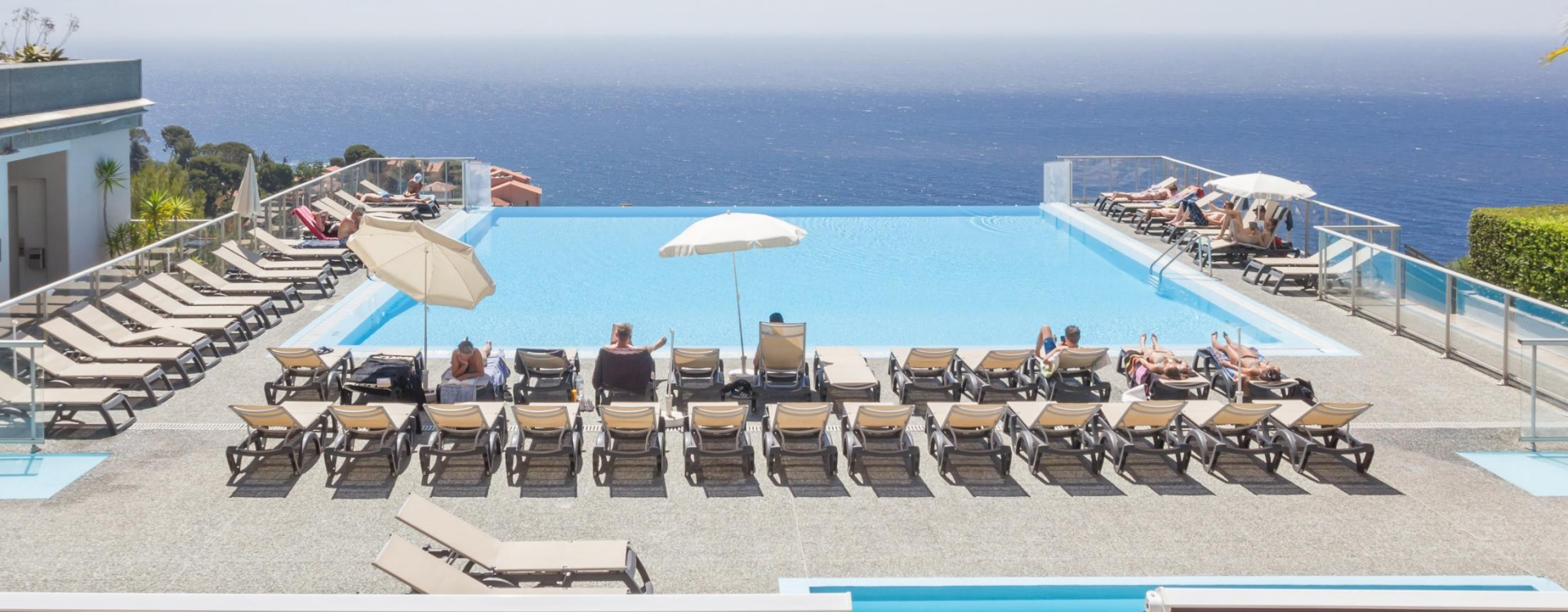


2016/2017 FIRST-HALF RESULTS

31 May 2017



- 1 First-half results
- 2 Tourism: operating progress and outlook
- 3 Property development: operations in progress and projects
- 4 Appendix – Reconciliation tables - P&L IFRS

1 First-half results

NB: The revenue and financial indicators commented on in this press release stem from operating reporting with the presentation of joint-ventures under proportional consolidation.

The reconciliation tables with IFRS accounting are presented at the end of this presentation.

H1 2016/17 was affected by the shift in the school holidays from Q2 to Q3 of the year and to a lesser extent, by the reduction in the stocks operated. The Group's tourism performances therefore need to be analysed on a comparable data basis i.e. adjusted for the impact of these two factors.

