

Groupe

Pierre & Vacances

Center Parcs

PROFILE































Since 1967, the Pierre & Vacances-Center Parcs Group, the European leader in local tourism, has built its success on a specific business model based on two businesses: property ("Pierre") and tourism ("Vacances"). To start with, the Group designs and builds tourist resorts and sells apartments and homes to individual or institutional

In a second stage, the Group manages the residences and sells holidays to tourist

This model has been applied for 50 years and has enabled the Group to grow rapidly. It has proved to be extremely resilient over the years, adapting to constantly changing European contexts and markets.

TWO COMPLEMENTARY AREAS OF EXPERTISE

Property and tourism

The Group combines two areas of expertise. It masters the entire property chain, from design to marketing, and operates its tourism network in France and abroad via well-known tourism brands. The Group has developed recognised know-how and strong concepts for tailor-made experiences: short or long stays, in packages or with "à-la-carte" services, city breaks and extended stays with hotel services.







SUSTAINABLE DEVELOPMENT **AS A REFERENCE**

Ecological issues and social changes are fundamental factors in the Group's innovation policy. Respecting the environment and creating values for the regions are priority focuses for the development and tourism management of each of the Pierre & Vacances-Center Parcs brands.

THE GROUP IN 2014-2015



TOURISM REVENUE

€1,180.7 M



PROPERTY REVENUE

€255.6 M

GROUP REVENUE

€1,436.3 M

GROUP CURRENT OPERATING PROFIT

€21.2 M

+74%

GOVERNANCE



GÉRARD BRÉMOND

Chairman, CEO



PATRICIA DAMERVAL

Deputy CEO



THIERRY HELLIN

Deputy CEO

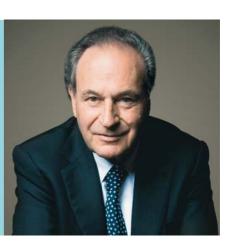


MARTINE BALOUKA VALLETTE

Tourism CEO

EDITO CHAIRMAN, CEO

OF OUR BUSINESS MODEL



2014-2015 was shaped by two major factors: a return to current operating profitability in the tourism businesses and the international expansion of our activities. At the same time as its performances in a low-growth European economic climate, the Group implemented structural reforms (reorganisation, investments in digital, diversifying the businesses), providing strong growth prospects for the future. During 2014-2015, the Group also set up a partnership with Chinese group HNA Tourism in order to penetrate the leading global market, which offers considerable development potential for the Group. Five projects for tourist destinations inspired by the Center Parcs and Pierre & Vacances concepts should be launched over the next five years.

MAIN EVENTS

In November 2015, the Group published its full-year 2014-2015 results, with growth of 74% in current operating profit to €21.2 million.

The tourism business posted a 3.5% increase in turnover in a low-growth European economic climate, again proving the resilience of its businesses and the appeal of its offer, focused on strengthening the customer experience.



PATRICIA DAMERVAL

"FY 2014-2015 was another major stage for the Group, with the return to current operating profitability in the tourism businesses, as well as further growth in consolidated earnings and significant cash-flow generation. The sharp growth in earnings reflected a strong recovery trend and the relevance of the Group's strategic directions"

FOCUS ON



Opening of the Domaine du Bois aux Daims: full immersion in the animal world

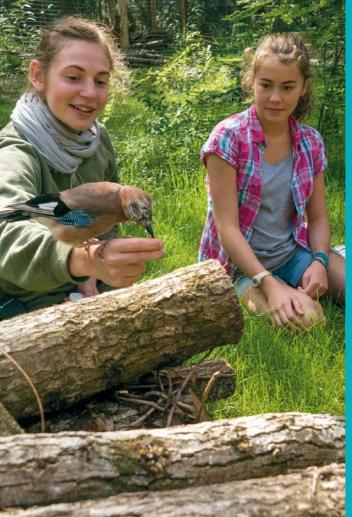
The 5th Center Parcs in France opened in the Vienne department in July 2015. It offers complete immersion in the animal world with 100 deer roaming wild close to the cottages as well as the site's inherent fauna in the protected sanctuary area. This new-generation Center Parcs focuses on the animal theme and benefits from a partnership with French producer and film-maker Jacques Perrin.

A number of the animals starring in his latest film "Les Saisons" have found refuge at the Domaine.



