

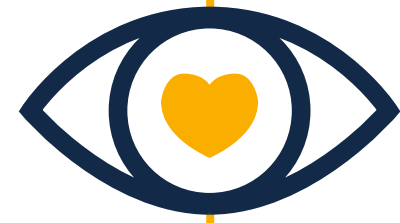
YEARBOOK 2019



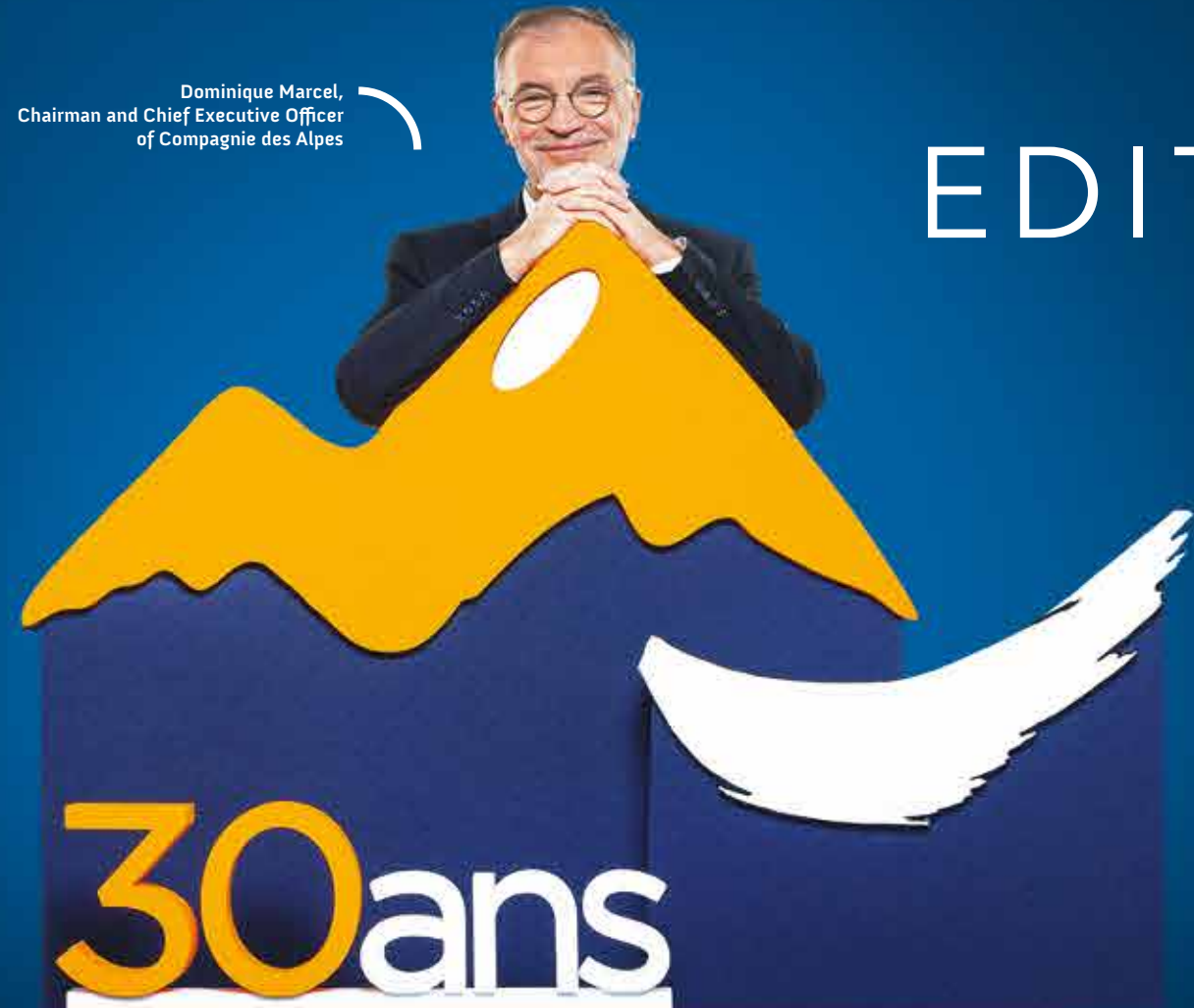
Compagnie des Alpes
30 years



FOR 30 YEARS, STEP BY STEP TOWARDS A COMMON FUTURE



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



EDITORIAL

With 23.6 million visitors welcomed, more than €200 million invested and operating and net income that was double compared to 2012–2013, 2019 was a vintage year for Compagnie des Alpes. A year all the more meaningful in that 2019 marked the Group's 30th anniversary.

THIRTY YEARS IN WHICH A PUBLIC INITIATIVE PROMOTING MOUNTAIN AREAS HAS TURNED INTO A LEADING GROUP IN THE LEISURE INDUSTRY

2019 was also a special moment, one demonstrating the soundness of a strategy that has been in place for several years, and engagement thanks to the extraordinary commitment and multi-dimensional expertise of the 5,000 people who make up and embody the entity now tagged "CDA". I am especially proud of these teams: it is thanks to them that for the last 30 years we - employees, partners and stakeholders - have been advancing together step by step towards a shared future.

Because 2019 also meant a new outlook, that of even more steadfast commitment by our company to shape a sustainable future for the regions where it operates, in partnership with the entire ecosystem. I invite you to learn more about the path we have taken in this document that explains both our inspiring history and where we are today.



COMPAGNIE DES ALPES IN 2019, THE EUROPEAN LEADER IN LEISURE



5,129
EMPLOYEES
(X2 IN THE SEASON)



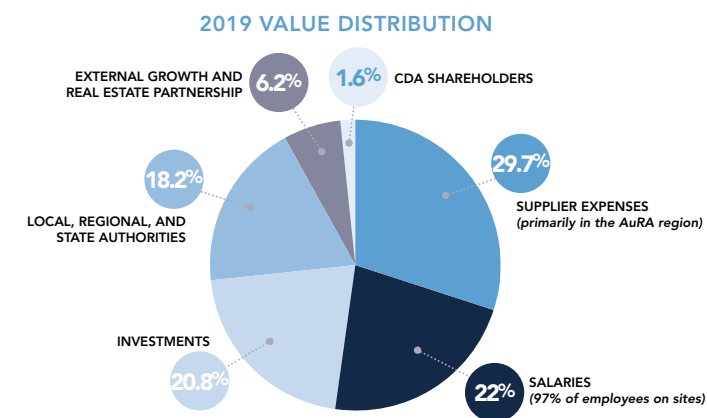
+23.6 MILLION
VISITS



A COMMITTED PARTNER FOR 30 YEARS

€1 BILLION
INVESTED SINCE 2012
+60% compared to the annual average of the previous years

In 2019,
€209.4 MILLION
in net capital expenditure
• **€102 million** in ski areas
• **€103 million** in leisure parks



42% women in headcount
39% of executives are women
607 professional certifications (+33%)
255 work-study contracts (more than 5% of headcount)
1 MASTER'S DEGREE in "Mountain Real Estate" with INSEEC U



ENERGY
55% renewable energy used and 86% "green"
360 MWh in RnE produced

BIODIVERSITY
25,000 pieces of fauna/flora data collected from 978 inventory visits

RECYCLING
1,000 tonnes of steel reused
WASTE
target of 100% sorting in the parks



€854
MILLION IN REVENUE

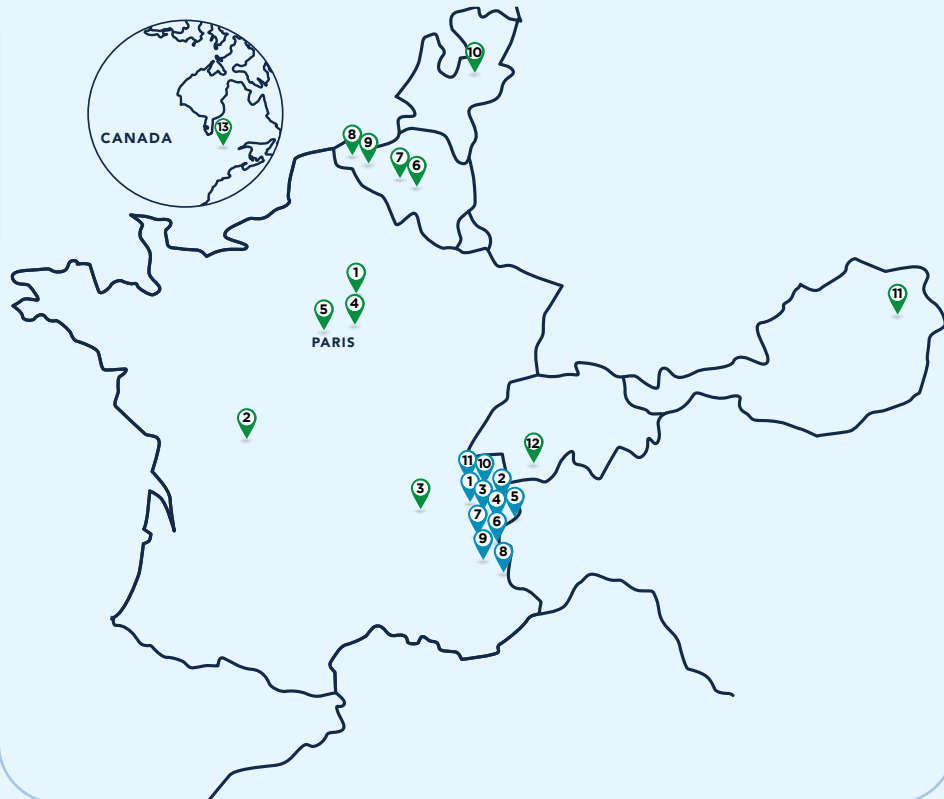


13
LEISURE PARKS
INCLUDING 12 IN EUROPE

€381 MILLION in revenue
45% of Group revenue
9.6 MILLION visits

- 1 Aqualibi
- 2 Futuroscope
- 3 WALIBI
- 4 INJOYABLE Grenoble
- 5 France Miniature
- 6 WALIBI
- 7 AQUALIBI
- 8 Deltalande
- 9 Aquaparc
- 10 WALIBI
- 11 PARK
- 12 Chaplin's
- 13 Green

1 NON-CONTROLLING INTEREST



11
SKI AREAS
IN FRANCE

€444 MILLION in revenue
52% of Group revenue
14 MILLION skier-days

- 1 LA PLAGNE
- 2 LES ARCS
- 3 FETSEY VALLENDRE
- 4 TIGNES
- 5 Val d'Isère
- 6 friendlyMenuires
- 7 MERIBEL
- 8 Serre Chevalier Vallée
- 9 les 2 Alpes
- 10 Tignes
- 11 Méribel

LARGEST SHAREHOLDER: CRANON MORBIANE, megeve
3 NON-CONTROLLING INTERESTS: AVORIAZ 1800, La Roche, VALMOREL



CDA MANAGEMENT

Nearly 30 support and consulting references in 10 countries



TRAVELFACTORY

A leader in all-in-one skiing, specialised in holiday rentals and group getaways
• 345,000 customers
• 50,000 getaway packages



INGELO

Experts in quality engineering/security in France and abroad



CDA PRODUCTIONS

Artistic flair that gives (new) life to cultural property



A NETWORK OF 12 REAL ESTATE AGENCIES

- 28 destination management companies
- 13,500 beds managed
- 25% market share of warm spread beds

A decade ago, Compagnie des Alpes embarked on a major proactive investment policy drawing on more than €1 billion.

A CONSCIOUSLY ADOPTED EFFORT SUPPORTING A PROMISING, SHARED DEVELOPMENT OF ALL OUR SITES.

All these projects testify to an approach driven by the in-depth expertise and operational excellence of all the teams in the name of our customers' Very High Satisfaction.

And yet 2019 was not the time to "sit back and assess". Now 30 years young, the Group wants to take up new challenges to make all our sites much more than a tourist attraction, with each one now an "experience destination".

We have launched this necessary transformation with initiatives taken in accommodation, distribution, customer knowledge and relations, digitisation, the expansion of the offering and the acquisition or creation of new sites.

Compagnie des Alpes wants all its destinations to be sustainable and eco-friendly; sustainable because they are economically profitable, and collective because they generate shared value.

All the teams are now working to ensure that the Group and its partners maintain momentum that is at least if not more positive than today for the next ten years and beyond. All their actions are footprints towards a sustainable future.



