

P R E S S K I T



BARRIÈRE

June 2026

contents

01

BARRIÈRE GROUP

Our story	5_7
Our strategy	8
Development	9_11
Brand architecture	12
Key figures	13_18
Governance	19_20

02

OUR PORTFOLIO

Casinos	21_22
Hotels	24_28
Restaurants	29_32

03

OUR PILLARS

A major economic impact	33
Culture and artistic creation	34_35
Sport	36
Architectural heritage	37_38
Corporate social responsibility (CSR)	39_40
Careers	41

P R E S S K I T

Barrière has embodied a unique family-run business for over a century. Since its story began in Deauville in 1912, each generation has been committed to creating personalised experiences.

Today, we are committed to fulfilling the



legacy of our heritage with passion and humility. Our name goes hand in hand with a hundred years of vision, daring and transmission, and we are determined to ensure this heritage endures into the future.

With 20 luxury hotels, 33 casinos and a gaming club in Paris, more than 200

restaurants and bars, and nearly 3,000 artistic events every year, each venue is designed to offer unique experiences that blend elegance with deep emotion.

From Deauville to Marrakech, La Baule to New York, this flair for excellence is personified every day by our 7,000 employees. Their talent, commitment and warm welcome are the drivers of our success and a wonderful embodiment of Barrière Spirit.

From this strong foundation, the group continues to evolve by staying attentive to the needs of our customers and to the issues of our time. Barrière is a future-focused organisation, loyal to its roots. A company where every moment matters, and where excellence only means something when it's used to conjure emotion.

**Joy Desseigne-Barrière
& Alexandre Barrière**
Co-chairs of the
Barrière Group

Barrière is much more than just a group. It's French art of living, iconic destinations where elegance meets conviviality, and where our customers come to have fun, spend time together and recharge.

FIRST AND FOREMOST,
BARRIÈRE IS A FAMILY
AFFAIR, WHICH HAS
CRAFTED ITS OWN
UNIQUE VISION OF
HOSPITALITY FROM
GENERATION TO
GENERATION ✨

Barrière

GROUP

OUR STORY

4 GENERATIONS, 1 VISION

Sharing and innovating

First and foremost, Barrière is a family affair, which has crafted its own unique vision of hospitality from generation to generation. A group that has never stood still, reinventing itself both in France and internationally, it has stayed true to its core business, focusing on hospitality and the leisure activities related to it.

1912 to 1962: François André, the creation of resorts

François André was the founder of modern-day tourism, firstly in Deauville, then in La Baule in 1926. A born entrepreneur, he created the French-style resort concept, combining a casino, hotels and sports facilities on one site, laying the foundations for a new era of hospitality and French art of living.

1962 to 1990: Lucien Barrière, the founder of the group

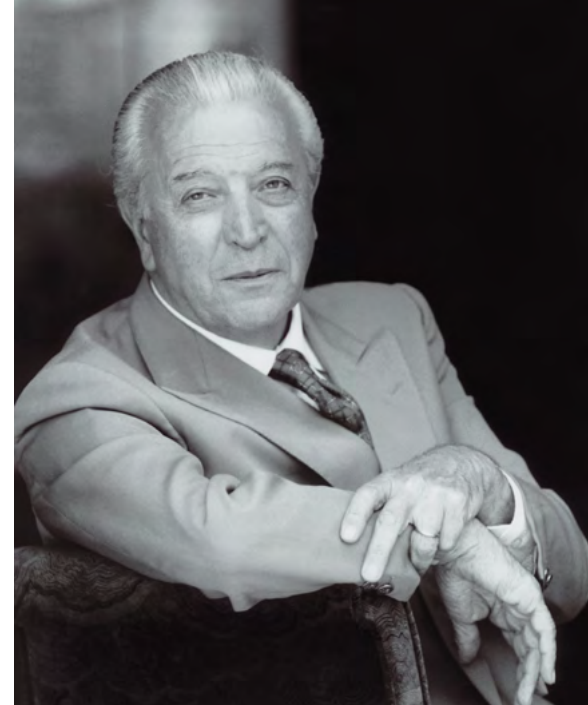
In 1962, Lucien Barrière, François André's nephew, took the helm of the group that he had joined ten years earlier. He modernised it, whilst taking care to maintain its tradition and preserve the prestigious resorts handed down to him by his uncle.

In 1980, he created the Société Hôtelière de la Chaîne Lucien Barrière (SHCLB), grouping together the hotels and La Baule Casino.



***From 1990: Diane Barrière,
emergence of “Barrière Style”***

In the early 90s, Diane Barrière-Desseigne succeeded her adoptive father, Lucien Barrière. She began major renovation projects and created the inimitable “Barrière Style” by initiating a long collaboration with interior designer Jacques Garcia. Her impact on the group remains through her sense of daring, French art of living, elegance and innovation.



***Since 2023: Joy Desseigne-Barrière and
Alexandre Barrière, new family impulse***

Together, Joy and Alexandre form the fourth generation of entrepreneurs at the helm of Barrière Group. Heirs to a family legacy handed down to them by their mother, they remain loyal to the core values that have fortified its position since 1912, ensuring its growth and development in France and internationally. In 2023, the group became a 100% family-owned business, with the entire share capital now held by Joy and Alexandre, a powerful symbol of their commitment to showcase the brand.

LEADING PLAYER IN THE HOSPITALITY AND LEISURE INDUSTRY

Fulfilling expectations and preparing for the future

Above all else, Barrière is a family affair, an entrepreneurial venture driven for more than a century by the concept of transmission, longevity and a shared ambition to offer a unique, timeless and unrivalled hospitality experience.

Shaped by four generations, this iconic name now boasts a portfolio of hotels, restaurants and casinos that are operated by two distinct entities: Groupe Lucien Barrière (GLB) and Société Fermière du Casino Municipal de Cannes (SFCMC). The addition of other prestigious and highly appealing brands such as Fouquet's, L'Éclair de Génie, and Loulou Groupe, as well as impressive property assets and a stable financial structure ensure well-managed and sustainable growth.

In 2023, Joy Desseigne-Barrière and Alexandre Barrière restored the group to family ownership by becoming its sole shareholders. Faithful to their family legacy, they aim to strengthen and promote the Barrière brands while adapting them to major shifts and emerging expectations in the hospitality and leisure sector, including rising environmental and social concerns.

Strengthening our position as historic market leader

Driven by Joy and Alexandre, the group relies on Grégory Rabuel, CEO, to accelerate the development of all sectors, diversify sources of future growth, and strengthen Barrière's position as market leader.

OUR STRATEGY

A CLEAR STRATEGY TO PREPARE FOR THE FUTURE

To strengthen its position as historic market leader, Barrière is rolling out a strategy based on its key priorities.

The group is continuing to turn its casinos into timeless, truly welcoming social spaces, where entertainment, emotion and hospitality are at the heart of every experience, aided by digital tools designed to enrich and improve the customer journey.

At the same time, Barrière is continuing to enhance its hotel and gastronomy offer, by upgrading its legendary properties, developing prestigious collaborations, and adapting its establishments to meet the new demands of a clientele seeking tailor-made experiences.

International development is another major lever, driven in large part by Fouquet's global standing and the group's capacity to apply its expertise to legendary destinations around the world.

Finally, an innovation drive to all the group's sectors in order to seize new market opportunities and fulfil the expectations of an increasingly demanding clientèle, without straying from its fundamental principles of quality, elegance and service, on which Barrière's reputation was built.

The group's 7,000 employees are the embodiment of Barrière spirit and at the heart of this push forwards.

Their commitment, expertise and warm welcome drive our ambition and guarantee the group's reputation in France and around the world.



