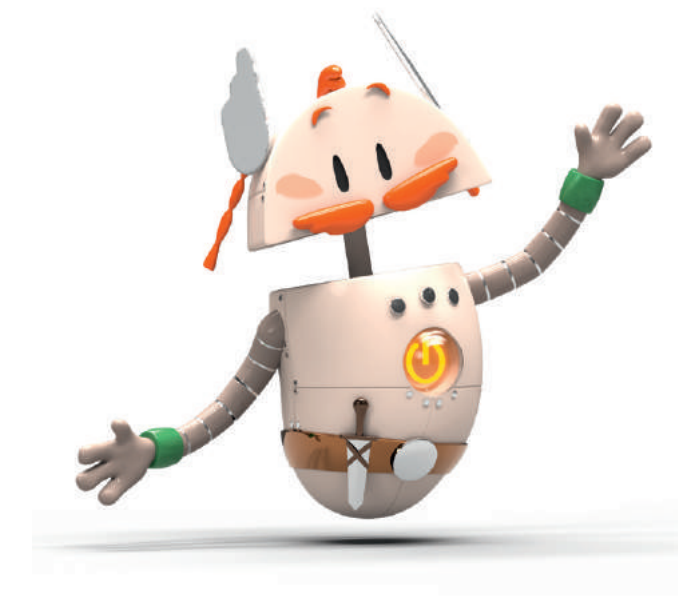


APRIL 2018

The multi-award-winning *Yuge* has the best app store rating in its category and boasts the largest community of any skiing app. The app for the Paradiski area (Les Arcs, La Plagne and Peisey-Valandry) has already been downloaded more than 390,000 times. From buying lift passes to tracking and sharing performance and recommending activities, it also suggests routes which are updated in real time depending on ability, weather or crowds. The latest feature is being able to create a personal video by combining personal photos with images from around the ski area.

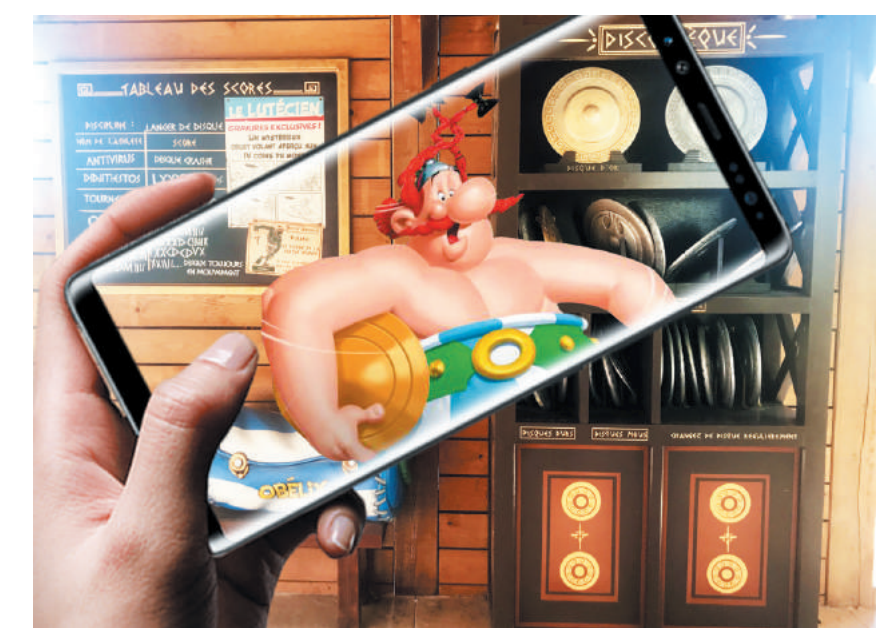
JUNE 2018

Parc Astérix has launched the *Atonservix* chatbot, which is based on AI. Adaptive and self-learning, it is designed to optimise the customer experience before, during and after their visit. Accessible via Facebook Messenger or the park's website, the chatbot supplements live chat and conversations with the park's "real employees" (human first).