Direction China

On 6 November 2015, Pierre & Vacances-Center Parcs signed a strategic partnership with Chinese Group HNA Tourism. The two groups aim to develop tourist destinations in China inspired by the Center Parcs and Pierre & Vacances concepts, near to large cities, via a joint venture 60% owned by HNA Tourism and 40% by the Group. In addition to the agreement, HNA Tourism is to take a 10% stake in Pierre et Vacances SA post-operation (SITI, the holding company owned by Gérard Brémond, is to retain control of the Group). Pierre & Vacances-Center Parcs is therefore entering the world's leading tourism market. The Chinese middle classes now include 110 million households and are already suffering from a huge shortfall in tourism destinations.



Pierre & Vacances expanding internationally and moving upscale

The Pierre & Vacances brand has enjoyed robust international expansion through marketing agreements in Italy, Portugal, Andorra and Mauritius, offering new partner residences for Pierre & Vacances and Pierre & Vacances premium. This strategy is due to be strengthened in 2016-2017. With 14 new residences in 2015 (including two in France, four in Portugal and eight in Mauritius), Pierre & Vacances premium is continuing to expand with customers looking for four or five-star quality. The brand is playing the comfort and refinery card, with generously-sized apartments, elegant decoration, wellness areas and upscale partnerships with Fauchon and Deep Nature Spa in particular. Two new five-star residences are to be delivered, one in Deauville in 2017 (on the Touques peninsula) and one in Méribel in 2019.

MODELS

THAT CAN BE EXPORTED

The Group is continuing its international expansion. Its concepts and its business model now apply to numerous European countries and Asia.

EXPORTING THE FRENCH HISTORICAL MODEL TO EUROPE

In summer 2013, a new Center Parcs, Park Bostalsee was inaugurated in Germany, financed by individual rental property investments.

Strengthened by this success, the Group proposes now that institutional investors in Center Parcs and Sunparks in Belgium, the Netherlands and Germany, sell on their cottages to individuals with renovation works.

As such, the Group is ensuring the rise upscale of its tourism offering and the generation of property fees. This renovation work and property marketing to individuals potentially concerns 10,000 cottages and is one of the pillars of the Group's development strategy.



DEVELOPMENT PROSPECTS IN CHINA

On 6 November 2015, the Pierre & Vacances-Center Parcs Group signed a strategic partnership with Chinese group HNA Tourism, with the aim of developing tourism destinations in China, inspired by the Center Parcs and Pierre & Vacances concepts. Five projects should be launched over the next five years, in response to the very high potential in China of the local holidays concept developed by the Group. The "nature destinations" concept as created by the Group in Europe is particularly relevant in this market where children are purchasing advisors for their family, even more so than in Europe. The most advanced projects should concern sites located close to the cities of Shanghai, Beijing, Chengdu and Fuzhou. The two partners are also studying projects for mountain resorts, with a view to the winter Olympic Games in Beijing in 2022.



THIERRY HELLIN

"The Group has proved that its business model can be adapted outside France with developments

- In northern European markets, where the strategy to sell on renovated units owned by institutional investors has proved successful.
- In new foreign markets, with the development of a tourism marketing mandates.
- In China, where our tourism concepts and our property know-how is a huge opportunity for meeting the needs of a population almost double the size of Europe. Domains inspired by Center Parcs and the mountain resorts have massive potential in Asia. Our aim is to set them up while respecting the different cultures and valuing local resources."



A 100TH APARTHOTEL ADAGIO

Aparthotels Adagio offers ready-to-live-in apartments providing hotel services in the heart of major cities and is stepping up its international expansion. In April 2015, the brand reached the threshold of 100 addresses. A quarter of the city residences is located outside France, including 13 in Europe, 8 in Latin America and 4 in the Middle-East. In 2016, 14 new openings are scheduled.

9 PIERRE & VACANCES-CENTER PARCS GROUP



A PARTNER TO THE REGIONS
AND MASTER OF ITS ECOLOGICAL
FOOTPRINT, THE GROUP INTERACTS
CLOSELY WITH ITS ENVIRONMENT,
IN TERMS OF BOTH ECOLOGY
AND THE POSITIVE LONG-TERM
IMPACT OF ITS LOCATIONS.





AN ACTOR
IN LOCAL
DEVELOPMENT

DIRECT AND INDIRECT

JOBS

CREATED FROM

THE OPERATION OF A CENTER PARCS



CLOSE TO NATURE

OF THE GROUP'S SITES
HAVE AN ENVIRONMENTAL
CERTIFICATION
OR AN ECO-LABEL



PEOPLE



AN ACTOR IN LOCAL DEVELOPMENT

A long-term partner to the regions, Pierre & Vacances-Center Parcs contributes to local economic momentum.