**GROUP
REVENUE**

€615m

+5.0%

(+3.0% same-structure*)

Tourism revenue

€533m

+2.1%

(stable on a same-structure basis*)

PVTE: €260m

CPE: €272m

- Accommodation revenue: €335m

-1.3%

+3.2%

Like-for-like

- Supplementary income: €198m

+8.4%

(+2.1% same-structure)

Property development revenue

€82m

+28.5%

Main programmes:

(€m)	H1 17	H1 16
CP Moselle:	15	
Villages Nature:	10	12
PV Deauville:	4	1
CP Vienne:	4	4
Senioriales:	27	29

€155m

Reservations revenue with individual investors

A similar pace of sales to to H1 2016

* Excluding the impact of the acquisition of La France du Nord au Sud on 13 April 2016

Focus on accommodation revenue: €335m, up 3.2% like-for-like

+3.2%

► **Like-for-like change : +€10.2m**

-3.3%

► Shift to H2 of Easter school holidays: -€10.6m

-1.2%

► Net reduction in stocks operated: -€3.9m

-1.3%

► Change in current scope: -€4.3m

Revenue by division

PVTE: €160m

-2.9%

+1.1%

Like-for-like

- Excluding Adagio, growth of **+3.0%**, driven by the mountain destinations: **+5.4%** (premium label performances and rise in PMV > +5%)
- Adagio: **-1.8%** (Q1: -4.2% and Q2: +1.2%).

CPE: €175m

+0.2%

+5.1%

Like-for-like

- Domains in BNG: **+6.0%**
- Domains in France : **+3.7%**

Note:

The seasonal nature of the tourism businesses in H1 of the year combined with the linear accounting of expenses leads to a structural operating loss over the period.

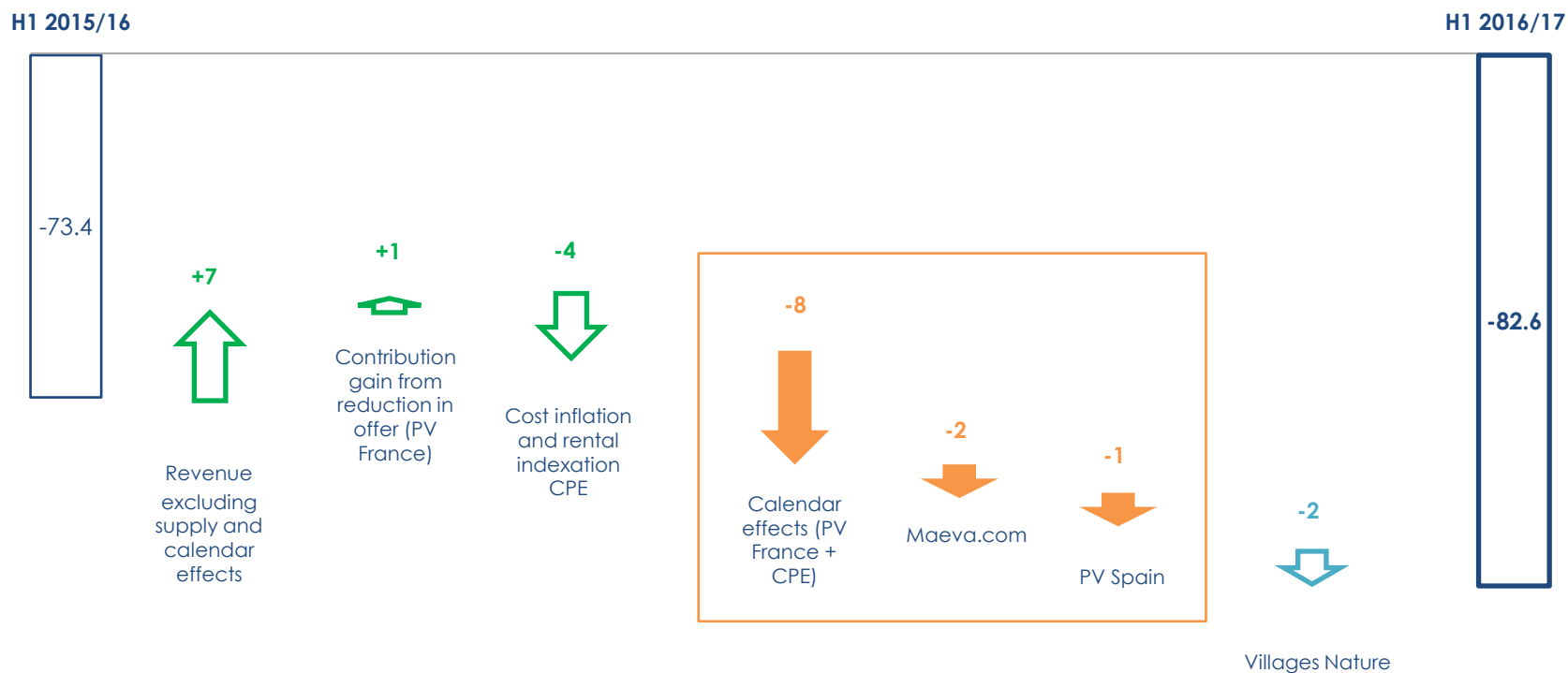
In H1 2016/17, this seasonal nature was heightened:

- **For the tourism businesses:**
 - By the shift to H2 of the Easter school holidays (negative impact of €8m)
 - By the mainly summer seasonality of the new Spanish destinations and maeva.com (negative impact of €3m)
- **For the property development businesses:**
 - By a contribution from property renovation works at Center Parcs Domains that is set to be concentrated in H2 (the costs associated with international structures represent -€4m in H1)
 - By the integration of additional construction costs at Villages Nature (-€10m), in particular due to the delay in the opening to August 2017.

Current operating income

(€m)	H1 2017	H1 2016
Tourism	-82.6	-73.4
Property development	-13.5	4.6
Group current op. income	-96.1	-68.8

Focus on tourism current operating income



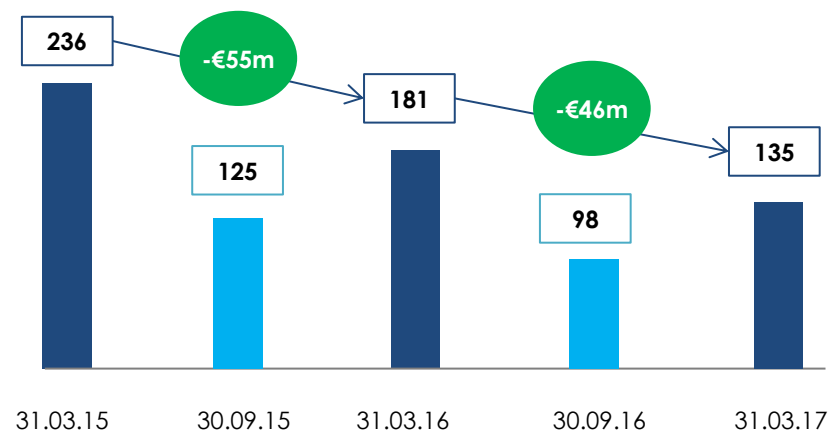
 **Temporary negative impact over H1**

	H1 2017	H1 2016
Revenue	614.7	585.5
Current operating income	-96.1	-68.8
<i>Tourism</i>	-82.6	-73.4
<i>Property development</i>	-13.5	4.6
Financial expenses	-9.6	-9.9
Other income/expense net of tax	-3.3	-2.4
Equity affiliates	-0.4	0.3
Taxes	3.5	5.3
Net income before change in fair value of ORNANE bond	-105.9	-75.5
<i>Change in fair value of ORNANE</i>	-11.0	-0.3
Net income	-116.9	-75.8
<i>Attributable to owners of the Company</i>	-116.9	-75.8
<i>Non-controlling interests</i>	0	0

Further reduction in Group debt: -€46m excluding optional component of ORNANE bond

Change in net bank/bond debt (excluding rental commitments at Ailette and optional component of ORNANE bond) €m

Note: the seasonal nature of the tourism businesses in H1 of the year leads to a structural net debt on 31 March higher than that on 30 September



Debt reduction of €46m vs 31 March 2016:

CAF:	+€27m
Chg in WCR:	+€54m
CAPEX:	-€30m
Others(*) :	-€5m

* Mainly the non-cash increase in loans and miscellaneous debts

Third-quarter 2016/2017 revenue

Tourism revenue

In view of the portfolio of reservations to date, **revenue from the tourism business should grow on a like-for-like basis** in Q3 driven by:

- For Center Parcs Europe, the Domains located in BNG*
- For Pierre & Vacances Tourisme Europe, healthy performances at seaside destinations

Property development revenue

Revenue from property development in Q3 2016/17 is set to be lower than that of 2015/2016, in line with the phasing of property development programmes.

