RETAIL EXPANSION Summit & Expo

POWERED BY LRA LIZAN RETAIL ADVISORS

KIDZANIA

GET READY FOR A BETTER WORLD!

Hernan Barbieri

THE LATIN AMERICAN GATEWAY

15 - 16 OCTOBER 2026 · THE WESTIN SANTA FE · MEXICO CITY, MEXICO

Agenda

KIDZANIA

- ✓ Concept
- ✓ KidZania To Date
- ✓ KidZania in Shopping Malls

Business

2 Businesses in 1



…with a Sustainability focus

Content

Ultimate Role-Playing

- Our **basic principle**: "Play adult roles"
- **Proven concept**
- A new concept of **family entertainment**
- Simple Idea, taken to its **maximum expression**

An Entire City

- **Organized as a real city**
  - ✓ Streets - pedestrian and motor
  - ✓ Blocks
  - ✓ Buildings and houses
  - ✓ Electric vehicles - cars, buses, fire truck
- **3 Main Areas**
  - ✓ Airport
  - ✓ City Center
  - ✓ Suburbs

+60 Establishments

- Each establishment is a **kid-size detailed replica** of a real-life establishment
- Each establishment has its own **representative areas**
- Each area has its **required elements**
- Children choose from **90+ different roles**

Own Economy

- Our own currency: **kidZo**
  - ✓ **Earn** kidZos
  - ✓ **Spend** kidZos
  - ✓ **Shop** with kidZos
  - ✓ **Save** kidZos
  - ✓ **Invest** kidZos
  - ✓ **Donate** kidZos
  - ✓ **Pay Taxes** with kidZos



Own Identity

- Kids become independent from adults
- Kids create their own nation
- The nation is named KidZania
- An entire nation:
  - ✓ Economy
  - ✓ Government
  - ✓ Culture
  - ✓ Language
  - ✓ History

Experiential Learning





Learning through Role-Playing

Child Development expert Marie Cecchini outlines the benefits of role-play in four major areas:

- Social/Emotional
- Physical
- Cognitive
- Language

Experiential Learning at KidZania

Experiential Learning is at the core of everything we do at KidZania. General learning areas are divided into three main categories:

Fostering Expertise
+
Developing Life Skills
+
Inspiring Good Values

Experiential Learning at KidZania

Specific learning areas are divided into three main categories :

- **Expertise-** content delivered to children about:
  - ✓ Professions
  - ✓ Financial Literacy
  - ✓ The World of Work
  - ✓ How a City Works
  - ✓ Model Citizenship
- **Skills.** Communication, critical thinking, creativity, collaboration, motor skills and self-knowledge
- **Values.** Universally accepted/child-appropriate values: generosity, gratitude, honesty, integrity, justice, loyalty, respect, responsibility and solidarity

Strategic Communication Platform for Corporations

Purpose Partners

- Each establishment is partnered by its real-life counterpart
- Corporations, Government Institutions, Non-Profit Organizations
- They represent the trade to families in KidZania
- We call them Purpose Partners
- Leading companies in each category

Purpose Partners to KidZania

- Partner participation enriches the activity
- Injects further realism into the concept
- Allows financial feasibility

KidZania to Purpose Partners

- Get closer to Families
  - ✓ Learning & CSR Concept
- Brand Experience
  - ✓ Themed establishment or activity
  - ✓ Products, culture and history embedded in the activity
  - ✓ Brand seamlessly integrated in establishment or activity
- Extended Experience
  - ✓ Take the Brand home
  - ✓ Branded give-away by establishment partnered
  - ✓ Promotional articles for sale with kidZos at Department Store
  - ✓ Merchandise for sale at Concept Store
- Media
  - ✓ Shared media opportunities
  - ✓ Consumer promotions
  - ✓ Special events
  - ✓ Market research
- Exclusivity
  - ✓ Product/Service or category
  - ✓ 3-5-year relationship with renewal option
  - ✓ Right of first refusal for new facilities
- Hospitality
  - ✓ Limited free tickets
  - ✓ Discount tickets for Industry Partner collaborators
  - ✓ Private events