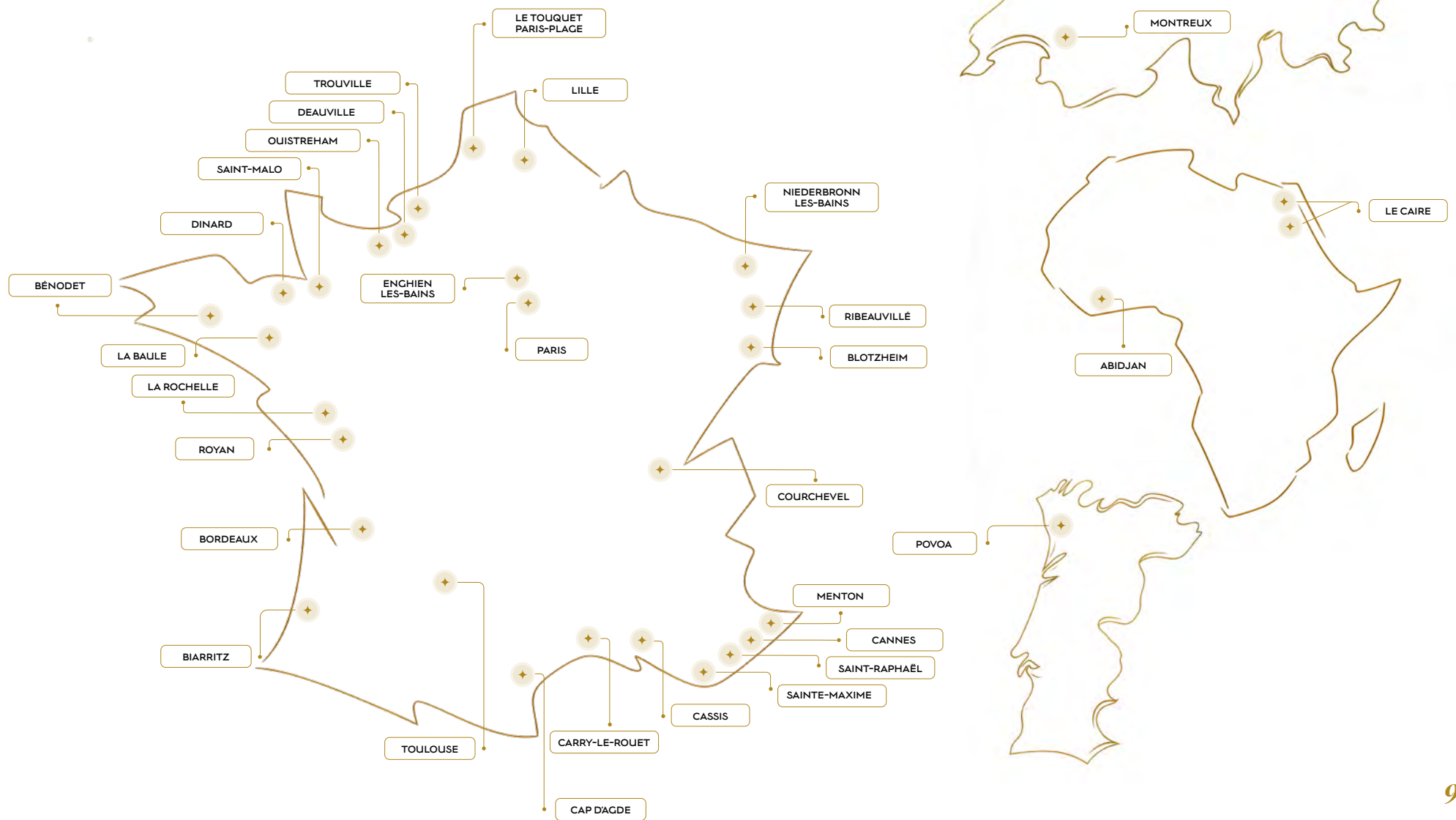
“

What makes Barrière special is the rare alliance between a strong family history and deeply committed employees. For three years, I've been lucky enough to work with men and women who embody the excellence and art of living that make our maisons stand apart, every single day. Together, we pursue a simple but demanding ambition: to boost Barrière's standing in France and around the world, while remaining faithful to the values that have defined us for over a century.

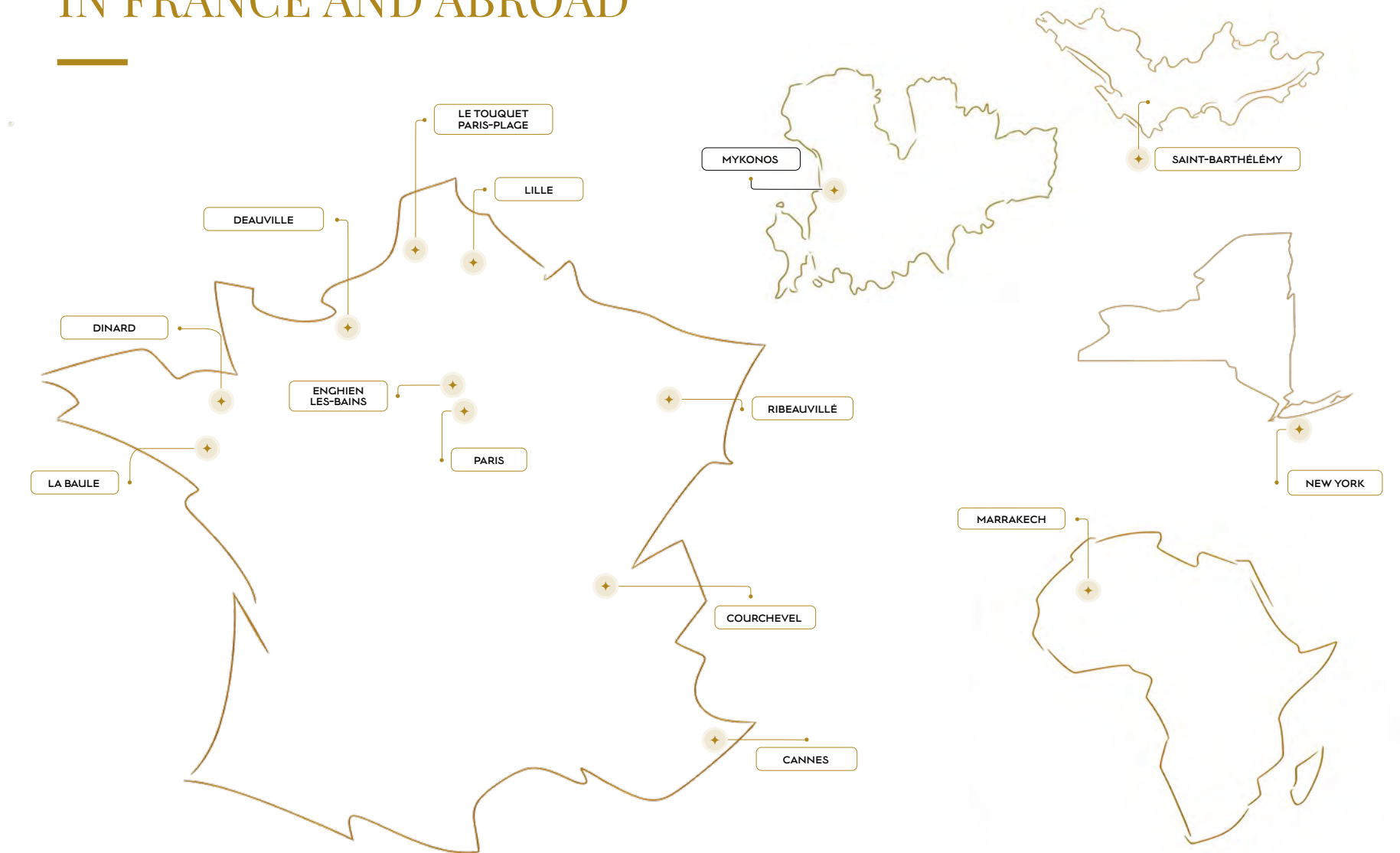
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Grégory Rabuel
Barrière Group Chief Executive Officer