SUMMER 2018

Another app being piloted at Parc Astérix is *SkyBoy*. Also offered by the *Welcome City Lab*, this new *Overlap Reality* experience has been adapted this year for queues at the *Discobélix* ride. While they wait, visitors can use their smartphones to watch a 360° video featuring Obélix.





“ D E S T I N A T I O N E X P E R I E N C E ”

In 2018, Compagnie des Alpes stepped up its real estate strategy with a clear ambition: to improve the quantity and quality of tourist accommodation to boost the occupancy rate and thus increase the number of skier-days.

**PRIORITY 1
REFURBISHMENT AND
CREATION WITH THE
PROPERTY COMPANY
RÉNOVATION MONTAGNE**

A resort's occupancy rate is a key measure of its economic performance and the increase in skier-days. In 2013, to tackle the "cold bed" phenomenon, Compagnie des Alpes, with the support of its core shareholders, set up Foncière Rénovation Montagne (FRM). This property

company facilitated the purchase of 478 apartments, which, once refurbished, were added to the inventory of the Group's real estate agents. FRM thus made it possible to put 2,300 beds back on the market. Compagnie des Alpes has also been involved in financing and/or investing in new hotels and tourist residences. These complement the existing offering or provide alternatives based on new concepts (from premium accommodation to next-generation youth hostels): This has created an additional 3,000 beds.

Résidence Lys, Menuires



**PRIORITY 2
PROMOTION AND
DISTRIBUTION WITH
TRAVELFACTORY**

Following the acquisition of Travefactory in early 2018, Compagnie des Alpes became the leading online provider of winter sports holidays. Compagnie des Alpes was already involved in the tour operating business with the creation of Alpes Ski Résa. Established in 2000, Travefactory offers a complementary range of winter sports holidays built around the brands Travelski (an online tour operator specialising in skiing holidays) and SimplytoSki (ski hire and add-on services), as well as Golden Voyages and Ski-line, two travel agencies that specialise in selling ski holidays for students.



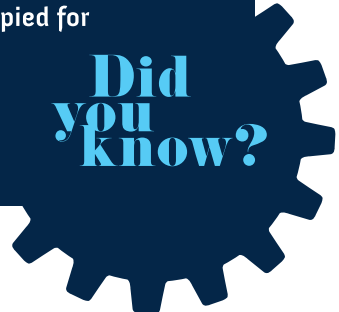
AWARDS

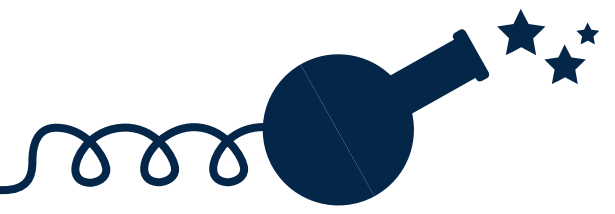
- Digital Mountain Awards 2018: Travelski winner for the quality of customer experience
- World's Best Ski Tour Operator: Travelski category "Best Ski TO"

**PRIORITY 3
MANAGEMENT AND
DEVELOPMENT WITH ITS
NETWORK OF ESTATE AGENTS**

Bolstered by the acquisition of Travefactory, the real estate agency business of Compagnie des Alpes has become key to boosting the sale of beds. Travefactory is backed by a network of 13 real estate agents in France: together with the 8 real estate agents that Compagnie des Alpes already owns in its resorts, the Group now has a portfolio of 11,500 beds which it manages on behalf of their owners.

COLD, WARM AND HOT BEDS
A distinction is traditionally made between "professional" beds and "spread" beds. Professional beds are those regularly offered to customers by low-budget operators, their main source of income for them (e.g. hotels, tourist residences, apartments managed by real estate agents, clubs and holiday villages, etc.). The so-called "spread" beds include those that are privately owned or rented out on a more or less regular basis as short-term furnished holiday lets. Mountain resorts tend to have a relatively balanced proportion of beds in each category. This does not include the distinction between hot and cold beds, based on occupancy rate. Although there is no official definition, a bed is generally said to be "cold" when it is occupied for less than 4 weeks a year, and "hot" when it is occupied for at least 12 weeks a year. Beds occupied for 1 to 3 months a year are referred to as "warm".