Personalized Experience

- Share relevant knowledge
  - ✓ WebinarZ
  - ✓ SeminarZ
  - ✓ KapsuleZ
- Sustainability
  - ✓ Participate in programs to ensure welfare in our community
- Research in Children, Parents and Teachers opinions, preference and trends



Performance with Purpose

2 Types of Organization:

For-profit

- Value for investors
- Profitability
- Growth

Non-profit

- Social wellness
- Underprivileged – talent, economic

2 objectives in the same organization

- Do good and do well
- Performance with Purpose

Win-Win-Win Relationships



Visitors
- Fun, Learning, Security

Industry Partners
- Awareness and Brand Loyalty

Shopping Centers
- Differentiation, Attendance

Collaborators
- Development, Professional Growth

Suppliers
- Export

Franchises
- Profitability, Growth

Investors
- ROI

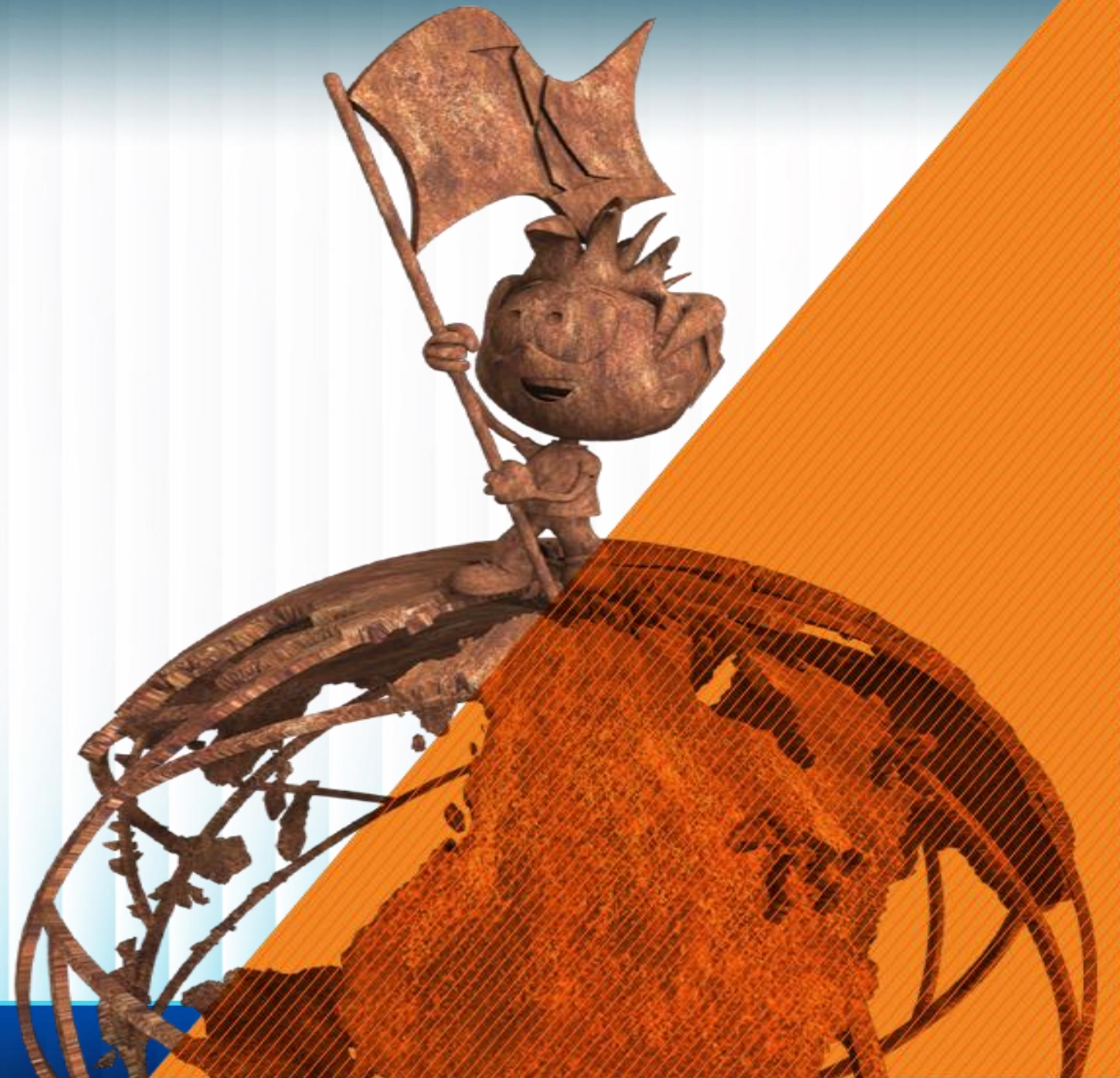
Government
- Jobs, Citizenship

Community
- Social Responsibility

Environment
- Sustainability

Vision

“…To ignite the hearts and minds of kids everywhere by empowering them to make the world a better place…”



Growth Strategy

- Owned & Operated Facilities in Mexico
- Grow Internationally through Franchise Scheme
- Consolidation by Acquiring Franchises
- Other Formats (Merchandising – Online – Media – Licensing)



KidZania Owned & Operated Metropolis



KidZania Santa Fe
Opening: September 1, 1999
Remodeling February 2020
Location: Santa Fe Shopping Center
Average Annual Tourists: 400,000

KidZania Monterrey
Opening: May 16, 2006
Location: Wal-Mart Valle Oriente
Average Annual Tourists: 300,000

KidZania Cuicuilco
Opening: May 30, 2012
Location: Plaza Inbursa Cuicuilco
Average Annual Tourists: 600,000

KidZania Guadalajara
Opening: December 5, 2018
Location: Plaza Patria Shopping Center
Average Annual Tourists: 300,000

KidZania Santiago
Opening: June 28, 2012
Acquisition: November 2021
Location: Araucano Park
Average Annual Tourists: 400,000