CASINOS BARRIÈRE IN FRANCE AND ABROAD



HOTELS BARRIÈRE IN FRANCE AND ABROAD



A DISTINCTIVE MODEL, FOUNDED ON EXCELLENCE AND SELECTIVITY



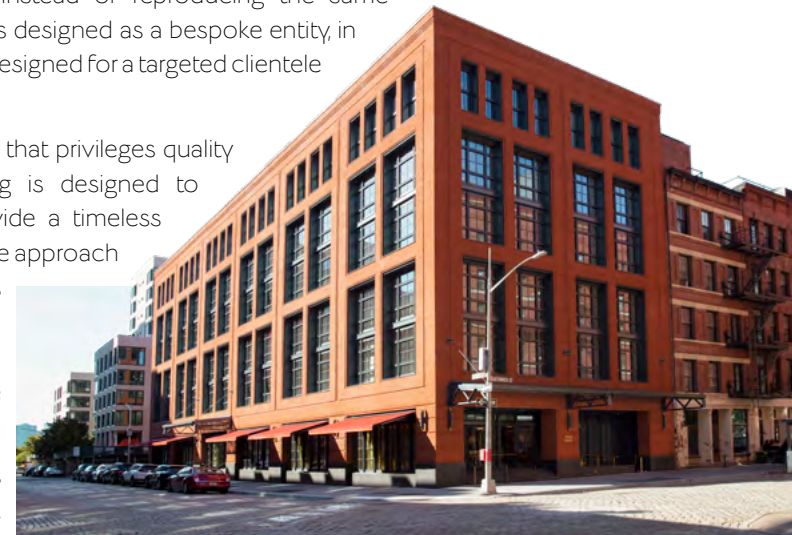
Internationally, Barrière is rolling out its own specific model, based on creating unique destinations instead of reproducing the same standardised format. Each project is designed as a bespoke entity, in harmony with its environment and designed for a targeted clientele seeking exclusive experiences.

This requires an exacting approach that privileges quality over quantity. Each new opening is designed to create sustainable value and provide a timeless experience. The rigour with which we approach our selection of destinations and partners guarantees total commitment from operational teams and complete control of the hospitality offer.

Barrière's renowned expertise means it is equally capable of creating iconic urban hotels such as Fouquet's Paris and its New York counterpart, as well as exceptional seafront addresses such as the Majestic in Cannes. This proficiency drives a powerful model that combines the efficacy of international marketing with an operational culture based on service, attention to detail, and elegance.

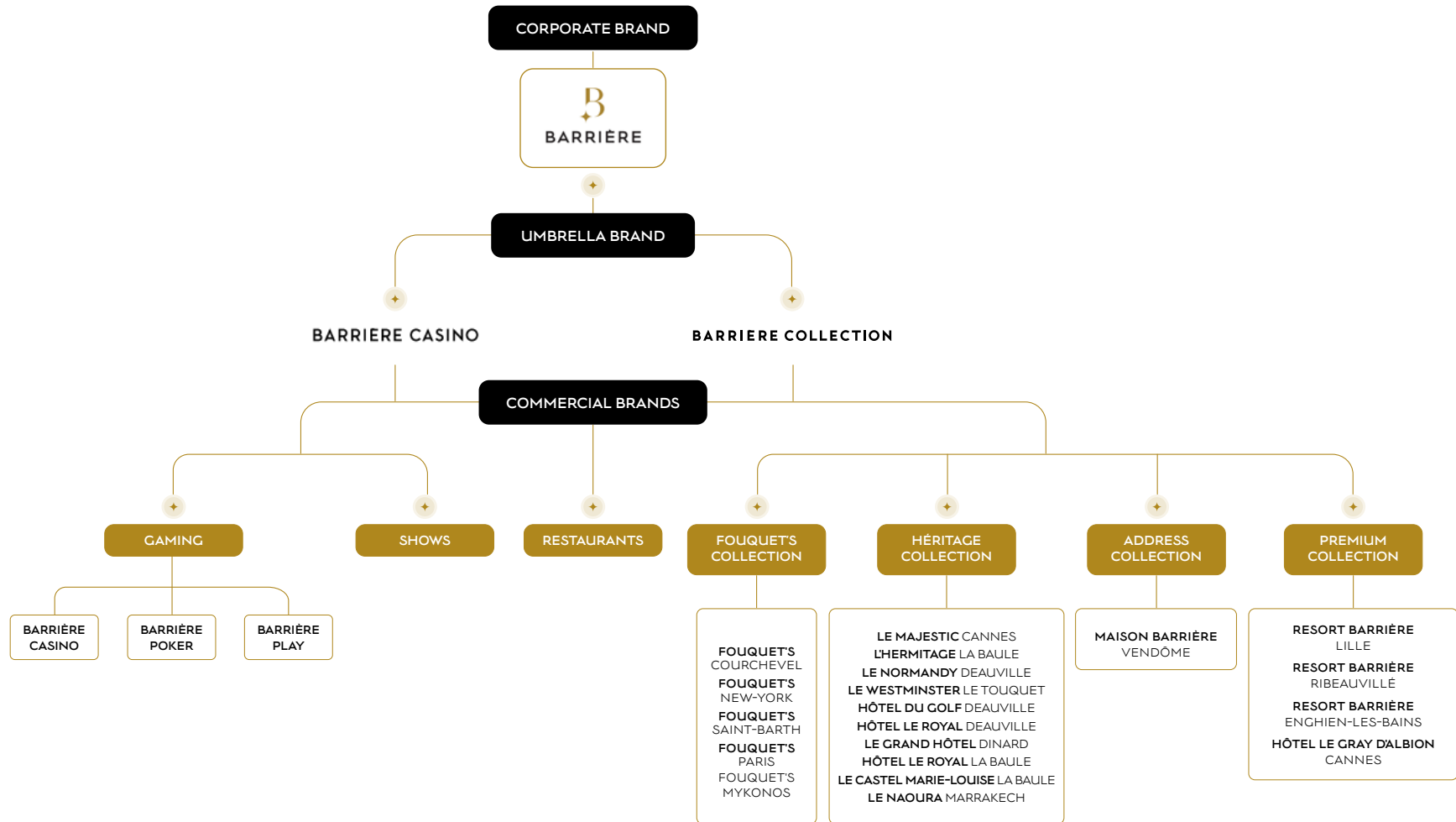
This aim of establishing the group in new international destinations relies on dedicated organisations outside the gaming industry, with priority given to hotel management contracts to achieve controlled growth.

Europe, North America, Middle East, Africa, Asia..., Barrière is continuing to roll out to the most attractive destinations in the global market.



BRAND ARCHITECTURE

BARRIÈRE GROUP



KEY FIGURES

34

GAMING ESTABLISHMENTS

including **26** casinos in France,
3 in Switzerland, **2** in Egypt, **1** on
the Ivory Coast, **1** in Portugal,
and **1** gaming club in Paris

*More
than*

6600

SLOT MACHINES

nearly **1,700** electronic games, and more
than **280** table games

5

CASINOS

featuring amongst the top **10** in France
- Enghien-les-Bains **1st**, Blotzheim **2nd**,
Toulouse **4th**, Lille **5th**, and Bordeaux **6th**





P R E S S K I T

Hotels

KEY FIGURES

21

LUXURY HOTELS

More than **2,300** ROOMS
and suites and **17** ryads

5

LEADING HOTELS OF THE WORLD

and **1** Relais & Châteaux

*More
than*

2300

ROOMS

and Suites et **17** ryads.