The Group confirms its target **for 2016/2017 property development revenue of around €200 million, showing growth over the full-year.**

Full-year results

In view of the positive outlook for the tourism and property development businesses in the second half of the year, and excluding the costs associated with the delivery and opening of Villages Nature over the year, **the Group confirms its target for sharp growth in 2016/17 current operating income relative to that of 2015/16.**

* Belgium, Netherlands, Germany

2 Tourism: operating progress and outlook

Strong performances on the winter season (Oct. To April)

+5% growth in **REVPAR**

+4% growth in **Average Letting Rates**

86% average **Occupancy rate**

- **95%** occupancy rate in February
- **100%** occupancy rate over weeks of 11 and 18 February

+4,1 pts Improvement in NPS score (*)

60% of arrivals excluding Saturday during Christmas Holidays and New Year



** The NPS score is the % of "promoters" less the % of "detractors"*



• Customer Data

- Development of the Prospects base
- Roll-out of **Data Intelligence** project:
 - Optimisation of Display return on investment
 - Reduction in printed documentation sent out
 - Optimisation of marketing events

• Conversion/Web

- Further iterative improvement in web platforms
- Dialogue with Chat and Wibilong internet users
- Roll-out of **Dynamic Package**
(flight + accommodation)
- Analysis of navigation feeding Data Intelligence approach

• Call Centers/Customer Relations Centre

- Continuing to professionalise customer relations
- Outgoing call campaigns
- Structuring of **Social Room** complete
(answers to customers on social networks and opinion sites)

• Work's Councils

- New flexible amount and linear card offer
- Simplification of price grids
- Roll-out of Maeva.com offer

• Indirect

- Further optimisation of distribution costs and commission fees
- Strengthened sales actions in traditional, emerging and Chinese markets

• Social markets

- Steady development in fan communities
- Commercial events for communities and strengthening of editorial lines focused on customer experience





- **Strategy to move upscale and improve the customer experience**

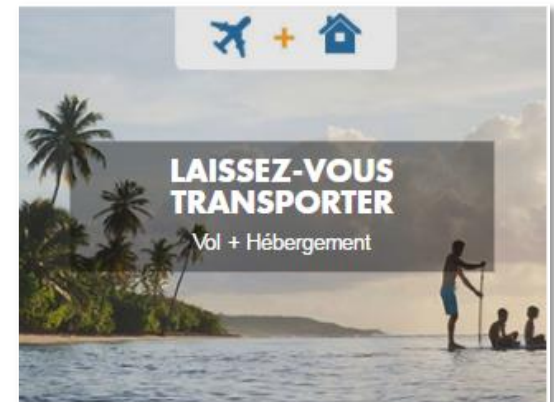
- 7 mountain residences renovated
- +600 **Superior** and **Exceptional** apartments
- Opening of PV Premium Deauville - Presqu'île de la Touques (December 2017)
- Growth in customer satisfaction and Net Promoter Score

- **Service and product innovation for greater flexibility and personalisation**

- Flexible arrival times and holiday durations
- Remote check-in
- Segmented offers
(Adjoining apartments/Gliss Club/Maison des Petits – children's club)
- **Labelling:** 9 Local discovery residences

- **Acceleration in international development**

- From 63 to 120 residences
New Montenegro/Malta/Crete/Madera
- **Package offers:** flight + transfer + car rental + accommodation
 - to France, Spain and international destinations
 - from France, the UK and Germany (end-2017)





- **Faster development of flexible arrivals and departures**

- Reservations +50%
- 55% of new customers
(specific adaptation of operating procedures on-site)
- Integration into **marketing campaigns**