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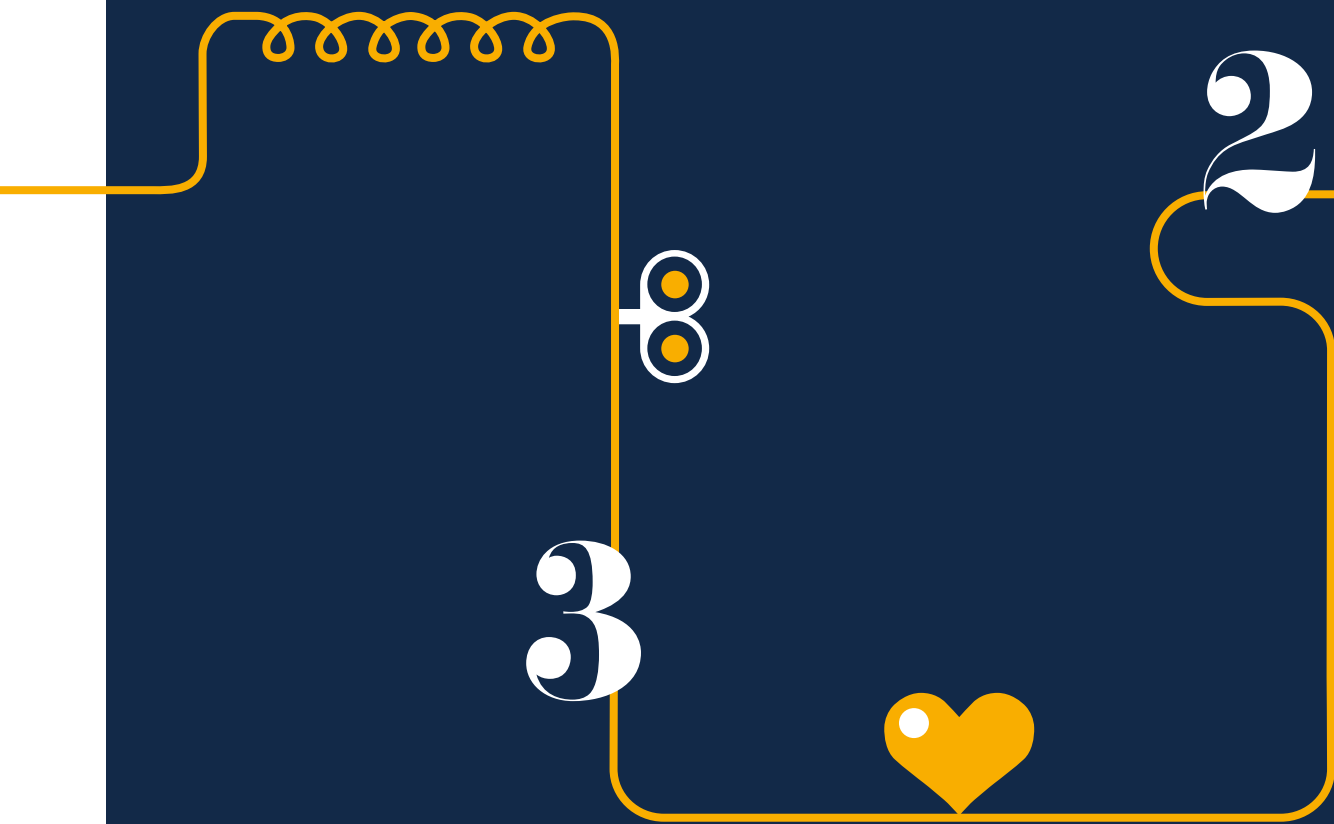
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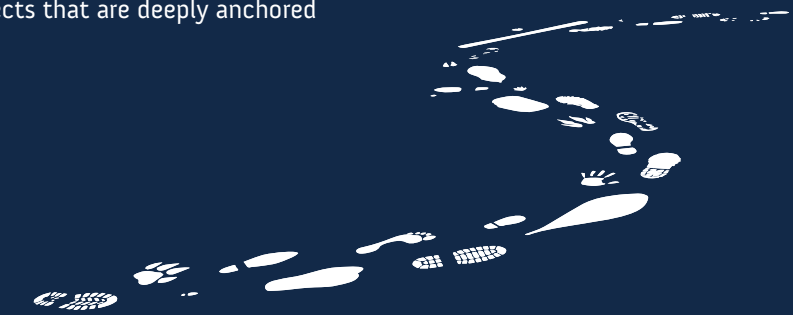
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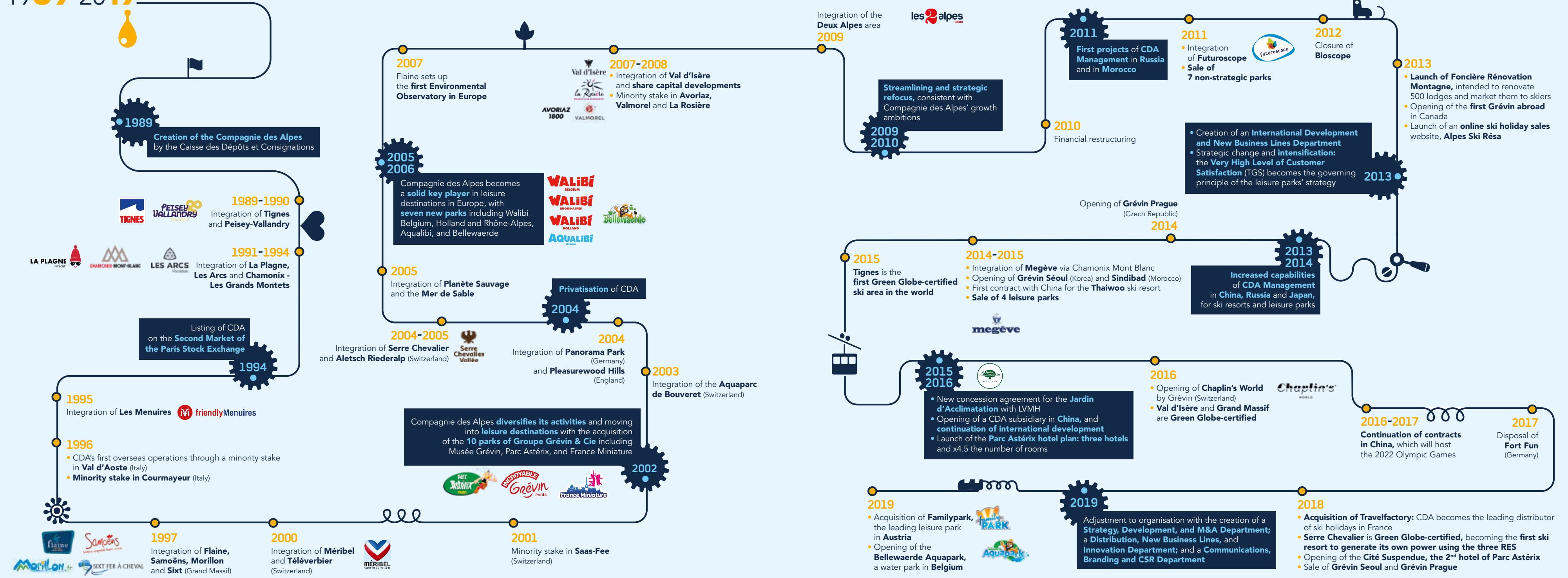
FROM A REGION TO A DESTINATION

Investing more than €200 million in 2019 alone, Compagnie des Alpes sets out to continuously revamp the customer experience. Beyond its innovation capacity and resources, the Group is a driving force for attractiveness when it comes to the regions where sites are located. The arrival of an attraction or a structural redevelopment enables every nearby ecosystem to benefit from the economic and societal spin-offs connected to the increase in numbers of visitors. These are stakeholders who become close partners and are involved at different stages and different levels in projects that are deeply anchored in a region, breathing life into a shared ambition.

OUR FOOTPRINT: Invest, co-invest, share



1989-2019



1989
Creation of the **Compagnie des Alpes** by the Caisse des Dépôts et Consignations

1989-1990
Integration of **Tignes** and **Peisey-Vallandry**

1991-1994
Integration of **La Plagne**, **Les Arcs** and **Chamonix - Les Grands Montets**

Listing of CDA on the **Second Market of the Paris Stock Exchange**

1995
Integration of **Les Menuires** **friendlyMenuires**

1996
• CDA's first overseas operations through a minority stake in **Val d'Aoste** (Italy)
• **Minority stake in Courmayeur** (Italy)

1997
Integration of **Flaine**, **Samoëns**, **Morillon** and **Sixt** (Grand Massif)

2000
Integration of **Méribel** and **Téléverbier** (Switzerland)

2007
Flaine sets up the **first Environmental Observatory in Europe**

2005-2006
Compagnie des Alpes becomes a **solid key player** in leisure destinations in Europe, with **seven new parks** including Walibi Belgium, Holland and Rhône-Alpes, Aqualibi, and Bellewaerde

2005
Integration of **Planète Sauvage** and the **Mer de Sable**

2004-2005
Integration of **Serre Chevalier** and **Aletsch Riederalp** (Switzerland)

2004
Integration of **Panorama Park** (Germany) and **Pleasurewood Hills** (England)

Compagnie des Alpes **diversifies its activities** and moving into **leisure destinations** with the acquisition of the **10 parks of Groupe Grévin & Cie** including Musée Grévin, Parc Astérix, and France Miniature

2001
Minority stake in **Saas-Fee** (Switzerland)

2007-2008
• Integration of **Val d'Isère** and **share capital developments**
• **Minority stake in Avoriaz**, **Valmorel** and **La Rosière**

Integration of the **Deux Alpes** area **2009**

2009-2010
Streamlining and strategic refocus, consistent with Compagnie des Alpes' growth ambitions

2015
Tignes is the **first Green Globe-certified** ski area in the world

2014-2015
• Integration of **Megève** via Chamonix Mont Blanc
• Opening of **Grévin Séoul** (Korea) and **Sindibad** (Morocco)
• First contract with China for the **Thaiwoo** ski resort
• **Sale of 4 leisure parks**

2015-2016
• New concession agreement for the **Jardin d'Acclimatation** with LVMH
• Opening of a CDA subsidiary in **China**, and **continuation of international development**
• Launch of the **Parc Astérix hotel plan: three hotels** and x4.5 the number of rooms

2019
• Acquisition of **Familypark**, the leading leisure park in **Austria**
• Opening of the **Bellewaerde Aquapark**, a water park in **Belgium**

2019
Adjustment to organisation with the creation of a **Strategy, Development, and M&A Department**; a **Distribution, New Business Lines, and Innovation Department**; and a **Communications, Branding and CSR Department**

2011
First projects of CDA Management in Russia and in Morocco

2011
• Integration of **Futuroscope**
• **Sale of 7 non-strategic parks**

2010
Financial restructuring

• Creation of an **International Development and New Business Lines Department**
• Strategic change and **intensification: the Very High Level of Customer Satisfaction (TGS)** becomes the governing principle of the leisure parks' strategy

Opening of **Grévin Prague** (Czech Republic)

2014

2013-2014
Increased capabilities of CDA Management in **China, Russia and Japan**, for ski resorts and leisure parks

2012
Closure of **Bioscope**

2013
• **Launch of Foncière Rénovation Montagne**, intended to renovate 500 lodges and market them to skiers
• Opening of the **first Grévin abroad** in Canada
• Launch of an **online ski holiday sales website, Alpes Ski Résa**

2016
• Opening of **Chaplin's World** by Grévin (Switzerland)
• **Val d'Isère** and **Grand Massif** are **Green Globe-certified**

2016-2017
Continuation of contracts in China, which will host the 2022 Olympic Games

2017
Disposal of **Fort Fun** (Germany)

2018
• **Acquisition of Travelfactory**: CDA becomes the leading distributor of ski holidays in France
• **Serre Chevalier** is **Green Globe-certified**, becoming the **first ski resort to generate its own power using the three RES**
• Opening of the **Cité Suspendue**, the **2nd hotel of Parc Astérix**
• **Sale of Grévin Seoul and Grévin Prague**

LA PLAGNE



MEMORIES THAT QUITTE SIMPLY LAST FOREVER

The trademark of La Plagne: a festive and sporting spirit that grows by the day, the DNA of a connected and inventive resort, a seamless made-to-measure experience. The winner of a Travel d'Or "French Tourist Destination" award in 2018, the ski area innovates to secure a Very High Satisfaction rating, the mainstays being event creation, digital technology and marketing.

The ski area of La Plagne, which consists of 11 village resorts, has been connected to Les Arcs and Peisey-Vallandry since 2003 by the Vanoise Express, to form the Paradiski domain. A top winter sports resort boasting 225km of ski runs and 95 ski lifts, La Plagne welcomes large numbers of advanced skiers and hosts alpine skiing tournaments. It is also the proud owner of France's only Olympic bobsleigh, luge and skeleton track; fitted out for the 1992 Olympic Games, it regularly hosts French, European and World Cup events.

Over the past five years, Compagnie des Alpes has invested heavily into the development of the La Plagne ski area. It is about to further invest in the modernisation and improvement of access to the high altitude sector of Roche de Mio and the Bellecôte glacier, at a towering 3,250 m.

Following the construction of the Crozats chairlift in 2018, the new *Inversens* chairlift whisks skiers up the slopes twice as quickly to reach beautiful high altitude areas and relieve conges-

tion in Plagne-Bellecôte. The facility is part of the historic contract between Compagnie des Alpes and POMa, signed in 2017 for the delivery of five latest-generation machines *made in Rhône-Alpes** that boast low-noise drives and a low-carbon footprint. Originally one of the longest and highest in the Alps, the Champagne chairlift has been redesigned and renovated for a smoother and more comfortable ride to Champagne-en-Vanoise.

In addition to its facilities, La Plagne has a reputation for organising creative and festive events all year round in the fields of sports and culture: *First Tracks*, *Funslope*, *Kami Caisse*, *Closing Party*, etc. Every spring since 2015, the ski-runs are transformed into arenas of recreation and entertainment with the 2-week long *Subli'cimes* event, voted "Concept Printemps du Ski" [Springtime Ski Concept] by France Montagnes. For the occasion, each of the iconic summits features free and totally original

activities for all audiences, based on a variety of themes such as "around the world" and "the 5 senses".

La Plagne is a connected and inventive resort that also organises events such as activities, photo opportunities and games through its *YUGE* app. The app, which now has 700,000 "Yugers" and has won in the region of twenty marketing awards, is designed to add a touch of digital magic to each customer stay.

Voted "Best social media destination" by *We Like Travel* in 2016, the resort continues to innovate with the launch this season of *La Plagne Resort*, the region's first online travel agency. After *Plagne Access* and the introduction of digital payments for ski passes last season, the ski area continues to make each customer experience simpler and more magical with packaged, certified and marketed offers for the one destination. Its mantra is "*La Plagne Resort* takes care of

everything". The online platform brings together all the players involved in the resort - accommodation providers, ski schools, transport, service and activity providers - and helps develop strong commercial ties with socio-professionals and the landlords and renters present in the region. At the same time, the Group has invested heavily in accommodation in order to maintain high numbers of "hot beds" and enhance the customer offering and experience. Through Foncière Rénovation Montagne, Compagnie des Alpes has helped boost the occupancy of 18 residences and 99 apartments in the area. It has also had a hand in the total renovation of residences such as *Baccara* and *Araucaria* (in partnership), and finalised the acquisition of the *Cassiopée* residence.

La Plagne is a committed resort, piloting the *PROSNOW* project coordinated by the French Met Office, which is setting out to improve the stewardship of water resources using climate and weather forecasting tools that feed a snow management system. The water component has also been added to the resort's Observatory.

A structuring, ultra-modern device



Each year, the Festival *Subli'cimes* creates the event at the resort



* Contract signed at the Critérium de la Première Neige | Val d'Isère, Daille | Tignes, Brévières | Méribel, Legends | La Plagne, Inversens | Serre Chevalier, Côte Chevalier



PIONEERS IN AN EXTRAORDINARY SPACE FOR 50 YEARS ALREADY

A pioneer in 1968 with a strong identity as an integrated ski and “summer-winter” resort from the start, the Arcs ski area, which recently celebrated its 50th anniversary, is continuing its transformation to revamp its unique location and offer a year-round playground open to all. A major, innovative international resort, its efforts are currently focused on renewing the Vallée de l’Arc, with its incredible environment and panoramic views, by redefining it in a comprehensive, sustainable way.

Among the first resorts created with the Mountain Plan, the area joined Compagnie des Alpes at the start of the 1990s. The creation in 2003 of the Paradiski ski region, which comprises La Plagne and Peisey-Vallandry in particular - both resorts that also belong to the Group - was a real revolution. One of the largest ski areas in the world, it has set several records with the largest cable car in the world at the time of commissioning, and the Aiguille Rouge piste that offers the longest altitude drop in Europe.

A vast region with multiple features: the Arcs Peisey-Vallandry area has succeeded in acquiring the necessary means to ensure smooth traffic flow very early on.

The funicular between Bourg-Saint-Maurice and Arc 1600 this year celebrated its 30th year in operation. Building on the area’s characteristic spirit of constant innovation and customer experience renewal, it is now making way for new ultra-modern, fully-glazed trains with a panoramic view. The Paradiski YUGE mobile app, “the essential companion for a trip to Les Arcs”, accessible everywhere via 60 Wi-Fi hotspots, is another symbol of this determination to showcase an exceptional ski area and to facilitate discovery

through the free flow of information and interaction in a simple, pleasant way.

Committed to magnifying and securing the experience in all respects, the area recently completed the Vallée de l’Arc project and opened Arcs 1600. As such, after the Pré-Saint-Esprit chair lift last winter, the new Comborcière four-seater chair lift today provides faster access to a wider slope equipped with artificial snow and boasting an unobstructed view of Mont Blanc.

The ski area is constantly investing to promote its iconic location, with a single goal: providing everyone with easy access to exceptional panoramic views in summer and winter alike.

Last winter, it built an unprecedented walkway at Aiguille Rouge, its peak: accessible from Arc 2000, built by INGELO and Les Arcs Domaine Skiable (ADS) in collaboration with the local ecosystem, this 22 metre-long staggering structure boasts a breathtaking 360° view in winter and summer.

A new cable car, relaxation area and beginner area are also planned for next season, together with a zip line running along the Kilomètre Lancé (speed skiing) slope.

A new funicular that opens to the landscape



Designed as a four-season resort from its creation, the Arcs/Peisey-Vallandry ski area provides a wide range of recreational and sporty activities promoted via its summer package, *Héro*: night skiing, 3,800 m² aquatic area with an unobstructed view of Mont Blanc, snowpark, slalom, 2 boarder cross trails, 2 sledding trails, 3 themed slopes, etc. It also has an FFCT-labelled bike park open to all levels, with trails for all mountain biking disciplines.

Providing a playground with 425 km of slopes necessarily requires sound management. Since 2012, the ski area has thus established an environmental observatory to study and map the region’s fauna and flora: this observatory is fully integrated into the process of preparing and designing new development projects in order to reconcile its activities with environmental protection concerns.

The area is also working towards the sound management and consumption of its resources: use of electricity from renewable energy sources only and of less-polluting GTL fuel, 50% increase in water resources thanks to a new machine room that has made it possible to optimise the filling of hillside reservoirs, installation of photovoltaic panels this summer at two ski lift stations, etc.