CLOSE COLLABORATION WITH LOCAL PARTNERS

The Group is not only a property and tourism operator referenced in sustainable development, but also favours the local socio-economic fabric. All of the Group's developments are part of a close co-operation with local partners favouring their integration into an overall territorial project. Upstream from its projects, the Group pledges to meet job-creation targets, promote local resources and value local tourism assets.



LOCAL COMPANIES PRIORITISED

The benefits for the local economy materialise as of the construction phase. In 2011, two years prior to the start of construction of the Domaine du Bois aux Daims in the Vienne department, the project was presented as a priority to local companies. These meetings enabled small/mid and micro-sized local companies to identify the Group's needs and to pool together to answer calls for tender, such that 71% of construction work purchases were awarded to companies in the Poitou-Charentes region.





IMPACT ON EMPLOYMENT

The Group favours local recruitment and prioritises job seekers and those with minimal social benefits, anticipating its requirements during the construction and operating phases with local employment players. In this way, 74% of jobs at the Domaine du Bois aux Daims were awarded to job seekers in the region and the department, thanks especially to training measures jointly-financed by the Poitou-Charentes region, while 46% of those employed (excl. temporary workers) lived in the Vienne or the surrounding departments.

CONTRIBUTING TO TOURISM MOMENTUM

Setting up a Pierre & Vacances-Center Parcs resort contributes to a region's tourism reach. The Group favours this benefit via partnerships with local tourism players. For example, guests at the Domaine du Bois aux Daims are encouraged to explore the regional heritage via a tourist information point open seven days a week.

A partnership has also been created with the Futuroscope park.



FOCUS ON

What impact does a Center Parcs have?

Opened in 2010 in Moselle, the Domaine des Trois Forêts was the object of a socio-economic impact study two years after it was opened:



885 JOBS

WERE CREATED IN THE LOCAL ECONOMY, INCLUDING **610** AT THE SITE.

MULTIPLICATION FACTOR:



1.5

1 JOB ON-SITE = 0.5 JOBS OFF-SITE



€19.6 M

WAS GENERATED

BY THE DOMAIN AND CUSTOMER SPENDING OFF-SITE BETWEEN OCTOBER 2012 AND SEPTEMBER 2013.



€30.1 M

IN **GDP** GENERATED OVER ONE YEAR



CONNECTED TO THE ENVIRONMENT 12 PIERRE & VACANCES-CENTER PARCS GROUP

CLOSE TO NATURE

With locations in exceptional sites, the Group preserves and values natural assets: this is a requirement from the design phase to the operation of each tourism resort.

A GLOBAL SUSTAINABLE DEVELOPMENT POLICY

As a property and tourism player, Pierre & Vacances-Center Parcs has implemented sustainable development across its entire chain of operations, from the choice of location, to impact studies, building design, construction and operation of the tourist sites.

As such, the Group sets design and construction targets upstream of its projects, such as High Quality Environment certification for the Domaine du Bois aux Daims, or One Planet Living for Villages Nature® Paris.

PRESERVING AND VALUING THE SITES' NATURAL HERITAGE

A major challenge for the Group is to preserve the quality of landscapes and biodiversity. At the Domaine du Bois aux Daims, an inventory of species and habitats was drawn up beforehand, to establish the ecosystem balances that needed to be preserved from one season to the next. A sanctuary area dedicated to the site's fauna and flora was created. Buildings are positioned in order to avoid sensitive areas and compensatory measures are systematic, such as the creation of new habitats for species considered part of the heritage.



MARIE BALMAIN

Head of Sustainable Development "The aim of the Group's commitment to sustainable development is to place the values and practices that this model inspires at the heart of the customer experience. The idea is not to feel subjected to ecology as if it were a constraint, but to make it a positive factor that makes sense for a company and its customers. We would like to invent a new holiday model, closer to home where everyone can forget their cars and make the most of the benefits and pleasures of nature with their loved ones while discovering regional heritage..."