KEY
FIGURES

*More
than*

200

RESTAURANTS
and Bars

7

LOULOU RESTAURANTS
and 1 Grand Café

2.7

MILLIONS
meals served every year

*Restau-
rants*



KEY
FIGURES

20

PERFORMANCE VENUES
run by Barrière in France
and abroad

Nearly

3 0 0 0

SHOWS

and cultural events organised
every year

Entertainment



KEY
FIGURES

Well-being & Sport

3

GOLF COURSES

Including the largest golf course in
France Golf International Barrière
La Baule and 2 tennis /padel courts

16

SPAS

1 thalassotherapy centre
and 1 balneotherapy centre



KEY
FIGURES

*Our
Teams*

Almost

7000

EMPLOYEES
in France and abroad

AN INDEPENDENT FAMILY-OWNED BUSINESS



A 100% family-run organisation

Barrière is an umbrella brand for the hotel, casino, and restaurant business of two distinct entities: Groupe Lucien Barrière and Société Fermière du Casino Municipal de Cannes (SFCMC).

Société Fermière du Casino Municipal de Cannes

The SFCMC comprises three hotels, Le Majestic and Le Gray d'Albion in Cannes, Le Carl Gustaf in St Barths, and a casino. Listed on compartment B of Euronext Paris, La Société de Participation Deauvillaise holds 93.171% of its capital, with 6.83% remaining public.

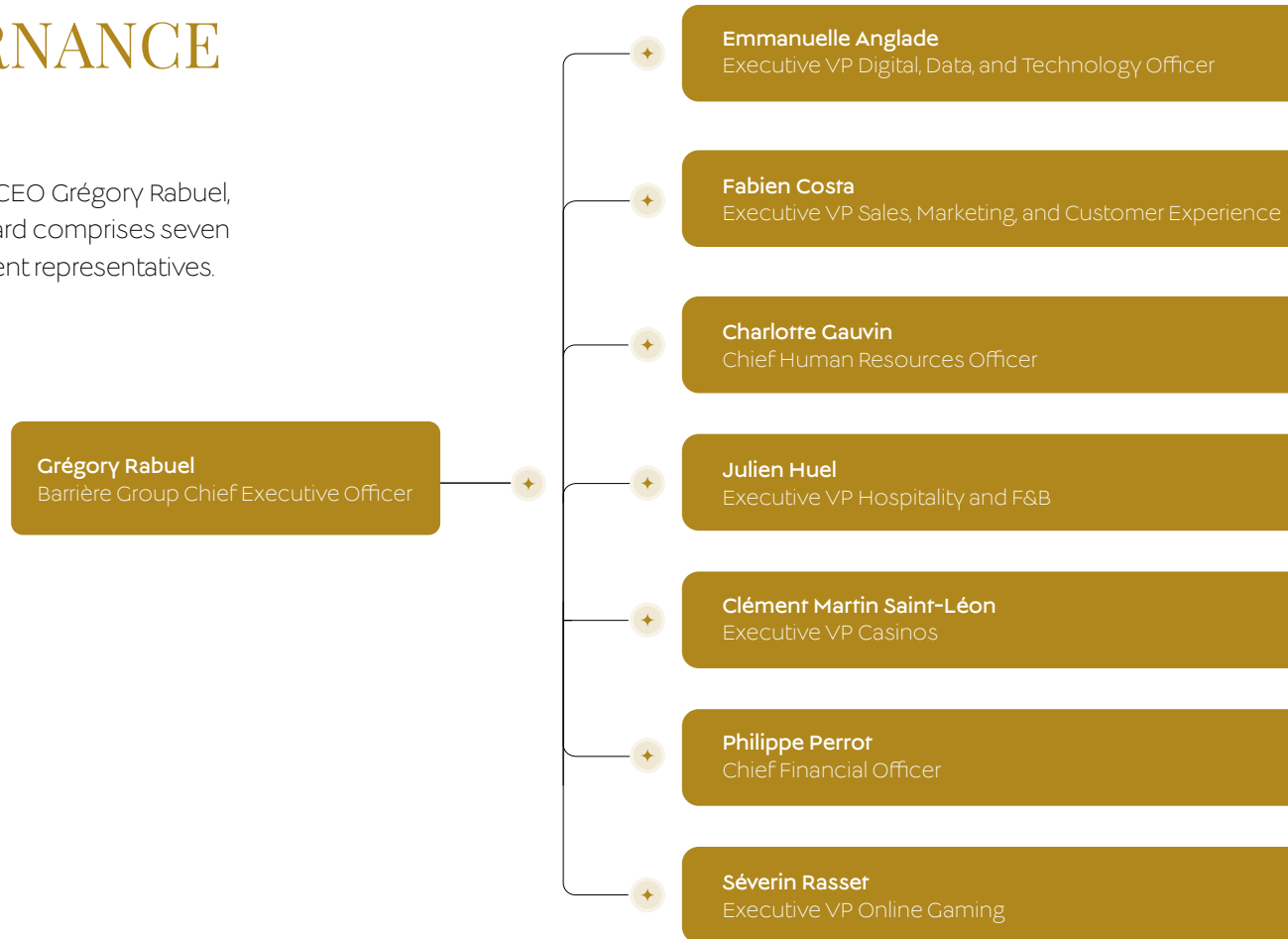
Groupe Lucien Barrière

Since 2023, Groupe Lucien Barrière is entirely owned by Joy Desseigne-Barrière and Alexandre Barrière. This decision reinforces Barrière's family heritage and its attachment to preserving the group's identity, values and independence.