DESTINATION PARC ASTÉRIX

As well as building up its offering over the last three years, notably with flagship rides such as *Discobélix* and *Pégase Express*, Parc Astérix is pursuing its hotel development strategy.

The challenge is to position itself as a short-stay destination and to prolong the customer experience. Following the expansion of the *Hôtel Les Trois Hiboux* in 2017, the park is planning a new hotel, *La Cité Suspendue*, the first 50 rooms of which opened on 27 April 2018. The hotel's core concepts are immersion and quality of service. Once complete, the hotel will have 150 rooms. *La Cité Suspendue* blends harmoniously with its surroundings, since it

was built using materials deliberately chosen to reflect the natural woodland setting of the Forêt de Plailly. The interiors were also designed to capture the identity of Parc Astérix as a forgotten Celtic city and the vestige of an ancient civilisation. In short, the hotel offers all that is required for a perfect Asterix-themed escape.

In 2019, development will continue with a third hotel, *Les Quais de Lutèce*, which will increase the capacity to 450 rooms.



Les Quais de Lutèce, artist's

AWARDS

- TripAdvisor Certificate of Excellence for the Hôtel Les Trois Hiboux





3

PRESERVING OUR SHARED FUTURE

Apart from its financial capital, Compagnie des Alpes' assets are those entrusted to its safekeeping:

First, the physical setting in which each of its businesses is located, for which it bears a responsibility both in terms of long-term environmental protection and local economic sustainability.

Secondly, the people who work for the company, who must be allowed to fulfil their potential if they are to act as its ambassadors.

These assets have always been the main source of the Group's wealth, enabling it to grow today and plan for the future.





OUR NATURAL HERITAGE

LAND STEWARDSHIP



TARGET: 100% GREEN GLOBE

In late 2018, Serre Chevalier Vallée (SCV) was awarded *Green Globe* certification, becoming the fourth Compagnie des Alpes ski area to obtain this reward. In 2015, Société des Téléphériques de la Grande Motte (STGM) blazed a trail to become the world's first *Green Globe* certified ski-lift operator. Tignes, Val d'Isère (STVI has been ISO 50001 certified since 2014) and the Grand

Massif (Morillon, Samoëns, Flaine, Les Carroz and Sixt-Fer-à-Cheval) followed in 2016. Today, 40% of the Group's skier-days take place at *Green Globe* certified sites. The Group does not intend to stop there, but plans to obtain certification for all its ski areas.

This international certification is based on 41 criteria and is awarded to companies in the tourism sector committed to progressing towards a sustainable model.



BIODIVERSITY OBSERVATORIES

Following the success of the Flaine Environmental Observatory set up ten years ago, Compagnie des Alpes has now extended these centres to all of its ski areas. Between 2007 and 2017, ecologists completed 672 survey days, collecting 23,000 GPS data points for protected species. A further 200 visits took place in 2018.

This year, a new observatory will be set up in Val d'Isère to explore and envision how the resort can develop responsibly and without impacting on biodiversity. In addition to public feedback on the data collected, the observatories have become forums for dialogue and cooperation with local authorities, NGOs and government.

Flaine's abundant natural assets



NATURE 2050

As a partner of the *Nature 2050* programme since 2016, Compagnie des Alpes is stepping up its efforts by taking part in an ambitious programme linked to its activities.

Led by the French League for the Protection of Birds and the Provence-Alpes-Côte d'Azur region, the study site for the project is the Partias national park near Serre Chevalier. By pooling expertise and resources, the aim is tackle biodiversity together and in particular the adaptation of alpine forests to climate change.



A PIONEER OF RENEWABLE ENERGY

To be the first ski resort to generate its own electricity from three renewable energy sources and meet 30% of its electricity needs by 2021: that's the challenge facing Serre Chevalier.

This ground-breaking project is based on several technologies: hydropower from the artificial snow-making system, photovoltaics with the installation of 2,400 m² of mainly flexible solar panels on existing buildings, and micro-wind turbines, including a prototype vertical-axis wind

turbine. The development is made possible by the unique environmental conditions (hours of sunshine, wind at altitude, altitude difference, etc.) and the local expertise which the project relied upon.