Labelled “20th Century Heritage”, the Area has been designed since its creation to blend into the landscape and offer everyone a perfect view of the exceptional panorama. Natural elements, widespread use of bay windows and elevated balconies to look outwards, pedestrian villages: the urban-planning and architectural choices of Charlotte Perriand, French architect and designer, met this dual ambition from the start.

Today, the ski area has the largest number of renovated beds of Compagnie des Alpes, thanks to the efforts of Foncière Rénovation Montagne and incentives to encourage owners.

The renewal and dynamism of the area, driven by the Group, also enhance the establishment of attractive resorts targeting French and international customers.

The Aiguille Rouge development, the ski area’s highest point



PEISEY-VALLANDRY: ALL SET FOR ANOTHER 30 YEARS

The Arcs Domaine Skiable (ADS) ski area has signed a new 30-year Public Service Concession for the Peisey-Vallandry ski area. With a panoramic view of the peaks of Mont Blanc, the Vanoise and the Tarentaise Valley, the location also enjoys significant natural snow cover, combined with high-performance and comfortable ski lifts.

The Group participated in the complete overhaul of the Araucaria residence at La Plagne



YUGE, the app for making the most of the Paradiski experience



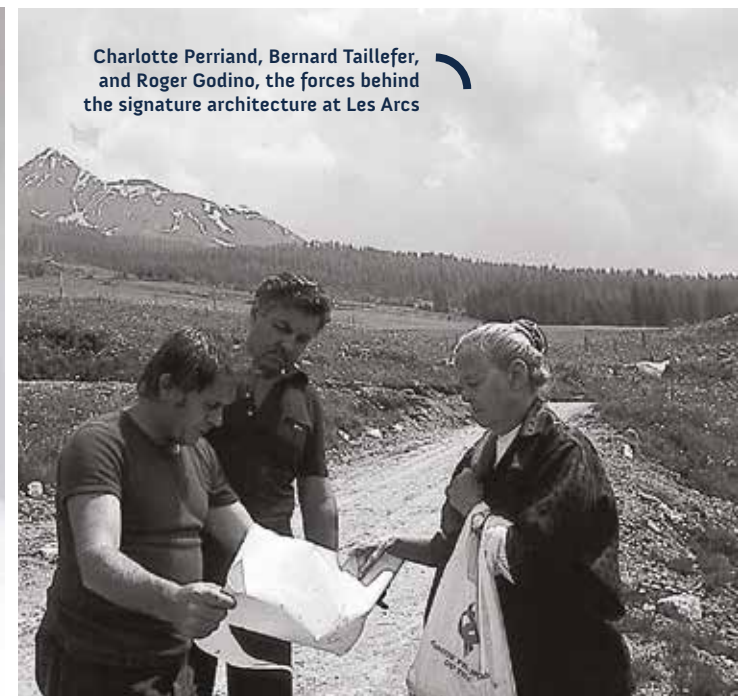
At Les Arcs, Aiguille Rouge offers a view that takes your breath away



La Plagne has the only Olympic bobsleigh, luge, and skeleton run in France



Charlotte Perriand, Bernard Tallefer, and Roger Godino, the forces behind the signature architecture at Les Arcs





Cleaning the glacier, in partnership with Vanoise National Park

REACHING NEW HEIGHTS TO SUSTAINABLY ENHANCE A UNIQUE HERITAGE

In September 2018, the ski area launched the first stage of its *Altitudes Expériences...* project, along with the world's highest open-top cable car. Besides the technical challenge, the project is exemplary in showing that it is possible to renew and enhance tourism in our mountains while limiting our impact. The ski area, which has been awarded Green Globe certification, has the set goal of becoming a creator of new mountain-based activities and excitement to a backdrop of climate change, and of driving the responsible economic development of the region.

The promise of *Altitude Expériences...* is to deliver a unique all-season ascent of 2,000 m up to the Grande Motte glacier at an altitude of 3,456 m, offering a breathtaking 360° panoramic view of the glacier, the Vanoise National Park and the Tignes-Champagny nature reserve.

Piloted and promoted by teams from Société des Téléphériques de la Grande Motte (STGM), the Compagnie des Alpes' operating company in the area, this project was made possible thanks to the collective efforts of the Vanoise National Park, the Departmental Directorate of Territories, the Regional Directorate of the Environment, Development and Housing, consulting architects, the Natura 2000 Observatory, the Association France Nature Environnement Auvergne-Rhône-Alpes, the CNRS, and numerous scientific committees.

Designed to withstand extreme weather conditions and blend in perfectly with its surroundings, the cable car belongs to a new generation of machines boasting the latest technology in terms of comfort and safety. This first stage, which also includes a fun and educational experience, marks a new, coherent and rational way for an ecosystem

to rethink its tourism by no longer focusing solely on winter and skiing, and by innovating to maintain essential links with high-altitude regions.

Driven by this certainty, the ski area has introduced new initiatives such as cleaning up the glacier in collaboration with the Vanoise National Park, and participated in so-called *echo days* to raise environmental awareness among its customers.



Showing off the cultural property to ensure its preservation, with *Altitude Expériences...*

Tignes is also pursuing its policy of gradually reducing the number of ski lifts, thereby reducing its impact on the environment: three lifts have been dismantled to make way for the new *Les Brévières* gondola lift, resulting in the removal of 41 pylons, 5 stations and 7,300km of cable. This project is part of an overall process to modernise the gateway to Tignes and redevelop the whole area; it includes reshaping the snow front but also the construction of a new multi-facility building with a picnic room, ski lockers and an open-window sales counter.

Modernising and developing the region also involves working on accommodation with a commitment to improving the range of lodging options. STGM has successfully completed an extensive renovation project at Les Brévières and Les Boisses, resulting in over 2,000 new "hot beds", the latest of which have been developed in collaboration with MMV Les Boisses Altaviva. Today, this sector accounts for 25% of the resort's "hot beds" with a high-end, family and international offering, reporting very good occupancy rates both in summer and winter.

VAL D'ISÈRE



VERY HIGH "VERY HIGH SATISFACTION"

For the ski area with high satisfaction ratings, the visitor experience must be exemplary - both complete and seamless. The redevelopment of the Tête de Solaise, a pioneering sector with its own cable car built in 1942, fits with our drive to offer breathtaking high-altitude skiing to everyone, no matter what their level.

Following Bellevarde (2002) and Solaise (2016), a new, ultra-modern ski lift was opened at Val d'Isère, with the 10-person gondola at *La Daille*. A more than €10 million investment, this cutting-edge POMA facility is both comfortable and modern. Its Symphony premium cars, designed by the Italian designer of Ferrari and Maserati, offers heated seats, a roomier interior, panoramic view, Wi-Fi, and more, for gliding above the legendary *Oreiller Killy* run. A new welcome centre and sales outlet has also been built at the base of the lift. This facility solidifies the ski area, now in its 80th year and still riding the crest of innovation and guest experience.

With the same goal of revitalizing the 3000 sector on Solaise, the historic *TK3000* drag lift, built on the Solaise skiing area in 1962, has been renovated and modernized to cross the peak of Leissières while providing a one-of-a-kind experience, through the tunnel to the Fornet sector. There's no shortage of accommodations offering everyone a unique and exceptional high-altitude experience: the ValKids area, so that children can play snow sports and learn about the jobs that keep the resort running; a luxury picnic room, named *Le Lounge*, that offers a stunning view of the Massif offering everyone a unique and exceptional high-altitude experience.

Val d'Isère, a pilot resort taking a user-experience approach, has mobilised every player in its area around the *Val Digital* Project. The goal is to become a real e-resort, a wired village, by relying on digital tech to provide simpler holidays and enhanced experiences.

On the agenda: a mobile app, digital information kiosks, packages for purchase via smartphone, free Wi-Fi, and technology built into the ski lifts.

Digital mobility, geographic mobility: in the spring of 2019, the resort launched the beta version of the *Snow Express*, a high-speed train direct from Paris, with guest services from the Gare de Lyon to their lodging. With its commitment to the environment, the Green Globe certified ski area, the first ski area ISO 50001-certified for its energy management, works to reduce its impact on the environment while optimising guest satisfaction through greater accessibility.

In terms of energy, the area, like all of the Group's ski areas, is committed to using 100% renewable energy and reducing its water use with energy-efficient equipment. This is a major commitment for Europe's largest snow workshop, which supplies the ski area in responsible artificial snow-making using no additives, just water, air, and cold.

Val d'Isère also pays special attention to limiting its impact on the environment while fitting into the landscape: reducing the number of pylons, greening up the infrastructure, and building stations out of stone and wood, in the spirit of the village.

Because it is so close to Vanoise National Park, the ski area is also committed in joint action to preserve its heritage, including replanting along the edges of the ski lifts after doing any work to them, protecting the bearded vulture and the black grouse, two endangered bird species, and

The ValKids space, to discover the snow sports and mountain jobs while having fun



organizing a yearly clean-up of the Massif de Solaise with local partners and resident volunteers.

As a stakeholder active in the community, STVI, the Val d'Isère ski area operating company and subsidiary of Compagnie des Alpes for more than a decade, also takes part in the POEC (*préparation opérationnelle à l'emploi collective* - operational preparation for collective employment) begun by the Group, allowing first-timers to acquire the basic skills for jobs in the tourist industry.

Very high "Very High Satisfaction"



La Daille: a state-of-the-art POMA facility, both comfortable and modern





LES MENUIRES



THE HEART OF THE 3 VALLEES: 100% FRIENDLY, 100% COLLECTIVE

The gateway to 3 Vallées, Les Menuires ski area is a model of engagement and collective effort by all local stakeholders: Société d'exploitation de la Vallée des Belleville (SEVABEL), organising authorities, local politicians and other stakeholders. Assembled under the label *Friendly Menuires* and built on the basis of design thinking, the initiatives conducted jointly to promote tourism and customer incoming are aimed at revitalising the ski area and making it a brilliant site: accommodation, environment, digitalisation and infrastructure are all part of the picture. In addition to remaining competitive, the ski area aims to offer a global seamless and enhanced customer experience.

A part of Compagnie des Alpes since 1991, Les Menuires ski area is constantly modernising and streamlining its facilities. The goal is to offer its customers the greatest comfort and quick access to the ski area.

An essential facility to ascend Les Menuires ski area and travel across the 3 Vallées, the *Bruyères 1 and 2* cable car has been seriously overhauled to mark its 30th anniversary.

The modernisation of the two legs and the quality and comfort of its eight-seat cars are designed to improve the customer experience. It also provides a freer-flowing connection to the other ski areas (direct link to Méribel and Val Thorens) and enhanced performance. A new lease on life

for a facility as good as new... only better: all of the foundation blocks and pylons have been reused, stations have been overhauled and loading areas modernised.

Over and above this project, work has been conducted on several slopes to improve the beginner skiing experience in the Bruyères sector: a comprehensive vision to improve the experience for everyone, going up or down.

Artificial snow-making has reached a coverage rate of 55% - one of the highest in the Group. The construction of hillside reservoirs is a real challenge to coordinate water management and snow cover in the lowest parts of the ski area, together with links to secure the start and end of seasons. That is the goal of the new Masse

hillside reservoir with its 80,000 m³ high-altitude reservoir, its new snow factory and the extension of its production network. The reasonable and collective use of these water resources will help supply water to the community for agricultural purposes or for drinking water, as the case may be.

Water management is also a key priority of the project to restore the Plan de l'Eau des Bruyères bogland, at the foot of Menuires. The challenge of these Nature 2050 programme: to improve the management of frequent flooding while maintaining tourism through the preservation of biodiversity. A matter of great importance for all the area's stakeholders: integrated into the heart of the Vanoise National Park, Les Menuires ski area shows its awareness of the challenges posed by environmental protection in the face of climate change.

Friendly Menuires, a unique state of mind for all the players



In December 2018, with the support of SEVABEL, Les Menuires ski resort furthered its climate commitment to become the leading French resort to join the *POW Resort Alliance*, coordinated by the *Protect Our Winter* association. As such, the resort takes a leading stance in climate initiatives thanks to an ambitious environmental and social plan. The aim is to show that collective action and advocacy in favour of the climate can have a positive impact and that it is not too late to protect our playgrounds together.

It was also in this setting that Les Menuires ski area recently took a decisive turn with its decision to help develop a shared positioning focused on the "summer mountain", across the whole valley. More than sixty players have joined forces to tackle this major challenge in order to prove that "the mountain is not for winter only!".

In addition to these investments in the ski area, SEVABEL plays a leading role in boosting occupancy rates and filling up the destination.

Agence Immobilière de la Vallée des Belleville, a real estate agency and Group subsidiary, markets more than 600 units and is the largest agency in the valley. SEVABEL is also contributing, alongside local authorities, to the renovation and remarketing of some fifty apartments every year. Lastly, thanks to the incoming agency Les Menuires and Saint-Martin Tours, SEVABEL is boosting the destination's international promotion to foreign tour operators.



MÉRIBEL



Premium hoods in the six-seat Legends chairlift

HUMANISM, EXPERTISE AND AGILITY

Located in the heart of the world's largest ski area, Méribel has often positioned itself as a forerunner in investments aimed at ski lifts and mountain developments: multi-leg gondola lifts, artificial snow network, etc. A core identity and values encouraged by Compagnie des Alpes, which the resort joined in 2000. Today, whereas the area is preparing to host the 47th edition of the Alpine Ski World Championships in 2023, the resort continues to be motivated by a determination to retain this technological leadership and its role as a driving force across the valley.

The new challenge? Enabling the hosting of the 2023 Alpine Ski World Championships while sustainably improving the comfort and enjoyment of skiers: an ambitious project implemented in partnership with the community of Les Allues, and for which Méribel Alpina will invest a lot in the next two years. The planned developments include: two new ski slopes, a network of artificial snow and a tunnel to enhance skiing comfort.

An important component of this programme and a strong challenge for the ski area is the reconfiguration of the Roc de Fer/Cherferie slope for skiers to quickly and comfortably rediscover the legendary runs while skilfully managing raw materials and landscape blending.

Two new self-disengaging chair lifts, *Legends* and *Cherferie*, were thus inaugurated at end-January 2019. The majority of the components of the new *Cherferie* six-seater chair lift were recovered

from the *Plan de l'Homme* chair lift, which was dismantled in spring 2018. It lets skiers access quality high-altitude ski slopes in a shorter time. With its premium, comfortable seats embroidered with the colours of ski champions who have marked the resort's history, the new *Legends* chairlift replaces the *Plan de l'homme* and *Roc de Fer* chair lifts. Fewer pylons, stations with architecture that echoes the landscape and creation of an underground garage to store the lifts off-season: the chair lift has been designed to limit visual pollution and blend perfectly with its surroundings.

These two new chair lifts aim to develop accessibility to the world's largest ski area and ensure a wide customer base, from intermediate to advanced skiers, with quick and effective links.

Méribel remains mindful of offering activities for all four seasons, not only skiing. It has considered developing a cycling trail along the crest line and has opened the Col de la Loze, now a stage of the Tour de France and a spur for the development of cycling in the area.

An accessible and all-season mountain resort, Méribel's leitmotiv today is "welcome to our home". The concierge approach, which has been under trial for the last two years, is an innovation. Completely unprecedented within Compagnie des Alpes, it is disrupting the resort's marketing approach by riding the wave of renting between individuals and is emerging as an obvious link between the owner of furnished properties and holiday tenants.

By offering tailored support, the structure persuades owners to rent out their property (previously excluded from the rental pool), thereby allowing holiday-makers to stay in apartments, lofts or chalets that are often quite exceptional. The concierge system also offers a multitude of fully personalised services and experiences to holiday-makers, underpinned by a human, authentic approach.

The CRM project launched two years ago in partnership with the Tourism Office, the Trois Vallées company and several professionals of the resort, confirms this commitment and the wish to offer a tailored unprecedented service that is just right.