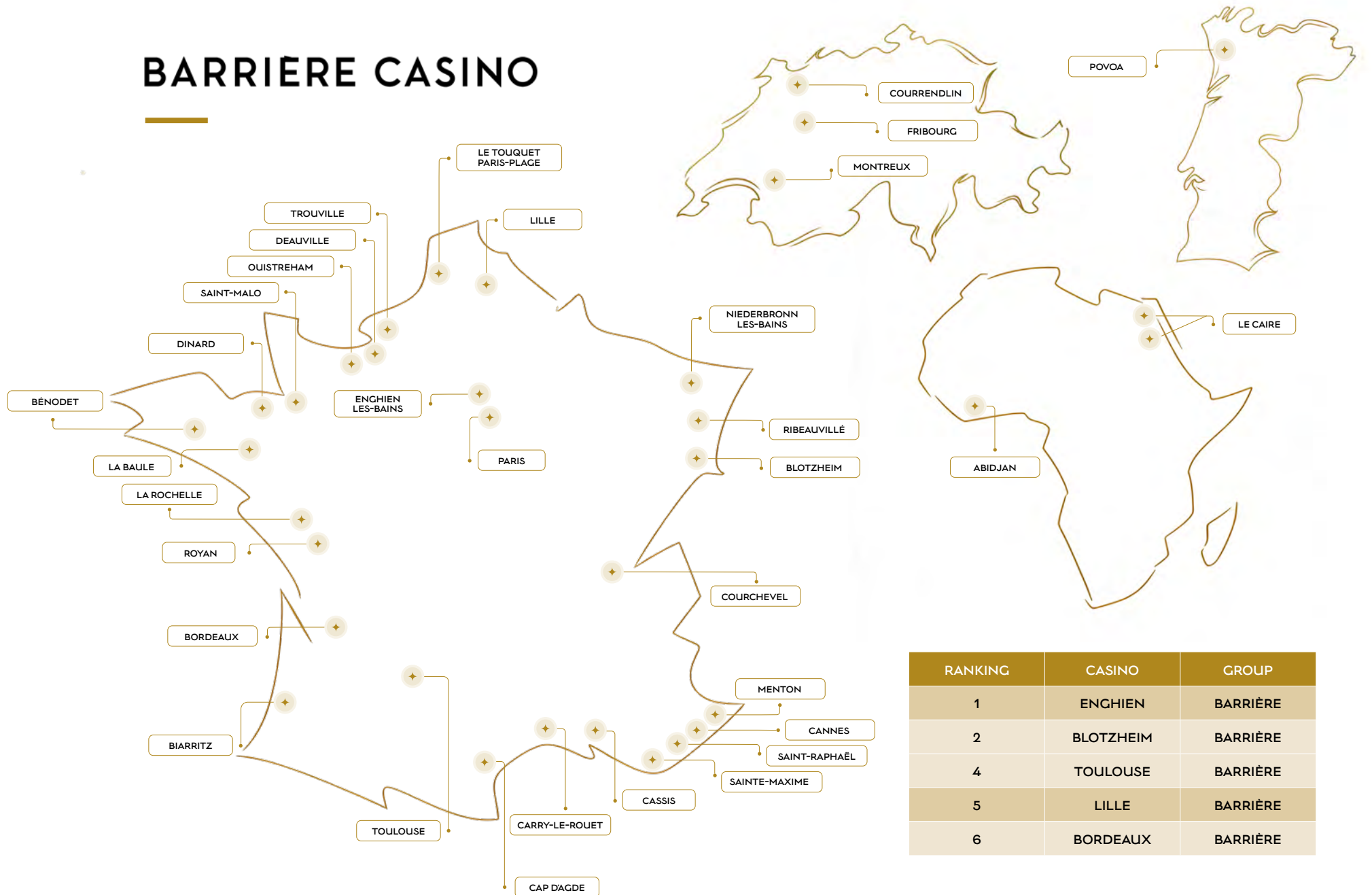


EXECUTIVE GOVERNANCE

Presided over by CEO Grégory Rabuel, the Executive Board comprises seven Senior Management representatives.



BARRIÈRE CASINO



Our OFFERING

CASINOS

A global player in the world of entertainment

The leader of France's entertainment and casino industry, Barrière has also successfully expanded internationally. With 34 establishments located in France, Switzerland, Portugal and Africa, the group is a global player in leisure and entertainment, with an offering that comprises gaming, restaurants, shows and events in iconic venues.

Poker occupies a unique position in that offer. Barrière establishments are renowned for their programme of accessible poker tournaments, notably held at Club Barrière Paris and in several of the group's casinos. One such unmissable event is the legendary Barrière

Poker Tour, a real benchmark for live poker in France that travels around the country each year, helping to promote the brand to a loyal intergenerational audience. Barrière also partners the European Poker Tour (EPT) Paris, one of the biggest international poker circuits, welcoming a major part of the global calendar to the capital.

Each Barrière casino is designed as a venue where the experience builds from the moment customers are welcomed and continues throughout their visit. The goal is to offer each person a unique immersive experience combining entertainment, emotion, and conviviality, in elegant and welcoming surroundings.

Casinos designed to be social spaces

Barrière casinos are evolving to meet the needs of an ever-changing clientele. The spaces have been redesigned to encourage socialising, to offer exciting entertainment and to hold cultural events and celebrations all year round.

From the architecture to the customer journey, every detail has been designed to combine modernity, elegance and comfort, in order to make each visit a memorable experience, whether for an evening of gaming, a meal out, or a concert.



Digitalisation to enhance the customer experience

Barrière groups digital transformation primarily aims to enhance the customer experience and interpersonal relations. It is there to support teams in their day-to-day work, to ease the flow of the customer journey and to improve the welcome and service we offer, while never becoming a substitute for direct client contact.

Designed to assist guests, Barrière's digital tools help to improve the flow of an experience, before, during and after a visit, while prioritising interactions with and guidance from the expert teams on the ground.

The Barrière Play application takes exactly this approach. It aims to enrich the customer experience by offering guests practical services and personalised attention, becoming a naturally integrated part of any visit. The technology is deliberately designed to be discreet and to assist in the delivery of a smooth, welcoming, real-world experience.

This carefully managed digitalisation showcases the expertise of Barrière employees, supports operational excellence, and forges closer bonds with customers. It is fully inscribed with the DNA of the Group, which continues to privilege physical presence, quality interactions and attention devoted to each customer.

A fun, responsible entertainment offering

Beyond gaming, Barrière casinos stand as overall entertainment destinations. Bars, restaurants, concerts, shows, clubs... customers can enjoy a range of fun experiences within the framework of the ambitious responsible gaming policy in operation at each establishment.

This commitment is proven through awareness campaigns, team training and support tools, to guarantee that gaming remains a fun, controlled and positive experience.





HOTELS **BARRIERE COLLECTION**

A collection of exceptional addresses

For over a century, Barrière has established itself as a leader in the luxury hospitality industry in France and around the world. Now united under the Barrière Collection, the Group's 21 hotels form a collection of exceptional destinations, each with a unique history, shaped by elegant architecture, rich heritage and excellent service.

Having hosted legendary figures, served as film sets, and held prestigious international events, these iconic venues cultivate the French art of hospitality, where authenticity and emotion combine with precision.



The birth of unique expertise

It all began in 1912 with the opening of the legendary Hôtel Barrière Le Normandy in Deauville. That's where François André invented the concept of the French resort, bringing together hotels, a casino, restaurants and leisure facilities in one location. This seminal model remains the organising principle of the Barrière Collection's high-end, tailor-made hospitality, which extends to more than 2,300 rooms and suites as well as 17 ryads.

Heritage that reaches beyond borders

From Deauville to La Baule, via Cannes, Paris and Ribeauvillé, each hotel is set in a unique location. Barrière expertise has also expanded internationally, with an established presence in Marrakech, St Barths, Mykonos and New York. At Tribeca, the Fouquet's Hotel combines Parisian elegance with New York energy, illustrating the Collection's international and contemporary identity.

Four experiences, the same high standards

Barrière Collection is organised around four distinct experiences:

- ✦ **Fouquet's**, exemplifying ultra luxury in exclusive locations, in France and around the world.
- ✦ **Héritage**, under the Hôtel Barrière brand, continuing the tradition of the integrated resort and embodying the group's founding legacy.
- ✦ **Address**, with Maisons Barrière, offering intimate and exclusive hospitality, halfway between a boutique hotel and a private residence.
- ✦ **Premium**, offering a contemporary approach combining leisure, well-being and high-end business, while maintaining Barrière standards.



HOTELS BARRIÈRE COLLECTION *Fouquet's*

Fouquet's, a globally renowned French luxury icon

Founded in Paris in 1899, Fouquet's is one of the most renowned establishments to symbolise the French art of hospitality. A legendary address on the Champs-Élysées, and a listed Historic Monument, over the years, the brand has established itself as a benchmark in Parisian luxury, closely affiliated with cinematic history, culture and French elegance.

Part of the Barrière Collection, Fouquet's embodies the group's Signature experience. Positioned as contemporary ultra-luxury, based on its excellent service, quality facilities and attention to detail. Each establishment is designed to be exceptional, combining heritage, design and bespoke experiences,

in an atmosphere that's both elegant and welcoming.

Now rolled out in five legendary destinations - Paris, New York, Courchevel, St Barths and Mykonos - the brand offers the same high standard of hospitality while adapting to each location's identity and energy. In Paris, Fouquet's is home to the brand's historic and cultural heart. In the Tribeca area of New York, the Martin Brudnizki-designed hotel combines Parisian elegance with American modernity. In Courchevel, Fouquet's puts an Alpine twist on intimate, immersive luxury. In St Barths, the brand boasts a light-filled, intimate atmosphere, designed by Gilles & Boissier.

Through Fouquet's, Barrière asserts an international vision of luxury, faithful to its roots, exacting in execution, and resolutely focused on experience.

A singular signature, where excellence is used to conjure emotion.



SPA & WELL-BEING

Well-being is central to the Barrière experience

Inspired by the legacy of Diane Barrière, a pioneer of holistic well-being, the group has made its spas genuine sanctuaries of relaxation and revitalisation, where the excellence of the treatments is matched by the exceptional nature of the surroundings.