Within three years, these pilot schemes will be rolled out across the resort, as well as in other ski areas inspired by this innovative and sustainable model.

Serre Chevalier is also working on a project to store its surplus electricity production.

Eventually the idea is to accumulate the energy generated by other operators in the area and redistribute it to local projects.

Installation of a wind turbine



Prototype for a vertical-axis wind turbine



Solstatiar on panels on the Vallons chairlift



In 2017-2018, 100% of the electricity used by the Group's ski areas came from renewable sources.

Since 1 January 2018, our leisure destinations in France have also opted for renewable electricity, illustrating the Group's strategy to support the energy transition.

Did you know?



Cherferie, Méribel

IMPROVING THE RESORT'S ENVIRONMENTAL INTEGRATION

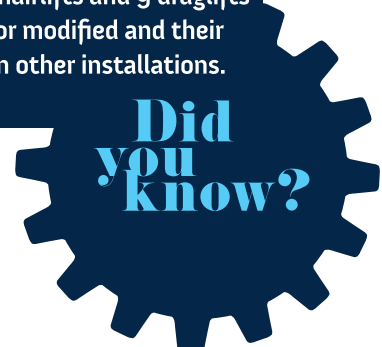
Méribel Alpina, which will host the World Alpine Skiing Championships in 2023, has embarked on a €15 million, two-year investment plan. Construction work on this vast project began in winter 2018-2019 with two new detachable chairlifts, together with new pistes and extended snow-making capability. The aim: to redevelop Roc de Fer/Cherferie so that visitors can return to exploring its legendary runs quickly and in the utmost comfort. The resort will also seek to improve its raw materials management and environmental integration.

For example, most of the components of the new Cherferie 6-seater chairlift were recycled from the Plan de l'Homme chairlift, which was dismantled in spring 2018. This reduces the time it takes to get to the higher slopes. With luxury seats embroidered in colours recalling the ski champions of the past who have left their mark on the resort, the new Legends chairlift replaces the Plan de l'Homme and Roc de Fer chairlifts. With fewer towers, stations designed to blend into the landscape and a new underground garage to store the chairs out of season, the project brief was to minimise visual pollution and integrate harmoniously with the surrounding environment.

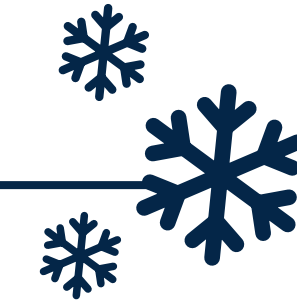
Legends, Méribel



Ingelo has recycled and reused more than 600 tonnes of steel (terminals, vehicles, clamps, towers and brackets) over the last three years, for example in the Bettex chairlift (250 tonnes in 2016), Datcha chairlift (150 tonnes in 2017) and the Cherferie and Comborcières chairlifts (380 tonnes in total in 2018). Since its creation in 2011, 11 chairlifts and 9 draglifts have been relocated or modified and their components reused in other installations.



ALTITUDE EXPERIENCES... | TIGNES



Delivery of the cable cars



Opening of the first phase and the cable car roof terrace



RECONCILING THE ENVIRONMENT, TOURISM ECONOMY AND ALL-SEASON MOUNTAIN RESORT

This is what the future of our mountains looks like: Vanoise National Park, STGM, Tignes and local councils sitting around a table and working together in an unprecedented local cooperation between the public and private sector.

The *Altitude Experiences* project stems from a joint ambition to redevelop the Vanoise massif to make it more accessible and enjoyable year-round, and to instil a new environmental awareness in visitors through a unique, fun and educational experience. The unveiling of the world's largest cable car roof terrace was a key moment and symbolic of this cooperation. With its two cable cars climbing to nearly 3,500m over almost 2 km, it offers stunning all-round panoramic views of Mont Blanc and a pristine landscape.

