# 1.1.4 Summary of business model

## CAPITAL

#### Share capital

- A Group listed on the stock exchange since 1999
- Almost 50% of its shares are owned by its Founding Chairman, Gérard Brémond

# **Human** capital

- Almost 12,600 talented employees committed to customer satisfaction every day
- 66% of employees under the age of 45

# **Environmental capital**

• Over 280 destinations in the heart heart of natural environments with vast, responsibly-managed natural spaces

#### Social capital

- 8 million customers with a range of profiles
- Over **18,000** individual owners and nearly **45** institutional owners
- A **trust-based** relationship with our clients, all of our financial partners and local authorities

#### **Industrial capital**

- A multiproduct "asset light" business model able to be rolled out globally and combining property development and tourism operation
- Recognised know-how: 50 years of expertise in creating, developing and operating tourism destinations
- 6 tourism brand names with strong recognition

# VALUE CREATION PROCESS

#### Change Up

A rigorous strategic plan through to 2024 for sustainable profitability

# 3 pillars

- Growth: optimisation of the existing and targeted development of Center Parcs and Pierre & Vacances mountain holidays
- Efficiency: creation of a lean holding company focused on corporate functions and the implementation of autonomous Business Lines for an agile and entrepreneurial organisation
- Values: CSR strategy, Group purpose and employer promise

#### **Business lines**

# PROPERTY DEVELOPMENT

- Development /renovation

## **TOURISM BUSINESS**

- Operation of sites (lease agreements or management mandates)
- Marketing of holidays

#### **Brand names**













# **CREATING SHARED VALUE**

### **Strong fundamentals**

- £1 3 billion of revenue in 2020
- A local tourism which is resilient in times of crisis
- - Financing secured ◆ More than **€450 million** of liquidity as of 30 September 2020

# "Happy@work" employees

- 82%\* of employees satisfied by the company in general
- Over **60,000** training hours
- 53% loyalty rate of seasonal workers for Pierre & Vacances France
- 51% of women managers

# Enhanced territories and preservation of their environment

- High quality tourist sites in terms of architecture and landscapes
- Relationships built with local stakeholders for an improved customer experience
- Up to 600 direct jobs created and an estimated of €30,000 contributed to local GDP for a Domaine Center Parcs
- 100% of the Center Parcs sites offer a nature activity and 5,385 children have participated in a nature activity at Pierre & Vacances
- \* 2018-2019 data.

# Loval customers and owners

- Over **80** %\* of customers satisfied
- 89%\* intend to return to our sites
- 67% renewal rate by our owners at the end of the lease

# Preservation of the environment

- 38% of sites with an eco-label in the operational phase (Green Key or ISO 14001 labels)
- 100% of projects delivered with an environmental building certification
- 24% of Center Parcs Europe energy needs covered by renewable energies