- **Improvement in customer experience via digital**

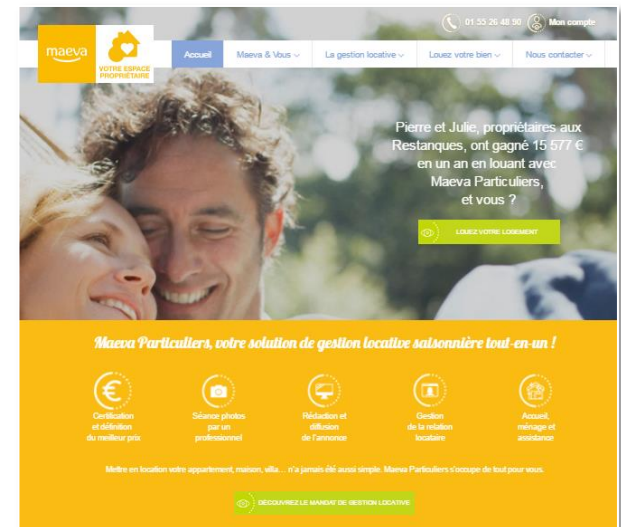
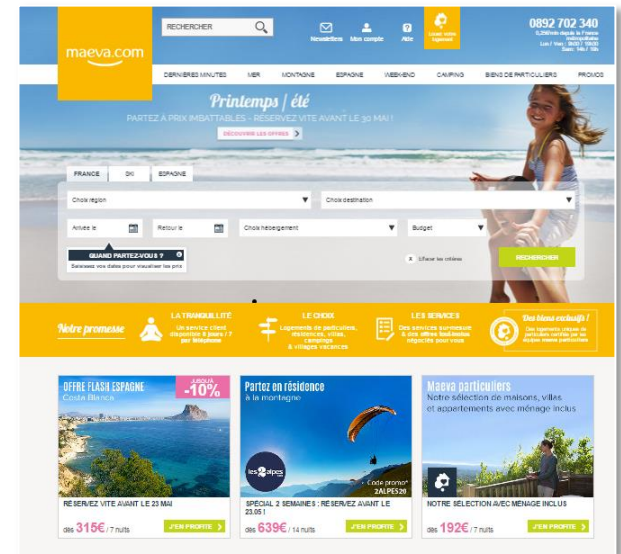


- Integral part of customer experience
 - Information on holidays, activities and services
 - **Reservation, planning and payment** of activities before and during the stay
 - Adaptation to tablets/notifications/geolocalisation
 - Testing of new **interactive terminals** on site
- **Developments and renovations**
 - Extension of Trois Forêts (Exclusive and Experience cottages/ZePlace)
 - Roll-out of renovation programme
 - 2018: Opening of Allgau





- **Stepping up development of Maeva.com**
 - **29,000** products in France and Spain
 - Modernisation of all digital tools
 - Integration of organisations and technologies
- **Rental management**
 - 1,700 **certified** individual homes in 90 destinations
 - 700 new mandates in six months
 - 20% in new destinations
 - roll-out of management mandate focused on **distribution**
 - Launch of **Purchases market place** for owners
- **Distribution**
 - Increasing **conversion rates** and **attachment rates** for additional services
 - 50 camp sites under the Maeva label/1,300 additional products in Spain
 - Development of **distribution synergies** (CEs)





- Stay/Live /Enjoy marketing campaign brought to television
- New marketing approaches
 - Breakfast included
 - Valuation of exceptional and rare typologies
- **Roll-out of Stories – overhaul and animation of public areas**
 - Four new functions in reception areas