The Col de la Loze by bike





Mountain biking, one of the new all-season sports developed at our resorts



The guest experience for every age



Giving the *Les Bruyères* chairlift a makeover at Les Menuires



1991: *Solaise Express*, the first bubble chairlift



Le Lounge and its unbeatable view: a unique high-altitude experience at Val d'Isère



SERRE CHEVALIER



AN INNOVATIVE SKI AREA, THE GROUP'S "LABORATORY"

The 11th largest French ski resort and the largest ski area in the Southern Alps, Serre Chevalier is also ranked in the Top 30 ski resorts worldwide. With thirty-year concessions, the oldest of which dates back to 1998 and the newest set to run until 2047, it's all hands on deck for the Compagnie des Alpes teams, who are working to develop the future of this resort, a real Group laboratory: a land of experimentation with a long-term vision for sustainable mountain holidays.

Shared by the entire ecosystem, the Serre Chevalier area's ambition is driven by an important investment programme implemented by the Group. Its major focus points: improving the customer experience, developing smooth-flowing traffic, but also making an active contribution to the future economic growth of the Valley and the region's sustainable development.

The vast project aimed at renovating the ski lifts started three years ago and so meets the needs for accessibility and free-flowing traffic across all four sectors of the ski area. After *Rocher Blanc* in 2018, and before *Eychauda* next year, the *Côte Chevalier* chair lift, inaugurated in January 2019, brings Villeneuve de Chantemerle closer thanks to a higher flow rate, makes for easier access to high-altitude skiing and improves the link to Monêtier. The result is that today customers can enjoy the full scope of this area.

In order to prolong the experience and offer seamless trips in this unique area, and in keeping with its strategy of revitalising the region and increasing occupancy rates, Compagnie des Alpes is also making property investments. Against a backdrop of ample secondary accommodation and a limited supply of hotel accommodation, the area has now

deployed a variety of Group tools by purchasing, renovating and marketing more than 100 apartments, while also co-financing with CDC the 400-bed Aquisana residence as from 2016. To boost distribution, the area also recently got equipped with a dedicated B2B structure, SerreChe Tours.

Although skiers are at the top of the agenda with projects focused on ski lifts, maintenance and artificial snow-making, the Serre Chevalier area is thinking beyond the winter season and ski-only activities. In partnership with Salomon, the

resort has been hosting the "Serre Che Trail" run for six years now, a high-altitude mountain trail run at the foot of the Écrins and Meije glaciers, in the protected and untouched parts of the Cerces mountains.

Serre Chevalier has also developed an original activity: mountain go-karts on two fully-fitted tracks stretching 1,050 m and 1,300 m with a 120 m altitude drop.

The area is doing the same with its plan to develop 3-star picnic areas. The brainchild of the resort's employees, always keen to ensure Very High Satisfaction among customers, these areas offer barbecues, tables and deckchairs that blend in with the environment, together with solar charging points and Wi-Fi access in a setting that boasts breathtaking panoramic views.

Picnic with a stunning panoramic view



Accessibility, experience and technological innovation: the area continues to innovate, for example with digital ski-passes and packages, which this year have moved up to a higher level.

In order to prepare for the future, adapt to climate change and protect its heritage, Serre Chevalier has always been committed to limiting its impact. The establishment of *Côte Chevalier* has for example benefited from measures like reducing the number of pylons, keeping an inventory of wildlife species, protecting wetlands, re-vegetation, etc.

Green Globe certified since 2018, Serre Chevalier is active on a number of fronts: lower fuel consumption for maintenance vehicles, a lower number of ski lifts, snow-making machines, etc. Today, the area is going the extra mile as it becomes a venue for experimentation with renewable energies: in 2021, Serre Chevalier will produce 30% of its electricity via three renewable energies (solar, wind and hydraulic). The developments will rely mainly on the resort's equipment and will be developed in collaboration with local craftsmen. Compagnie des Alpes is focusing its full attention on this laboratory, which holds huge potential for replication and exportation.

Eychauda outfitted with solar panels



NEXT STAGES: EYCHAUDA AND CIBOUIT

The second stage of the investment plan, the project to replace two chair lifts, started in the spring of 2019. This project, which aims to improve and facilitate the customer experience and journey, aims to be particularly innovative in its methods and chosen technology, such as in particular the retrofitting of stations to limit "single use" and manage resources more effectively. As such, it is boosting the area's positioning as a Compagnie des Alpes laboratory.



LES DEUX ALPES



GLACIER, SUSTAINABILITY, AND LODGING

Located on the largest skiable cold glacier in Europe, the Deux Alpes ski area must manage the appeal and the challenges of this uniqueness, which must be protected in a context of climate change. Testing of the glacier's snow cover is under way to rebuild ice thickness, and analyses are under way to understand glacial phenomena and anticipate future changes. These issues are central to the considerations and major work to revitalize the resort, ongoing since 2009 by the Compagnie des Alpes, via its subsidiary Deux Alpes Loisirs (DAL), which are carrying out their role and responsibility of guiding and supporting the local authorities in land management.

Compagnie des Alpes has managed many developments to revamp its ski lifts and redevelop the area, specifically by replacing the *Diable* self-disengaging chair lift in 2012 and constructing the *Jandry* blue run in 2014, making it easier to return to the resort. The July 2018 signature of a rider to the Public Service Concession between Deux Alpes Loisirs and the municipalities through 2023 signaled an assertive and solid commitment by the company to develop the resort. First major step: moving the *Glacier 2* self-disengaging chair lift to replace the *Toura* and *Lac Noir* lifts, and optimising access to the snowpark and to leisure areas.

Ahead of the choice of a future operator, the wave of investments by the Group continued in

2019 in the Crêtes sector. Easy to access, it has wide runs for beginners, making it a particularly strategic location. To improve its access service in terms of comfort and speed, the four-seat self-disengaging chair lift was replaced by the *Glaciers 1* eight-seat equivalent, following the relocation of *Glacier 2*. The objective is to make it the new primary route to the Crêtes plateau. Some fifteen snow-making machines were installed to secure this sector at the start of the season.

At the same time, an extraordinary project was initiated to direct skiers towards the *Fées* sector above the legendary *Combe de Chalance*. Historically developed vertically rather than horizontally around a central axis whose primary aim is to reach the glacier, little use had been made

up until then of the ski area's width. The construction of the new *Pierre Grosse* eight-seat gondola lift has a dual goal: creating a second route to ascend the glacier (after dismantling *Glacier 1* and *2*) accessible by ski, and taking advantage of the ski area's width.

Ski-in and ski-out guaranteed: that is the area's promise, much helped by the establishment of accommodation facilities that ensure direct access to the ski slopes and lifts.

Indeed, in the absence of a major property plan for warm beds, and in light of the constant decline of bed numbers in tourism residences, Compagnie des Alpes has, while continuing to responsibly redevelop the ski area, established a strategy to boost potential tourism on the site. In so doing, it has supported and driven the creation

Its marketing structures, SC2A and 2Alpes Immo (travel agency and real estate agency of Deux Alpes Loisirs) have done a great deal to boost visitor numbers at the resort. This is a strategy that works, because both structures are now generating 25% of overnights and 2Alpes Immo manages 1,500 beds in the resort (10% of marketable beds).

The *Résidence MMV des Clarines* project, launched with the Municipality, is a public-interest project that serves the resort's growth, for which delivery is slated for 2021-2022. Its aim: to create a sustainable offering of warm beds in a four-star segment that is limited at the resort, create sustainable, affordable family lodgings, and stimulate the economy and local jobs. With a total surface area of 10,600 m², the project will offer a 160-unit/900-bed holiday residence, a sport shop, 1,200 m² in common facilities including a restaurant, eight affordable housing units, underground parking, and a moving walkway to the *Soleil* lodgings.

Furthering the same objective, a four-star residential project located at the resort's entrance was launched in 2019 and should be delivered in December 2020. This would help create 460 new warm beds, operated by *Néméa*, to supplement the Deux Alpes real estate offering.

These projects reflect a commitment to developing high-quality warm beds in the long term, expanding our tourist facilities, promoting the renovation of existing facilities, and increasing tourist numbers.



COMMUNITY INITIATIVE: LES DEUX ALPES ASSISTED THE COL DE PORTE IN THE RELAUNCH OF THEIR SKIING ACTIVITY

In 2019, the two stations signed a three-year partnership in which Les Deux Alpes commit to supplying equipment and technical expertise (ski lifts, artificial snow-making, landscaping, etc.) to the smaller resort, while Col de Porte will invite its guests to try out the wide-open spaces of the neighbouring resort. For Antoine Pirio, CEO of DAL: "We are aware that a small resort doesn't have access to these resources, and we are delighted to be able to support them with equipment and know-how."



GRAND MASSIF



Grand Massif has an incredible number of natural treasures and protected areas

A SKI AREA LIKE NO OTHER

The fifth largest ski area in France completely accessible on skis, which celebrates its 50th anniversary this year, combines typical villages with a unique high-altitude mountain resort in untouched natural surroundings facing the Mont Blanc. Its five resorts, four of which have been managed by Compagnie des Alpes since 1998, feature 265km of slopes and a vast area of natural heritage. The challenge for Grand Massif lies in developing and modernising the customer experience while preserving and enhancing this unique natural and human heritage.

The investment in artificial snow-making and the creation of high-altitude reservoirs enable the Grand Massif to secure snow cover and guarantee the exceptional skiing experience that has become its trademark. This season, a hilltop reservoir was created in the Samoëns sector, holding 35,000 m³ of water.

At Flaine, the network spans the entire *Tourmaline* run and, at Morillon, part of the *Marvel* run.

Incorporated into the Grand Massif in 1985, the area's first village resorts were created at the end of the 1930s. The modernisation of all ski lifts and an improved network of ski runs, to facilitate flows and new discovery, are thus major challenges.

The area expanded significantly in 2018 at the Combe de Coulouvrier (between Samoëns and

Morillon), in particular with the creation of a new 2,850 metre-long self-disengaging chair lift (the longest in Europe) climbing 900 m and the creation of two new Blue runs. The creation of two Red runs has brought the sector's modernisation to a close and optimises the area's ski network.

The security and comfort of skiers are also highlighted with improvements to several ski tracks, the implementation of preventative safety measures (supporting structures, etc.) and the continued installation of the pilot "safetykid" system to ensure child safety on ski lifts: a system the Group will roll out across all its sites by 2021-2022.

The area's development and modernisation go hand-in-hand with an abundant supply of accommodation options: these projects are facilitated by Compagnie des Alpes teams, as with the recent Club Med in Samoëns, but are also driven by its real estate agency, Flaine Immobilier, and even developed directly via a dedicated structure to create new accommodation units in the resort and across the Gérats region.

A pilot site in terms of digitalisation, with its first dedicated website in 1999 and the implementation of innovative products, Grand Massif is developing a strong approach that targets its local customer base (Annecy-Geneva, more than one million inhabitants).

The collective mobilisation of the local ecosystem is a core component of the Grand Massif: the villages of Morillon, Sixt, Samoëns and Les

Carroz are dynamic year-round with thousands of inhabitants and facilities that set them apart from other resorts. Associations, schools, agricultural and artisanal activities: these places of living nurture genuine social interaction. In 2015 the area launched *Origine Grand Massif*, a collective project and unique label that strives to support the local economy in all seasons by promoting expertise. Honey, meat, cheese, together with industrial, artisanal and music products: *Origine Grand Massif* promotes the many talents of its region and its one-of-a-kind identity.

This regional focus is also reflected in an environmental commitment, which the site has embraced as one of its managerial priorities. A pioneer since 1969 through Flaine (strict management of car accessibility, natural gas heating of buildings with no GHG emissions and burying of electrical cables), Grand Massif also became the first Green Globe-certified ski area in 2016 for all its activities.

An iconic project reflecting the ski area's environmental commitment, Flaine established the first Environmental Observatory in Europe in 2008, covering an area of 1,400 hectares across five municipalities. It aims to provide an exhaustive inventory of the region's biodiversity in all its forms (landscape, fauna, flora and specific biotopes), to monitor its development in a matter-of-fact manner and to find solutions to sustain this wealth: a pioneering project that has since been emulated across all CDA ski areas.

Several programmes to preserve and restore the landscapes and natural resources (fauna, flora, habitats, geology, wetlands, etc.) are being coordinated, together with programmes to preserve agricultural practices and the forest, like, for example, foraging and discovery initiatives in the ski area, a geological trail to explore limestone pavements, etc.

Typical villages, the Grand Massif identity





La Combe de Coulouvrier,
opened in 2018 on Grand Massif



The "Origine Grand Massif" label
promotes local know-how



Serre Chevalier offers
all-season go-karting



Odalis Aquisana residence,
an example of the bed-warming strategy



Deux Alpes snowpark,
now more accessible
with the new developments

PARC ASTÉRIX



MORE THAN A PARK – A DESTINATION

Fun, sharing and authenticity: Parc Astérix, winner of the 2019 Travel d'Or Award for best leisure park, has already thrilled more than 50 million visitors since its first opening. A leading force in the strategy rolled out by Compagnie des Alpes for its leisure destinations, this park, now celebrating its 30th anniversary, constantly offers new, innovative attractions and original shows, together with an increasingly immersive customer journey and experience. Holiday destination, Parc Astérix prolongs the customer experience by extending its seasonality through events, and by developing original and authentic hotels in keeping with its identity and environment.

Among the first leisure parks to join Compagnie des Alpes in 2002, as part of its business diversification, Parc Astérix is a playground for innovations where immersion, digitalisation and experience are the watchwords.

This year for the first time in its history, the Park is screening a 4D film in a 300-seat cinema, *Les Studios Idéfix*. A powerhouse of technology with an unprecedented 3D story inspired by the comic book, and dynamic seats that include effects like wind, water and smell, *Attention Menhir!* has been an instant success with visitors. Ranked among the Park's top 3 attractions in less than a year, it was also recognised at the European Star Awards, presented at the IAAPA, in the "best new European attraction" category.

After *Discobélix* in 2016 and *Pégase Express* in 2017, which were also widely rewarded, Parc Astérix has confirmed its position as the flagship French park.

Digitalisation goes hand-in-hand with the expansion of its offering. Honoured with a Top Com d'Or award in the Digital/Online System category soon after it was launched in 2018, the *Atonservix* chatbot reflects the drive to build up customer satisfaction and simplify the customer journey. The project started in 2015 with the update of its mobile app, followed by its website in 2016. The goal: easy access to information and a smoother experience across all platforms in order to boost and simplify the experience before, during and after the trip.

Over and above the technological challenges, Parc Astérix continues to enhance the immersive, event-based experience with its fourth haunted house, *Catacombes*. The unmissable *Peur sur le Parc*, now celebrating its 10th anniversary, allows the park to offer a renewed experience while stretching its opening times. This extended seasonality continues over the 2019-2020 season with the Park's very first *Gallic Christmas* and its two ice rinks and toboggan runs.

Extending the immersion is also a goal the Park is pursuing with its hotel development strategy. The challenge: positioning itself as a short-stay destination and winning more long-distance customers. After the expansion of *Hôtel des Trois Hiboux* in 2017 and the inauguration of the first

150 rooms of the *Cité Suspendue* in 2018, Parc Astérix this year began building its third hotel, *Les Quais de Lutèce*: a four-star hotel with a recreated river Seine. With its 150 rooms, the hotel will increase the Park's total capacity to 450.

Eco-responsible, *Les Quais de Lutèce* is characterised by its water-heating system that draws on 70 m² of solar panels, its wooden materials sourced from sustainably and eco-responsibly stewarded forests, and special collaboration with nearly 100% local sub-contracting companies.

Located in the heart of the Oise Regional Park, the park works closely with the Conservatory of Natural Sites of Picardie. Several initiatives are being led to reduce waste production (in particular plastics) at the source, and also to preserve or restore natural areas: reasonable mowing, eco-grazing, preserving endemic species...

ISO 9001-certified in 2014, Parc Astérix has also established an environmental management system backed by the requirements of the ISO 14001 standard. Lastly, committed to improving its energy performance, it obtained ISO 50 001 certification in September 2018.