The cable cars combine the latest comfort and safety technology to reach the top of the glacier and have been designed to blend into their natural surroundings. The project also prioritises awareness-raising, with information boards, discovery trails and observation platforms dotted between the base station and the summit to teach visitors about this superb natural heritage.



TREKKING | LES DEUX ALPES

A FUN, EDUCATIONAL WALK

In Les Deux Alpes, enhancing the visitor experience involves environmental education and awareness-raising. This was the thinking behind the resort's new *Balade du Cristallier*, a family-friendly, 1.5 km trail consisting of nine stages. During the walk, children can learn about the local wildlife and answer questions suited to their age. The start-up M Hikes has redesigned the app *Les 2 Alpes*. This displays a map of the route and includes video content and photos for a real-time, augmented-reality experience. The successful pilot project will be extended to other hiking trails which can be accessed via the ski lifts.



Compagnie des Alpes is a sponsor of the International Tourism Talks of the Future (ITTF): a three-day conference attended by major players from the tourism industry as part of a sustainability think tank.

This year, several key issues were addressed around the theme of "From Sustainability to Ethical and Responsible Tourism Development in 2030-2050", including the reboot of the customer experience, all-season mountain and responsible tourism.

Did you know?

NATURE TRAIL | PARC ASTÉRIX



NATURE'S THEME PARK



Parc Astérix and the Conservatoire des Espaces Naturels de Picardie have signed an agreement for the management of natural habitats on the site. This includes 60 hectares of heathland and grassland on sandy soil, home to threatened species of fauna and flora. Joint and complementary actions have been identified, ranging from surveys to observation, maintenance and corridor development.

Parc Astérix has designed a discovery trail to raise awareness among residents at the park's hotels and allow them to explore this protected heathland on bikes.

SNOW-GROOMING

MORE PRECISE, LESS ENERGY-INTENSIVE SNOW-GROOMING

How do we maintain the quality of our slopes while minimising our impact? Compagnie des Alpes trains the drivers of its snow-groomers on how to optimise their route. The cabs are fitted with radars and GPS so that drivers can pinpoint the areas to be groomed, while shorter routes reduce energy consumption and limit the environmental impact.

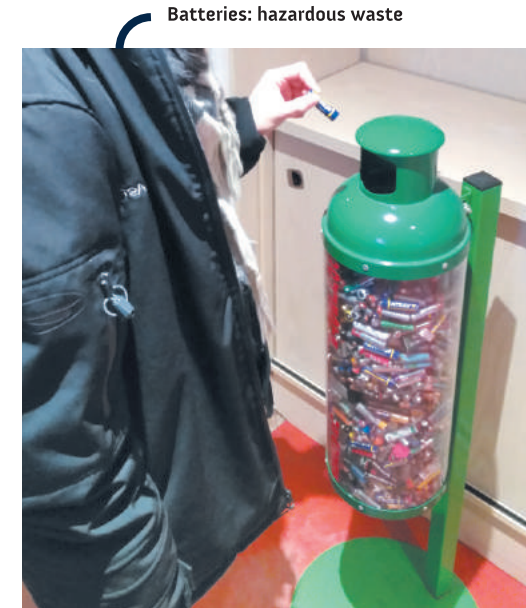
Snow-groomer, Serre Chevalier



EMPLOYEES RALLY TO THE CAUSE

YESTERDAY'S WASTE, TOMORROW'S ENERGY

Last spring, Café Grévin joined the circular economy by collecting its organic food waste and sending it to a biogas plant. This initiative has already generated almost 900 kWh of green energy and 2.30 tons of natural fertiliser: every little contribution helps!



Batteries: hazardous waste



Waste paper

AN AWARENESS WE MUST ALL SHARE

All Compagnie des Alpes leisure parks have committed to a five-year plan to reduce their environmental footprint.

Employees are the main ambassadors of this commitment, and Parc Astérix – ISO 50001 certified this summer for all its activities – is leading the way.

To raise awareness and get people to take ownership of and become engaged with these issues, various topics are addressed during the season (e.g. waste prevention, recycling, digital pollution, sustainable mobility, etc.). Several measures have already been taken, such as installing dry toilets and water fountains to reduce plastic use.