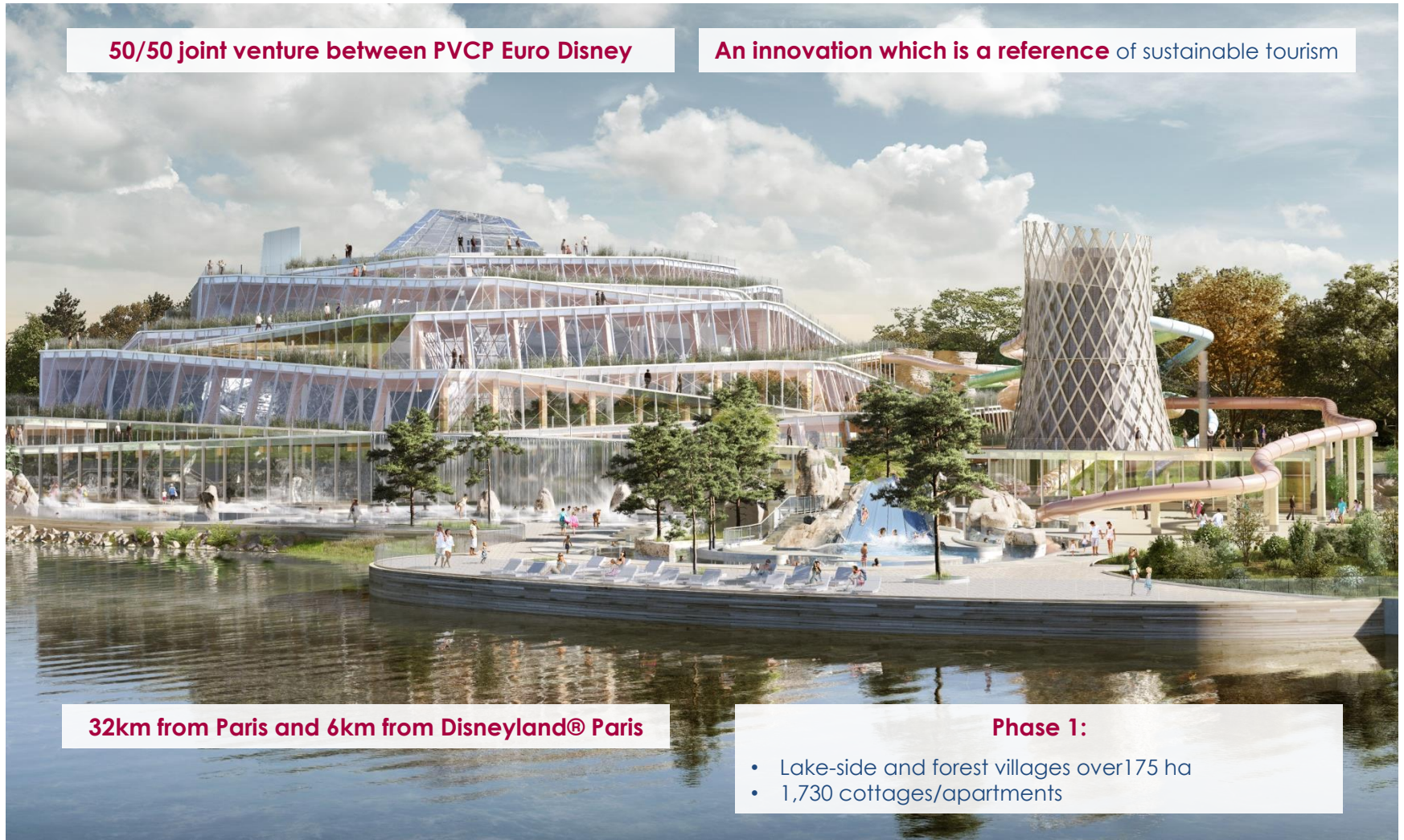
Library@Adagio	Shop@Adagio
Dinner@Adagio	Coworking@Adagio
 - Events programme for shared moments and conviviality
- **Further international development**
 - 2017: 4 openings confirmed (Brazil/Qatar)
 - 2018: New openings in France/Germany/Brazil/Saudi Arabia



3 Property development: operations in progress and projects

50/50 joint venture between PVCP Euro Disney

An innovation which is a reference of sustainable tourism



32km from Paris and 6km from Disneyland® Paris

Phase 1:

- Lake-side and forest villages over 175 ha
- 1,730 cottages/apartments

1st tranche of Phase 1

- **5 recreational universes** combining entertainment and discovery:
 - The Aqualagon
 - The BelleVie farm
 - The Forest of Legends
 - The Extraordinary Gardens
 - The Lake Promenade
- **916 cottages and apartments** (i.e more than 3,500 beds), divided into three ranges offering three different atmospheres:
 - Cocon VIP
 - Country Premium
 - Clan Comfort
- **Opening to the public: 11 August 2017**
- **Distribution and tourism operation driven by Center Parcs** through a contract management (operating results at 50/50)



Center Parcs Domains under construction



Extension of CP Trois Forêts (Moselle) - France

141 cottages sold as a block to MACSF

Facilities: forest house, spa, reinforced sports hall,...