In each of its destinations, Barrière offers a comprehensive range of innovative treatments, developed in partnership with iconic beauty

brands. Exclusive rituals, designed to satisfy the most demanding expectations, take every stay to another level.

The majority of Hôtels Barrière boast exceptional well-being and fitness facilities, designed to extend the experience of the stay: indoor and outdoor swimming pools, saunas, steam rooms, ice rooms, snow showers and fitness areas with cutting-edge technology, in partnership with Technogym, to provide each guest with a tailor-made experience.





2026 WELCOMES THE ADDITION OF NEW WELL-BEING EXPERIENCES:

- ✦ In La Baule, the l'Hermitage's Spa Augustinus Bader offers exclusive treatments that combine science with results, enhanced by ORA The Longevity Bay, a new centre dedicated to living a long and healthy life,
- ✦ In Deauville, Le Normandy's Spa Guerlain offers exceptional treatment experiences, founded on Maison Guerlain expertise,
- ✦ At the Grand Hôtel Dinard and Hôtel Barrière Le Westminster Le Touquer, Spa Shiseido embodies the same high treatment standards using unique procedures, in elegant seaside settings.
- ✦ In Paris, Fouquer's Paris Spa Decorré offers rituals inspired by Japanese expertise, while Atelier de Beauté & Spa SeeMy Experience at Maison Barrière Vendôme offer a tailor-made "haute-beauté" approach.



These different locations embody the same groundbreaking vision: combining innovation, excellence and personalisation to make every moment spent in a Barrière spa an unforgettable experience.

RESTAURANTS

A legacy of hospitality

Alongside hotels and gaming, restaurants and bars have been a historic pillar of the Barrière Group for over a century. In each of its 150+ restaurants and bars in France and around the world, Barrière offers the same art of hospitality: vibrant, classic, elegant, driven by an eye for beauty, good food and authenticity.

The group's second largest business in terms of turnover, our restaurants and bars thrive thanks to the energy and expertise of over 3,000 employees, including 150 chefs, who offer a multitude of culinary experiences from Michelin stars to contemporary brasseries, popular cafes to private dining. Each venue is a timeless idyll, chic, generous, celebratory, and always unique.

Iconic destinations meet new capital cities

Barrière restaurants extend to unique locations, by the sea, in the mountains and in the heart of major capital cities. Paris, Courchevel, Cannes and Le Touquet are among the legendary French destinations where the Barrière signature comes to life through exacting gastronomy and exclusive experiences.

Worldwide, the group's expertise is expressed in distinctive, dynamic destinations, from New York to St Barths, as well as Marrakech, Abu Dhabi and Switzerland. In Marrakech and Cannes, Barrière has partnered with Beefbar, the iconic gastronomy brand from the Giraudi Group. Its international profile reflects a strong ability to blend the French art of living with exportable, iconic concepts that appeal to a cosmopolitan clientele in exceptional settings.



Creating brands, bringing experiences to life

As well as its destinations, Barrière is also a creator of iconic concepts.

Born on the Champs-Élysées, **Fouquet's** is a Parisian institution and a celebrated symbol of the French art of living. This historic brasserie remains the heart of the brand, expressing a unique heritage that continues today across legendary hotel addresses with continuity and exacting standards.



Among the group's exceptional establishments is Le Touquet's Michelin-starred restaurant **Le Pavillon**, a demonstration of Barrière's gastronomic excellence. Chef William Elliott offers creative, elegant cuisine, adapted to that day's fresh market produce. Beautifully decorated by designer Bruno Borriane, the dining room opens out onto a terrace with peaceful views of the lighthouse, extending the experience in a natural, tranquil setting.



Hotel bars have become destination venues in their own right: le Titsou in New York, le Bar du Majestic in Cannes, le Bar du Normandy in Deauville and le Bar du Royal in La Baule, all designed to be social spaces where atmosphere, service and design come together to create unique experiences.

The relaunch of Ciro's, a seaside benchmark, puts a chic and elegant twist on coastal style in Deauville, La Baule and on the Majestic's beach in Cannes.



The casino culinary experience is also being revamped with French pub Chérie Cherry in Enghien-les-Bains (the group's largest casino) and Cannes, exuding a sociable, modern vibe.



What about the future?

Barrière's ambition is clear: to accelerate international development, to enliven and evolve its key brands, and to continue to innovate, offering ever richer experiences without losing our appetite for connection or the exacting standards of quality that give our brand its power.

ÉCLAIR DE GÉNIE

*A group that's not
afraid to change or
diversify*

In keeping with its pioneer spirit, Barrière moves with the changing market and invests in brands that resonate with the age, combining creativity, excellence and modernity.

In September 2020, the Group acquired a majority stake in L'Éclair de Génie, created by Pastry Chef Christophe Adam, who was also behind the

Dépôt Légal brands. Established in around ten countries and growing fast, these brands stand apart thanks

to their bold and innovative approach to contemporary pâtisserie.

This collaboration makes its way into the Barrière Collection hotel experience thanks to sweet creations by Christophe Adam served at the group's legendary establishments. Guests can also discover gourmet welcome packs designed for key times of the year, including Christmas and Easter, celebrating the French art of hospitality with a touch of creativity.



LOULOU GROUPE

Barrière makes new strides in its diversification strategy

In September 2024, Barrière became a majority stakeholder in the Loulou Group, alongside founders Gilles and Claire Malafosse, as well as Pierre-Antoine Capton and Jean-Philippe Cartier.

In barely a decade, Loulou has established itself as a bold, singular brand, known for its spectacular addresses in unique locations:

- ✦ In Paris, at the Musée des Arts Décoratifs, and le Grand Café at the heart of the Grand Palais.
- ✦ On the legendary Pampelonne beach in Ramatuelle.
- ✦ At Roquebrune-Cap-Martin, in one of the most iconic sites on the Riviera.

Loulou embodies relaxed sophistication, unquestioned authenticity and that extra special something that makes each address a unique experience in an elegant and sociable atmosphere.

This collaboration was established in December 2024, with the opening of a new Loulou restaurant at Fouquet's Courchevel. Imagined by interior designer Corinne Sachot, the decor is inspired by Savoie and the American Rockies. Over two levels, Loulou and Loulou Savoyard boast an authentic mountain atmosphere, in perfect harmony with the spirit of Courchevel. The generous and varied menu subtly combines mountain flavours with Italian inspiration from Piedmont and Lombardy.



Our **PILLARS** **A COMMITTED GROUP**

MAJOR ECONOMIC IMPACT

Barrière is involved in its local community

Deeply rooted in the areas where it is established. Every year, millions of euros are invested in local cultural events: festivals, concerts, fireworks and artistic initiatives that breathe life into our locations.

Over
**26 French
communes**

enjoy knock-on financial
benefits, making Barrière
casinos valuable
economic partners

Over
**7 000
employees**

in France
and abroad

Over
**500 million
euros**

are paid into the public purse
annually, including sums paid
directly to municipal budgets,
contributing to financing
infrastructure, cultural projects
and security measures.

CULTURE & ARTISTIC CREATION

Un lien historique A historic link with art and creativity

In 2003, this commitment was underlined by the creation of a dedicated artistic department, enabling the group to offer ambitious programmes that enrich the experience of our properties and transform them into real cultural hubs. Every year, establishments are brought to life with concerts, dinner shows, showcases and theatre workshops. In intimate venues or on iconic stages, Barrière offers a rich, eclectic and accessible programme that further embeds the group's cultural contribution to its destinations.

The beat of Barrière productions' own drum

In Lille and Toulouse, the group has been recognised for creating original musicals which have earned multiple nominations and wins at the Trophées de la Comédie Musicale since 2017.