68%
OF ADAGIO APARTHOTELS
HAVE THE
EUROPEAN ECOLABEL
CERTIFICATION



PIERRE & VACANCES,
MAEVA AND CENTER PARCS
SITES HAVE THE GREEN
KEY LABEL



A POSITIVE VISION OF ECOLOGY

Beyond controlling the environmental impact of construction work and leisure infrastructure, the Group commits itself to enriching the holiday experience with moments of sharing and leisure that make the most of nature. The Domaine du Bois aux Daims and its original experience focused on animal life is a perfect illustration of this approach. During their stay, visitors cohabit with around 50 animal species from European forests, including 110 deer. A partnership with film-maker Jacques Perrin for his latest film "Les Saisons" provides visitors to the Domaine a privileged approach to discovering animal life. Favouring proximity with animals helps make children and adults aware of respecting nature. An active partner at the "Kids Climate Conference" over the past four years, the Group welcomed the 2015 event at Park Hochsauerland, the Center Parcs in Germany in partnership with WWF-The Netherlands and the Plant for the Planet association.

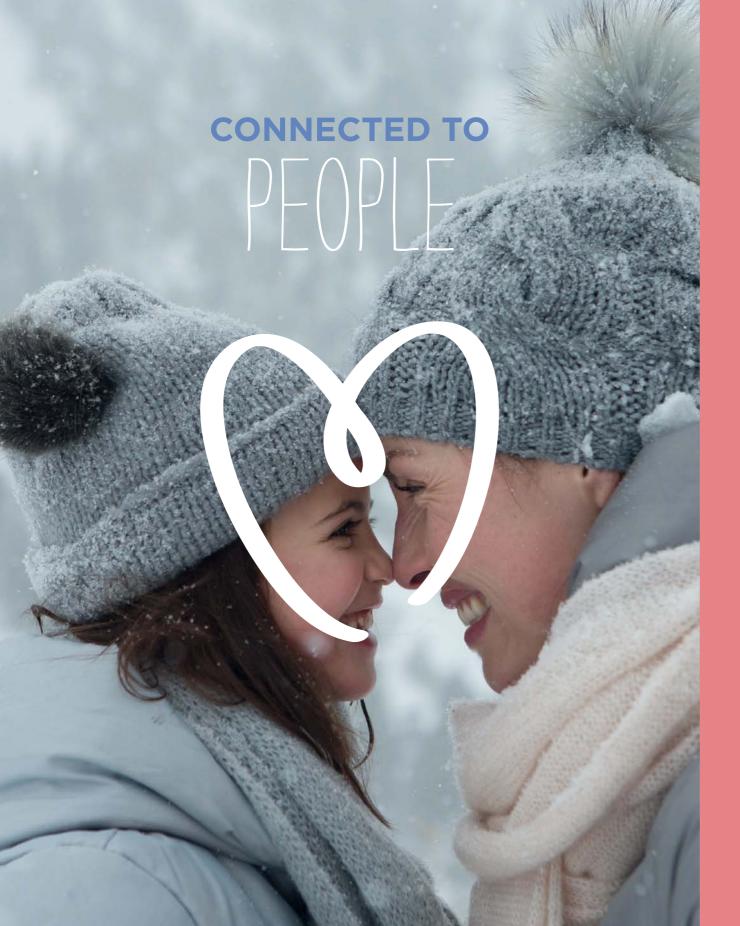


VILLAGES NATURE® PARIS, AN EMBLEMATIC PROJECT

Developed in partnership with
the Euro Disney Group, Villages Nature® Paris
offers a new holiday experience 32km from
Paris. The project prefigures a new type
of tourism destination, committed to energy
transition and sustainable development.
In the heart of a protected natural landscape,
it offers original activities centred around a
geothermic lagoon, that is unique in Europe.
For the first time, a sizeable French project
is being developed in line with the "One
Planet Living" approach proposed
by the pioneering UK eco-communities
association, Bioregional.



CONNECTED TO THE ENVIRONMENT 14 PIERRE & VACANCES-CENTER PARCS GROUP



AT THE HEART OF THE GROUP'S
CONCERNS IN A BUSINESS WHERE
THE TIES MADE WITH EMPLOYEES
HAVE A DIRECT INFLUENCE
ON THE QUALITY OF THE CUSTOMER
EXPERIENCE. FEELING GOOD
AT WORK AND CUSTOMER
SATISFACTION MEAN CREATING
A PRIVILEGED DIALOGUE BETWEEN
STAFF AND HOLIDAYMAKERS.