FUTUROSCOPE



CURIOSITY, DARING AND INNOVATION FOR MORE THAN 30 YEARS

The first park created in France in 1987, the Futuroscope nurtures a unique positioning between leisure and education. A forerunner in audiovisual images with the creation of the first dynamic cinema and 3D/4D-effect attractions in France, since it opened it has welcomed almost half the French population. Today, the Futuroscope is ramping up its development to move “beyond images”, stimulate visitors’ curiosity and get established as a high-quality family amusement park.

With 50% of its visitors staying for two days, a hotel complex with more than 1,700 beds near the Park and its own “Futuroscope Destination” Tour Operator, the Futuroscope has always been a fully-fledged holiday destination. Moreover, it currently achieves more than 50% of its annual revenue through hotel and catering activities.

In 2011, Futuroscope joins Compagnie des Alpes, and ramps up its development. Inaugurated one year earlier and designed with Luc Besson, *Arthur, the 4D Adventure* has been voted best attraction in the world. The park’s trademark, the collaboration with prestigious names, continues with *Dances with Robots* set to music by Martin Solveig, *The Time Machine* with Ubisoft, and its *Raving Rabbids*, not forgetting the night show in collaboration with Cirque du Soleil - a first!

Specialising in innovative technologies to produce immersive stories, the Futuroscope in 2017 made a record investment of €13.5 million with the first tilting platform in France, an *Extraordinary Journey*, inspired by novelist Jules Verne.

Last April, the park opened *Futuropolis*, the city of children. The 21 games and attractions over 3 hectares are an assembly of everything a child could wish for, and of the jobs they dream of

having one day. The emblem of a bright future, Futuropolis gives children the chance to “do like adults” through games and action, surrounded by heroes and special talents. This offer allows *Futuroscope* to anchor its positioning as a family park, with nearly 70% of its visitors coming as a family.

In 2020, the park will inaugurate its very first *Objectif Mars* roller coaster. Immersive and original, the most substantial investment made by the park since its creation (€20 million) will plunge visitors into the heart of a space training centre.

On the site of the future *Objectif Mars*



The Futuroscope was able to enhance its technical and technological expertise through its subsidiary Futuroscope Maintenance et Développement, which provides expertise in engineering consulting studies, the deployment and the maintenance high-tech attractions... and not only at the park. The projects include a 360° immersion room for the Yves Rocher Foundation, and the *Attention Menhir!* 4D screening room at Parc Astérix.

Since its creation, the Futuroscope has promoted and highlighted environmental challenges to its visitors, in particular to the youngest children and schoolchildren. In 2019, it screened the 3D film *Planet Power* about the first 100% solar-powered plane to complete a round-the-world flight, directed by Bertrand Piccard.

This commitment at the heart of the park’s DNA goes hand-in-hand with practical achievements like the installation of 900 m² of solar panels on the glass ceiling of the *Arena Fun Xperiences* pavilion. Likewise, 75% of the park’s service vehicles are electric, with a 100% target in the next 5 years. The park’s restoration has also begun: 75% of the restaurants’ raw materials are sourced within 250 km of the park, and all take-away cups are now reusable. The local offering is particularly highlighted in the new restaurant, which offers a variety of regional products delivered via a short supply chain. These efforts were rewarded with ISO 50 001 environmental certification in January 2019.





Even more experiences with the Défilé Gaulois



In 1987, French Prime Minister Jacques Chirac dedicated the Futuroscope



Attention Menhir!, the new 4D cinema at Parc Astérix



Green Expedition: a crew on the Futuroscope proves you can reach Cap Nord in an electric car



WALIBI RHÔNE-ALPES



A TOTAL TRANSFORMWAATION

After *Festival City* in 2018, Walibi Rhône-Alpes, which celebrated its 40th birthday in 2019, is continuing its unprecedented investment plan launched in 2015. With more than €30 million dedicated to its total transformation by 2022-2023, and through its promise - "A WAAA for everyone!" - the park strives to strengthen its appeal and its personality with unique experiences.

With its new signature, Walibi Rhône-Alpes invites visitors to let go with a spontaneous, universal scream: unique experiences and extreme sensations, the park's 40th birthday gives visitors many reasons to cry out WAAA!

After the creation of its *Festival City* area in 2018, which enabled the park to achieve record numbers by exceeding the cap of 450,000 visitors and to substantially increase its customer satisfaction level (Trip Advisor ratings from 2.7/5 to 4.2/5 in three seasons), Walibi Rhône-Alpes continues to implement its investment plan and confirms its determination to fully enrich and modernise its offering.

Flashy colours have made way for enchantment with the opening of the brand new *Quartier Vaudou*, an extensive site spanning 8700 m². The agenda includes an eighth catering outlet with *Chez Marie Laveau* restaurant, the *P'tits chaudrons* family attraction, the thematic renewal of *Totem*, and the arrival of the park's leading attraction, the incredible *Mystic*: a 575 metre-long *Infinity Coaster* with a vertical drop of 31 metres (a first in France), running at speeds of up to 85 km/h.

Opened in early July, the attraction has already been recognised as the "Second-best new European

coaster in 2019" at the European Star awards during the IAAPA. To mark this big event, the park has communicated widely on the launch of its new area and its flagship attraction, in particular via its new YouTube channel, by way of a web series following the commentator Maxime Gueny at every stage of the project.

New channel, new app, new website: the park has relied on digital technology to drive and broadcast its transformation. Today it is entering the final stage, which will last until 2023, with the finalisation of *Festival City* and the creation of its third and last area, *Exotic Island*.

Opened in 1979, the 35-hectare park today provides some 30 attractions and shows, of which 24 are child-friendly, a 13,000 m² water area, and multiple shows and events. This season for the first time, it has also offered summer nights to extend its opening hours and renew its visitors' experience.

In so doing, it boosts the development of tourism and the appeal of a region where Walibi Rhône-Alpes has always been a major player. Today, the park goes even further by supporting the federation of municipalities "Les Balcons du Dauphiné" by promoting the region, its visitor reception and its tourism offering.

Moreover, the park carries out more than half of its goods/services purchases and investments in the region. A major employer in the area, it recruits nearly 200 seasonal workers locally every season, who join the workforce of 38 permanent employees.



The unique ambience of the new *Quartier Vaudou*



Guaranteed thrills the first time you go up the *Mystic*



Éric Antoine welcomes guests into his *Magic Box*

ONCE A MUSEUM TO SEE... NOW A MUSEUM TO EXPERIENCE

Its founder wanted Grévin Paris always to be totally topical in a constantly changing world. In 2019, after a month of work, this 137-year-old institution reinvented itself to become *Incredible Grévin*. The challenge: to strike a careful balance between past and future by applying technology to enhance history and the visitor's journey, and to magnify the experience without misrepresenting the heritage.

Inaugurated in 1882, Grévin Paris is an institution that has welcomed more than 60 million visitors, an architectural heritage building typical of Paris in the 1900s, and a testimony to history with more than 2,000 characters built by the expert hands of CDA Productions artists. The creative workshop often takes outside orders for decoration, characters or costumes, and play a major role in protecting cultural and the museum's heritage.

Always at the cutting edge of new experiences, Grévin Paris completely transformed its circuit in 2001 and now presents 80 new characters in unprecedented settings: an offer that the museum, which joined Compagnie des Alpes in 2002, is constantly renewing. In 2015, the museum marked a new turning point by initiating the modernisation and enrichment of the customer experience: Halloween season, concerts, shows, new characters that are more family-focused, etc.

In early February 2019, Grévin Paris became *Incredible Grévin*, an experience museum with new and immersive sets, a completely modernised history area, 200 restored characters and more than 30 new characters, from singer Soprano to Eric Antoine, including Thomas Pesquet, Martin Fourcade, Brigitte Bardot, Marcel Proust and the Père Fouras.

At this new Grévin, visitors are welcomed like stars into a palace: new décor reminiscent of a grand hotel lobby, attractive bellboy and receptionist uniforms for specially trained and well-drilled staff - nothing has been left to chance to ensure that visitors enjoy total immersion. More than ever before, the new circuit lets visitors interact with the sets and characters, with a strong focus on digital effects, technology and directional sound, together with video mapping and motion sensors. Drawing on cave walls, scoring a goal while Kylian Mbappé looks on, or singing on the set of *The Voice*: Grévin is a place where everything is possible.

Grévin Paris also disrupts the experience and suggests unprecedented partnerships. For example, after receiving the characters of *Miraculous* inside its walls, the museum has become the epicentre of an episode of the animated series; the action unfolds in the original setting recreated through computer-generated images.

Grévin has also inaugurated a new space plunging visitors into the world of video games with *Detroit: Become Human*. A recognition of the tenth art, and the opportunity for Grévin Paris to strengthen

its positioning as an innovative, technological and immersive museum.

The biggest stars are at Grévin Montréal



GRÉVIN MONTRÉAL

After two years of preparations, Grévin Montréal opened its doors in April 2013 in Canada's largest department store. The museum displays Quebec celebrities like Céline Dion and Ginette Reno, as well as historical and topical characters like the recent addition of celebrated master chef Ricardo Larrivé. These are characters selected by the Grévin Montréal Academy and made by the CDA Productions experts. Grévin Montréal has been 2018 nominee of "Employee of the year - Excellence in tourism" and 2019 nominee of "Montréal tourism distinction - Promoting the destination".



FRANCE MINIATURE



A MONUMENTAL EXPERIENCE

In half a day, discover the iconic gems of French architectural heritage in an experience that is fun and educational in equal measure: that is the promise of this unique park. Distinguished by several awards, France Miniature park has digitalised and boosted its offering to maintain its appeal and its high satisfaction rate.

With its 117 monuments, 2,000 models on a scale of 1:30, and 14 interactive experiences across 5 hectares, France Miniature is Europe's biggest miniature park. Located just 20 minutes from Paris, it drew nearly 200,000 visitors in 2019: its second-best performance since 2002, when it joined Compagnie des Alpes. Backed by the expertise of its partners (model-makers, architects, set designers and landscape artists), the park recently began a transformation process to focus on interactivity and immersion.

Visitors can now enjoy a new experience with their smartphone and QR codes by switching on the audio comments of an exceptional guide, Stéphane Bern, a TV personality who is also President of the Grévin Academy, or by immersing themselves in a space fully dedicated to the world of *Fort Boyard*. While this collaboration will soon be reaching a new milestone with the 30th anniversary of the TV game show, Grévin recreated some of the show's features to enliven the *Fort Boyard* space, opened in June 2019.

Half-way along the park's road taking visitors through French heritage buildings, a new 100% immersive universe can now be found: *Le Cirque*

des Zinzins, an indoor experience that transforms children and adults alike into artists and acrobats. With *Filet des Zacrobrates*, 20 workshops and a four metre-high net promise a sensational experience. Children are invited to join the clowns of *Parade des Zotos*: an opportunity to introduce them to driving and traffic regulations in a fun way.

The park also focuses on its installations by developing themes and events, in particular for Halloween, which has been celebrated for three seasons now. The programme includes a journey to the four corners of France, workshops, activities and shows.

After winning the TripAdvisor certificate of excellence several years in a row, the park was this year recognised as a "Certificate of Excellence

Fort Boyard, an interactive experience



Hall of Fame winner", a title that rewards five years of excellent reviews. This award recognises the expertise and commitment of the teams, the quality of the offering, and investments targeting Very High Customer Satisfaction.

Filet des Zacrobrates



The five-hectare park is shaped exactly like France



Interactive tour of the Studio's sets

A FUNNY, HUMANE MUSEUM THAT LIFTS THE SPIRITS

Chaplin's World by Grévin this year celebrates the 130th anniversary of the birth of Charlie Chaplin, whose legendary character conveys the values of tolerance, courage and humour. Since its opening in 2016, the museum dedicated to the artist has drawn more than 950,000 visitors from 75 different countries: underpinned by the conviction that a joyful and humanistic perspective on the world has never been so current, CDA continues to develop its original and immersive concept, backed by the expertise of Grévin. The aim: creating a place of cultural entertainment unique in the world by contributing to the tourist and cultural appeal of the Swiss Riviera.

The concept of Chaplin's World was brought to life in 2000 through a collective of artists, entrepreneurs, local authorities and regional tourist and cultural organisations, gathered together in the *Charlie Chaplin Foundation*. In 2014, Compagnie des Alpes was approached by the Foundation and obtained a 30-year right to operate this project that displays clear synergies with Grévin Paris.

With the 2016 inauguration, Dominique Marcel, CEO of Compagnie des Alpes, said the following: *"Chaplin's World by Grévin combines three qualities that Chaplin and Grévin clearly have in common: culture, vision and emotion. At the crossroads of theatre, entertainment, magic and emotion, this now shared universe perfectly*

reflects that which Compagnie des Alpes wishes to give all visitors: a unique experience. Lastly, this exceptional site superbly conveys the Group's determination to reach beyond borders to export our French expertise and share that French Touch in the area of leisure and tourism."

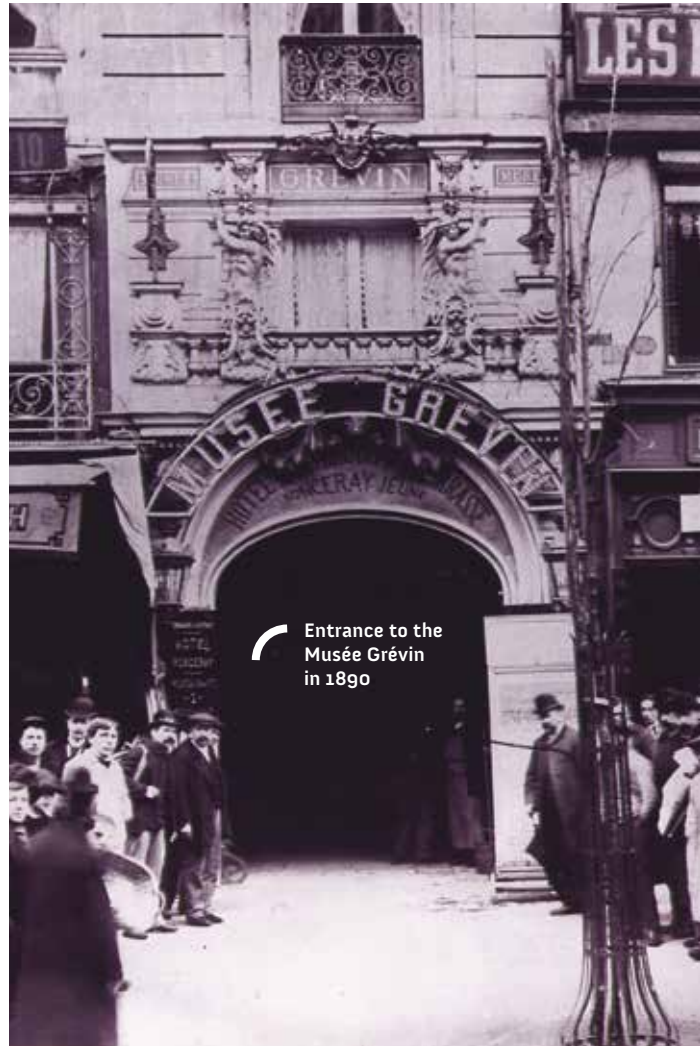
Established in Manoir de Ban, the artist's family residence for 25 years, Chaplin's World houses more than 4,000 m² of exhibitions, together with a 5-hectare garden and a brand new 1,350 m² cinema built and equipped in line with sustainable development and energy-saving standards. These spaces are fully integrated into the museum experience, which features more than 30 wax figures designed and created by Grévin artists. The project benefited from Compagnie des Alpes' expertise, as the museum tour includes: never-before-seen videos, recreated film sets, meetings with legendary actors, etc.

Product quality, originality and an immersive experience enabled Chaplin's World to obtain the 2017 and 2018 Traveller's Choice Awards, the Best Museum in Europe Award in 2018, and the Trip Advisor certification of excellence in 2019. With a 99% recommendation rate, visitors rate it highly on Trip Advisor. 65% Swiss and 20% French (with 15% from other countries), they can prolong their immersion at the four-star *Modern Times* hotel located in close proximity to the museum. This year, Chaplin's World celebrates the 130th anniversary of Chaplin's birth. To mark the occasion, a global competition has been organised to create a logo for this "event".