OUR HUMAN CAPITAL

LONG-TERM EMPLOYMENT, A LEVER FOR VERY HIGH CUSTOMER SATISFACTION



2018 POEC Ceremony, Parc Astérix

A SUCCESSFUL FOURTH YEAR FOR POEC BY CDA

How can we develop the skills we need for our business while boosting long-term employment and offering job-seekers bespoke training that leads to a qualification? This is the aim of the CDA scheme successfully implemented for the past four years at Parc Astérix, Futuroscope and Walibi Rhône-Alpes.

Developed by Compagnie des Alpes in 2015, in partnership with AFDAS and Pôle Emploi, this pre-employment certified training programme is based on the concept of collective operational readiness for employment (POEC). The end goal? A dual certificate (professional certificate of competency and vocational qualification certificate) in one or more of the three business lines (sales, activity leadership and catering). This pioneering scheme, unprecedented in the leisure and tourism industry, attracted the attention of the Syndicat National des Espaces de Loisirs, d'Attractions et Culturels (SNELAC), a leisure industry trade union, which is now a sponsor.

In four years, more than 300 vocational qualifications have been issued at the three parks. Trainees gain practical, cross-cutting skills for the tourism industry, significantly improving their chances of finding a job, even out of season and outside the Group. For staff who remain with the park where they were trained, the results speak for themselves: faster integration, genuine commitment, and an in-depth understanding of the levers driving Very High Satisfaction. In 2018, Parc Astérix alone took on 105 trainees, with a success rate of more than 80%. This indicates the pace of its development: 2018, for example, saw the first intake of 11 hotel receptionists and 14 kitchen/waiting staff.

Not to be outdone, the ski areas are also encouraging the training and certification of their seasonal workers.



An employee at La Plagne

LONG-TERM EMPLOYMENT, A LEVER FOR VERY HIGH CUSTOMER SATISFACTION



SKI AREAS: MAINTAINING OUR LEAD BY TRAINING OUR MOUNTAIN EXPERTS

In 2018, more than 150 vocational certificates were awarded for ski resort occupations (e.g. snow-groomer, fixed aerial lift operator, detachable aerial lift operator, draglift operator, operations officer, snow-maker, team leader, etc.).

In the ski areas too, the quality of the offering is largely dependent on staff training.

In total, more than 450 of the Group's employees have obtained a vocational qualification in recognition of their expertise.

Staff at Serre Chevalier



MORE SEASON FOR THE SEASONAL WORKERS!

Compagnie des Alpes works hard to provide seasonal employees with a secure career path. The agreement signed in 2011 establishes links internally between ski areas and leisure parks, and externally with other local firms that have inverse seasonal employment needs. The idea is to encourage year-round sustainable employment. For example, each year at the end of the season, Parc Astérix hosts an employment and training fair promoting careers at ski resorts.

The Group also facilitates and encourages the rehiring of seasonal workers from season to season. With a high rate of return of 49% for leisure destinations and 88% for ski areas, the scheme keeps employees' skills up to date, motivates and engages them, and makes a significant contribution to the satisfaction of the Group's customers.

Seasonal workers at Bellewaerde



AWARDS

- At the Diamond Themepark Awards Benelux 2018 (TOP 10), Bellewaerde was named the park with the best staff



VERY HIGH SATISFACTION... INTERNALLY

Very High Customer Satisfaction is a key performance indicator and, as such, is closely monitored by all Compagnie des Alpes teams. Very High Employee Satisfaction is the internal equivalent and ultimate prerequisite for achieving the objectives of Very High Customer Satisfaction.



The unique customer/employee experience at Futuroscope

LISTENING TO EMPLOYEES... LISTENING TO CUSTOMERS

Focusing on the employee experience and approach to Very High Customer Satisfaction: this is the ambition of the project launched at Futuroscope, which, with the help of the company Disrupt, has introduced a unique customer/employee experience. The Group's employees are

its eyes and ears on the ground and make a valuable contribution to satisfaction and performance. The dialogue set up has established a link between customers and HR learning, so that the right strategy and operational measures can be developed.