<u></u>

A RESPONSIBLE AND COMMITTED EMPLOYER

12,500 staff



CONNECTED TO ITS CUSTOMERS

475,000
EUROPEAN FANS
OF CENTER PARCS
AND PIERRE & VACANCES
ON FACEBOOK

A RESPONSIBLE AND COMMITTED

EMPLOYER

The Pierre & Vacances-Center Parcs Group's human resources policy is an integral part of its social and environmental responsibility. Its aim? To offer all of its employees a successful experience in talent development.

VALUING EMPLOYEES

and staff well-being.

of Pierre & Vacances-Center Parcs, in a business where customer satisfaction is a common objective for all of the teams. As such, the Group considers it extremely important to preserve this capital and develop its talents.

Four priorities were identified in 2014 and 2015: managerial development, integration and training, talent management

Employees are a key factor for the success





ACCOMPANYING TALENTS

In-depth work has started for high-potential employees. The aim is to accompany them in their development to gradually lift them to their best level of performance. Capitalising on the know-how of its employees, the Group favours internal candidates for its recruitment. Out of 1,041 jobs available in 2014-2015, 24% were taken by internal candidates.

FOCUSING ON MANAGERS

Leaders, coaches and agents of change. These are the new functions of managers who are playing an increasingly important role in the Group. An ambitious programme for leadership and management training has been rolled out for 150 managers and this is gradually set to be extended to other hierarchical levels.

Team assessment via annual performance meetings has become a major aspect of the management mission. In 2014-2015, 95% of employees took part in this annual performance meetings.

The Group is also favouring shared experiences and the development of a common managerial culture, via a community of managers (B-community) structured by an annual seminar, an internal social network Yammer and strategic think-tanks.

CULTIVATING WELL-BEING IN THE WORKPLACE

Happy employees make happy customers. The Group therefore pays considerable attention to happiness in the workplace. A satisfaction survey, Happy@Work, was carried out with all employees to identify the Group's strengths and areas to improve. Answers were provided by 63% of employees, highlighting especially the values of mutual assistance and solidarity animating the teams. 97% of those questioned stated they were happy or very happy with the help they received from colleagues in the event of a problem, 99% that they were happy or very happy with the relations they have with their colleagues and 97% that they like their job.

KEY FIGURES



11 YEARS OR MORE,
THE SENIORITY
OF ONE THIRD OF EMPLOYEES



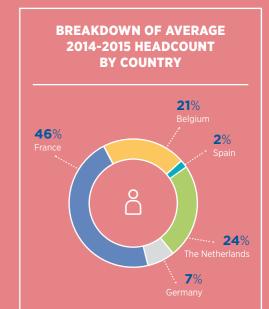
52% OF EMPLOYEES TRAINED IN 2014-2015



95%
OF EMPLOYEES ARE PROUD TO WORK
FOR THE GROUP



99% OF EMPLOYEES
CONSIDER THAT
THE CUSTOMER IS AT
HEART OF THEIR DAILY
CONCERNS



CONNECTED TO ITS CUSTOMERS

The Group creates a privileged dialogue with its customers and this requirement is now underpinned by the digital strategy.

DIGITAL AT THE HEART OF THE CUSTOMER JOURNEY

Digital helps create a unique relationship with each of our customers. It is now present at each stage of the customer journey for the various Group brands: reservation, holiday preparation, organisation of the stay, sharing experiences on social networks and post-holiday via the loyalty policy. In 2014-2015, the Group invested massively in consolidating and analysing data concerning its customers, in order to make them personalised offers depending on their purchase history and behaviour patterns. This policy is to be continued during 2015-2016 and has increased customer reactivity to sales offers by 20%.







THE PLANET CENTER PARCS AND PLANET PIERRE & VACANCES APPLICATIONS, NEW TRAVEL COMPANIONS

In July 2014, the Planet
Center Parcs mobile application was
successfully launched, with 40,000
downloads in four weeks (a customer
download rate of 20%).
A genuine travel companion for

A genuine travel companion for holidaymakers, in a few clicks it helps explore the Domaines, obtain information on activities and discount vouchers. In 2016, customers will also be able to reserve their activities via the app.

Launched in early 2016, the Planet
Pierre & Vacances mobile application helps
the brand's customers with their holidays.
It informs and accompanies
them before, during and after their stay,
providing them information
on their destination region and offering
targeted advantages.