Delivery summer 2017



CP Allgau (Baden-Wurttemberg) – Germany

1,000 cottages

Leisure and sports facilities: 25,000 covered sqm

Block sale to:

- ✓ Eurosic: 750 cottages and central recreational facilities (€250m)
- ✓ La Française: 250 cottages and spa (€ 100m)



Delivery end-2018

Center Parcs Domains under renovation

- Sales operations with individual and institutional investors of existing cottages and facilities renovated on behalf of current institutional owners.
- 17 domains in the Netherlands, Germany and Belgium currently owned by institutional investors
⇒ **Potential of 10,000 cottages and €300m in capex.**
- PVCP remuneration as services provider (property sales and project management on works)

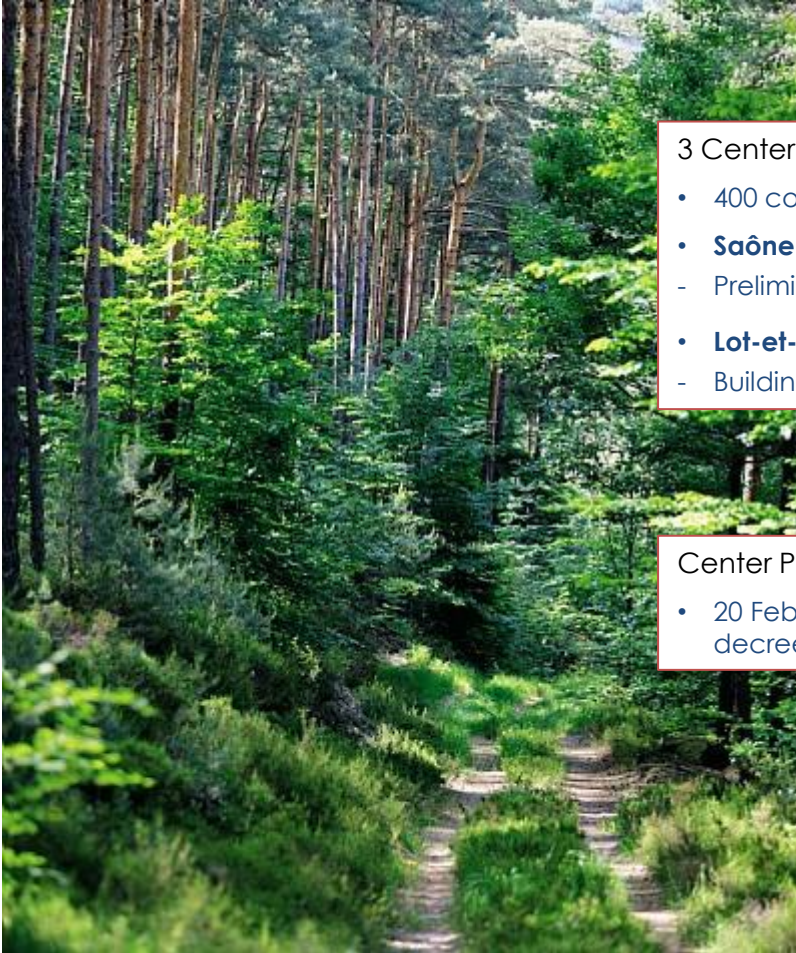


Center Parcs Domains under renovation

Operations underway

		Investors	Amount of works
CP Port Zelande – The Netherlands	648 cottages and recreational facilities	Block sale to ATREAM (424 cottages and facilities) Individuals (224 cottages)	€23m
Sunparks Vielsalm - Belgium Transformation en CP	350 cottages and recreational facilities	Block sale to KBC (177 cottages) Individuals (173 cottages)	€35m
CP Nordseeküste - Germany	423 cottages and recreational facilities	Individuals	€14m
CP Hochsauerland - Germany	659 cottages and recreational facilities	Individuals Prospection block sale	€30m
CP De Haan - Belgium	519 cottages and recreational facilities	Individuals Prospection block sale	€22m

Center Parcs development projects in France



3 Center Parcs Mid Size

- 400 cottages by Domain
- **Saône-et-Loire and Jura:**
 - Preliminary administrative instructions
- **Lot-et-Garonne:**
 - Building permits due to be issued in September 2017

Center Parcs Roybon (Isère)