A SURVEY TO MEASURE EMPLOYEE SATISFACTION

For ten years, Khéolia has routinely measured customer satisfaction for Compagnie des Alpes. To prevent stress among employees and improve their quality of life at work, the surveys have been replicated internally since 2016 and were extended to all of the Group's French sites in 2018. This simple, practical method of measuring satisfaction, and the resulting action plans and workshops, are an opportunity for collective reflection on well-being in the workplace and actively contribute to performance.

TEAM MANAGEMENT

To supplement the training programme at CDA Campus – the Compagnie des Alpes corporate university for its senior executives and managers which opened three years ago – in 2018 the Group introduced Management Meetings, where middle managers and experts from all Compagnie des Alpes sites can work together on strategic issues throughout the year. The aim is to develop individual skills, agility, a cross-disciplinary approach and team performance.

Staff at Parc Astérix



THE BEST EXPERIENCE WITHIN EVERYONE'S

Firmly committed to its ecosystem, Compagnie des Alpes works with a variety of local public, socio-professional and non-profit partners to organise joint initiatives and create a positive, inclusive experience.

TEACHING THROUGH

Each year, Futuroscope hosts interactive educational workshops for 150,000 pupils. The most recent to date, *Labo du Jeu Vidéo*, offered an introduction to games development at LP2I, the local high school and Futuroscope partner.

The Group's ski areas also arrange regular visits to local schools and apprenticeship programmes to teach them about career opportunities.

EMBRACING THE VALUES

Compagnie des Alpes sites are regular sponsors of sporting events and competitions. For example, Parc Astérix hosts and organises, in Association with the Chantilly tourist information office, the *Very Chantilly fun run*. Similarly, Futuroscope hosts the *Futuro-Moustache Tour* during *November* to raise money for breast cancer research.

In the Alps, the Group provides technical, logistics and financial support worth almost €3 million to 76 clubs and more than 20,000 licence-holders. These includes access to first-class slopes (snow-making, snow-grooming, ski lifts, etc.) and lift passes for training and races. The Group also makes a financial contribution to the French Ski Federation, and specifically the ski committee for the Savoie region.

It is through these initiatives and partnerships that young talent can be discovered and nurtured, such as Clément Noël (21 and a member of the French downhill ski team) in Val d'Isère, Joséphine Forni (24 and a French downhill skiing team hopeful) in Méribel, and Nathan Gray (18 and a French snowboard team hopeful) in Les Menuires.



Joséphine Forni, Méribel

Sport in the City



INCLUSION THROUGH SPORT

Compagnie des Alpes has pledged its continued support for Sport dans la Ville, the leading non-profit organisation for professional integration through sport in France.

The organisation has been supporting young people from under-privileged neighbourhoods for 20 years.

Apart from helping to pay for sports facilities in these neighbourhoods (two in Chambéry through corporate sponsorship), several Group sites have opened their doors to young people as part of an integration scheme (e.g. Walibi's backstage tour, job interview simulation workshops, careers presentation at Parc Astérix, etc.). As a result, the Group's employees welcomed more than 150 young people to its sites in 2018. A programme that includes long-term sponsorships, standing the test of time.

The charity "Rêves" at Walibi Rhône-Alpes



Secours Populaire in Walibi Rhône-Alpes



ENJOYMENT FOR EVERYONE

At the heart of the local community, each Compagnie des Alpes site supports local initiatives in aid of the sick or disadvantaged: from Opération Petits Princes at its French leisure parks, to the telethon, not to mention the donation of uniforms to the charity Cravate Solidaire at Parc Astérix, support from Les Deux Alpes and Serre Chevalier for the non-profit organisation 82-400 to introduce young people from disadvantaged backgrounds to mountain activities, and arranging trips to Walibi Rhône-Alpes for sick children.

IN 2019, COMPAGNIE DES ALPES WILL BE 30 YEARS YOUNG



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PASSION



CREATIVITY



EXPERTISE



EXPERIENCE

MAKING THE WEALTH OF OUR EXPERIENCE YOURS TO SHARE

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