STRENGTHENED PRESENCE ON SOCIAL NETWORKS



7 MILLION
VIEWS ON
YOUTUBE IN 2015



475,000

FANS ON
FACEBOOK,
A 25% INCREASE IN 2015



41,000

TWITTER

A **20%** INCREASE IN 2015





MARTINE BALOUKA-VALLETTE Tourism CEO

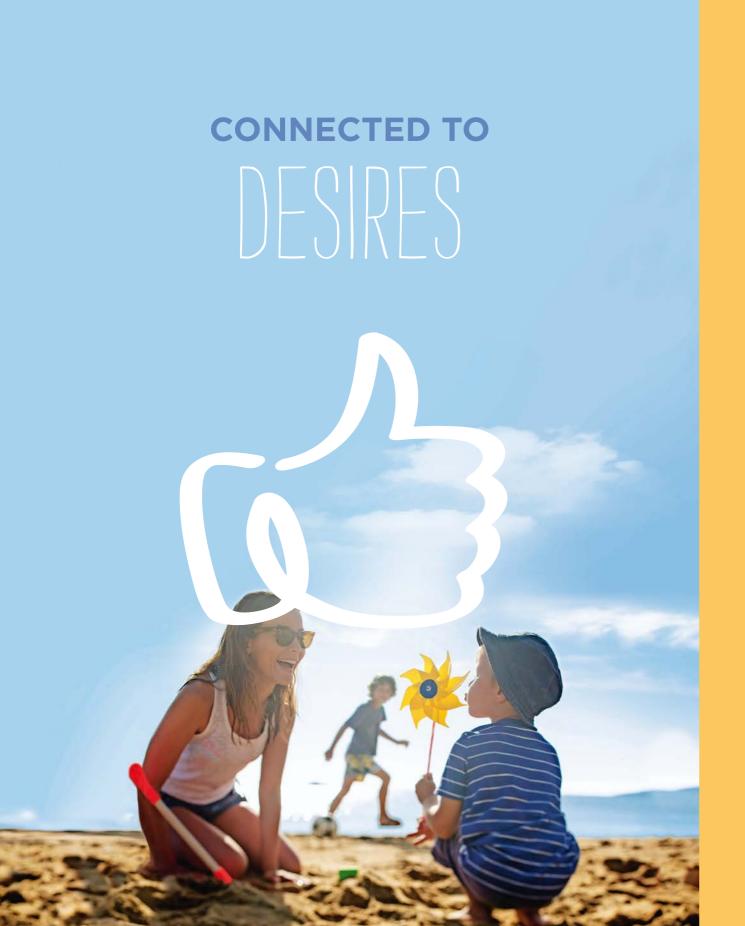
"The Group is moving from a transactional model to a relational model. This is all the more important in our business sector where marketing is above all emotional. Animating communities has become primordial, since our customers have the ability to make us an appreciated and benchmark Group. The challenge is to manage to create privileged relations with our customers and to make them the best ambassadors for our brands"

LISTENING TO THE CUSTOMER VOICE

Measuring satisfaction is a key point in the Pierre & Vacances-Center Parcs strategy, attached to listening to the customer's voice. Satisfaction barometers are followed on a weekly basis and customers are invited to express their views on online opinion sites. In 2014-2015, 13 Aparthotels Adagio and 60 Pierre & Vacances and Center Parcs sites were awarded the TripAdvisor excellency certificate highlighting establishments that regularly obtain very high ratings from holidaymakers. In 2014-2015. the Pierre & Vacances net promotor score (NPS) gained five points. This score shows the difference between the number of promotors and the number of detractors when asked the question "Would you recommend this site to your friends and family?"



20 PIERRE & VACANCES-CENTER PARCS GROUP



THE GROUP MEETS
THE NEW EXPECTATIONS
OF HOLIDAYMAKERS,
WHETHER THEY ARE LOOKING
FOR GREATER FLEXIBILITY,
FREEDOM OF CHOICE,
PERSONALISED HOLIDAYS
OR TAILOR-MADE OFFERS.





HOLIDAYS REINVENTED

CENTER PARCS:

MORE THAN 200 ACTIVITIES

AT THE DOMAINS

PIERRE & VACANCES:

PRESTIGIOUS PARTNERSHIPS

FAUCHON





7.5 MILLION UNIQUE EXPERIENCES

MAEVA.COM PLATFORM

4,000DESTINATIONS

18,000 RESERVATIONS

3.5 M VISITS PER YEAR

50,000CUSTOMER OPINIONS



CONNECTED TO



HOLIDAYS REINVENTED

To meet the expectations of holidaymakers, the Group offers flexible stays, segmentation by target customer and ways of enhancing the customer experience.