5
Cities

2
Countries

Franchising

Franchisor's Responsibilities

- Intellectual Property
- Design
  - ✓ Program, Architecture
- Operations
  - ✓ Guidelines, SOP's
- Software
  - ✓ "kidZOFT" – "FourZ"
- Training
  - ✓ "U of K" – University of KidZania
- Business Intelligence
  - ✓ "K.I.A." – KidZania Intelligence Agency
- Supervision
  - ✓ "I.Z.O. " – Institute of Ztandards Observation
- Souvenirs

Franchisee's Responsibilities

- Secure a location
- Adapt design locally
  - ✓ Local laws and regulations
  - ✓ Construction documents
- Affiliate Industry Partners
- Build and equip
- Hire and train collaborators
- Promote KidZania locally
- Operate the Facility
- Grow within their territory

Franchising

Ideal Partner

- Local Partner: “Know How” & “Know Who”
- Industry experience
  - ✓ Hospitality
  - ✓ Entertainment
  - ✓ Media
- Additional experience
  - ✓ Franchising
  - ✓ Education
  - ✓ Children
- Good relationships
  - ✓ Industry Partners
  - ✓ Government
  - ✓ NGOs
- Financially solid

Franchisee Investment

- Territory Fee
  - ✓ US$ 650,000 for +1 Facility
  - ✓ US$ 500,000 for 1 Facility
  - ✓ Payable per Country
  - ✓ 10-year Exclusivity Rights
- Location Fee
  - ✓ US$ 600,000 for +1 Facility
  - ✓ US$ 500,000 for 1 Facility
  - ✓ Payable per facility within owned territory
  - ✓ Content and architecture design
- Royalties
  - ✓ 5% of total revenues
    - Operational income
    - Industry Partnerships income

KidZania Today

27 Founded

5 Under Development

22 Countries



+800 Brands Associated with KidZania



Recognitions

Concept

"Best New Theme Park"
(2001)
Themed Entertainment Association (TEA)

"Top Family Entertainment Center"
(2003,2006)
International Association of Amusement Parks and Attractions (IAAPA)

"National Quality Award"
(2011,2016)
Ministry of Economy

"Premio FIAF por Expansión Internacional"
International Franchises Awards
(2026)