The celebrity room at Chaplin Manoir



To properly celebrate the anniversary, the museum has also organised photo exhibitions and original activities all year long. Always combining playful and cultural elements, the museum has set up a circus tent in the garden and, in partnership with the *École du Cirque Alchimie*, has offered special features, workshops and shows around a circus theme - one dear to Chaplin. The DNA of this French-Swiss association is perfectly in line with the museum's values as it encourages visitors to discover various artistic disciplines fostering cross-disciplinary collaboration, cultural exploration, creative expression and improved self-confidence.



Entrance to the Musée Grévin in 1890



Deep into the 100% virtual universe of the video game Detroit: Become Human



The gardens at Chaplin's World are decked out in circus colours



A walk through the centre of France's cultural heritage



A totally "mystic" universe

REAL THRILLS TO DISCOVER TOGETHER

Walibi Belgium is continuing its €100 million "Grand Walibi" investment plan that started with the inauguration of Exotic World and its *Tiki-Waka funcoaster* plus the Caribbean theme of Aqualibi and the creation of the *Kiddie Bay* children's area. The goal: to transform 75% of its surface area by 2023 to strengthen its identity and positioning, and so become the leading player in its region in terms of both visitor numbers and visitor satisfaction.

While the first park under the Walibi licence, created in 1975, forms an integral part of Belgian heritage, it is also internationally renowned for the quality and originality of its attractions. They include the *Radja River* (the first ride made from wooden logs in Belgium), *Dalton Terror* (first free-fall tower in Belgium and the highest in the world), *Vampire* (first inverted roller coaster in Belgium and the one with the most switches), and the legendary *Psyké Underground*, the only fully covered coaster in the world, which catapults passengers 45 metres high, in trains travelling at 85km/h. With innovation in its DNA, Walibi Belgium has been recognised for its experiential offering: for the fourth consecutive time in 2019* it was named "Best amusement park in Belgium" and "Most sensational park". It has also won three awards distinguishing the park as the "Best Halloween event", "Best water attraction" for *Splash*, and "Best new attraction in Europe" for *Tiki-Waka*, opened in 2018.

The flagship attraction of the new *Exotic World* area, the first of eight immersive universes planned for 2023, marks the launch of a major project to overhaul the park from A to Z, or almost. This project was led in parallel to developing the themes and expansion of Aqualibi - the water park adjacent to the main park.

* Diamond ThemePark Awards

Two new thematic areas and their flagship attractions were opened this season.

Karma World, with an Indian inspiration, welcomes *Popcorn Revenge*, the first indoor interactive attraction in the world made up of seven interactive stages set up randomly for an endlessly renewed experience. *Popcorn Revenge* has already been named "Third best new ride in Europe" at the European Star Awards (IAAPA Europe).

The second area, *Fun World*, with its *Fun Pilot* coaster, is designed specifically for children. Next stage in the investment plan: the arrival in 2021 of a spectacular hyper coaster in a future



thematic area covering 4 hectares. With no switches, the course will include 15 moments of "airtime" (feeling of weightlessness) and an 80° twisted descent: a first for a figure 8 roller coaster in the France/Benelux region.

At the same time, Walibi Belgium is continuing its events policy, driven in particular by the Halloween season, established nearly 20 years ago and constantly revamped. This season, the park also organised two unprecedented evenings around the *Fortnite*® game event, giving fans of the phenomenal game the chance to meet and compete with their favourite players through duo sessions broadcast live on a big screen.

In an effort to open its doors to as many people as possible, offering them an emotion-packed leisure experience, the park is strongly committed to welcoming disadvantaged children in its region of operation.

Fun World and its star attraction, *Fun Pilot*



Popcorn Revenge offers a first-of-its-kind interactive experience



The brand-new Bellewaerde Aquapark opened in the summer of 2019

THREE OFFERS FOR AN AUTHENTIC EXPERIENCE

In 2019, marking its 65th anniversary, Bellewaerde made the most significant investment in its history with the inauguration of a 3000 m² water park. Addressing technical, human and environmental challenges, this second gate with its 100% Bellewaerdian identity should enable the Belgian park - a unique combination of an amusement park and zoo, firmly rooted in the region - to quickly top one million visitors.

With this €17 million project, its biggest investment since it was founded in 1954, Bellewaerde continues to implement its investment strategy initiated a few years ago to boost its offering and renew the visitor experience.

After the *indoor/outdoor Huracan coaster* in 2013, and *Dawson Duel*, the first *duelling Alpine coaster* in Europe in 2017, Bellewaerde Aquapark, which will be open year-round, should help meet the challenges in terms of capacity for this “small up-and-coming park”.

With this fourth park, Belgium becomes the second-largest Compagnie des Alpes region in terms of site numbers, each one with its own strong identity.

More than just a 4,200 m² water park, Bellewaerde Aquapark offers a fully fledged experience and immersion while observing the three mainstays of Bellewaerdian identity: attractions, animals, and nature.

The only hybrid park in Belgium, Bellewaerde boasts not only some thirty attractions, but also 300 animals of 36 different species. Recognised as a zoo by the Belgian Federal Public Service for Public Health, and a partner of EAZA (European

Association of Zoos and Aquaria) and WWF, it plays an active role in protecting and reintroducing endangered species like the Amur leopard, the European bison and the Rothschild giraffe. This year, two bison and one giraffe were born in the zoo, and a fourth bison has been reintroduced into a natural environment, in collaboration with EAZA and WWF.

Like the main park, Bellewaerde Aquapark was built with authenticity and responsibility in mind. 100% natural plants, a real aquarium visible from the *lazy river* that gives the illusion of swimming among fish, unprecedented water slides like *Aquaventure* with its huge rubber rings and its *outdoor* aspect, one of a kind in Europe: the park is also a model of innovation and originality.

Resource management and CSR impact are central to the project. As such, a water recovery system has been set up to reduce consumption and limit waste-water discharges, with any remaining waste-water being purified by the water treatment plant installed in the heart of Bellewaerde, processing 120 m³ each day.

A tourist attraction and economic hub, the park has also worked in collaboration with neighbouring

The Bellewaerde spirit



businesses, confirming its role as a major player in the local economic fabric.

One of the region's largest employers, Bellewaerde places employment, training and employee commitment at the heart of its HR policy. As such, it has held the title of “Belgian park with the best personnel*” for four years: a model transferred to its new park, since mobility has been encouraged, accompanied by lifeguard training. Fifteen new jobs have also been created.

Setting the standard in Belgium, but also among visitors from Northern France, who account for more than one-third of visitors, Bellewaerde will rely on future infrastructure investments to secure its reputation as a family attraction park, with the launch of a new coaster in Spring 2020 in the Canada zone.

* Diamond ThemePark Awards



WALIBI HOLLAND



A FOCUS ON YOUNG PEOPLE AND FAMILIES WITH CHILDREN

The number one destination for teenagers and young adults in the Netherlands, the park has been transformed over the past five years to broaden its offering to families with children while continuing structural investments to keep its priority visitors happy. Renowned for its innovation and ability to offer sensational experiences, Walibi Holland's strategy is already proving successful in terms of visitor numbers, and has one of the Group's highest satisfaction rates.

Walibi Holland is one of the largest parks in the Netherlands with 7 themed areas set out over 140 hectares, of which 40 are dedicated to attractions. Also well-known for its festivals, the park has become a European benchmark with its *Halloween Fright Nights*, the success of which has spread beyond the Dutch borders. A laboratory for other Compagnie des Alpes parks and also celebrated in neighbouring countries, this event, first launched twenty years ago, has been recognised as the best Halloween event in the Netherlands and in Europe.

Created in 1971 under the name *Flevohof*, the site was initially an educational park focusing on agriculture and horticulture with an Indian village, a model railway track, and slides. These were the early attractions in a park that was bought by the Walibi Group in 1992 and reopened in 1994 with a host of new features and shows. An integral part of the Compagnie des Alpes

since 2006, Walibi Holland has become the top destination for anyone looking for thrills and excitement.

Over the past five years, the average number of visitors has levelled out at 860,000. But these numbers are destined to grow supported by the park's investment strategy. Between now and 2023, the park plans to invest every year to renovate each individual area in order to maximise visitor immersion and the Very High Satisfaction rating.

After *Lost in Gravity* in 2016, Walibi Holland opened *Untamed* in 2019: an attraction in a class of its own with a record-breaking investment of €12.1 million. *Untamed*, steel rails on a timber structure, is an exceptional attraction built by Rocky Mountain Construction under the supervision of Alan Shilke, two leading names in the world of roller coasters. Built on the foundations of the legendary *Robin Hood* roller coaster, it is not only Europe's first hybrid coaster, it is also the second to feature inversions along its track, including the *Double-Inverted 270° Corner Stall* double inversion, the first of its kind in the world. At 1,085 m in length, 36 m high and with a speed of 92km/h, this new "untamed" attraction, which already won the "Europe's Best New Ride"* award in 2019,

towers above the new and re-named *Wilderness* area.

The old components from the *Robin Hood* coaster were auctioned off at a sale organised by the park. This helped to raise €10,000 for the Opkikker Foundation and to welcome nearly 600 sick children with their families.

The park is firmly committed to charities and for the past two years has also held its annual

Rollercoaster Run with the Fight Cancer Association



Rollercoaster Run in collaboration with the Fight Cancer Association. This is a 5km race around the park with a ride on one of the roller coasters, which helped raise almost €56,000 in 2019, twice the amount raised in its first year. On the environmental front, Walibi Holland has also banned plastic objects and introduced

waste-sorting initiatives around the park. A car park fully clad in solar panels is also planned for 2020.

As the Group's third park to offer hotel accommodation (and the only one outside of France), along with Parc Astérix and Futuroscope, Walibi

Holland provides visitors with the opportunity to extend their experience by spending the night in one of 143 bungalows designed for families (2 to 16 people).

High quality and innovative attractions, maximum thrills for all and a unique atmosphere, Walibi

Holland is developing its assets to become a true family destination, while preserving its DNA and upping the satisfaction of the park's choice visitors.

* European Star Awards – IAAPA Expo Europe



FAMILYPARK



The Austrian leisure park has 66 attractions for the whole family

A NEW-COMER COMBINING QUALITY, COMMITMENT AND POTENTIAL

The first Austrian leisure park joined Compagnie des Alpes on 20 March 2019: an acquisition in keeping with the strategic approach deployed by the Group for several years, strengthening the Group's geographic coverage with a neatly balanced portfolio of parks. With its quality facilities, geographic location and positive satisfaction ratings, the park not only meets the Group's high standards but also boasts strong development potential.

Located about one hour from the centre of Vienna and easily accessible from Hungary and Slovakia, Familypark benefits from a significant catchment area (7 million residents within a two-hour drive) in a region where there is no direct competition.

Established over more than 14 hectares, the park also boasts real development potential with 13 hectares of unused adjacent land.

At the time of celebrating its 50th anniversary in 2018, Familypark beat its record number of visitors with 716,500, 30% of whom were cross-border. In addition to the many visitors, the park also enjoys high satisfaction ratings.

Its four thematic worlds - the experience castle (*Erlebnisburg*), the fairytale forest (*Märchenwald*), the farm (*Bauernhof*) and the adventure island (*Abenteuerinsel*) - offer more than 66 quality attractions for the whole family, including 29 rides, water games, musical theatres, playgrounds to explore and try out.

Every year, Familypark is also transformed for Halloween, offering a broad, theme-based experience. For its sixth edition, with the theme of *El día de los muertos*, the visitors were able to explore the merry-go-rounds in the moonlight, and discover new shows and culinary specialities.

Familypark, a committed park



The farm (*Bauernhof*)



The investments earmarked for the next five years will aim to boost the park's appeal and improve the offer and quality of facilities. The challenge is to meet the requirements of a growing number of visitors, while strengthening the park's consistency and positioning. Its core target of families with young children will gradually be extended to include families with young teenagers.

The park's motto, "Pleasure for the whole family", is also a strong symbol of Familypark's commitment to children in particular. Every season, the park sells reusable "Baby Bags" in its shops, filled with baby products. The proceeds go to charity organisations. All revenues thus generated this year were paid to "Aktion Kinderherz", which supports families with children suffering from heart disease. Likewise, the park welcomes families from "Sterntalerhof" free of charge. This hospice cares for children during or after a serious disease.



Bellewaerde in 1972



Familypark joined Compagnie des Alpes in 2019



An exceptional event with Fortnite parties



Halloween, an institution at Walibi Holland



Bellewaerde Aquapark has several unusual slides



2

FROM VERY HIGH CUSTOMER SATISFACTION TO ENCHANTMENT... ENHANCING THE CUSTOMER EXPERIENCE

The best quality in the world for its ski areas, satisfaction ratings among the highest for its leisure destinations: to achieve and maintain such a level of performance, Compagnie des Alpes has successfully transcended its natural scope and invested in additional business lines and divisions to offer a comprehensive and seamless experience.

Digitisation, marketing and accommodation are among the drivers that help Compagnie des Alpes connect with visitors at every stage, and to enhance and extend the customer experience. This translates to controlled support that is measured by large-scale customer connection surveys and increasing technological investments.

OUR FOOTPRINT: Know, disrupt, support





A driving force of Compagnie des Alpes' strategy, the quest for Customer Very High Satisfaction (VHS) relies first and foremost on its operational and service excellence. Its digital strategy is the digitised version of VHS, and stepping up this strategy is essential to prepare for future changes in a customer base that the Group must retain and capture according to the markets involved.

These projects at the heart of the customer relationship have been focused more and more on the leisure destinations, where the Group alone is responsible for marketing the destination. Gradually, they naturally expanded to include the ski areas. The projects managed reflect the conviction that the future of the leisure industry in general, and mountain resorts in particular, depends on the collective intelligence of all

stakeholders. In that respect, the Group undertakes not only to be a stakeholder, but also to drive the sustainable appeal of these regions. The goal is to address its current and future customers in the most relevant and appropriate way, respecting their right to privacy while maintaining the necessary quality of relationships. Accordingly, the two divisions have developed their own specific methodologies and approaches

The Group launched an unprecedented study at nine of its resorts



in line with their customer challenges, while integrating as far as possible the research, marketing and technological aspects involved in digital transformation.

The results of all these initiatives are recorded in a powerful tool, designed by and for the Group: a Data Lake that currently lists over 3.8 million contacts and, above all, helps implement a unique customer database and precise segmentations, particularly of a behavioural nature. These are key to respectful and effective marketing activation. The challenge is to speak to the customer at the right time, in the right tone of voice, delivering the right message through the right channel to activate the right satisfaction levers without being intrusive.

For two years, the Group has been applying a data-driven digitisation strategy to its parks with a view to offering an optimised and personalised experience and boost Very High Satisfaction in compliance with the new GDPR regulation. An entirely new data ecosystem has been designed to collect, compile and activate information.

In terms of data collection, the goal is to capture all customer information - whether declarative, transactional or behavioural - across all points of contact: applications (ticketing system, access control, restaurants, hotels, Wi-Fi, etc.), digital platforms (website, application, sales tunnel, etc.) or agents (cash desk, call centre, hotel, etc.).

The information collected and stored in the *Data Lake* makes it possible to create a unique vision of each customer, a *Unique Customer Database* designed consistently for all the parks, but also tailored to each brand. More than 150 indicators are used to activate targeted and personalised messages, which take into account behavioural habits, contact preferences, likes and dislikes regarding attractions and types of visits, etc. Today, more than 35 automated tours have been configured and generate the sending of more than 14 million messages. For the opening of the 2020 season, nine parks will be linked to this ecosystem: Parc Astérix, Futuroscope, Walibi Belgium (+ Aqualibi), Holland and Rhône-Alpes, Bellewaerde (+ Aquapark) and Grévin. A customer return visit algorithm is also being deployed to adapt communication according to repurchasing potential.