EVER MORE FLEXIBLE HOLIDAYS

With holiday rhythms having diversified, holidaymakers like choosing their arrival and departure days and the length of their stay. The free arrivals scheme initiated by Pierre & Vacances three years ago, was also rolled out this year by Center Parcs in France, then in Belgium, the Netherlands and Germany.

INCREASED SEGMENTATION

Aspirations for tailor-made and personalised services have spread to holidays. Pierre & Vacances meets this expectation by targeted formulas, in line with its new signature launched in February 2015 "Les vacances comme moi": for young adults looking for very animated parties "Folie douce", adults without children "Pause bien être", or parents wanting to have their children looked after so they can ski freely, "Kids Ski". These new offers, marketed in packages and with a per-person pricing, played a significant role in boosting sales during 2015.



ENHANCING THE CUSTOMER EXPERIENCE

Tourists have switched from a "go-and-see" mentality to a "go-and-do-and-share" approach. Center Parcs has adapted to this new landscape with a brand platform focused on the customer experience based on the values of "share, care, emotion and joy". The holiday becomes a "factory" of unforgettable souvenirs: living in a tree, swimming with exotic fish, cohabiting with deer, etc.





MARTINE BALOUKA-VALLETTE

Tourism CEO

"The segmentation of our offers is a major strategic focus.

We continued this trend in 2015 and now offer formulas for all age and profile categories.

This helps us to be relevant for all targets: families, young people or groups, everyone is offered a personalised package.

This is a powerful purchasing engine since it is easier to choose an offer in which we recognise

SHARING WITH LOVED ONES AND COMMUNITIES

Sharing with loved ones, our tribe, and also our community, on social networks. This notion has become a key value for happiness on holiday. Pierre & Vacances-Center Parcs is accompanying this change with participative events and contests, in an often humorous and off-beat style. In winter 2015-2016, the second "social winter" operation gave participants the opportunity of becoming a reporter/special envoy on the slopes. With the "Cher inconnu" operation, the Group pushed the spirt of sharing to its limits, by inviting internet users to send postcards... to strangers.

CONNECTED TO DESIRES

25 PIERRE & VACANCES-CENTER PARCS GROUP

7.5 MILLION

UNIQUE EXPERIENCES

Thanks to the diversity of its offers and destinations, the Group responds to the rising demands from holidaymakers for a personalised stay that matches their desires.

A WIDE RANGE OF CONCEPTS

Short or long stays, in packages or with "à-la-carte" services, upscale or more accessible. The Group's brands offer a range of experiences in France, and near major European cities, at seaside, mountain and country destinations and in city centres.









Cottages, nature and sports activities in preserved domains

20 sites **/ 4** sites **13,750** cottages **/ 1,750** cottages

Pierre (Vacances

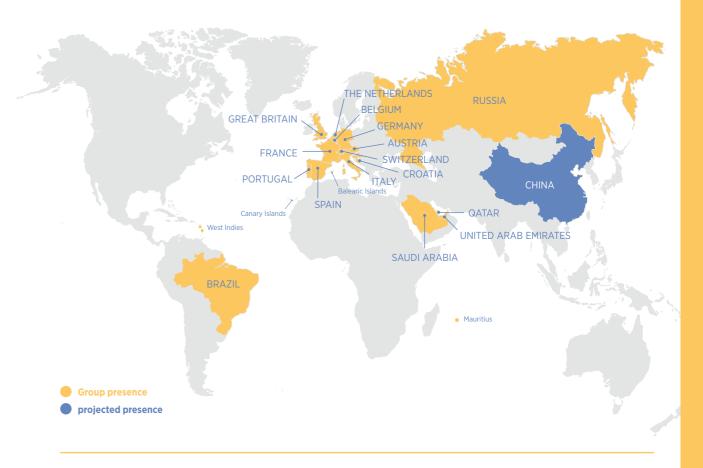
207,000



Fully-equipped apartments and homes in seaside and mountain resorts

139 residences **17,900** apartments and homes

MAP OF LOCATIONS







Four/five star accommodation in exceptional locations

25 residences **2,740** apartments and homes





Fully-equipped apartments in city centres

80 aparthotels* **8,900** apartments





Convivial destinations close by and at the best price

14 residences **1,050** apartments and homes



Groupe

Pierre & Vacances (enterParcs

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