- 20 February 2017: PVCP appeal to State Council concerning the Water law decree

Pierre & Vacances development projects in France

Deauville – Presqu'île de la Touques
PV Premium 5-star residence
161 apartments



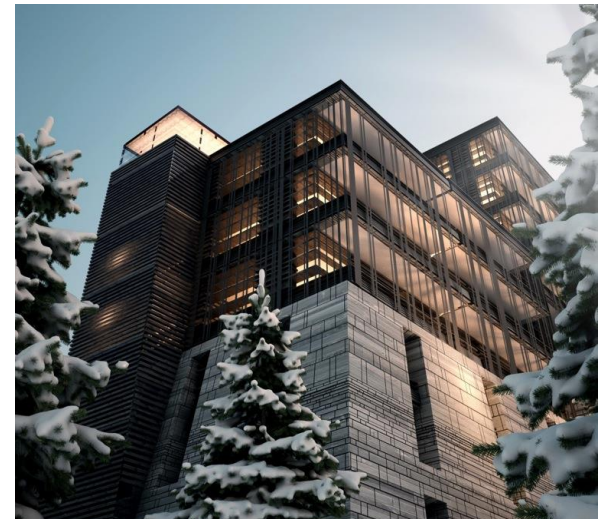
Delivery December 2017

Méribel – l'Hévana
PV Premium 5-star residence
93 apartments



Delivery 2020

Plagne Aime 2000
PV Premium residence (120 apts).
PV Famille residence (370 apts).



Delivery PV premium: winter 2020/21

Pierre & Vacances development projects in Spain

Framework agreement with Eurosic on financing of PV residences and resorts in Spain

- Acquisition by Eurosic of property assets destined to be renovated, managed by PV and sold in units
- Pierre & Vacances partnership: assets transfers, project management assistance, property sales, tourism management



- As of 31 March, 2017, 4 sites acquired by Eurosic
- Commitment on a property development operation of 120 apartments: Salou
- Stock managed by PV in 2016: more than 3,000 apartments
- By 2020, a target of more than 5,000 apartments operated

Confirmation of development potential in China and first forthcoming achievements



Start-up of effective development:

- Note: PVCP-HNA agreements signed in November 2015, joint-venture created in May 2016, CEO recruited in November 2016, team in place since January 2017.
- 9 sites in preliminary studies including 4 with short-term probability. More than 20 sites in pre-studies.
- "Dual brand strategy" implemented with HNA to increase global potential: two brands used, one (announced on 15 June in Beijing) for resorts such as Center Parcs, and the other (P&V brand) for conversion of existing resorts.

First 4 projects:

- Beijing-Tianjin and Fujian region for two CP-style resorts of 750-1,000 accommodation units
- Beijing and Shanghai regions for two P&V or mid-size CP resorts of 500 to 600 units.
- Signing of definitive agreements expected before next September.

Other achievements:

- First tourism group customers
- Sales and property reservations in Europe of €22m by China team

4 Appendix Reconciliation tables - P&L IFRS

<i>(Euro millions)</i>	H1 2017 operating reporting	Change in fair value of ORNANE	Tax on other operating income/expense	IFRS 11 adjustments	H1 2017 IFRS
Revenue	614.7			- 27.8	586.9
Current operating income	-96.1			+13.2	-82.9
Other operating income/expense	- 3.3		-0.3	+0.9	-2.8 (*)
Financial expenses	- 9.6	-11.0		+ 0.4	- 20.2
Equity affiliates	-0.4			-13.2	-13.6
Corporate tax	3.5		+0.3	-1.3	2.6
Change in fair value of ORNANE	- 11.0	+11.0			(**)
NET INCOME	- 116.9	0.0	0.0	0.0	- 116.9

* gross before tax

** the change in the fair value of the share allocation right for the ORNANE bond is included in the IFRS financial result

<i>(Euro millions)</i>	H1 2016 operating reporting	Change in fair value of ORNANE	Tax on other operating income/expense	Cost of early repayment of bank loan	IFRS 11 adjustments	H1 2016 IFRS
Revenue	585.5				- 26.0	559.5
Current operating income	-68.8				+4.7	-64.1
Other operating income/expense	- 2.4		-0.1	+1.1	+0.1	-1.3 (*)
Financial expenses	- 9.9	-0.3		-1.1	- 0.1	- 11.4
Equity affiliates	0.3				-4.5	-4.2
Corporate tax	5.3		+0.1		-0.2	5.2
Change in fair value of ORNANE	- 0.3	+0.3				(**)
NET INCOME	- 75.8	0.0	0.0	0.0	0.0	- 75.8

* gross before tax

** the change in the fair value of the share allocation right for the ORNANE bond is included in the IFRS financial result