In its Deauville, Nice, Blotzheim, Ribeaupillé and Trouville casinos, Barrière works with renowned directors to create immersive shows. One such example is The Great Party in Deauville, a show with joy and the customer experience at its very heart.

The Barrière Enghien Jazz Festival, created in 2001, is another illustration. With its iconic floating stage on the lake at Enghien-les-Bains, it has established itself as an unmissable event, attracting over 55,000 spectators every summer

and helping to promote the town and establish the region's cultural reputation.

A strong commitment to creativity and talent

In addition to its own productions, Barrière supports artistic creativity and emerging talent by partnering with major cultural events such as the

Cannes Film Festival, the Montreux Jazz Festival, Série Mania in Lille, the Dinard British & Irish Film Festival and the La Baule Film and Film Music Festival.

In Deauville, Barrière is a co-founder of

the American Film Festival, an event that has celebrated the relationship between French and American cinema for five decades, illustrating the group's deep connection to cinema.

**SINCE ITS CREATION,
BARRIÈRE HAS
MAINTAINED CLOSE
LINKS WITH THE
ART WORLD. SHOWS,
MUSIC, CINEMA...
CULTURE IS PART OF
THE GROUP'S DNA.**

In each of its establishments, Barrière develops local partnerships to invigorate the regional economy, preserve heritage and promote culture, underlining its role as a cultural stakeholder in its destinations.



Barrière Foundation

A long-standing commitment to the cinematic arts

Founded in 1999 on the initiative of Diane Barrière, the Barrière Foundation continues the group's long-standing commitment to culture and creativity. Since it began, it has supported the emergence of new talent and singular creations, confirming Barrière's role as a dedicated patron of the arts and promotor of France's cultural reputation.

SUPPORTING WORKS OF ART FROM THEIR INCEPTION.

Since 2025, the Barrière Foundation has firmly underlined its commitment to cinema by focusing its efforts on supporting new projects right from the often precarious and decisive development phase.

The Barrière Foundation Cinema Prize, a sum of 40,000 euros awarded each year, is a practical application of this commitment. The prize recognises the entire creative chain, allocating winnings to directors, producers and distributors, to support films from conception to distribution.

Additionally, the Foundation created the Bourse Nouvelles Vagues, in partnership with the Biarritz Film Festival, to support producer-director duos to develop promising feature films.

To date, over twenty films have benefitted from the support of the Barrière Foundation, including *Les Éblouis* by Sarah Suco (2019), *Five* by Igor Gotesman (2016), *Je Verrai Toujours Vos Visages* by Jeanne Herry (2023) and *Louise* by Nicolas Keitel (2025).

The Barrière Foundation underlines a strongly held belief in supporting projects capable of leaving a

lasting impression, shedding light on contemporary issues and inspiring a wide audience, while contributing to the vitality of French cinema.



SPORTS

Historic commitment in support of sport and its values.

For over a century, sport has held a special place in Barrière history. Beyond the disciplines themselves, the group shares their associated values: high standards, respect, competitive spirit, sharing expertise and stretching one's limits. A loyal supporter of major sporting events, Barrière has a long-standing commitment to the people and locations that bring elite sport to life.

Golf, part and parcel of the Barrière experience

Golf is firmly embedded in Barrière's DNA and in the construction of its historic hotels. An emblematic discipline in "the French Resort", golf

embodies a lifestyle that combines elegance, rigour and conviviality.

The group is also renowned for its involvement in professional golf. Barrière is a partner of the French Lacoste Ladies Open, a major leg of the Ladies European Tour, held at Golf Barrière Deauville since 2022. This commitment illustrates the group's determination to support women's sport and major international competitions.

Tennis & Padel

In Deauville and La Baule, Barrière supports the growth of racket sports in destinations where they have historic importance. Through its infrastructure and events, the group promotes accessible disciplines that bring people together, in keeping with the spirit of sharing and conviviality that characterises its resorts.

Horse-riding, a firmly rooted passion

For over 110 years, the equestrian world has been an integral part of Barrière history, particularly in destinations where horse-riding is deeply rooted.

In Deauville, a stronghold for the horse world, the group hosts the Meeting Barrière every summer at La Touques Hippodrome, in partnership with France Galop. This unmissable event celebrates horse-riding in all its forms and attracts professionals, amateurs and celebrity names:

- ✦ **Meeting de Plat and its major international race,**
- ✦ **Arqana horse auctions, global industry benchmarks,**
- ✦ **Polo competitions, including the Barrière Deauville Polo Cup, which welcomes the discipline's international elite every summer.**



In La Baule, the group is a committed supporter of the Jumping International La Baule (CSIO), one of the most prestigious jumping races in the world, at the highest level of the international circuit.

ARCHITECTURAL HERITAGE

Preserving the soul of a place while giving it a modern twist

So goes Barrière's vision for its architectural heritage. Anchored in exceptional sites, from Deauville to Cannes, Dinard to La Baule, the group's establishments are not simply hotels and casinos, they are genuinely iconic properties. Timeless, comforting and welcoming, places to feel at home while having exceptional experiences.

Some of the buildings embody a part of French architectural heritage. In Deauville, le Normandy and le Royal illustrate early 20th century coastal elegance. In La Baule,

**EVERY YEAR, OUR
EXPERT IN-HOUSE
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FUTURE.**

l'Hermitage's majestic silhouette stands facing the Atlantic ocean, while in le Touquet, the Westminster is a remarkable example of Art Deco architecture. In Cannes, le Majestic commands its position on La Croisette as one of the most prestigious symbols of the French hotel industry. In Paris, the legendary Fouquet's, a listed historical monument, illustrates the group's ability to combine heritage and modernity. Internationally, Fouquet's New York (with decor by Martin Brudnizki), Fouquet's Courchevel (lobby and restaurant redesigned by Corinne Sachot) and Fouquet's Saint-Barths (interiors by Gilles & Boissier) demonstrate the same expertise by adapting their designs to suit their environment.

This expertise is demonstrated through restoration campaigns carried out with strict respect for listed buildings and in close collaboration with the Architectes des Bâtiments de

France in Dinard, Trouville and even Deauville, to guarantee that every project respects the site's historic and aesthetic identity.



At Barrière, each architectural project is guided by a single aim: to preserve heritage, while offering experiences that combine modernity, elegance and emotion.

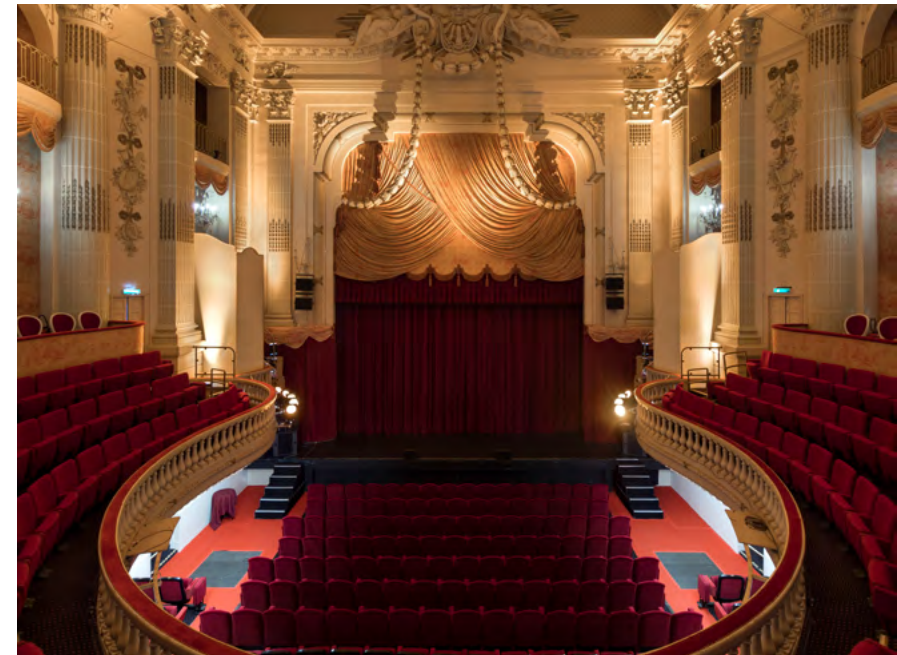


A great many projects illustrate these high standards, including the renovated Dinard and Trouville-sur-Mer Barrière casinos designed by architect Julien Paulré, the Normandy spa renovation by Blink Design, and Isabelle Stanislas' room upgrades at

the Majestic in Cannes, as well as Jordane Arrivet's revamped beach at the Majestic. In Sainte-Maxime, the casino enjoyed a complete renovation entrusted to Design Studio, while in Marrakech, interior designer Cédric Capron brought us le BeefBar and is readying new iconic lobby-bar le Rumore for opening.