This project is driven by Parc Astérix to a great extent, which began its digital transition in 2015 and in 2018 launched the *Atonservix* Chatbot, which won a Gold TopCom award. Today, the park is taking personalised customer relationships one step further with individualised e-CRM programmes providing access to dedicated offers. Data is collected via purchases, Wi-Fi connections and the *Rapidus* game on the Parc Astérix app. If users agree to disclose their personal information (GDPR), the park can analyse their customer experience and adapt its offers and communication. It also collects reviews from Internet users three days after their activity on the website, and those who post positive feedback receive exclusive

offers once a year. Thanks to this comprehensive system, Parc Astérix is able to establish precise segmentations of visitors and focus its attention on "doing what matters most and doing it best". The challenge: prolonging the immersion, strengthening the revitalisation experience in an appropriate and respectful manner and, accordingly, developing Very High Satisfaction.

In addition to this data-driven shift, the parks are furthering their active strategy on social networks with a total of 2 million followers on Facebook as a priority and a strong rise in Instagram followers

in the last two years. At the same time, the coordination of a network of powerful influencers (5.3 million views on Youtube for a video co-produced with Macfly and Carlito) helps keep in touch with the priority targets of each park. Lastly, the continued improvement of digital platforms has made it possible to accommodate 16% more visitors at our flagship sites (vs. 2018) with a conversion rate that also rose by an average of 20%. The overhaul of the sales tunnels for all parks should speed up this strong performance with production set to start in the high season of 2020.

Guests are invited on arrival to download the new Parc Astérix app





In the ski areas, the digital strategy is based on the *Open Resort* project, a marketing, technology and data-driven approach managed with all stakeholders, aimed at knowledge and value creation for customers and employees. The project's four levers: know, simplify, stimulate and perform.

Its goal? Generate a digital transformation of the resorts and reinvent the experience to improve VHS throughout the customer's stay. This project benefits from significant synergies with the initiatives led by the leisure destinations, with a common goal in mind: develop and promote a CDA Touch to attract, win and retain customers.

KNOWING OUR CUSTOMERS BETTER

Short stays, packages, new accommodation, new uses, etc. More than ever before, being a destination of choice means understanding changing expectations and behaviours, and thinking in terms of customer experience.

The "in tune with customers" component of *Open Resort* is based on an unprecedented, extensive study of nine of the Group's resorts. Under this unique approach, customers consider their experience as a whole, focusing on all of the destination's stakeholders. From the very beginning, the study was designed as a practical tool with a collective approach, to enable all of the mountain's socio-professional stakeholders to act together and achieve Very High Satisfaction.

A simple and intuitive app now lets them monitor 52,000 respondents to understand the drivers of

dissatisfaction and satisfaction at every stage of the customer journey and for each type of customer.

The goal: understanding the Satisfaction mechanism from the customer point of view to "do what matters most and do it best", and personalise the customer relationship. Feedback sessions with all the socio-professional stakeholders at resorts, and workshops to jointly develop remedial actions, were held mid-year in order to take practical measures together and so improve the sustainable appeal of exceptional regions. At the start of the 2019-2020 season, the addition of new questions on sustainable development, the beauty of the landscapes and accommodation will supplement and enrich the approach.

ENRICHING THE CUSTOMER EXPERIENCE DURING THE STAY

Thanks to better customer segmentation and a more thorough understanding of the satisfaction mechanisms per profile, Compagnie des Alpes offers an experience that is consistently personalised and enriched. The purpose of the *YUGE* app is greater accessibility and flexibility. The connected service of this mobile companion, a must-have in the Paradiski area, is improving and developing to continue to transform the skiing experience: badges to collect, activity monitoring, weather forecast, photo spots, ski lift sensors, interactive shuttle map, resort guide, etc. Paradiski also offers "Yugers" a tool to create a unique and personalised video of their stay, upload it and share it on social networks in less than three minutes.

Enriching the customer experience during the stay means adding the promise of a special CDA Touch through a unique service enhancing both the resort and the stay in general.

OFFERING A SEAMLESS AND PERSONALISED STAY

Several initiatives have emerged within the Group, with the aim of providing a seamless and comprehensive offer throughout the entire experience. As such, Compagnie des Alpes has become an expert B2B/B2C stay distributor.

Packaging, a tailored approach and analysis surrounding the concept of "destination": that is the strategy implemented by La Plagne, which in 2019 launched its own online travel agency and involves the entire region. At La Plagne, the tourist office and Société d'Aménagement de La Plagne (SAP) have joined forces to offer packages covering accommodation, transport, activities, ski lessons, equipment rental, etc. via La Plagne Resort. This resort-scale laboratory thus seeks to create tailored offers surrounding a destination and to enhance the experience with added value and Very High Satisfaction.

Simplify and streamline the journey, and give the experience time, are also goals pursued by the laboratory launched on the topics of access monitoring and dematerialisation of the package initiated under *Open Resort*. Thanks to *&Joy*, visitors can ski from one end of the Serre Chevalier ski area (the project's pilot site) to the other via 13 dedicated and connected special

pass access points equipped with RFID and Bluetooth. The information required to control access is generated from the sale and integrated into a server-centric solution: skiers need only to download the *&Joy* app and identify themselves. The gate is then opened without visitors having to remove their smartphone from their pocket. This creates a smoother flow and improves customer satisfaction. More than 5,000 entries using this solution were recorded during the 2018-2019 Christmas period. Developed by Alpwise based in Grenoble, the technology used was rewarded by the Cluster Montagne non-profit organisation in November 2019.

The Group also relies on the expertise of Travelfactory to access a younger customer base and win more international customers. With its six brands, 345,000 customers and 50,000 stay offers, the leader in the online sale of ski trips in France helps the Group to boost its distribution and promote destinations through dedicated strategies and offers that are careful to consider non-skiers, diversify the offering and ski learning opportunities, etc. while also offering packages that can be customised to renew the mountain experience.

The promise of *&Joy*: a new ski and ride experience, priority with your smartphone





Minor thrills or major terror, apps help guests choose their attraction



In the winter of 2018, YUGE advertised in the Paris Métro in an unprecedented media campaign



Get to know, simplify, stimulate, and perform to reinvent the guest experience



Doing what matters most and doing it best - the secret to Very High Satisfaction



The Open Resort is managed with and for all of the mountain's stakeholders

ACCOMMODATION: THE “DESTINATION” EXPERIENCE



Les Quais de Lutèce, artist's

IN THE LEISURE DESTINATIONS

In order to extend the catchment area of the national parks in its portfolio and so boost visitor numbers, the Group has launched an ambitious accommodation strategy and now offers short-stay destinations.

After the renovation of Walibi Holiday Park (143 bungalows for families with up to 16 members) and the Futuroscope hotel (the park achieves

50% of its revenue through short stays in partnership with local hotels or thanks to its own 150-room hotel), the Group initiated a major

The Futuroscope hotel provides a rapid access to the attractions



project at Parc Astérix in 2017: increasing its capacity from 100 to 450 rooms in 2020 for a total cost of nearly €60 million.

As such, *Hôtel Les Trois Hiboux*, the first hotel at Parc Astérix, which was built in 1999 with 100 rooms, was completely renovated and expanded in 2017. Conference rooms and 50 additional bedrooms were added. Located in the heart of the Plailly forest, the hotel was awarded the TripAdvisor Certificate of Excellence in 2017-2018, and the Green Key label in 2019, commending its environment-friendly management approach.

In 2018, Parc Astérix completed its offering with a second 150-room hotel called *the Cité Suspendue*.

Blending perfectly with its surroundings through the choice of materials and with a strong theme, it immerses visitors in the ambience of a forgotten Celtic city.

Les Quais de Lutèce, a four-star hotel and the park's third accommodation facility, will increase total capacity to 450 rooms: spanning an area of 3 hectares in the heart of the forest, it will be opened in the spring of 2020.

The strategy rolled out in Parc Astérix is already paying off well, with a rise in hotel occupancy rates even though the actual number of marketed rooms increased. The combination of an expanded offer in the park and in the hotels has created a virtuous cycle: Park visitor numbers have risen since 2016, representing an increase from 1.8 to 2.3 million visitors in 2019.



ACCOMMODATION: THE "DESTINATION" EXPERIENCE



IN THE SKI AREAS

In the ski areas where it is established, Compagnie des Alpes operates in the accommodation sector mainly as a facilitator, catalyst and sometimes investor, in keeping with one of its strategic priorities: boosting the increase in the number of skier-days. As such, its real estate strategy aims to guarantee quality, diversity and the upscaling of the accommodation offer in resorts, while also boosting their marketing to increase occupancy rates.

French ski areas are effectively in the throes of an updating process for tourist residence accommodation (outdated facilities are exiting the market). This is inherent with the business model of French resorts through commercial lease cycles, not to mention a slowdown in the development of new real estate and a less effective traditional rental sector.

The Group relies on various levers to create a dynamic accommodation offering in the regions.

FONCIÈRE RÉNOVATION MONTAGNE

In order to boost occupancy rates, in 2013 Compagnie des Alpes created Foncière Rénovation Montagne (FRM). Since its creation, it has facilitated the purchase of 478 apartments that have integrated the inventory marketed by the Group's network of real estate agencies, and made it possible to renovate and re-market 2,200 beds.

COMPLETE RENOVATION OF STRUCTURES

Furthermore, the Group recently invested to preserve and renovate nearly 1,200 outdated beds in three tourist residences at La Plagne and Les Menuires, entrusting the overall management of

this accommodation to professional operators like Travefactory for the facility at Les Menuires.

PARTICIPATION IN ROUND TABLE DISCUSSIONS

Additionally, Compagnie des Alpes has participated in the financing and/or holding of real estate assets for new hotels and tourist residences to supplement the existing offering or to provide alternative accommodation based on new concepts (ranging from premium accommodation to new-generation youth hostels). As such, more than 4,300 new beds have been created or are in the process of being created with the Group's support. In Tignes, for example, the holding of Taos during four years enabled a local player to develop and take over this hotel offering. A project at Les Boisses saw the establishment of MMV (tourist residence), and the Group is currently working on a similar project in Flaine, with the installation of a club village with 850 beds replacing beds likely to become unoccupied.

In the last near decade, the Group has invested almost €5 million in equity to create new beds, work with new stakeholders and upgrade the accommodation offering.

Overall, more than 7,200 beds have been renovated or created in equal amounts by the Group in six years. This specific effort has made it possible to create a virtuous economy in the resorts: the Group's participation in restructuring the offering by opting for upgrading and the strategic emergence of new players is developing the visibility and appeal of sites and boosting the marketing and warming of beds, ultimately boosting the number of skier-days.

With its 28 destination management companies, Compagnie des Alpes manages 13,500 beds and has a 25% market share of warm spread beds



The Group contributed to building the four-star Le Taos Hotel in Tignes



BOOSTING MARKETING

The Group's marketing is boosted through its real estate agencies and the integration of Travefactory, the leading name in the distribution of mountain getaways in France.

In 2018, the Group took a new turn by joining together its 12 real estate agencies (28 destination management offices) derived from its own purchases and the integration of Travefactory agencies under a single management team in order to capitalise on the network's strength and create a customer commitment.

There are many goals. First of all, as for the investment in accommodation structures, the idea is to influence the ecosystem and be positioned as an exemplary benchmark and driver to improve the resorts' visibility and desirability,

better guide owners, encourage the marketing of all property through the available channels and support them throughout the usage cycle for greater customer satisfaction. Secondly, the Group aims to position itself as a leader at the destinations by maximising occupancy in the ski areas and increasing the inventory under management through mergers or by winning new mandates and supporting new stakeholders. Lastly, it strives to be a key catalyst for visitor experience and satisfaction via innovation and service. For the tenant: a common customer commitment, a standard level of quality and labelled product ranges. For the owner: ambitious marketing and Products to create a strong relationship throughout the life cycle of the property, including a packaged renovation and standard-setting concierge service.

Compagnie des Alpes' real estate agencies focus on five complementary businesses: seasonal rental, renovation, concierge, transaction and property management. Their networking should result in the gradual pooling of best practices, a shared direct distribution platform, and the centralisation of skills and expertise.

With nearly 3,000 units under management, the Group is now in charge of 13,500 beds managed on behalf of their owners, and nearly 25% of the warm beds professionally marketed in the resorts where the Group operates.

The strategy led by Compagnie des Alpes in resort accommodation and marketing today makes it a pioneer and accelerator of the sustainable appeal of exceptional regions.



In Les Menuires, this residence has benefited from investments for a complete renovation



For nearly 10 years, the Group has invested in creating new beds, bringing in new stakeholders, and moving upmarket



Winter or summer, lodging boosts the appeal of these special areas



Along with Futuroscope and Parc Astérix, Walibi Holland is the Group's third park to offer lodging



Immersion - a key factor in transforming a park into a destination

3

FROM RESPONSIBILITY TO COMMITMENT

Climate change, protection of ecosystems, resource management, social divides, employability and more: between global issues and local challenges, more and more is expected of businesses. Well aware that the company's exceptional locations are among its greatest assets, Compagnie des Alpes still never forgets that this heritage is common property to be shared by all. Beyond ascertaining how to lessen our impact, the commitment is to help these sites benefit from the best positive externalities to ensure sustainability.

By creating a department focused on managing CSR issues, the Group is asserting its commitment to go further and step up its actions in order to set an example. Its roadmap is based on five major priorities centred around integration and diversity, reduction in its energy and direct carbon footprint, sustainable management of resources, protection and enhancement of biodiversity, and contribution to the development and appeal of the regions over the long term.

OUR FOOTPRINT: Act, influence, engage





REDUCING OUR ENERGY AND DIRECT

CARBON FOOTPRINT



Limiting global warming and achieving carbon neutrality are two key challenges to preserve quality of life in these regions, not forgetting our prime raw material, “snow”. Like all stakeholders committed to this global challenge, Compagnie des Alpes steps up and assumes its full share of responsibility by developing low-carbon leisure activities.

REDUCE OUR IMPACT

The Group is working on a roadmap to reduce greenhouse gas emissions, compatible with the direction set out in the Paris Agreements and efforts to limit the temperature increase to 1.5 °C compared with the pre-industrial level.

The Group’s main emissions are generated for more than half by fossil fuels, in particular from grooming and service vehicles, with a further quarter from the natural gas used for heating. Although there is currently no alternative solu-

tion to the drive machinery used specifically by the company, Compagnie des Alpes has targeted a position of front-runner in the experiments now under way to bring about low-carbon solutions. In its ski areas, electric snowmobile prototypes are currently being tested, and new technologies are being rolled out to optimise grooming and fine-tune artificial snow-making. Moreover, the Group’s overall fleet of electric and hybrid vehicles increased by 13% in 2019, especially at its leisure destinations.

At an altitude of 2,679 metres, the Varet station in Les Arcs has been equipped with solar panels



CONSUME SMARTER

Moving towards more renewable energy is a challenge addressed by our sites with more and more initiatives in an effort to consume in the most responsible way possible. Accordingly, 55% of the energy used by the Group is from renewable sources, and 86% guaranteed “green”, versus 82% in 2018. A best practices framework enables the ski areas to self-assess and take these new dimensions into consideration with every new project. Moreover, our ISO 50 001 (energy management) certified sites, which account for 46% of our leisure destination visits, have committed to reducing their consumption: Parc Astérix has already reduced its consumption by 5% like for like, and Futuroscope has committed to a 20% reduction by 2023.

