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CARMILA PRESENTS CARMILA FRANCHISE & DEVELOPMENT: A TURNKEY SERVICE TO SUPPORT TENANTS AND FRANCHISEES

Boulogne-Billancourt, 23 September 2020

Carmila, the third-largest listed shopping centre company in Continental Europe, has created Carmila Franchise & Development: a turnkey service for supporting local retailers wanting to expand using a franchise model or through affiliation, as well franchisor tenants seeking high-quality retailers to increase their territorial coverage.

A comprehensive offering underpinned by Carmila's multi-local expertise

Carmila is located right in the heart of its regions and manages 215 shopping centres in France, Italy and Spain, 88% of which are leaders or joint leaders in their respective catchment areas.

Thanks to this unique regional covering, Carmila has a detailed understanding of its tenants' growth aims, in all business sectors, and can identify high-potential local retailers that are able to successfully develop franchises.

To bring these two targets closer together and help tenants to establish footholds at its locations, Carmila has created Carmila Franchise & Development, a brand-new innovative service which provides:

- local partners for franchise tenants
- appropriate tenants for retailers wishing to expand through the franchise model or through affiliation
- bespoke locations in leading shopping centres
- dedicated support from Carmila's local teams throughout the process, from starting the franchise to running the store

Franchising – a fast-growing development model

The franchise model provides tenants with greater flexibility and is more binding for retailers. It has become more common than the practice of opening up new branches. For example, across all of the shopping centres that it operates in medium-sized towns, more than half of the retailers that Carmila welcomes are franchisees and independents. At Rennes Cesson, Evreux, Orléans Cap Saran and Pau Lescar, Carmila



PRESS RELEASE

draws on support from many franchisees or multi-franchisees which operate one or several sales outlets for ready-to-wear, household equipment or restaurant tenants.

Despite everything, tenants often have difficulties finding the right candidates locally, while retailers need help finding tenants which are most in keeping with what they want to do. Building on its DNA as a retailer and the knowledge it has of the regions in which it operates, Carmila has created a specific scheme to support both tenants looking to develop using the franchise model, helping them find local partners, and project promoters, providing them with the most appropriate format.

Carmila Franchise & Development: comprehensive support

Carmila Franchise & Development makes the whole process of opening up a franchise easier – everything from sharing details of tenants' aims and finding candidates, to putting them in contact with one another and providing support with applications:

For tenants:

- **Needs analysis:** development plan, presentation of Carmila shopping centres, profiling of candidates sought, analysis of the franchisee's or affiliate's business plan
- **Prospecting** of the candidate which meets needs
- **Facilitated contact** with selected candidates
- **Support** with establishing the franchise and legal negotiations.

For the franchisees:

- **Needs analysis:** definition of the geographical sector, business activity sought, investment capacities
- **Support in** choosing tenants, selecting Carmila sites, financial approvals
- **Facilitated contact** with the tenant
- **Legal and financial support:** proposal of financing solutions, facilitated contact with various financial partners, etc.
- **Support with fitting and works:** facilitated contact with partners for assembly and tracking of work permits, support with tracking works
- **Marketing and digital launch campaigns**, where appropriate: e-mail marketing campaign targeting the customer database, publications on social networks, staging of events, etc.



PRESS RELEASE

"Expanding our retail and service offering, continually striving to better meet our clients' expectations is one of our priorities. Building on our retailer's DNA, we ensure that our merchandising mix is always tailored to the region and we support the performance of tenants in our shopping centres. Dynamic tenants and enthusiastic retailers help us to achieve this aim. Carmila Franchise & Development seeks to bring these two parties together and create the best conditions for their development, always guided by our knowledge of the regions in which we operate and driven by our commitment to client satisfaction", **says Eric Robert, Commercial Director of Carmila France.**

One year after the launch of Carmila Event, which supports brands wishing to win over new customers by staging temporary events, the creation of Carmila Franchise & Development is in line with Carmila's strategy of managing retail environments.

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ABOUT CARMILA

Carmila was founded by Carrefour and large institutional investors in order to develop the value of shopping centers anchored by Carrefour stores in France, Spain and Italy. As at 30 June 2020, it consists of 215 shopping centers in France, Spain and Italy, mostly leaders in their catchment areas, and was valued at Euro 6.4 bn. Inspired by a genuine retail culture, Carmila's teams include all of the expertise dedicated to retail attractiveness: leasing, digital marketing, specialty leasing, shopping centre management and portfolio management. Carmila is listed on compartment A of Euronext-Paris market under the ticker CARM and benefits from the "SIC" real estate investment trust (REIT) tax status. On September 18, 2017, Carmila joined the FTSE EPRA/NAREIT Global Real Estate (EMEA Region) indices. On September 24, 2018, Carmila joined Euronext CAC Small, CAC Mid & Small and CAC All-tradable indices.