Other noteworthy collaborations also illustrate this unique expertise: Friedman & Versace in le Ciro's de Deauville and La Baule, as well as Fouquet's lobby, and Maison Malapert, who designed the Chérie Cherry restaurants and is carrying out the interior design at the Grand Hôtel d'Enghien-les-Bains. This large-scale project has been run by the Valode & Pistre Architectes agency, selected as part of a competition, to rethink the establishment's architecture and start a new chapter in its story.



A responsible GROUP

PLANÈTE BARRIÈRE

The Group's Corporate Social Responsibility (CSR) strategy, known as Planète Barrière, integrates environmental and social priorities into its operations. Backed by governance and deployed across all establishments, it is brought to life by every team and by Sustainable Development Managers acting on the ground. Customers, employees, local authorities, suppliers and partners all contribute to this collective approach, which turns the Group's commitment into concrete, measurable action.

Planète Barrière's 2025-2027 strategy is based on three pillars



Environment, which focuses on preserving ecosystems and reducing the impact of the Group's activities by reconciling tourism, leisure, and environmental responsibility.



Social, which prioritises well-being, safety, and talent development while contributing to the area's economic, social, and cultural vitality.



Governance, which promotes transparent processes, ensures the programme's long-term sustainability, and embeds responsibility in every decision.



RESPONSIBLE GAMING

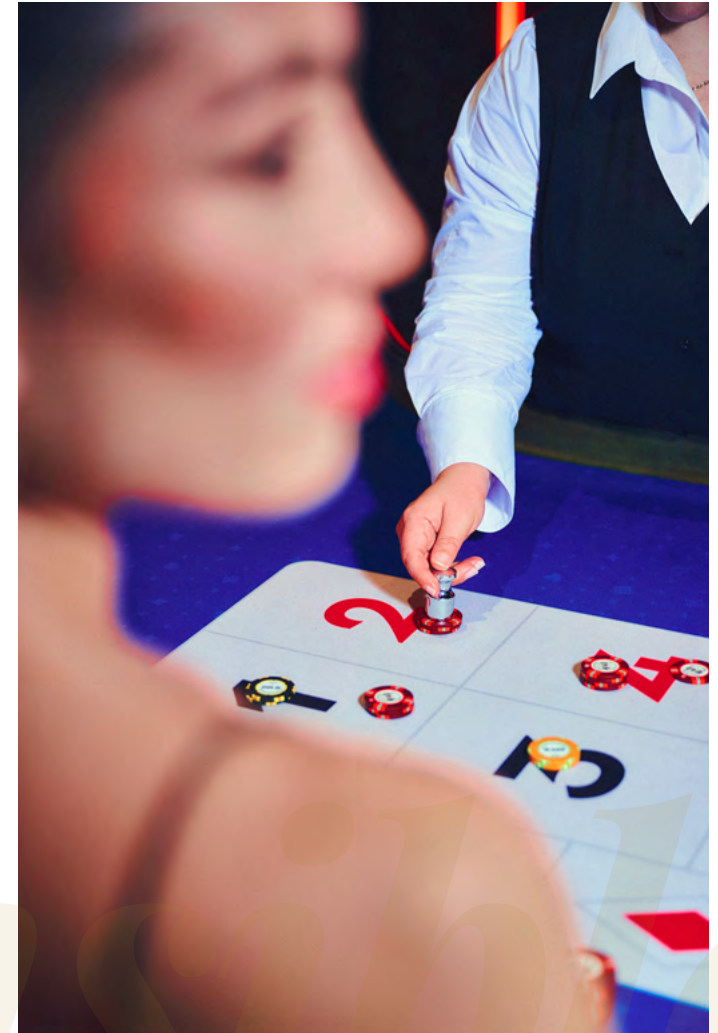
Barrière has been committed to Responsible Gaming in France for more than 25 years

A pioneer in this field, the group implemented a responsible gaming programme aimed at preventing the risks associated with excessive gambling, ensuring its establishments remain places of entertainment and enjoyment.

Since 2009, this programme has been structured around three pillars:

- + **professionally trained expert teams** in all casinos to support players,
- + **concrete measures**, such as the Voluntary Access Restriction,
- + **awareness raising programmes**, to ensure a safe and controlled gaming environment.

This commitment has positioned Barrière as a benchmark in responsible gaming, balancing customer experience, innovation, and prevention.



TALENTS & CAREERS

Responsible employer

For over 110 years, Barrière's success has been down to its employees' unique expertise, in France and around the world. With 50 occupations and one collective approach, the group's men and women showcase and promote French art of living, all taking the same pleasure in receiving and entertaining guests, and in creating unforgettable memories.

Barrière puts skills growth, professional development, diversity and inclusion at the heart of its HR policy. As well as experience and qualifications, the group seeks out people who are passionate about service and enthusiastic about evolving in a demanding, compassionate environment.



Quality of life and well-being at work

The well-being of our teams is an absolute priority. Barrière does everything it can to create a healthy, safe work environment, with relevant safety, health and support tools in place. A helpline dedicated to well-being and mental health is available free of charge to every employee 7 days a week, 24 hours a day.

Regular Quality of life and Working Condition surveys allow us to assess our teams' moods and to build action plans adapted to each establishment.

Diversity and inclusion

Barrière nurtures a culture of diversity and inclusion where every talented individual, independent of age, gender, religion, nationality or disability, is made to feel welcome. The recruitment and career progression processes are adapted and personalised to promote equal opportunities and to reflect the group's characteristically inclusive, respectful values.

Supporting every employee

Training plays a central part in this process and offers everybody the opportunity to develop their skills and progress within the group. Launched in 2019, Campus Barrière organises its opportunities into management careers, professional development and mandatory modules, with digital formats and

personalised learning pathways.

The group also offers tailor-made career and managerial pathways to support professional growth.

Created in 2023, the Croupier School trains new talent in the art via an intensive 400-hour programme that combines practical skills, personalised support and training delivered by in-house experts.

A third of employees have been a part of the group for over 15 years, which is testament to their strong sense of pride and belonging.

Group values

Excellence, innovation, enjoyment, customer care and team spirit are the fundamental values that guide our every professional move. They're a part of Barrière's DNA, in which high standards meet passion to offer unique and memorable experiences to every customer.

BARRIÈRE, MORE THAN A GROUP, A SIGNATURE ♦

For over 110 years, Barrière has been promoting the French art of living, combining history, innovation and excellence.

From iconic resorts to exceptional international locations, from cultural to sports and gastronomic experiences, the group continues to pursue the same goal: to create unique emotions in settings where every detail counts.

Bolstered by its 7,000 employees, its establishment in multiple territories and its responsible vision, Barrière continually reinvents itself to keep up with its changing sector and meet its clients' new expectations, all while remaining loyal to its founding values.

*Barrière. Emotion,
as always.*

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