"Certificate of Excellence"
Trip Advisor Certificate of Excellence
Multiple Editions

"One of the 7 wonders of Mexico City"
(2017)
Government of Mexico

"Socially Responsible Company"
Mexican Philanthropy Centre (CEMEFI)
14 years in a row (including 2020)

"Best Franchise Abroad"
(2009-2011, 2013, 2016, 2017)
Mexican Associations of Franchises (AMF)
"Juan Huerdo Award"
2017

Real Estate

"Global Leisure Operator"
(2009-2014, 2016, 2018, 2020)
"Most Innovative Retail & Leisure Concept"
2013, 2015, 2016

"Best Concept of the Year"
MAPIC Awards
2009

"Good Design Award"
Japan Industrial Design Organization
2017



KidZania Today

- 22 Official KidZania States
- 27 Metropolis in Operation
- 5 Metropolis Under Development
- 1,913 Establishments
- 2,933 Activities
- +800 Individual Industry Partners
- 7,762 Collaborators
- 6.7 Million Visitors up to 2025

123 Million Visitors as of Today!



Trends in Shopping Malls

Shopping Malls and Retail Trends:

- Retail worldwide is shrinking due to e-commerce and on-line shopping
- Department Stores (huge anchors) are reducing spaces or even closing
- Worldwide trend to move into restaurants and entertainment tenants



KidZania in Shopping Malls

Benefits to the Shopping Malls:

- It is a new and unique concept that differentiates the center from other experience locations (only one KidZania per city)
- It widens the radius of attraction of the center
- It is a destination for entertainment that is also educational
- It targets the entire family
- It draws young, growing families with kids that shop often and spend more
- It attracts school groups and corporations
- Expands visitors length of stay: It's a 5 hours experience where parents can drop their children and spend time in the center
- It brings added advertising outside of the center
- High Commitment:
  - Large area
  - Big Investment
  - Long Term relationship

KidZania Operating Facilities

Metropolises	Territories			State Governments			Locations	Opening Dates
Facility (Code)	City	Country	Flag	Name of Operator	Holding Company	Date of Becoming an Official State	Name of Location	Foundation Date
SFE	Mexico City	Mexico		KidZania de México, S.A. de C.V.	KidZania de México, S.A. de C.V.	01-sep-99	Centro Santa Fe	01-sep-99
MTY	Monterrey						Walmart Valle Oriente	16-may-06
CUI	Mexico City						Cuicuilco, Plaza Inbursa	30-may-12
GDL	Guadalajara						Plaza Patria	5-Dec-18
TYO	Tokyo	Japan		KCJ Group Inc	KDDI Corporation	07-sep-04	LaLaport Toyosu	05-oct-06
KOS	Koshien						LaLaport Koshien	27-mar-09
FUK	Fukuoka						LaLaport Fukuoka	31-jul-22
JKT	Jakarta	Indonesia		PT Aryan Indonesia	PT Aryan Indonesia	28-Dec-05	Pacific Place Mall	24-nov-07
SUB	Surabaya				PT Aryan Indonesia / PT PP Properti		Grand Sungkono Lagoon Mall	12-Dec-20
LIS	Lisbon	Portugal		Climbing Planet Portugal, Unipessoal, Lda.	Climbing Plannet Portugal Unipessoal LDA	2-dic-05 / 31-dic-18	UBBO	01-jun-09
DXB	Dubai	United Arab Emirates		EMAAR Entertainment	EMAAR Properties PJSC	28-Dec-05	The Dubai Mall	20-Jan-10
AUH	Abu Dhabi						YAZ Mall	30-sep-19