The Serre Chevalier ski area is going a step further by becoming the first ski resort to produce its own electricity with a wide-scale project combining three renewable energies (hydro power, solar power and micro-wind power): the

At Futuroscope, a wind tree allows visitors to recharge their mobile phones using only wind power

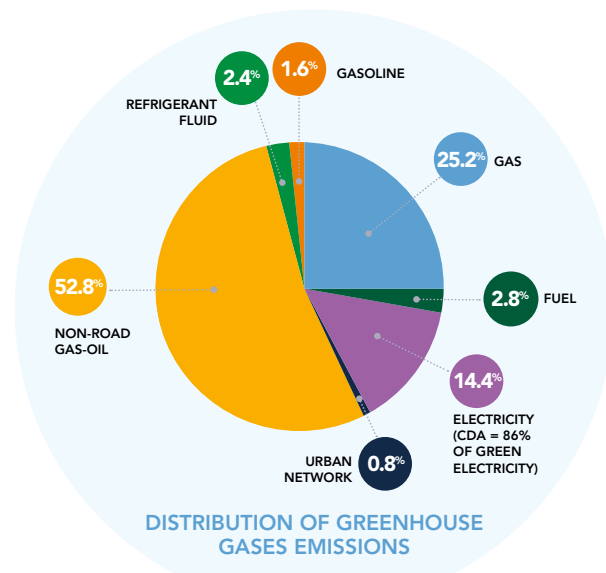
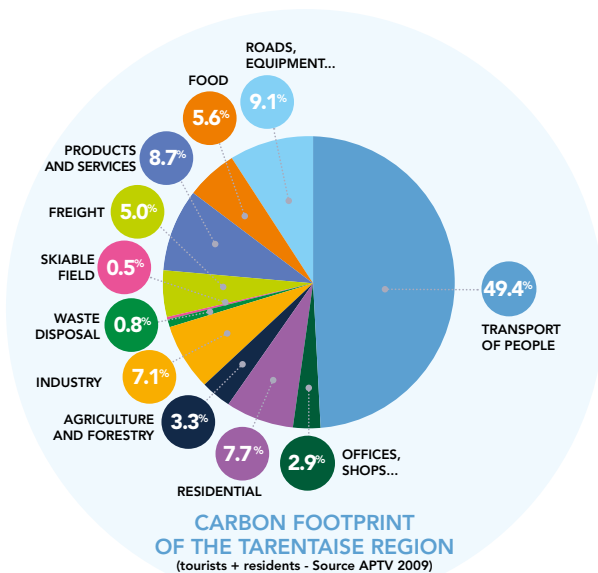


REDUCE OUR INDIRECT IMPACT

In addition to Compagnie des Alpes’ direct activities, visitor access and freight haulage by road also produce greenhouse gases. To address this issue, sites are experimenting with initiatives that encourage collective travel, such as better communication on public transport, the introduction of free shuttles, and experimental projects like the

Snow Express, a direct TGV from Paris combined with a shuttle transfer to Val d’Isère. Nearly half of the Group’s sites have also set up shuttle services for their employees, encouraged carpooling or cycling, and developed accommodation solutions for seasonal workers in certain ski areas.

Optimising grooming activities to reduce our greenhouse gas emissions





MANAGE RESOURCES SUSTAINABLY



As a player and driving force in the mass-market leisure economy, Compagnie des Alpes is aware of its environmental impact too: the Group's vision has fully integrated the notion of sustainability in order to make a practical contribution to the preservation and sustainable management of resources, notably by focusing on the circular economy.

Initial thinking starting at La Plagne, piloting the PROSNOW project for water resources



The first actions concern better knowledge of water resources and water management. Since 2018, five Compagnie des Alpes sites have already added a "water" component to their environmental observatories, and a sixth has taken part in a scheme to reconcile water usages at a full municipal level.

La Plagne is a committed resort, piloting the european PROSNOW project, coordinated by the French Met Office with the INRAE, that is setting out to improve the stewardship of water resources using climate and weather forecasting tools that feed a snow management system.

The leisure destinations, in turn, ensure careful water usage through dedicated equipment and

regular technical inspections. In addition, Bellewaerde has its own waste water treatment plant. Thanks to this reed bed, 123 m³ of water is recycled and purified every day. The brand-new Bellewaerde Aquapark has also been connected to this nature-friendly system right from the start.

Maintenance, servicing, repairs: Compagnie des Alpes innovates daily to prolong good operating conditions and regulatory compliance of its ski lifts and attractions. As such, since 2011, INGELO, the Group's engineering subsidiary, has relocated or modified thirteen chair lifts and nine ski lifts, recycling and reusing old materials for new installations instead of new equipment: over the

last five operations, nearly 1,000 tonnes of steel have been reused this way. Compagnie des Alpes has also developed a system of repairs through the retrofitting of snow groomers, which extends their lifespan and adds value to both equipment and know-how. Nearly ten such machines are currently being operated in the Group's ski areas.

Compagnie des Alpes is also carrying out effective waste reduction initiatives (better sorting, reduction at source). In this way, 55% of the Group's parks have established a selective waste collection system. They have also initiated a joint programme to fight food waste: a reservation system to better manage inventory, a collective initiative called "Mon resto engagé" (my committed eatery) to reduce food losses, portion control and technical preparation sheets, donation of products with a short shelf life, etc. In addition, half of the sites implement the separation of biowaste, of which no less than 140 tonnes have been recovered by methanization.

Retrofitting one of the Group's snow groomers, a Kassböhler PB600



The Bellewaerde reed bed is used to treat waste water from the park and Bellewaerde Aquapark



The Plan de l'Eau des Bruyères is hosting a major bog-land restoration programme

Avoiding, reducing, offsetting... Beyond these approaches and the inventories that have been drawn up, Compagnie des Alpes regularly engages in dialogue with partners firmly established in the region in order to discuss common issues, challenges and resources, and to find lasting solutions together.

The various Compagnie des Alpes sites have long been aware of environmental issues and of the fact that they are only the temporary custodians of the natural heritage on which they are located. Today, and following Flaine in 2007, all of the Group's ski areas have an Environmental Observatory: after 1,000 fauna/flora inventory visits, more than 25,000 items of data have been collected and shared with the local ecosystem to limit the impact of mountain developments together.

At the end of 2016, Compagnie des Alpes joined *Nature 2050*, a voluntary programme aimed at adapting territories to climate change and restoring their biodiversity, by relying on solutions based on nature. The Group is committed to supporting one project per year which not only helps preservation but also mobilises and sets in motion all local stakeholders.

This year, Serre Chevalier took part in a hands-on project to plant cembro pines in the Partias Nature Reserve, organised by the French society for the protection of birds (LPO) in the PACA region. The initiative brought together 148 eco-citizens, and 3,000 saplings were planted on a

surface area of 7 hectares. Compagnie des Alpes has also joined the programme to restore the Plan de l'Eau des Bruyères bog land at the foot of Les Menuires, led by the Conservatory of Natural Sites of Savoie. This is an important issue for the area, located in the heart of the Vanoise National Park, which aims to improve the management of frequent flooding and sediment transportation whilst maintaining tourism through the protection of biodiversity.



Raising visitor awareness is one of the keys to preserving biodiversity



Ipolite is the fourth bison reintroduced into the wild by Bellewaerde, in collaboration with EAZA and the WWF

Our ski areas provide playgrounds combined with secured access to naturally extraordinary environments and landscapes. To preserve these environments, the sites have a role to play in raising awareness among visitors. *Altitude Expériences...*, in Tignes, is emblematic of a new collaboration aimed at enhancing nature with our partners, and to showcase our heritage in order to better preserve it. The Vanoise National Park, the Departmental Directorate of Territories, the Regional Directorate for the Environment, Planning and Housing, consulting architects, the Natura 2000 Observatory, the Auvergne-Rhône-Alpes France Nature Environment Association, the CNRS and Scientific Committees were all involved from the very beginning of the project: a partnership focused on the environmental and regulatory aspects of the project, but also on environmental

education and awareness through the input of informational content. With respect to leisure destinations, Parc Astérix has been developing awareness initiatives for several years now through educational trails, in collaboration with the Picardy Natural Spaces Conservatory (CENP). A new discovery trail will allow hotel guests to discover the local fauna and flora over 4 km, thanks to signs created by the CENP. Lastly, Bellewaerde contributes to the preservation of endangered species: a certified zoo since 2009 and a member of the European Association for Zoos and Aquaria (EAZA), the park participates in breeding programmes to maintain and reintroduce animal species such as the Amur leopard, the European bison and the Rothschild giraffe.



More than 25,000 items of fauna/flora data were collected as part of the Biodiversity Observatories



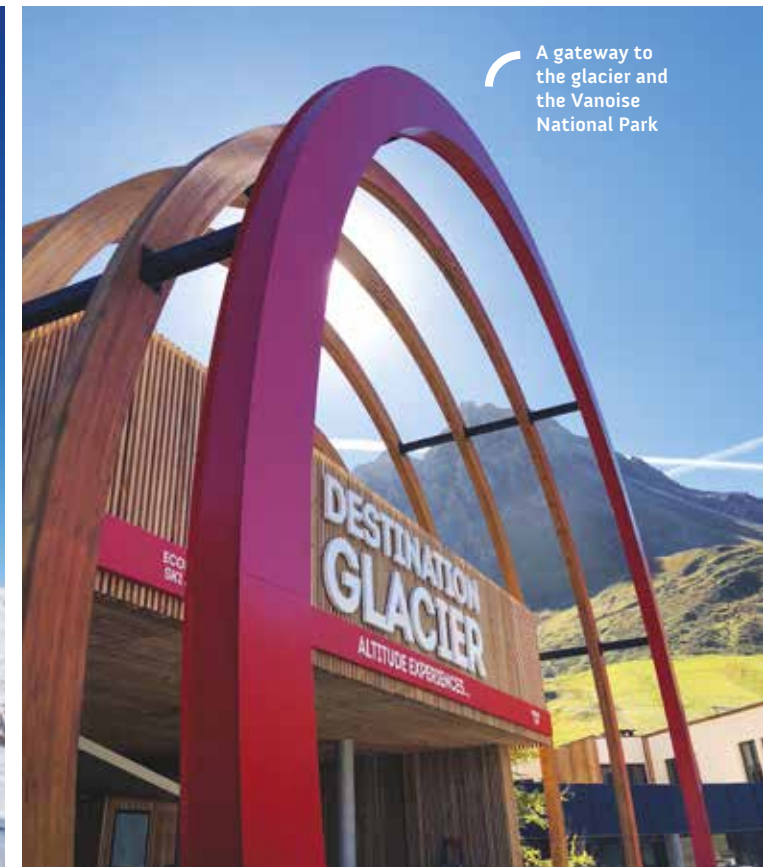
Artificial snow-making, a major focus for the Group



The methanisation of biowaste from Café Grévin produces the equivalent of a household's electricity consumption



Wind power, one of the three components of the Serre Chevalier RnE plan



A gateway to the glacier and the Vanoise National Park



CONTRIBUTING TOGETHER TO THE SUSTAINABLE

DEVELOPMENT AND APPEAL OF THE TERRITORIES



The completion of large-scale developments is backed by the commitment of an entire region

The physical and cultural anchor of our sites is the place where our employees live, and the geography in which we have been investing for many years.

Winning with the local actors means facing competitive and economic challenges together, such as attractiveness, quality, cold beds or model adaptation when needed.

Les Menuires has become the first French resort to join the POW Resort Alliance



40% of the Group's ski days are spent in Green Globe-certified areas

Being identified as a trusted player is a key point to establish credibility, an essential condition for successful collaboration. By certifying its activities or participating in approaches initiated by the tourist destination, Compagnie des Alpes has demonstrated its commitment to sustainable development.

As such, 40% of its ski days are conducted in ski areas with Green Globe certification - an international certification specific to the tourism sector based on 41 sustainable development criteria. The resort of Les Menuires became the first French resort to join the POW Resort Alliance, run by the *Protect Our Winter* association, and to join the club of resorts leading the climate challenge.

In terms of investors, the Group is monitored by non-financial rating agencies (regarding ESG criteria) and has obtained an "AA" ESG rating from MSCI. The Group is also included in the GAIA index, which consists of the best French stocks (SMEs and ETIs listed on the European market), and ranked 52nd out of 230 in 2019.





PROMOTING INTEGRATION IN EMPLOYMENT

Compagnie des Alpes employs 5,000 full-time equivalents each year, 42% of whom are permanent staff and 58% on seasonal contracts, with a management rate of 11%. The proportion of women in management (39%) is approximately the same as with the total workforce (42%).

In the ski areas and leisure destinations, Compagnie des Alpes' businesses are attracting both interest and envy: in 2019, the Group was named one of the Randstad Top 5 most attractive French companies.

Strong seasonal recruitment requirements call for behavioural skills and a commitment that matches the Very High Satisfaction target: this is why Compagnie des Alpes recruits mainly employees who are interested in its lines of work and have the ability to develop these qualities, thus providing a springboard each year to candidates who are often looking for their first job, either without a diploma or in career transition.

Convinced that skills and experience must be valued and developed, Compagnie des Alpes is highly committed to securing careers and encourages re-employment, with a 48% return rate in the leisure destination and 88% in the ski areas: a win-win system that underwrites the expertise of employees, directly boosts their commitment and motivation, and contributes greatly to the satisfaction of customers and employees alike.

Compagnie des Alpes is also in the process of obtaining professional certifications for its employees: 607 were issued in 2019, compared with 450 in 2018. The Operational Preparation for Collective

Employment (POEC) aims to train people in our lines of work while developing employability by offering the unemployed a customised training course with a certificate. The POEC was created by CDA and has been successfully implemented at Parc Astérix, Walibi Rhône-Alpes and Futuroscope. Reception, sales, entertainment, catering, hotel management: trainees acquire practical and cross-sector skills, leading to a two-fold industry certification. The result? Quicker integration, greater commitment and a clear understanding of Very High Satisfaction. Should the trainees not wish to stay on at the parks that trained them, they can leave with diplomas and skills, and with a higher grade of employability.

Several Bellewaerde employees had the benefit of training to join the new water park



Compagnie des Alpes also promotes work-study programmes to leverage work-place integration: its target of achieving 5% of its 2022 goals was already reached this year, i.e. 255 work-study participants, exceeding regulatory obligations. Some fifteen students were welcomed into the Holding and Support companies and several were recruited at the end of their training, including two on permanent contracts. In the ski areas, the number of work-study participants has increased by 55%, and by 11% in the leisure destinations. Partnerships have also been established with schools encouraging young people to enter our lines of work. As well as fuelling an integration process for young people, these measures promoting work-study programmes help anticipate future recruitments by identifying talents and potential for immediate needs and for future development.

AND DEVELOPING DIVERSITY



Partnering the Ice Academy, Parc Astérix is committed to the professional integration of refugees



This year, Compagnie des Alpes has gone one step further in training future professionals by joining forces with INSEEC U Chambéry and Cimalpes. The result is bespoke training, rooted in the region, high employability and culminating in a three-year degree in mountain real estate.

At the same time, actions have been put in place to help young people excluded from the job market to enter the professional world. For several seasons now, Parc Astérix and Walibi Rhône-Alpes have been welcoming young people from the *Sport dans la Ville* (sport in the city) association to learn about their professions and organisations, and guide them into working life. A global support programme that also includes participation in financing infrastructure sports in neighbourhoods identified as underprivileged, and that Compagnie des Alpes hopes to develop and replicate.

Lastly, the Group is committed to equal opportunity, diversity and non-discrimination, in particular with respect to disabilities. Numerous onboarding, recruitment and retention measures have been introduced, increasing the number of employees with disabilities by 22% in the space of three years.



From mountains to parks, the lines of work at Compagnie des Alpes are varied and attractive



HEART OF CDA



Expertise, commitment... **Compagnie des Alpes** recognises, maintains and develops the technical and human potential of its employees.

This unique and highly valued human heritage, a vital force and the greatest driver of its collective success, was highlighted in 2019 in a web series broadcast on social networks: these short portraits highlight enthusiastic employees working at each of the Group's sites. Bee-keeping, sport, photography, volunteer work with charities: these

passions are not only a form of expression, they are also a driver of commitment. From Parc Astérix to Tignes to Familypark, whether they are operating a groomer, an attraction or behind a desk, employees are the "Heart of CDA", the Group's strength and pride.



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PASSION



CREATIVITY



EXPERTISE



EXPERIENCE

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