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Facility (Code)	City	Country	Flag	Name of Operator	Holding Company	Date of Becoming an Official State	Name of Location	Foundation Date
SEL	Seoul	South Korea		MBC Play Be	Munhwa Broadcasting Corporation	06-sep-07	Lotte World	27-feb-10
PUS	Busan						Shinsegae Centum City	7-Apr-16
KUL	Kuala Lumpur	Malaysia		Rakan Riang Sdn BHD	Sim Leisure	26-jun-09	The Curve	27-feb-12
SCL	Santiago	Chile		Eduentretención, S.A.	KidZania de México, S.A. de C.V.	28-Dec-07	Parque Araucano	28-jun-12
KWI	Kuwait	Kuwait		M.H Alshaya CO. W.L.L.	M.H Alshaya CO. W.L.L.	22-Dec-10	The Avenues Mall	16-jun-13
BOM	Mumbai	India		ImagiNation Edutainment India Pvt. Ltd.	Comcraft, The Xander Group Inc. Maxfield Management Ltd. Shah Rukh Khan ImagiNation Edutainment India Pvt. Ltd.	04-sep-08	R City Mall	29-Aug-13
NCR	Delhi						Entertainment City	25-may-16
CAI	Cairo	Egypt		Edrak For Edutainment Projects Development Co.	Edrak For Edutainment Projects Development Co.	30-Apr-10	Cairo Festival City	16-sep-13

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Facility (Code)	City	Country	Flag	Name of Operator	Holding Company	Date of Becoming an Official State	Name of Location	Foundation Date
IST	Istanbul	Turkey		Akdünya	Dogu Bati & Akkok	8-Dec-08	Ak Asya	29-Apr-14
JED	Jeddah	Saudi Arabia		Sala Entertainment Company	Fawaz Abdulaziz Alhokair & Co.	21-Dec-10	Mall of Arabia	16-Jan-15
MOW	Moscow	Russia		Mechtarium LLC	Innova Edutainment	23-Dec-13	Avia Park Mall	28-Jan-16
DOH	Doha	Qatar		Qatar Entertainment Company -Tasali	Sharaka Holdings	26-Dec-12	Aspire Zone	30-Apr-19
DFW	Dallas	United States Of America		E2W, LLC	Innova, Artemis, Somerset Partners	21-Dec-15	Stonebriar Centre	23-nov-19
HAN	Hanoi	Vietnam		MBC PlayBe Vietnam	MBC PlayBe Korea	30-jun-21	Lotte Mall West Lake	26-oct-23
SIN	Singapore	Singapore		Rakan Riang SDN, BHD of Themed Attractions Malaysia	Sim Leisure Group	29-May-2023	Sentosa	16-may-19

KidZania Under Development Facilities

Metropolises	Territories			State Governments			Locations	Opening Dates
Facility (Code)	City	Country	Flag	Name of Operator	Holding Company	Date of Becoming an Official State	Name of Location	Estimated Foundation Year
HKG	Hong Kong	Hong Kong		Karnival TP-KZ Limited	New World Development/K11	Aug 2019	Skycity District	2026
ATH	Athens	Greece		Grouper Entertainment SA	Grouper Holding AG	July 2022	Ellinikon Development at Former Athen's Intl. Airport	2026
TAI	Taipei	Taiwan		Kidsfun Co. LTD	Vieshow Cinemas Co. LTD	Jan 2020	LaLaport Nangang	2026
SAO	Sao Paulo	Brazil		REEVE 03 LTDA	Real Estate Venues & Entertainment Participações, S.A.	June 2025	Anhembi District	2027

Presence in Leading Retail Centers



Santa Fe Shopping Mall- Mexico City

- Largest Shopping Mall in Mexico spanding over 400 sq.Meters





Dubai Mall, Dubai

The Dubai Mall is ranked as the largest shopping mall in the world.







Lalaport Toyosu, Koshien & Fukuoka

- Mitsui Fudosan, largest commercial real estate developer



Avia Park- Moscow

One of Europe's largest shopping malls

Presence in Leading Retail Centers



Sentosa Island - Singapore

Largest Entertainment Mall in Asia and second in the world



Shinsagae Centrum City, Busan

Busan, home to Asia's largest shopping mall and the world's largest department store, recognized by Guinness World Records.



The Avenues Mall, Kuwait City

Ranked as the fifth-largest shopping mall in the world and the second-largest in the Middle East



Ubbo - Lisbon

Largest Mall in Iberian Peninsula

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